



The Open European Journal of Social Science and Education (OEJSSE)

(E-ISSN: 3062-3456)

المجلة الأوروبية المفتوحة للعلوم الاجتماعية والتربوية

Journal homepage: <https://easdjournals.com/index.php/oejsse/index>



أثر القيادة التحويلية على مرونة المؤسسة والتوافق بين الفرد والمؤسسة: دراسة حالة وزارة الصحة الفلسطينية - قطاع غزة

د. أيمن الدراوي *

أستاذ مشارك في الإدارة الاستراتيجية، كلية الإدارة والمالية، جامعة الأقصى، غزة

* Corresponding author E-mail: aymanelderawi501@yahoo.com

Article history	Received: 04-02-2026	Accepted: 28-04-2026	Published: 15-05-2026
-----------------	----------------------	----------------------	-----------------------

المخلص

هدفت هذه الدراسة إلى بحث أثر القيادة التحويلية على مرونة المؤسسة والتوافق بين الأفراد ومؤسساتهم في وزارة الصحة الفلسطينية. استخدم المنهج الوصفي التحليلي، مع تطبيق أسلوب العينة العشوائية البسيطة لجمع البيانات من عينة مكونة من 205 موظفين إداريين يعملون في مكاتب الوزارة الواقعة في المحافظات الجنوبية لقطاع غزة. أظهرت نتائج البحث أن للقيادة التحويلية أثراً بالغاً على كل من مرونة المؤسسة والتوافق بين الفرد والمؤسسة. وبناءً على ذلك، توصي الدراسة بزيادة الوعي بأهمية القيادة التحويلية لتحقيق رؤية الوزارة المستقبلية.

الكلمات المفتاحية: القيادة التحويلية، مرونة المؤسسة، التوافق بين الفرد والمؤسسة.

The Impact of Transformational Leadership on Organizational Agility and Individual-Organizational Fit: A Case Study of the Palestinian Ministry of Health - Gaza Strip

Dr. Ayman Al-Dirawi *

Associate Professor of Strategic Management, Faculty of Management and Finance, Al-Aqsa University, Gaza

Abstract

This study aimed to examine the influence of transformational leadership on organizational agility and the alignment between individuals and their organization within the Palestinian Ministry of Health. A descriptive-analytical approach was employed, utilizing a simple random sampling method to gather data from a sample of 205 administrative staff members working in the Ministry's offices located in the southern governorates of the Gaza Strip. The research findings revealed that transformational leadership significantly impacts both organizational agility and individual-organization fit. Accordingly, the research recommends increasing the awareness of transformational leadership importance to achieve the ministry's future vision.

Keywords: Transformational leadership, organizational agility, individual-organizational fit.

Introduction

The human resource is one of the most important pillars of organizations, and is considered the focus of its production and service process. Thus there must be a competent authority or person who organizes the process of dealing with the human resource as the concept of human resource management appeared since ancient times, but it did not have this name (Arash, 2024). In order for organizations to transfer plans and ideas into a practical and tangible reality, there must be a leader who is able to invest the employees' motivations and ambitions, by rewarding the diligent and guiding the short comers. This effort requires leaders who possess special skills, to lead employees towards the desired goal efficiently and effectively (Hofstede, 2023).

Transformational leadership refers to a leader's capacity to motivate and engage employees by articulating a compelling vision, encouraging higher levels of thought and inspiration, and boosting morale. It also involves enhancing employees' commitment

and directing their efforts toward the successful attainment of organizational goals. Let me know if you need a more academic or simplified version as mentioned study (Kuvaas, 2019). It has also become necessary for organizations to have the advantage of organizational agility, as it provides the possibility of quickly responding to continuous changes in the external environment, urging the organization to improve its efficiency, and dedicating all efforts to achieve the organization's objectives (Teece, 2021). The fit between the individual and the organization is one of the first lines of defense for the cohesion and continuity of the organization, as it protects the employees from feeling job alienation, and creates integration and harmony between the objectives and values of both the individual and the organization. Therefore, the greater the degree of harmony between the objectives of the individual and the organization, the more the organization's objectives are achieved in a creative way, and the higher its ability to face competitive challenges (Zhang, 2021).

Problem Statement

The survey of prior research shows that few studies have explored the relationship between transformational leadership and organizational agility (Ly, 2024; Jaafar et al., 2021; Morsi & Badawi, 2025; Prasetyo et al., 2024; Probojakti et al., 2025). Only one study was found to address its influence on person–organization fit (Liu et al., 2023). Moreover, research by Mohammad (2021) conducted in Egypt investigated the impact of transformational leadership on both organizational agility and the congruence between individuals and their organizations. Despite these contributions, there appears to be an absence of research examining this relationship in the Palestinian context, and Moreover, the researcher conducted personal and telephone interviews with some employees in the Palestinian Ministry of Health in the southern governorates, with the aim of knowing the extent of employees' awareness of the dimensions of transformational leadership and its impact on both organizational agility and individual-organizational fit, in addition to identify the level of availability of both organizational agility and individual-organizational fit, and the interviews revealed the following:

1. There is a very slow pace of modernization and keeping up with changes.
2. The Ministry of Health's inability to analyze events, although there are timid attempts to keep abreast of current events in order to develop.
3. Inability to reconfigure the ministry's resources in a timely manner, despite the existence of resources and capabilities, but they are not used effectively.
4. There is no integration between the objectives of the employees and the overall objectives of the ministry.
5. There is a clear difference between employees' personal values and the ministry's values.

In light of the mentioned above as well as the rapid changes, pressures, and instability faced by the Ministry of Health in the Gaza Strip, there is a need for leadership styles that can enhance adaptability and responsiveness. Hence, this study aims to explore the impact of transformational leadership on organizational agility and individual-organizational fit in the Ministry of Health in Gaza Strip.

Research Objectives

RO1. Investigate how impact of transformational leadership on organizational agility among employees in the Palestinian Ministry of Health.

RO2. Investigate how impact of transformational leadership on the individual-organizational fit among employees in the Palestinian Ministry of Health.

Research Questions and Hypotheses

The research seeks to answer the following research questions:

RQ1. Does transformational leadership affect the organizational agility among employees in the Palestinian Ministry of Health?

RQ2. Does transformational leadership affect the individual-organizational fit among employees in the Palestinian Ministry of Health?

Based on the above, the following research hypotheses have been formulated:

H1. There is no statistically significant effect at the level ($0.05 \geq \alpha$) of transformational leadership in terms of its dimensions (ideal influence, inspirational motivation, intellectual excitement, individual consideration) on organizational agility in the Palestinian Ministry of Health.

H2. There is no statistically significant effect at the level ($0.05 \geq \alpha$) of transformational leadership in terms of its dimensions (ideal influence, inspirational motivation, intellectual excitement, individual consideration) on the fit between the individual and the organization in the Palestinian Ministry of Health.

Research Significance

Transformational leadership remains an area that has not been extensively explored by researchers. At the same time, the healthcare sector stands as one of the most vital fields responsible for safeguarding human well-being, with people themselves representing the most valuable resource in today's world. The significance of this study is two-folded, theoretically and practically. Theoretically, this study is considered one of the first studies that addresses the impact of transformational leadership on both organizational agility and individual-organizational fit among employees in the health sector in an Arab state, particularly in the Palestinian Ministry of Health. This study is also an enrichment of the scientific and research aspect in the Palestinian health sector, due to its role in building a society capable of building a better future.

Practically, the findings of this study could help those involved in the Palestinian Ministry of Health to adopt the concepts of transformational leadership, and provide mechanisms that guide health sector employees on the importance of organizational agility and fit between the individual and the organization and their role in driving development, innovation and continuous improvement. Also, the findings of this study could provide the Palestinian health sector management with modern management concepts to provide the best health services for the Palestinian citizen.

Literature Review

Transformational Leadership

Transformational leadership is a leadership style that encourages employees to think outside the box, be creative, and inspirational by embracing the concept of strategic vision (Bass & Avolio, 1994). It is a process that enables employees to reach the strategic vision of the organization and exceed normal expectations, based on effective communication. (Daoud, et al, 2016). Transformational leadership includes four dimensions: Idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Transformational leadership is defined as a leadership style that seeks to promote shared values, spread an inspiring organizational culture among the employees, and raise their level of performance, in order to achieve the organization's goals and prioritize public interest over narrow private interests (Bass, 1985; Burns, 1978). Similarly, Cohen (1990) defines it as a leadership style that motivates employees to make decisions based on the organization's strategic goals, where the leader plays a role model by urging everyone to put public interest over private interest.

It is seen as the leader's ability to motivate employees to actively participate in making strategic decisions, through a flexible organizational structure (Schwartz, 2007). Thus the researcher define it as a leadership style capable of motivating employees towards creativity, analytical thinking, and teamwork, and helping them to prioritize public interests over personal interests, and achieve the organization's goals in an efficient and effective manner.

Definition of Idealized Influence:

Idealized influence is defined as a leader's ability to set a good example by demonstrating high ethical standards, resilience, courage, and a commitment to the public good over personal gain (Bass & Riggio, 2006). This type of influence is reflected in the leader's actions that generate trust, admiration, and respect among followers, motivating them to internalize their values and emulate their behavior.

Bass and colleagues (Avolio & Bass, 2004) identified two distinct dimensions of idealized influence:

Behavioral idealized influence, which relates to the observable actions and decisions taken by the leader that reflect ethical behavior and principled leadership.

Relativistic idealized influence, which refers to followers' perceptions of the leader as trustworthy, admired, and ethically grounded.

Characteristics of Leaders Who Demonstrate Idealized Influence

Leaders who exemplify idealized influence exhibit a set of distinctive traits that reflect their ethical and transformational leadership abilities.

Ethical Integrity: These leaders consistently base their decisions on well-defined ethical principles, fostering a culture of transparency and fairness (Northouse, 2016).

Social Responsibility: They demonstrate a strong commitment to the well-being of the organization and its members, prioritizing collective interests over personal gain.

Leading by Example: Rather than relying solely on verbal persuasion, these leaders inspire and influence others through consistent, value-based actions.

The Role of Idealized Influence in Enhancing Leadership Effectiveness

Empirical research suggests that idealized influence is positively associated with increased employee commitment and satisfaction with leadership (Judge & Piccolo, 2004). Leaders who set an ethical example contribute to an organizational environment rooted in trust, respect, and psychological safety. When followers view their leader as an ideal figure, they are more likely to engage in discretionary effort and align themselves with the organization's values and goals (Yukl, 2013).

Definition of Inspirational Motivation

Inspirational motivation is a fundamental dimension of transformational leadership and is defined as a leader's ability to articulate an attractive and meaningful vision for the future that aligns with the values and aspirations of their followers. This vision is communicated through symbolic communication, slogans, and motivational speeches, fostering shared commitment to the organization's goals (Bass and Riggio, 2006). Leaders who exhibit this trait set high performance standards and express strong confidence in their followers' abilities, which enhances intrinsic motivation (Northouse, 2016).

Avolio and Bass (2004) assert that inspirational motivation goes beyond verbal persuasion; it involves linking the organization's goals to a broader sense of purpose. In doing so, leaders create a unified narrative that motivates employees to collaborate and pursue a common goal.

Characteristics of Inspirational Leaders

Leaders with inspirational motivation often exhibit several distinguishing characteristics, including:

The ability to communicate a compelling shared vision;

Positive reinforcement of high expectations;

Emotional and ethical engagement with followers;

Encouraging perseverance and dedication (Yukl, 2013).

In addition, these leaders use symbolic language, storytelling, and positive role models to inspire enthusiasm and foster a strong sense of organizational belonging (Bass, 1985).

The Importance of Inspirational Motivation in the Workplace

Empirical studies indicate a strong positive relationship between inspirational motivation and important organizational outcomes, such as job satisfaction, commitment, and individual and team performance (Judge & Piccolo, 2004). Inspirational leaders are particularly effective in addressing organizational challenges and encouraging employees to exceed standard performance expectations.

According to Bono and Judge (2003), leaders who demonstrate inspirational motivation have a significantly greater influence in guiding employees toward long-term goals than those who lack this transformational trait.

Definition of Intellectual Stimulation:

Intellectual stimulation represents a key element of transformational leadership, whereby leaders motivate their followers to question prevailing assumptions and to seek creative and unconventional solutions to challenges.. Rather than adhering to conventional thinking, followers are motivated to engage in analytical thinking, creative idea generation, and logical evaluation (Bass & Riggio, 2006). Leaders who demonstrate this trait foster a psychologically safe environment in which individuals feel empowered to propose new ideas and challenge established norms without fear of judgment or failure (Northouse, 2016).

Avolio and Bass (2004) suggest that intellectually stimulating leaders actively encourage independent thinking by urging employees to question conventional procedures and adopt alternative strategies. This leadership creates an organizational culture rooted in continuous learning, renewal, and adaptability.

Characteristics of Intellectually Stimulating Leaders

Leaders who demonstrate intellectual stimulation typically exhibit the following traits:

A commitment to fostering creativity and innovation at all levels of the organization;

Using open-ended questions to stimulate dialogue and encourage diverse perspectives;

Being open to different viewpoints and engaging in constructive and objective discussions;

Creating a work environment based on intellectual curiosity and a growth mindset (Yukl, 2013).

Importantly, intellectually stimulating leaders do not offer pre-defined solutions to every problem. Rather, They enable team members to think critically and analytically, thereby promoting a sense of independence and responsibility in the decision-making process.

Definition of Individualized Consideration:

Individualized consideration is a key component of transformational leadership, reflecting a leader's concern for the unique needs, aspirations, and circumstances of each team member. This includes personalized support, empathetic listening, and providing development opportunities tailored to individual strengths and growth areas (Northouse, 2016). Leaders who demonstrate individualized consideration interact with employees not as interdependent parts of a group, but rather as distinct individuals with unique talents and developmental paths.

As Avolio and Bass (2004) explain, individualized consideration fosters personal and professional growth through mentoring, targeted coaching, and constructive feedback. This leadership behavior fosters a culture of mutual respect and trust, where subordinates feel valued and empowered to reach their full potential.

Key Characteristics of a Leader Who Demonstrates Individualized Consideration

Leaders who exemplify individualized consideration typically demonstrate the following behaviors:

Listening attentively and empathetically to employees' personal concerns and professional challenges; Maintaining consistent and meaningful one-on-one communication that goes beyond formal interactions;

Providing individualized mentoring and guidance tailored to each employee's skills and development stage;

Providing personalized learning and development opportunities that align with personal goals and professional roles (Yukl, 2013). These leaders contribute to creating a supportive organizational climate that encourages growth, promotes psychological safety, and fosters employees' sense of belonging and commitment.

The Role of Individual Consideration in Improving Organizational Results

Individual consideration plays a critical role in enhancing employee satisfaction, increasing organizational commitment, and building loyalty to leadership. When employees perceive that their leaders genuinely care about their well-being and development, they are more likely to make discretionary efforts and align with the organization's goals (Judge & Piccolo, 2004). Furthermore, this leadership behavior contributes to high-trust work environments and has been associated with lower employee turnover rates. Empirical research by Dvir, Eden, Avolio, and Shamir (2002) supports the positive impact of individual consideration on employee performance and leadership development. The study demonstrated that consistent individual consideration from leaders significantly enhances subordinates' motivation, performance, and leadership development.

Organizational Agility

It is the organization's ability to provide a supportive environment for creativity and continuous change, through the use of flexible organizational structures, internal rules and regulations, according to changes in the external business environment (Zhang & Sharifi, 2000). Organizational agility is also the organization's ability to exceed customer expectations, through careful analysis of the external environment in all its dimensions, and to ensure continuous change of services and products, while maintaining high and sustainable performance at all times (Ford, 2012). Organizational agility relies mainly on satisfying customers to achieve customer loyalty, by quickly analyzing the market and customer desires, and providing quick and effective solutions (Thompson, 2017).

Agile organizations that follow the concepts of organizational agility are considered more sustainable and able to survive and grow in the labor market compared to traditional organizations, because they follow the principle of change (Johnson, 2019). Organizational agility achieves high performance and productivity rates due to its high ability to respond to market changes and follow the change in customer tastes (Al-Zahrani, 2012). The three elements of organizational agility are sensing agility, decision-making agility, and acting agility (Hussein et al., 2022). They enable the organization to respond effectively to change and help explain how agility is expressed, experienced, or operationalized in practice.

Accordingly, the researcher defines it as one of the basic concepts that enhance the ability of organizations to adapt to the rapid changes in business environments, and enhance the ability to withstand competitors, by achieving higher performance rates, providing a creative and innovative environment for employees, ensuring customer satisfaction, and anticipating customer expectations.

The Strategic Importance of Organizational Agility

Organizational agility has become an essential strategic competence that allows organizations to adapt, endure, and succeed amid conditions marked by volatility, uncertainty, complexity, and ambiguity. It represents an organization's ability to sense and respond quickly to internal and external changes, thus maintaining its competitive relevance and operational effectiveness. Agility is increasingly viewed as a cornerstone of long-term organizational sustainability and market leadership (Sambamurthy et al., 2003). The key benefits associated with organizational agility include:

Enhancing an organization's ability to effectively respond to crises and adapt to changing environmental conditions;
Improving operational efficiency and long-term financial performance;
Fostering innovation and maintaining a sustainable competitive advantage;
Improving customer responsiveness and satisfaction through the provision of flexible and timely services.
Achieving organizational agility requires several enabling conditions that support adaptability and learning at all levels of the organization. Among the most important enabling factors are:
An advanced digital infrastructure that facilitates the rapid collection, processing, and analysis of data to support timely decision-making;
Organizational learning mechanisms that promote continuous renewal and responsiveness (Teece et al., 2016).

Challenges of Organizational Agility

Despite its strategic importance, implementing and sustaining organizational agility presents a set of ongoing challenges. These include:

Employee resistance to change, often rooted in fear of uncertainty or loss of control;
Tensions between speed and quality, where rapid response can compromise comprehensiveness and accuracy;
Fragmented coordination between various administrative functions, leading to inefficiencies or strategic misalignment;
Balancing agility and operational stability, which requires organizations to manage the balance between flexibility and consistency.
Addressing these challenges requires a comprehensive and integrated approach to leadership, culture, systems, and processes.

Definition of Agility

Organizational Agility refers to an organization's ability to detect changes in the external environment—whether opportunities or threats—early and analyze these changes promptly to make timely and appropriate strategic decisions (Doz & Kosonen, 2008). Achieving Agility requires a flexible organizational structure and a culture based on systematic information gathering, data analysis, and strategic foresight.
Tallon and Pinsonneault (2011) define Agility as "the continuous ability to monitor the external environment, interpret market signals, and identify critical shifts before their impact causes disruption."

Characteristics of Agility

Agility has several key characteristics, including:
Environmental scanning: Continuously monitoring changes in economic, social, technological, and competitive landscapes.
Rapid acquisition and interpretation of information: Leveraging analytical tools to extract insights from data and anticipate future trends and emerging opportunities.
Shared strategic vision: Communicating and aligning the organizational vision at all levels to enhance preparedness and responsiveness (Doz & Kosonen, 2008).
A learning-oriented and open culture: Fostering an organizational climate that encourages employees to observe, discuss, and respond to environmental changes without fear.

Definition of Agile Decision Making

Agile decision making refers to an organization's ability to make strategic decisions quickly and flexibly, adapting effectively to environmental changes without being hindered by rigid bureaucratic structures or hierarchical delays Tallon and Pinsonneault (2011)
According to (Doz & Kosonen, 2008), an agile decision is one that is made quickly, based on accurate and timely information, and executed synchronously across teams and individuals. This synchronous execution enables organizations to shift their strategic direction quickly and consistently.

Characteristics of Agile Decision Making

Agile decision making includes several distinct characteristics:
Speed: The ability to make timely decisions to maintain a competitive advantage and mitigate potential crises (Overby et al., 2006).
Flexibility: The ability to review or modify decisions in response to emerging information or changing circumstances (Sambamurthy et al., 2003).

Collaborative Decision Making: Engaging stakeholders across organizational levels to integrate diverse perspectives and enhance decision quality.

Data-Driven Approach: Using data analytics and evidence-based insights as the basis for decision-making, rather than relying solely on managerial intuition (Teece et al., 2016).

Empowered Leadership: Delegating authority to teams and empowering them to make contextually appropriate decisions without over-reliance on senior management (Doz & Kosonen, 2010).

Individual-Organizational Fit

Person–organization fit refers to the alignment between an individual’s attributes—such as values, beliefs, and behavioral tendencies—and the norms, culture, and expectations of the organization. skills, interests, and values, and the characteristics of the organizational environment in which the individual works, such as organizational structures, internal regulations, procedural manuals, and organizational culture (Kristof-Brown, 2000). In addition, individual-organizational fit must include the goals of both the individual and the organization, so that the organization reaches high productivity, low turnover, and high employee satisfaction, which is reflected in customer satisfaction (Kristof-Brown, 2000). The researcher defines it as the extent of harmony between the individual's personal characteristics and the characteristics of the organizational environment, and this fit revolves around the concept of sharing the unity of purpose, minimizing the conflict of powers, and prioritizing public interest over private interest.

The importance of Individual-Organizational Fit:

Studies indicate that good fit between individuals and organizations leads to:

1. Improved job performance, where employees who feel harmony between their goals and the organization’s goals have high performance rates (Edwards, 2008).
2. Increased job satisfaction, where the harmony of the individual's goals with the organization achieves job satisfaction, as employees feel the importance of the work they do (Chatman, 1989).
3. Reduced occupational stress, where harmony helps to reduce stress, thus it is considered a healthy state (Bakker & Demerouti, 2007).
4. Increased organizational commitment, as harmony between employees and organizations improves and increases organizational commitment, because the employee considers that he works in his own organization (Chatman, 1989).

Methodology

The research adopted the descriptive analytical method, which is useful in better and more accurate understanding of the aspects and dimensions of the phenomenon under investigation, as this method describes it accurately and expresses it qualitatively and quantitatively.

Sample and Sampling Technique

The study population included all 360 administrative staff members employed by the Palestinian Ministry of Health in the southern governorates of the Gaza Strip. According to Herbert Arken's formula for determining sample size, the minimum required sample should be 186 individuals. The researchers used simple random sampling technique to collect data from the target sample, where 250 questionnaires were distributed to the study population. The study sample consisted of 205 employees, resulting in a response rate of (82%).

Research Instrument

In alignment with the study’s objectives and research questions, a questionnaire was employed as the primary data collection tool. This instrument was designed by the researchers following a comprehensive review of relevant literature and prior studies on the subject. The questionnaire was divided into two main sections; the first section gathered demographic information from the participants, including gender, educational background, age, and years of professional experience. The second section which consisted of three sub-sections, that explored the respondents’ perceptions of the study variables including: Transformational leadership (16 sentences) with its four dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration), organizational agility (16 sentences) with its three dimensions (sense of agility, agility in decision-making, agility in behavior), and individual-organizational fit (10 sentences).

Questionnaire Validity

To establish content validity, the initial version of the questionnaire was reviewed by a panel of experts and specialists in the relevant field. Their feedback was used to evaluate the clarity of the items and the extent to which they aligned with the study's purpose—namely, assessing the impact of transformational leadership on organizational agility and person–organization fit.

Questionnaire Reliability:

Internal Consistency Reliability:

The internal consistency of the questionnaire was assessed by calculating the correlation coefficients for its various dimensions, which ranged from 0.606 to 0.964. These values indicate statistically significant relationships among the questionnaire components, demonstrating that the instrument is suitable for achieving the study's objectives.

Cronbach's Alpha Reliability:

To further verify the reliability of the questionnaire, Cronbach's alpha coefficients were computed for each of its axes. The values ranged from 0.829 to 0.968, reflecting a high level of internal consistency. These results confirm that the questionnaire is both statistically reliable and appropriate for measuring the intended variables in the study. *Split-half Reliability:* The reliability of the questionnaire was verified by calculating the correlation coefficients of the resolution axes by the half-segmentation method, and ranged between (0.703) and (0.961), meaning that the correlation coefficients of the resolution axes by the half-segmentation method are statistically significant stability coefficients, and meet the purposes of the study.

Results

The demographics of the participants is displayed in Table 1, showing that the majority consisted of males, and that the largest percentage of the participants hold bachelor degree. Also, as seen in the table their age ranged mainly from 30 to 40 years, while their years of experience ranged mainly from 11 to more than 15 years.

Table 1. Participants' Demographics

Item	Category	Frequency (n=205)	Percentage
Gender	Male	155	75.6
	Female	50	24.4
Academic Qualification	Diploma	26	12.7
	Bachelor	146	71.2
	Postgraduates	33	16.1
Age	Less than 30	12	5.9
	30-39	63	30.7
	40-49	83	40.5
	50 and above	47	22.9
Years of Experience	Less than 5	12	5.9
	5-10	24	11.7
	11-15	62	30.2
	15 and more	107	52.2

Descriptive Statistics of Transformational Leadership

The results of the descriptive statistical analysis for the independent variable—transformational leadership, specifically the first dimension: idealized influence—are presented below. The analysis included the calculation of the mean, standard deviation (SD), relative weight (RW), T-value, degree of agreement (DA), and ranking for each item within this dimension. As shown in Table 2, the overall mean score for the idealized influence dimension was 3.435, with a standard deviation of 0.707, indicating a general consensus among respondents. The relative weight reached 68.71%, reflecting a moderately high level of agreement. Furthermore, the T-test value was 8.817, with a significance value (Sig.) of 0.000, which is below the accepted threshold of 0.05. This confirms that the idealized influence dimension is statistically significant at the level of $\alpha \leq 0.05$, reinforcing the presence of substantial agreement among participants on the items within this dimension. Regarding the individual items under this dimension, the mean scores ranged from 3.376 to 3.541, and the standard deviations varied between 0.831 and 0.904, indicating a relatively consistent pattern in respondents' perceptions. The relative weights ranged between (67.51%) and (70.83%), and the T values ranged between (6.033) and (9.328). The first sentence ranked first in MS and RW while the second sentence ranked fourth in MS and RW. These results reinforce the high level of agreement for this dimension.

Table 2. Results of idealized influence dimension

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
My direct manager talks to us constantly about his personal values and belief	3.541	0.831	70.83%	9.328	.000	1	Large
My direct manager shows a sense of strength and self-confidence	3.376	0.852	67.51%	6.312	.000	4	Medium
My direct manager describes the ministry's interest first before his personal interest	3.444	0.904	68.88%	7.033	.000	2	Large
My direct manager acts very respectfully	3.380	0.903	67.61%	6.033	.000	3	Medium
Total	3.435	0.707	68.71%	8.817	.000		Large

The following presents the results of the descriptive statistical analysis for the second dimension of the independent variable (transformational leadership), namely inspirational motivation. The analysis involved calculating the mean score, standard deviation (SD), relative weight (RW), T-value, degree of agreement (DA), and ranking for each item under this dimension. As illustrated in Table 3, the overall mean score for the inspirational motivation dimension was 3.452, with a standard deviation of 0.694, indicating general agreement among respondents. The relative weight was 69.05%, reflecting a high level of perceived importance. The T-test value recorded was 9.336, and the significance level (Sig.) was 0.000, which is below the threshold of 0.05. This indicates that the dimension is statistically significant at $\alpha \leq 0.05$, affirming the strong agreement with the items included in this dimension. For individual items, mean scores ranged between 3.322 and 3.590, while standard deviations fell between 0.819 and 0.951. The relative weights ranged from 66.44% to 71.80%, and T-values varied between 5.630 and 9.324. Notably, the fourth item ranked highest in both mean score and relative weight, whereas the second item was ranked fourth in both measures. These results emphasize a consistent and strong level of agreement across the statements within the inspirational motivation dimension.

Table 3. Results of inspirational motivation dimension

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
My direct manager describes to us the strategic goals that must be achieved in the future	3.341	0.840	66.83%	5.817	.000	3	Medium
My direct manager talks to us about his vision for the future	3.322	0.819	66.44%	5.630	.000	4	Medium
My direct manager accurately describes to us the current goals that must be achieved	3.556	0.951	71.12%	8.370	.000	2	Large
My direct manager talks enthusiastically to us about the needs that must be accomplished	3.590	0.906	71.80%	9.324	.000	1	Large
Total	3.452	0.694	69.05%	9.336	.000		Large

Below is a display of the results of the descriptive statistical analysis of the independent variable (transformational leadership) third dimension intellectual stimulation, where the mean score, standard deviation (SD), relative weight (RW), T value, degree of agreement (DA), and ranking for each item were calculated. As seen in Table 4, the total mean score of intellectual stimulation dimension is (3.432), with a standard deviation of (0.755), which means the agreement of the respondents' responses, and the relative weight (68.63%) This result indicates the existence of significant agreement, and the value of the t-test was (8.191), and the probability value (.Sig) is equal to (.000), which is less than the significance level (0.05), so this area is considered statistically significant at the significance level ($\alpha \leq 0.05$), and this result reinforces the significant approval of the sentences of this dimension. As for the results of the dimension sentences, the mean scores ranged between (3.390) and (3.517), the standard deviations ranged between (0.884) and (0.963), the relative weights ranged between (68.20%) and (70.34%), and the T values ranged between

(6.255) and (7.688). The fourth sentence ranked first in MS and RW while the second sentence ranked fourth in MS and RW. These results reinforce the high level of agreement for this dimension.

Table 4. Results of intellectual stimulation dimension

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
My direct manager reconsiders his personal value and beliefs when new developments require it	3.410	0.884	68.20%	6.633	.000	2	Large
My direct manager emphasizes to his employees the necessity of evaluating good opinions and creative ideas when solving problems	3.390	0.893	67.80%	6.255	.000	3	Medium
My direct manager encourages his employees to provide all possible solutions when solving problems	3.410	0.895	68.20%	6.552	.000	2	Large
My direct manager and his staff look for different perspectives when solving problems	3.517	0.963	70.34%	7.688	.000	1	Large
Total	3.432	0.755	68.63%	8.191	.000		Large

The following section presents the results of the descriptive statistical analysis for the third dimension of the independent variable, transformational leadership—namely, intellectual stimulation. Key statistics including the mean score, standard deviation (SD), relative weight (RW), T-value, degree of agreement (DA), and ranking were calculated for each item within this dimension. As shown in Table 4, the overall mean score for intellectual stimulation was 3.432, with a standard deviation of 0.755, reflecting consensus among respondents. The relative weight was calculated at 68.63%, indicating a considerable level of agreement. The T-test value of 8.191 and the significance level (Sig. = 0.000)—which is below the 0.05 threshold—confirm that this dimension is statistically significant at $\alpha \leq 0.05$. These findings highlight the strong approval of the items included in the intellectual stimulation dimension.

Regarding individual items, the mean scores varied between 3.390 and 3.517, with standard deviations ranging from 0.884 to 0.963. The relative weights spanned from 68.20% to 70.34%, while T-values fell between 6.255 and 7.688. Notably, the fourth item achieved the highest rankings in both mean score and relative weight, whereas the second item was ranked fourth on both measures. These results further confirm the strong consensus among participants on the intellectual stimulation dimension.

Table 5. Results of individualized consideration dimension

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
My direct manager spends enough time talking to his employees	3.483	0.927	69.66%	7.461	.000	4	Large
My direct manager helps me discover and support my strengths and discover and treat my weaknesses	3.634	0.890	72.68%	10.203	.000	1	Large
My direct manager considers me and my co-employees the focus of the success of the work groups he heads	3.610	0.926	72.20%	9.432	.000	2	Large
My direct manager treats me like a human being and not just a member of the work group he heads	3.556	0.972	71.12%	8.194	.000	3	Large
Total	3.571	0.758	71.41%	10.786	.000		Large

Descriptive Statistics of Organizational Agility

The descriptive statistical analysis for the first element of the dependent variable, organizational agility, specifically sensing agility, is summarized below. Key indicators such as the mean score, standard deviation (SD), relative weight (RW), T-value, degree of agreement (DA), and ranking were computed for each item within this element. As indicated in Table 6, the overall mean score for sensing agility was 3.424, with a standard deviation of 0.780, reflecting a general consensus among participants. The relative weight stood at 68.49%, further confirming a notable level of agreement. The T-test value of 7.791 and the associated significance level (Sig.) of 0.000—below the 0.05 threshold—demonstrate that this element is statistically significant at the $\alpha \leq 0.05$ level. These results highlight strong agreement with the items related to sensing agility. Examining individual statements, the mean scores ranged from 3.215 to 3.561, with standard deviations between 0.900 and 0.972. The relative weights varied from 64.29% to 71.22%, and the T-values ranged from 3.163 to 8.492. Notably, the first statement attained the highest ranking in both mean score and relative weight, while the second statement ranked third in both measures. These outcomes underscore the robust agreement of respondents concerning this aspect of organizational agility.

Table 6. Results of sensing agility element

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
The Ministry keeps pace with the changes occurring in the provision of services	3.561	0.946	71.22%	8.492	.000	1	Large
The Ministry predicts future changes in the labor market	3.215	0.972	64.29%	3.163	.000	3	Medium
The Ministry seeks to detect potential technological changes	3.498	0.900	69.95%	7.915	.000	2	Large
Total	3.424	0.780	68.49%	7.791	.000		Large

The descriptive statistical analysis results for the second element of the dependent variable, organizational agility—specifically, decision-making agility—are presented below. The analysis involved calculating the mean score, standard deviation (SD), relative weight (RW), T-value, degree of agreement (DA), and ranking for each item within this element. As displayed in Table 7, the overall mean score for decision-making agility was 3.400, accompanied by a standard deviation of 0.738, reflecting agreement among the respondents. The relative weight reached 68%, indicating a substantial level of consensus. The T-test value was 7.757, with a significance value (Sig.) of 0.000, which is below the 0.05 threshold. This confirms that the decision-making agility element is statistically significant at the level of $\alpha \leq 0.05$, supporting the strong agreement on the associated statements. Individual item analysis revealed mean scores ranging from 3.176 to 3.556, with standard deviations between 0.888 and 0.912. The relative weights varied from 63.51% to 71.12%, while T-values ranged from 2.757 to 8.864. Notably, the third item ranked highest in both mean score and relative weight, whereas the second item ranked third on these metrics. These findings highlight a consistently high level of agreement across this dimension.

Table 7. Results of decision-making agility element

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
The Ministry is keen to implement a specific action plan	3.468	0.888	69.37%	7.546	.000	2	Large
The Ministry responds to strategic moves	3.176	0.912	63.51%	2.757	.000	3	Medium
The Ministry detects opportunities and threats in the external environment	3.556	0.898	71.12%	8.864	.000	1	Large
Total	3.400	0.738	68.00%	7.757	.000		Large

The descriptive statistical analysis results for the third element of the dependent variable, organizational agility, specifically acting agility, are presented below. The analysis included calculations of the mean score, standard deviation (SD), relative weight (RW), T-value, degree of agreement (DA), and ranking for each item within this element. As indicated in Table 6, the overall mean score for acting agility was 3.532, with a standard deviation of 0.729, reflecting consensus among respondents. The relative weight of

70.63% further supports a significant level of agreement. The T-test value was 10.445, with a significance level (Sig.) of 0.000, which is below the 0.05 threshold. This confirms that acting agility is statistically significant at the level of $\alpha \leq 0.05$, reinforcing strong agreement with the statements related to this element. For individual items, the mean scores ranged from 3.390 to 3.698, while the standard deviations varied between 0.838 and 0.967. The relative weights spanned 67.80% to 73.95%, and the T-values ranged from 6.778 to 10.425. The third item ranked highest in both mean score and relative weight, whereas the second item was ranked third on both measures. These findings demonstrate a consistently high level of agreement within this dimension.

Table 8. Results of acting agility element

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
The Ministry is keen to reshape the operations it implements	3.507	0.838	70.15%	8.668	.000	2	Large
The Ministry can bring in modern technology	3.390	0.967	67.80%	5.778	.000	3	Medium
The Ministry is keen to constantly provide new services	3.698	0.958	73.95%	10.425	.000	1	Large
Total	3.532	0.729	70.63%	10.445	.000		Large

Descriptive Statistics of Individual-Organizational Fit

The results presented in Table 9 show that the overall mean score for the responses regarding the individual–organizational fit variable was 3.456, with a standard deviation of 0.719, indicating a general consensus among participants. The relative weight was calculated at 69.11%, reflecting a substantial level of agreement. The t-test value of 9.067 and the associated significance level (Sig. = 0.000), which is below the 0.05 threshold, confirm that this variable is statistically significant at $\alpha \leq 0.05$. These findings underscore the strong agreement on the statements related to individual–organizational fit. Looking at the individual statements, mean scores ranged from 3.429 to 3.541, with standard deviations between 0.824 and 0.977. Relative weights varied from 67.12% to 70.83%, and T-values fell between 5.354 and 7.975. Notably, the second statement ranked highest in both mean score and relative weight, whereas the fifth statement was placed tenth on these metrics. These results emphasize the consistent and high level of agreement among respondents concerning this variable.

Table 9. Results of individual-organizational fit

Sentence	Mean score	S.D	RW	T value	Sig.	Rank	DA
The things that are valuable to me in life are very similar to the things that are valuable to the ministry	3.495	0.970	69.90%	7.290	.000	3	Large
My personality matches the image of the ministry I work for	3.541	0.977	70.83%	7.932	.000	1	Large
The ministry has the characteristics I look for and prefer to work with	3.493	0.889	69.85%	7.935	.000	4	Large
My personal values are aligned with those of the ministry	3.459	0.883	69.17%	7.439	.000	6	Large
My personal values make me feel unique because they add something different to the ministry	3.356	0.916	67.12%	5.569	.000	10	Medium
My personal values align with the ministry's guiding standards	3.507	0.911	70.15%	7.975	.000	2	Large
My personal values match those of the ministry's staff	3.434	0.824	68.68%	7.548	.000	7	Large
My personal goals are very similar to the overall goals of the ministry	3.488	0.948	69.76%	7.370	.000	5	Large

The goals I have set for myself since working at the ministry are consistent with the ministry's goals	3.356	0.952	67.12%	5.354	.000	9	Medium
I feel that I am able to support the ministry's goals	3.429	0.919	68.59%	6.689	.000	8	Large
Total	3.456	0.719	69.11%	9.067	.000		Large

Testing Research Hypotheses

H1. Table 10 presents the results of a multiple regression analysis examining the impact of transformational leadership dimensions on organizational agility. The null hypothesis states that there is no statistically significant effect of transformational leadership (across its four dimensions) on organizational agility at the 0.05 significance level (α). The regression analysis rejects the null hypothesis ($p < .001$), demonstrating that transformational leadership significantly predicts organizational agility ($R^2 = .728$, $F = 133.691$). Three dimensions exhibit strong positive effects: individualized consideration ($\beta = .270$, $p < .001$), intellectual stimulation ($\beta = .295$, $p < .001$), and inspirational motivation ($\beta = .257$, $p < .001$). Idealized influence ($\beta = .115$, $p = .076$) did not reach significance at $\alpha = .05$. The model explains 72.8% of the variance in agility (adjusted $R^2 = .722$), indicating transformational leadership—particularly through individualized consideration, intellectual stimulation, and inspirational motivation—substantially enhances alignment between individuals and organizations. The non-significance of idealized influence suggests that role modeling may be less critical to fit than other leadership behaviors in this context.

Accordingly, it can be concluded that developing organizational resilience requires greater focus from leaders on behavioral dimensions that promote individual interaction, creative thinking, and self-motivation, rather than relying on symbolic influence or leadership models.

Thus, it can be argued that the three influential dimensions relate to leadership behaviors that directly impact the daily work environment and support adaptation and innovation mechanisms, while "idealized influence" relates more to the leader's personal characteristics, which may not directly translate into organizational practices that promote resilience.

Table 10. Multiple regression analysis for RH1

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Significance level (0.05)
	B	Std. Error	Beta			
(Constant)	.382	.138		2.767	.006	
idealized influence	.113	.063	.115	1.786	.076	Nonsignificant
inspirational motivation	.255	.067	.257	3.796	.000	Significant
intellectual stimulation	.269	.066	.295	4.109	.000	Significant
individualized consideration	.246	.058	.270	4.243	.000	Significant

Model Summary

Model	R	R Square	Adjusted R Square	F
1	.853	.728	.722	133.691

H2. Table 11 presents the results of a multiple regression analysis examining the impact of transformational leadership dimensions on individual-organization fit. The null hypothesis states that there is no statistically significant effect of transformational leadership (across its four dimensions) on individual-organization fit at the 0.05 significance level (α). The regression analysis demonstrates that transformational leadership significantly predicts individual-organization fit ($*R^2 = .581$, $F = 69.190$, $p < .001^*$), accounting for 58.1% of the variance. Three dimensions exhibit statistically significant positive effects: intellectual stimulation ($*\beta = .306$, $p = .001^*$), individualized consideration ($*\beta = .206$, $p = .010^*$), and idealized influence ($*\beta = .175$, $p = .031^*$). Inspirational motivation ($*\beta = .151$, $p = .073^*$) did not reach significance. The results indicate that while transformational leadership collectively enhances individual-organization fit, its dimensions contribute differentially, with intellectual stimulation emerging as the strongest predictor. This suggests that organizations prioritizing these specific leadership styles may more effectively foster adaptive capabilities.

These findings highlight the differential nature of transformational leadership dimensions, as not all of them equally affect individual-organizational alignment. Intellectual stimulation appears to be the most influential factor, suggesting the importance of an environment that allows freedom of thought and expression and encourages creativity and innovation as a key enabler of alignment. Individualized attention and an ethical leadership model also contribute to creating a work environment that honors individual values and supports their engagement.

Accordingly, it is recommended that organizations focus on developing leadership competencies that promote independent thinking and personal support, while taking into account the behavioral values espoused by leaders, as an effective means of enhancing individual-organizational alignment, thereby raising levels of performance and job commitment.

Table 11. Multiple regression analysis for RH2

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Significance level (0.05)
	B	Std. Error	Beta			
(Constant)	.605	.179		3.384	.001	
idealized influence	.178	.082	.175	2.177	.031	Significant
inspirational motivation	.157	.087	.151	1.799	.073	Nonsignificant
intellectual stimulation	.292	.085	.306	3.433	.001	Significant
individualized consideration	.195	.075	.206	2.606	.010	Significant

Model Summary

Model	R	R Square	Adjusted R Square	F
1	.762	.581	.572	69.190

Recommendations

1. For Enhancing Organizational Agility: Focus on intellectual stimulation & individualized consideration through (a) Train leaders to challenge assumptions for intellectual stimulation and provide personalized coaching for individualized consideration, as these were the strongest predictors of agility, (b) Redesign performance metrics to reward leaders who foster innovation and adaptability in teams, and (c) Deprioritize idealized influence in agility initiatives as it showed no significant impact.
2. For Improving Individual-Organization Fit: (a) Prioritize individualized consideration and intellectual stimulation, (b) Implementing mentorship programs to align employee growth with organizational values and encouraging leaders to solicit employee input during strategic planning, (b) Clarify organizational mission/vision to strengthen emotional connection, (c) Reassess inspirational motivation, and (d) Focus on tangible support for fit.
3. Cross-Cutting Leadership Development: (a) Tailor training programs to specific outcomes (e.g., agility vs. fit), as leadership dimensions have varying effects, and (b) Monitor contextual factors to explore whether cultural or industry differences moderate these effects.

References

- Al-Zahrani, H. (2021). Organizational agility in the Saudi business environment. *Arab Business Review*, 8(2), 59-74.
- Arash, A. (2024). *The future of organizational behavior*. Harvard University Press.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115>
- Avolio, B. J., & Bass, B. M. (2004). Multifactor Leadership Questionnaire Manual (3rd ed.). Mind Garden
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Psychology Press.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Chatman, J. A. (1989). Improving interactional organizational culture. *Journal of Applied Behavioral Science*, 25(4), 406-422.
- Cohen, R. J. (1990). The role of transformational leadership in organizational change. *Journal of Applied Psychology*, 75(4), 432-438.

- Daoud, S., El Sheikh, T., & Ahmed, A. (2016). Transformational leadership and organizational performance: A review of the literature. *Journal of Business and Management*, 23(3), 76-89.
- Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43(2-3), 370-382.
- Doz, Y. L., & Kosonen, M. (2008). The dynamics of strategic agility: Nokia's rollercoaster experience. *California Management Review*, 50(3), 95-118.
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45(4), 735-744.
- Edwards, J. R. (2008). 4 person-environment fit in organizations: An assessment of theoretical progress. *Academy of Management Annals*, 2(1), 167-230. <https://doi.org/10.5465/19416520802211503>
- Eisenbeiss, S. A., van Knippenberg, D., & Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. *Journal of Applied Psychology*, 93(6), 1438-1446.
- Ford, D. (2012). Organizational agility: A key to achieving competitive advantage. *Journal of Business Research*, 55(2), 27-35.
- Goldman, S. L., Nagel, R. N., & Preiss, K. (1995). Agile competitors and virtual organizations: Strategies for enriching the customer. Van Nostrand Reinhold.
- Hofstede, G. (2023). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Sage Publications.
- Hussein N. H., El-Shahat, M. M., & Mohamed, N. H. (2022). Organizational agility: the pathway to Job Enrichment among nurses. *Egyptian Journal of Health Care*, 13(3), 529-540.
- Johnson, R. (2019). The role of agility in organizational change management. *Journal of Organizational Development*, 45(4), 78-92.
- Jaafar, N. A., Shamsudin, Z., & Razak, A. N. S. (2021). The effect of transformational leadership on organizational agility: The study of aerospace manufacturing company in Malaysia. *Asean Journal of Automotive Technology*, 2(1), 59-64.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.
- Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of fit and applicants' perceptions of fit. *Personnel Psychology*, 53(3), 643-671. <https://doi.org/10.1111/j.1744-6570.2000.tb00217.x>
- Kuvaas, B. (2019). The relationship between perceived leadership style and employee outcomes. *Leadership & Organization Development Journal*, 27(2), 121-143.
- Liu, N., Wang, L., & Yin, J. (2023). Impact of transformational leadership on the person-organization fit of Chinese nurses: The moderating effect of emotional intelligence. *Nursing Open*, 10(7), 4586-4596.
- Ly, B. (2024). The interplay of digital transformational leadership, organizational agility, and digital transformation. *Journal of the Knowledge Economy*, 15(1), 4408-4427.
- Mohammad, H. R. (2021). *The effect of transformational leadership on organizational agility and person-organization fit: An empirical study on the central agency for organization and administration (CAOA)*. Doctoral dissertation, University of Ain Shams, Egypt.
- Morsi, I., & Badawi, S. (2025). The impact of digital transformation on the effectiveness of strategic decision-making: The mediating role is the competitive advantage. *Scientific Journal of Business and Environmental Studies*, 16(1), 1035-1061.
- Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Sage Publications.
- Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology. *European Journal of Information Systems*, 15(2), 120-131.
- Prasetyo, A. P., Nurhayati, M., & Mindarti, C. S. (2024). The influence of transformational leadership and intellectual capital on organizational agility with organizational learning as a mediating variable. *International Journal of Management and Business Applied*, 3(1), 43-61.
- Probojakti, W., Utami, H. N., Prasetya, A., & Riza, M. F. (2025). Driving sustainable competitive advantage in banking: The role of transformational leadership and digital transformation in organizational agility and corporate resiliency. *Business Strategy and the Environment*.
- Sambamurthy, V., Bharadwaj, A., & Grover, V. (2003). Shaping agility through digital options: Reconceptualizing the role of information technology in contemporary firms. *MIS Quarterly*, 27(2), 237-263.
- Sharifi, H., & Zhang, Z. (2001). Agile manufacturing in practice: Application of a methodology. *International Journal of Operations & Production Management*, 21(5/6), 772-794.
- Sherehiy, B., Karwowski, W., & Layer, J. K. (2007). A review of enterprise agility: Concepts, frameworks, and attributes. *International Journal of Industrial Ergonomics*, 37(5), 445-460.

- Schwartz, A. (2007). Transformational leadership in practice: The heart of leadership in the workplace. *Journal of Organizational Behavior*, 21(4), 115-124.
- Tallon, P. P., & Pinsonneault, A. (2011). Competing perspectives on the link between strategic information technology alignment and organizational agility: Insights from a mediation model. *MIS Quarterly*, 35(2), 463–486.
- Teece, D. J., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13–35.
- Teece, D. J. (2021). The foundations of enterprise performance: Dynamic and ordinary capabilities in an (economic) theory of firms. *Academy of Management Perspectives*, 28(4), 328-352. <https://doi.org/10.5465/amp.2013.0116>
- Thompson, H. (2017). Agile organizations: New challenges in a dynamic market. *Strategic Management Review*, 12(3), 213-228.
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.
- Zhang, J. (2021). Strategic alignment and organizational agility in the digital age: The role of IT infrastructure. *Journal of Business Research*, 66(10), 1561-1567.
- Zhang, Z., & Sharifi, H. (2000). A methodology for achieving agility in manufacturing organisations. *International journal of operations & production management*, 20(4), 496-513. <https://doi.org/10.1108/01443570010314818>
- khairalla. Abrakat, Faraj Saleh, & Hussin Alsahly. (2025). Causes of Employee Turnover in Organizations: A Field Study on the Health Services Administration in Derna. *Journal of Libyan Academy Bani Walid*, 1(4), 279–287. <https://doi.org/10.61952/jlabw.v1i4.281>
- Arias Masoud Abdulhamid Faraj. (2026). Determinants of Entrepreneurial Project Success in the Digital Economy: An Analytical Study of Influential Internal and External Factors. *Journal of Libyan Academy Bani Walid*, 2(3), 184–198. Retrieved from <https://journals.labjournal.ly/index.php/Jlabw/article/view/580>
- Samer Ashour Al-Mukhtar Qareen. (2026). The Impact of Organizational Culture on Improving Administrative Performance in Commercial Banks in Libya. *Journal of Libyan Academy Bani Walid*, 2(1), 385–406. <https://doi.org/10.61952/jlabw.v2i1.413>
- Omran Mohammed Hussein Al-Haka. (2025). The reality of quality in our educational institutions between theory and practice (An analytical study in light of modern educational literature). *Libyan Journal of Educational Research and E-Learning (LJERE)*, 1(2), 352-361. <https://doi.org/10.65417/ljere.v1i2.57>