

THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL AGILITY
AND SUCCESS

by

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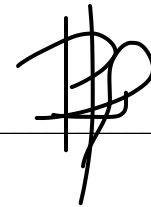
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Dedication

I would like to extend my heartfelt appreciation to my loved ones who have consistently provided me with unwavering support and encouragement throughout my academic journey. Their unshakeable belief in my abilities has been a vital source of motivation, propelling me to strive for excellence in my studies. This thesis is dedicated to them as a symbol of my enduring gratitude for their unwavering presence in my life.

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I am grateful to those who have provided me with unwavering support and encouragement throughout my academic journey. I am particularly grateful to my family members, who have instilled in me the value of perseverance and hard work. Their words of encouragement and push for excellence continue to resonate in my mind, driving me to strive for excellence.

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I would like to acknowledge the contributions of several individuals who have played a significant role in the development of this dissertation. Additionally, I would like to thank those who have provided technical assistance, knowledge, and inputs through surveys and discussions. Their contributions have been invaluable, and I am grateful for their dedication and expertise.

Lastly, I extend my gratitude to the almighty God who has been instrumental in my journey.

ABSTRACT

THE IMPACT OF LEADERSHIP STYLES ON ORGANIZATIONAL AGILITY
AND SUCCESS

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This research investigates the impact of three leadership styles—transformational, transactional, and laissez-faire—on organizational agility and success. The study aims to determine which leadership style most effectively enhances an organization's ability to adapt and thrive in dynamic environments.

The research employed a quantitative approach, collecting data from 300 respondents across various organizations. A series of statistical tests, including Confirmatory Factor Analysis, Principal Component Analysis, and Structural Equation Modeling, were conducted to validate the relationships between leadership styles, organizational agility, and success. The study also assessed the reliability and validity of the constructs used in the analysis.

Results revealed that transformational leadership significantly enhances both organizational agility and success. Respondents generally perceived this leadership style

positively, with high communalities and factor loadings supporting its influence on the desired outcomes. Transactional leadership also positively impacted agility and success, though to a lesser extent. Laissez-faire leadership, while positively perceived, showed a weaker direct effect on organizational success and a negative impact on organizational agility.

Furthermore, the study found that organizational agility partially mediates the relationship between transformational and transactional leadership styles and organizational success. This suggests that while these leadership styles directly contribute to success, their impact is amplified when they also enhance organizational agility. In contrast, laissez-faire leadership's negative effect on agility detracts from its overall impact on organizational success.

In conclusion, the research underscores the importance of transformational and transactional leadership styles in fostering organizational agility and success. Organizations are advised to prioritize these leadership approaches to enhance their adaptability and performance. The findings also indicate the need for further exploration into the effects of laissez-faire leadership and other potential moderating factors that may influence the relationship between leadership styles and organizational outcomes. This study provides valuable insights for both academic researchers and organizational leaders seeking to optimize leadership strategies for improved agility and success.

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CHAPTER I: INTRODUCTION

1.1 Introduction

In today's rapidly changing and highly competitive business landscape, companies are compelled to enhance their agility and drive success. The dynamic nature of the environment demands a nimble and adaptable approach, making agility crucial for achieving desired outcomes. By employing effective strategies, companies can not only enhance their performance but also position themselves for success in the face of fierce competition (Anwar et al., 2019). The need for agility in today's world is driven by various factors. First and foremost, the competitive environment has become increasingly intense, with companies vying for market share and customer loyalty. In such a scenario, businesses must be able to respond swiftly to changes in customer preferences, market trends, and technological advancements. By being agile, companies can seize emerging opportunities and swiftly adapt their strategies to stay ahead of the competition (Kumkale, 2016). Moreover, the ever-evolving nature of the business landscape requires companies to constantly reassess their operations, products, and services. By embracing agility, organizations can foster a culture of innovation and continuous improvement, enabling them to not only keep up with changing customer demands but also anticipate future needs. This proactive approach can give companies a competitive edge by offering unique and tailored solutions that meet evolving customer expectations.

To achieve agility, companies must adopt appropriate strategies that align with their goals and objectives. These strategies may involve streamlining processes, embracing new technologies, fostering collaboration and cross-functional teams, and investing in employee development. By implementing such strategies, organizations can

enhance their operational efficiency, improve decision-making, and facilitate rapid response to market changes. Furthermore, agility is not just limited to operational aspects; it extends to the overall mindset and culture of the organization. Companies need to foster an environment that encourages risk-taking, experimentation, and learning from failures. This allows employees to adapt and innovate, leading to improved performance and increased chances of success. In conclusion, in today's competitive and ever changing business environment, agility is a critical factor for success. By adopting agile strategies, companies can enhance their performance, respond effectively to market dynamics, and position themselves as industry leaders. The ability to adapt, innovate, and continuously improve is essential for companies to thrive in this challenging landscape (Anwar et al., 2019).

Previous research has studied how firms stay competitive by increasing their agility, which is very important in a fast-changing and global environment (Heckler & Powell, 2016). Other research examined agility at the organizational level of analysis, conceptualizing organizational agility as an organizational capability and changing direction. Furthermore, most firms include agile growth, job satisfaction, organizational achievement, efficiency, or quality of service. However, a better understanding of the role of leadership styles in organizational agility and success has received little attention. Faster change in technology and globalization have led to a hyper-competitive environment. These challenges have led company managers to recognize the importance of agility. For instance, the Economist Intelligence Unit survey found that about 90% of top managers surveyed across the world believe that organizational agility is critical for business success (Glenn & Stahl, 2009) Thus, an understanding of the role of leadership styles in management within organizational agility is critical for organizations operating in international competitive markets.

The main goal of this research is to ascertain the impact of different leadership styles, such as transformational, transactional, and laissez-faire on organizational agility and success. The benefit is to understand whether and if leadership styles impact agility and success of an organization. Leadership has a significant impact on both individual and organizational interaction, making it one of the most dynamic factors. Companies want leaders to maximize their profit and to reach their goals. They try to overcome uncertainty in chaotic and unpredictable circumstances to maintain the visibility of their organizations (Akkaya & Tabak, 2020).

Worldwide, businesses are having a hard time maintaining their level of performance. Most corporate organization managers throughout the globe struggle to accomplish planned performance in business leading to success, amid the intensive market competition and globalization that characterizes 21st century industry (Bredenhann, 2019). Business performance is dipping in developed, developing, and rising economies because of inadequate organizational agility and ineffective leadership (Davidson & Mountain, 2016). According to Tabe-Khoshnood and Nematizadeh (2017), organizational agility is the capacity to identify and respond rapidly to opportunities and threats in the business environment by recombining resources, processes, and strategies. On the other hand, the leadership approach entails the capacity to face future problems head-on (Baskarada et al., 2017).

There have been many research papers on various leadership styles and its influence on the organization. However, these studies don't specifically focus on the link between leadership styles and organizational agility and success.

This paper aims to study the impact of leadership styles, such as transformational, transactional, and laissez-faire on organizational agility and success. This research will be carried out by knowing such as transformational, transactional, and laissez-faire

leadership styles, its importance on the organizational agility and success by forming the hypothesis with supporting literature. The design will be carried out outlining the supporting data collection and analysis. The correlation of the results between the leadership styles will be done, thereby, concluding its impact on the organizational agility and success.

1.2 Research Problem

According to leadership research, effective leadership is a key to organizational success or failure (Madanchian et al., 2017). According to the research by McKinsey and Deloitte, approximately 90 percent of organizations consider agility to be crucial for their success, while merely four to six percent perceive themselves as highly agile or have successfully completed a company-wide agile transformation (Ahlbäck et al., 2017; Bersin et al., 2017). Innovative organizations are dedicated to transform into agile companies across the globe to follow the manufacturing approaches (Felipe et al., 2017). Faster change in technology and globalization have led to a hyper-competitive environment. All these challenges have led various company managers to recognize the importance of agility in organizational success. Leadership success today depends on the agility of the organization. For successful leading technology companies, the ability to sustain high performance hinges on their ongoing agility within the environment. In the fast-paced and constantly evolving tech industry, remaining flexible and adaptable is crucial. This means being able to swiftly respond to market demands, technological advancements, and changing customer needs. By maintaining an agile approach, these companies can effectively navigate the challenges and seize the opportunities that come their way. This agility allows them to stay ahead of the competition, continuously innovate, and deliver value to their customers, ultimately ensuring their continued

success and high performance. Because a competitive environment and strategies can improve a company's performance (Anwar et al., 2019). However, the agility that leads to success of an organization depends on the leadership of an organization and their styles because the responsibility of the leadership has a direct impact on the organizational success. But leaders in an organization lead according to their respective styles, so the style of a leadership in an organization will impact the effectiveness of being agile. The leadership styles have a significant influence on the performance of an organization. The leadership style influences the culture of the organization which, in turn, influences the organizational performance. Klien et al. (2013) proved this fact by using four factor theory of leadership along with the data collected from 2,662 employees working in 311 organizations. The type of leadership style employed within an organization has a direct correlation with both its organizational culture and performance (Klein et al., 2013). This relationship has been extensively explored by researchers, as highlighted by Tang (2019), through numerous studies that consistently demonstrate the significant influence of leadership styles on various organizational outcomes. These outcomes include but are not limited to organizational effectiveness, overall performance, and other related factors that directly impact the success and growth of the organization. The findings of these studies support the notion that effective leadership styles play a crucial role in shaping the organizational culture and driving positive performance outcomes.

However, most of the studies either studied about one or more leadership styles specific to their organization or industry sector. Some of the studies analyzed the relationship between different leadership styles. Although previous studies have examined the factors influencing organizational success, studies on the relationship between leadership styles and organizational performance are still in demand. Accordingly, by determining the impact of leadership styles such as transformational,

transactional and laissez-faire leadership style on the organizational agility and success minimizes the gap in the literature, with present context.

1.3 Purpose of Research

The purpose of this quantitative study is to investigate the impact of different leadership styles such as transformational, transactional, and laissez-faire on organizational agility and success. The study aims to understand how each leadership style affects the ability of an organization to adapt to change, respond quickly to market demands, and ultimately achieve its goals. By examining these leadership styles, researchers can determine which style or combination of styles is most effective in enhancing organizational agility. Transformational leaders inspire and motivate their followers to go beyond their self-interests and work towards a common goal, while transactional leaders provide rewards and punishments based on performance. Laissez-faire leaders give employees autonomy and freedom to make decisions. Understanding the impact of these leadership styles on organizational agility and success can provide valuable insights for leaders and organizations. It can help them identify the most effective leadership approach to foster a culture of innovation, adaptability, and high-performance. Additionally, the study can contribute to the existing body of knowledge on leadership and provide guidance for organizations in developing their leadership development programs.

To encompass a wide range of viewpoints and factors for evaluation, this study will integrate multiple academic theories, models, and concepts drawn from various related studies and research, including but not limited to organizational agility (e.g. Anwar et al., 2019; Akkaya & Tabak, 2020; Miceli et al., 2021), organizational success (e.g. Madanchian et al., 2017; Nuel et al., 2021), link between organizational agility and

success (e.g. Çakmak, 2023), leadership style influence on organization's culture (e.g. Klein et al., 2013), organizational performance (e.g. Aghahowa, 2021), factors leading to organizational success (e.g. Madanchian et al., 2016), leadership styles (e.g. Wakabi, 2016; Mansaray, 2019; Attar & Abdul-Kareem, 2020), transformational leadership (e.g. Nguyen et al., 2017), transactional leadership style (e.g. Samuel, 2023), laissez-faire leadership style (e.g. Adanna, 2023), the impact of leadership style on organizational agility has been positively influenced by previous studies (Abasilim et al., 2018; Hosseini et al., 2013; Khalid et al., 2020) which will be reviewed and used for discussion and explanation of the findings in later chapters. The focus on clarifying the theoretical and practical basis from the review of research works on transformational leadership style, transactional leadership style, and laissez-faire leadership style and they were selected for this study because of their recent extensive research and key measures (Abasilim et al., 2019; Xu et al., 2022). The findings and accomplishments of their research will also serve as supportive evidence for the discussion in this study. Furthermore, select key points and discoveries from their work will be extracted and acknowledged in the subsequent chapter on 'Literature Review'.

1.4 Significance of the Study

Managers and leaders in today's companies are grappling with the increasing uncertainty that organizations face due to factors such as volatile prices, trade wars, evolving global competition and unpredictable consumer behavior. This challenging situation has prompted them to question how easily and quickly their companies can sense, respond and adapt to these changes. The concept of organizational agility has emerged as a significant concern for leaders, as it offers a potential solution to this paradoxical situation. Organizational agility refers to the ability of a company to swiftly

and effectively respond to market dynamics, enabling it to navigate uncertainty and capitalize on opportunities.

In today's global landscape, innovative companies, particularly those in developing countries, are actively working towards becoming organizationally agile enterprises. They recognize that organizational agility is one of the key manufacturing techniques that can help them thrive in this rapidly changing environment. Furthermore, organizational agility has become an essential component in addressing environmental concerns within the supply chain. This is especially critical in cases where supply chain management plays a vital role.

Owners and managers of modern companies understand the crucial role of agility in meeting customer needs and staying competitive. They recognize the need to continuously adapt and evolve their organizations to satisfy the ever-changing demands of their target market. As a result, the study of organizational agility and its relationship with different leadership styles has garnered significant attention in academic research. In particular, it is crucial to identify the most efficient leadership style that ensures organizational agility in science parks, where high-speed technology advancements and constant change are prevalent. Science parks serve as technology centers that foster innovation and technological advancements. Therefore, understanding how leadership styles can facilitate organizational agility in these dynamic environments is of great importance.

By conducting further research on organizational agility and exploring various leadership styles, we can make valuable contributions to the existing literature. This will enhance our understanding of how leaders can effectively drive organizational agility and guide their companies in responding quickly and flexibly to ever-changing conditions.

Ultimately, this knowledge will empower companies to navigate uncertainty and thrive in the face of evolving challenges.

Lokman et al. (2019) assert that organizations have the potential to improve their performance through the cultivation of robust customer relationships. The attitudes and behaviors of successful leaders have a significant impact on the overall performance of the organization. Therefore, effective leadership, along with organizational agility, can directly influence a firm's success.

Organizational agility is closely linked, either directly or indirectly, to the structure of the organization. The organizational structure encompasses various aspects such as layout, resources, and assets, while also considering the methods and processes employed for work and production within different departments of the company. Resources are shared among these departments, and team members may be under the guidance of different leaders simultaneously. In essence, this article explores the emerging concept of organizational agility in the context of international marketing, particularly within technology centers that aim to adapt to the rapid changes occurring in the global environment.

To address the challenges of this swiftly changing global landscape, the article proposes a model that conceptualizes organizational agility and highlights the role of agile learning and modern leadership styles in science parks. The aim is to guide organizations towards adopting agile actions that allow them to promptly and flexibly respond to ever-changing conditions. This model emphasizes the need for organizations to continuously learn and adapt, keeping pace with technological advancements and market dynamics. By doing so, organizations can effectively leverage their agility to navigate uncertainties and seize opportunities in the dynamic business environment.

Overall, this article contributes to the understanding of how organizational agility and leadership styles can influence organizational performance. It underscores the importance of establishing strong customer relationships and highlights the crucial role of leaders in driving success. By embracing organizational agility and fostering a culture of agile learning, organizations operating within science parks can position themselves to thrive in the face of rapid change and uncertainty.

1.5 Research Purpose and Questions

This research is unique in its conception of the leadership styles in management and its link with organizational agility and organizational success, all of which are intertwined in other studies but not to this extent. There is still limited research understanding of the role of leadership styles in management within organizational agility; even there is limited study in literature that examines the link between organizational agility and multiple leadership types. It is crucial to gain a deeper comprehension of how leadership styles impact management practices in order to foster organizational agility. This is particularly important considering the findings of the Economist Intelligence Unit survey conducted by Glenn and Stahl (2009). The survey revealed that a staggering 90% of top managers surveyed globally recognize the significance of organizational agility in achieving business success. Hence, organizations that operate in highly competitive international markets must recognize the importance of understanding how different leadership styles contribute to organizational agility in order to stay ahead. This shows that our research is important. Researchers still have limited understanding of the role of leadership styles in management within organizational agility and its success; even there is no study in literature that examines the link between organizational agility and its success with multiple leadership types. This gap in literature

inspires us to study on whether transformational, transactional, and laissez-faire leadership styles in techno enterprise firms influence organizational agility and its success. Therefore, this study aims to find the link between organizational agility and transformational, transactional, and laissez-faire leadership styles through a research model to realize their benefit towards organizational success.

Although several studies have examined the direct effects of leadership styles on organizational agility and success, they were limited to a specific sector or organization. There is a need to explore the mediating factors that explain the relationship between these leadership styles and outcomes. For example, researchers could investigate how employee engagement, organizational culture, or organizational learning mediate the impact of leadership styles on agility and success. Leadership styles may have different effects depending on the specific organizational context. Future research could explore how factors such as industry type, organizational size, or national culture influence the relationship between leadership styles and organizational outcomes. Understanding these contextual factors will provide a more nuanced understanding of the impact of leadership styles on agility and success. Most existing research focuses on cross-sectional data, which limits our understanding of the long-term effects of different leadership styles on organizational outcomes. Longitudinal studies that track leadership styles and organizational performance over time would provide a more comprehensive understanding of the impact of these styles on agility and success. While many studies have examined the impact of individual leadership styles, there is a need for more comparative research that directly compares the effects of different leadership styles on organizational agility and success. This would allow for a better understanding of the relative effectiveness of these styles in different organizational contexts. Addressing these research gaps would contribute to a more robust understanding of how

transformational, transactional, and laissez-faire leadership styles impact organizational agility and success, providing valuable insights for both researchers and practitioners. The objective of the current study is to provide a comprehensive review of literatures and industry practices in relation to leadership styles and outline a conceptual framework for its importance. Particularly, the study has the following sub-objectives:

1. To analyze the effect of transformational leadership on organizational agility and organizational success.
2. To analyze the effect of transactional leadership on organizational agility and organizational success.
3. To analyze the effect of laissez-faire leadership on organizational agility and organizational success.

The result of this study will be valuable to the organizations and industry leaders in developing better practice and culture in influencing and adopting these leadership styles for the success of the organization.

CHAPTER II: REVIEW OF LITERATURE

2.1 Introduction

The literature review chapter provides a summary of previous research on the influence of leadership styles, such as transactional, transformational and laissez-faire, on organizational agility and success. It introduces and analyzes various articles, papers, and works by different authors in the field. The chapter discusses the characteristics and behaviors associated with each leadership style and their impact on organizational agility and success. It also examines theoretical frameworks and models that have been proposed to understand the relationship between leadership styles, and organizational agility, and success. For example, the contingency theory suggests that the effectiveness of a leadership style depends on the situation and organizational characteristics.

The literature review section reviews empirical studies that have investigated the impact of different leadership styles on organizational agility, considering the methodologies used, variables measured, and findings obtained. Similarly, this section reviews empirical studies that have explored the relationship between leadership styles and organizational success. It examines how different leadership styles can influence factors such as financial performance, employee satisfaction, and customer satisfaction. It also discusses the role of leadership styles in fostering a positive organizational culture and promoting effective teamwork.

Through an extensive review of academic papers, journal articles, conference proceedings, and industry reports, the aim is to identify trends, methodologies, and findings in the field while highlighting limitations and gaps in the existing literature. It also identifies areas that require further research or where conflicting findings exist. The section may suggest potential directions for future research and provide recommendations

for organizations seeking to enhance their agility and success through effective leadership. Overall, the literature review chapter offers a comprehensive overview of existing research on the impact of leadership styles on organizational agility and success. It synthesizes findings from various studies and establishes a theoretical foundation for the subsequent sections of the research paper.

2.2 Literature Review

In today's rapidly changing and highly competitive business landscape, organizational agility has emerged as a crucial determinant of success (Liu & Yang, 2020). With the constant evolution of technology, globalization, and customer preferences, organizations must adapt quickly and effectively to remain relevant and thrive in their respective industries (Žitkienė & Deksnys, 2018). To achieve this level of adaptability, leadership styles play a pivotal role in shaping an organization's agility and overall success (Attar & Abdul-Kareem, 2020). The findings of earlier research demonstrate the beneficial effects of leadership style on organizational agility (Hosseini et al., 2013; Karimi et al., 2016; Raeisi & Amirnejad, 2017). Many scholars who study adaptive organizational development in leadership contexts with numerous challenges are becoming interested in transformational leadership, transactional leadership, and laissez-faire leadership styles, as evidenced by recent studies (Abasilim et al., 2018).

This literature explores the connection between the leadership styles, organizational agility and success. Leadership is a mature topic with various threads of theory development and many conceptual frameworks (Northouse, 2016). When effective leadership practices are created, it promotes agility and advances organizational achievement by knowing how each leadership style affects an organization's capacity to respond to opportunities and obstacles (Attar & Abdul-Kareem, 2020). Also, the

performance of individuals within an organization is greatly impacted by leadership (Amal & Nosheen, 2014). Stated differently, the leadership capacity of a management team determines its ability to carry out a collaborative effort. A great leader not only encourages their team members to become more productive, but also fulfills their needs to accomplish corporate objectives (Lee & Chuang, 2009).

However, a better understanding of the role of leadership styles in management within organizational agility is vital, as faster change in technology and the globalization have led to hyper-competitive environment (D'Aveni et al., 2010). Throughout history, several researchers have recognised various styles of leadership (Jago, 1982). One is the multiple leadership method that will be used as an independent variable in this research. Avolio and Bass (2001) identified three distinct kinds of leadership: transactional, transformational, and laissez-faire. In the transactional leadership style, team members are motivated to perform at their best by using rewards and penalties. Whereas, transformational leaders are focused on inspiring their followers to create change, innovate, and shape the organization's future. On the contrary, laissez-faire leadership is a type of leadership style where leaders allow team members to make their own decisions and work independently, with minimal interference or direction from the leader.

Transactional leadership emphasizes a clear and structured approach to management, where leaders focus on setting specific goals, clarifying expectations, and providing rewards or punishments based on employees' performance (Hamstra et al., 2014). In contrast, transformational leadership centers on inspiring and motivating employees to exceed their own expectations through visionary guidance, intellectual stimulation, and individualized consideration (Bass, 1985). Lastly, laissez-faire leadership represents a more hands-off approach, where leaders delegate decision-making

to employees, offering little guidance or intervention unless explicitly required (Dlamini, 2018).

Much of the existing research and studies have investigated the relationship between these leadership styles and organizational agility in various sectors. By examining case studies, empirical evidence, and theoretical frameworks, it's important to identify the strengths and weaknesses of each leadership approach and their corresponding impact on the organization's adaptability and overall performance. This literature review sheds light on the individual effects of transactional, transformational, and laissez-faire leadership as well as explores potential synergies that may arise from a combination of these leadership styles. In doing so, a comprehensive understanding of how leadership can be optimized to foster a culture of agility, innovation, and success within organizations will be developed.

2.2.1 Organizational Success

Organizational success refers to the process by which the underlying strategic intentions (vision statement, mission statement and business objectives) set by the organization will be achieved (Nuel et al., 2021). Based on leadership research, effective leadership is a key to organizational success or failure (Madanchian et al., 2017). As per the research by McKinsey and Deloitte (2017), around 90 percent of organizations believe that agility is vital for their success. However, only a small percentage, between four to six percent, consider themselves highly agile or have successfully implemented a company-wide agile transformation (Ahlbäck et al., 2017; Bersin et al., 2017).

A study by Klein, Cooke and Wallis (2013) showed that leadership style influences the culture of the organization, and in turn affects organizational performance, which it proved by his four-element theory of leadership data that was collected from his

2,662 employees active in 311 organizations. In today's competitive climate it is crucial to understand how leadership affects organizational performance, since most academics have concluded that one of the most significant competitive instruments for any dynamic company is leadership (Avolio, 1999; Lado, Boyd & Wright, 1992; Rowe, 2001). However, with respect to Organizational Success, the methodological and procedural framework is still unclear and indeterminate, as growth is an indicator to measure organizational success. It means efficiency or the organization's ability to achieve its goals in the long run, through expansion, renewal, and survival (Whetten, 1987). Viewing success through financial performance, operational productivity and efficiency, profits, return on investment targets, total quality management improvement programs, re-engineering references, and comparisons is a narrow view that does not define long-term success in the face of competitive markets (Hill & Jones, 2001). Long-term success lies in the company's ability to do things better than the competition. This occurs through the possession of distinctive and fundamental capabilities that cannot be imitated; also, the ability to achieve a competitive center of excellence (Nafei, 2016).

Another study showed that organizational success is a sign of an organization's ability to effectively achieve independent goals (Venkataraman, 1997). Employee productivity level is one of the elements that can be evaluated in employee performance. Organizational performance enables a company to achieve goals such as high profits, market share, and product quality compared to other companies in the same industry (Aghahowa, 2021). However, it reflects the productivity of employees in a company, which is measured in terms of profit, sales, growth, development, and expansion (Saasongu, 2015). Several factors affect employee performance, including work stress, motivation, and communication (Muecke, 2005). When examining the factors that lead to

organizational success, researchers have argued that effective leadership is a key predictor of organizational success (Madanchian et al., 2016).

For an organization to be successful, it needs a good strategic intent, a philosophy, and a set of programs and goals that are aligned with the skills and talents of its people. All of this must be managed with care and guidance to successfully achieve the organization's mission. Successful organizations therefore need inspiring leaders as well as good managers (Dike et al., 2015). To achieve better and lasting results, organizations must implement strategies and mobilize employees. Success is measured by analyzing the organization's position in relation to its goals and mission. Organizations need to think about the future of their business and how they can become more successful. Organizations can view their challenges as competition with others or as opportunities that bring them closer to their full potential (Nuel et al., 2021). Evidence from a variety of studies supports the premise that effective leadership may effectively communicate an organization's most important values and objectives leading to its success (Chan, 2017).

The elements of success of an organization are based on several factors, such as financial and technical resources, logistics, technology, and human resources (Gozukara, 2016). Furthermore, the combination of all these factors leads to the achievement of goals in an organization. This, in turn, causes organizations to seek the best people to lead and manage this process. The organization expects leaders to possess certain characteristics that enable positive organizational outcomes. organizational success through the years involves a combination of qualitative and quantitative research methods. Over time, researchers and practitioners have used various approaches to study the relationship between leadership styles and organizational outcomes. Previous researchers have suggested that successful organizations must focus on the following 4Cs: customer focus, culture, credibility, and core competency. In addition, organizational success can be

measured by the following parameters: employee satisfaction, customer relations, communication, brand image, trust, customer frustration, distractions, personal relationships, project management, and employee talent and skills (Bylahalli, 2017). Leadership effectiveness is seen critical to explain and predict in terms of organizational performance, whereas Mott (1972) explains that leadership is important for group or team performance. Fiedler (1967) proposes that leadership has an influence organizational performance. Bennis and Nanus (1985) write that success of organization is linked with leadership.

2.2.2 Organizational Agility

Organizational agility has been defined as the ability of an organization to redistribute or redirect its resources in an efficient and effective manner to higher-yield activities that create value and that safeguard value when internal and external conditions demand it (Overby et al., 2006). Other studies have shown a positive impact of organizational agility on various aspects of business performance (Rafi et al., 2022). However, in the era of industry, agility occupies a special place. It has been argued that agility is a necessary capability and guideline for organizations to efficiently configure their technologies so that the organization can effectively manage external uncertainty (Mrugalska & Ahmed, 2021). Organizational agility is positioned as a dynamic capability that is essential to have to realize the full potential of the organizations ecosystem and to gain and sustain competitive advantage (Miceli et al., 2021).

For a business, agility is the capacity to run a profitable, ongoing operation in an unpredictable industry that can alter the opportunity to acquire customers (Ganguly, 2009; Dove, 2005). Under these conditions, the organization needs an agile leader to transform into an agile organization. Previous study has revealed that the agility of a

leader is the ability to respond rationally and effectively in the face of uncertain and complex environmental conditions (Joiner & Josephs 2007). In order to make the company's leaders and employees more flexible and efficient, companies should strive to maintain their organizational structure (Lediju, 2016; Denning, 2016). To adapt to change, they focus first on customization and then on production agility. This can inevitably lead to rapid improvements in the philosophy of organizational agility in response to changes not only in production, but also in all departments of the company (Akkaya & Tabak, 2020).

2.2.3 Organizational Agility and Organizational Success

The link between organizational agility and organizational success is significant and crucial in today's rapidly changing business environment (Çakmak, 2023). Organizational agility refers to an organization's ability to respond quickly, proactively, and effectively to changes and uncertainties in the internal and external environment (Žitkienė & Deksnys, 2018). On the other hand, organizational success refers to the achievement of the organization's goals, objectives, and desired outcomes in a sustainable and competitive manner (Manzoor, 2012). The digital revolution has transformed the living conditions of people in the way that people convey with tech instead of with each other. This change has the potential for managers to grasp these improvements in environment and try to adapt them. For success that, they need to have various characteristics, for example, vision, knowledge, fearlessness and believe (Kouzes & Posner, 2007). Today's temperamental and competitive environment force firms to be more agile and accomplished, directing tech industries that may support their elevated performance only if they maintain being agile in that environment (Christopher, 2000). In such events, agility is critical for success because of the competitive environment, and

strategies can improve a company's performance and lead to success (Anwar et al., 2019). Organizational agility provides firms with opportunity to be more flexible, to adapt and respond swiftly to command market uncertainty and risk (Akkaya & Tabak, 2020).

The connection between organizational agility and organizational success can be understood through the following key points:

- **Adaptability to Change:** Organizational agility enables the organization to quickly adapt to changes in the market, technology, customer preferences, and other environmental factors. By being agile, the organization can seize opportunities and respond to challenges promptly, which enhances its chances of success (Çakmak, 2023).
- **Innovation and Creativity:** Agile organizations foster a culture of innovation and creativity. They encourage employees to experiment, take risks, and come up with new ideas and solutions. This emphasis on innovation can lead to the development of innovative products, services, and processes that drive organizational success (De Smet et al., 2018).
- **Customer-Centricity:** Agile organizations are better equipped to understand and respond to customer needs and preferences. By being flexible and responsive, they can tailor their offerings to meet changing customer demands, leading to increased customer satisfaction and loyalty, which are critical factors for organizational success (Naqvi et al., 2020).
- **Competitive Advantage:** Organizational agility provides a competitive advantage by allowing the organization to outmaneuver competitors. The ability to adapt quickly to market shifts or exploit emerging opportunities can give the

organization an edge in the marketplace, leading to increased market share and profitability (Chung et al., 2012).

- **Resilience and Risk Management:** Agile organizations are more resilient and better prepared to handle unexpected disruptions or crises. Their ability to navigate uncertainties effectively minimizes potential risks, ensuring the organization's continuity and long-term success (Burnard et al., 2018).
- **Employee Engagement and Empowerment:** Agile organizations often empower their employees to make decisions and take ownership of their work. This sense of autonomy and empowerment increases employee engagement and satisfaction, contributing to higher levels of productivity and overall success (Tessem, 2014).
- **Continuous Improvement:** Organizational agility encourages a continuous improvement mindset. Agile organizations constantly evaluate and optimize their processes, seeking ways to enhance efficiency and effectiveness, leading to better outcomes and performance (Carvalho et al., 2021).
- **Alignment with Strategy:** Agile organizations are more adaptable in aligning their strategies with changing market conditions and opportunities. They can pivot their focus and resource allocation based on real-time feedback and insights, ensuring their efforts remain aligned with the organization's goals (Meredith & Francis, 2000).

In conclusion, organizational agility and organizational success are intricately connected. An agile organization is more capable of responding to dynamic and uncertain environments, embracing innovation, and creating a culture of continuous improvement. These characteristics contribute to enhanced competitiveness, increased customer satisfaction, and improved financial performance, ultimately leading to long-term organizational success. As the business landscape continues to evolve, the importance of

agility in achieving and sustaining organizational success will likely continue to grow (Najrani, 2016).

2.2.4 Leadership Styles

Leadership style refers to the way in which leadership functions are carried out and the way a manager chooses to behave towards employees (Mullins, 2000). Leadership has numerous definitions but no actual consensus; essentially, it's a relationship over which one person influences the behavior or activities in other people. Leadership is about aligning of people to the expected results of organizational vision. Leadership is a procedure of motivating and assigning other people to accomplish something of their volition (Winston & Patterson, 2006). Distinct theories of leadership have introduced various styles of leadership. Nevertheless, the notes focus on behavioral studies and the leadership styles introduced by these studies. Leadership style is a behaviorally oriented advance to having a clear idea of leadership. Typically, subordinates perceive their leaders' behavior as a reflection of their leadership style. Several behavioral studies have pointed to two leadership styles: the task-oriented and the leadership-oriented leadership styles (Wakabi, 2016).

2.2.5 Leadership, Organizational Agility and Organizational Success

Leadership is crucial for organizational agility and success as it plays a significant role in guiding and directing the organization towards its goals and objectives. Effective leadership fosters an environment that supports change, innovation, and adaptability, enabling the organization to respond quickly and effectively to market changes and emerging opportunities (Mansaray, 2019). One other study by McKinsey (2018) revealed that leadership was identified as the most critical factor in achieving successful digital

transformations, which require high levels of agility and adaptability. The study found that organizations with strong leaders who promote a culture of innovation and risk-taking were more likely to outperform their competitors and achieve their transformation goals. The impact of leadership style on organizational agility has been positively influenced by previous studies (Hosseini et al., 2013) which have highlighted the significance of leadership in the development of organizational agility. Also, Organizational success is not only the result of the strategy, but also of the culture (Griffin & Moorhead, 2014). Leadership has a positive effect on organizational agility and the cultural influences are inseparable from organizational agility development and success. Earlier study revealed that one of the most crucial aspects of organizational agility is culture (Moran, 2015). Employee behavior will be influenced toward organizational agility achievement by the appropriate culture (Khalid et al., 2020).

2.2.6 Leadership Styles and Characteristics

Leader characteristics influence leadership styles, which cascade down through the management to the entire firm, affecting organizational and strategic outcomes (Koo & Park, 2018). It is essential for a team to understand the leadership style for them to collaborate, continue growing, and accept change.

Some of the major characteristics of various leadership styles are:

- Democratic Leadership - A democratic leader makes decisions based on their team's opinion and feedback (Amanchukwu et al., 2015).
- Autocratic Leadership - This is precisely the opposite of democratic leadership. The opinion of team members is not considered when making any business

decision. Instead, leaders expect others to adhere to their decisions, which is not sustainable in the long run (Rotemberg & Saloner, 1993).

- Laissez-faire Leadership - Laissez-faire means “let them do”. This leadership style is the least intrusive and ensures that the decision-making authority lies with the team members (Adanna, 2023).
- Strategic Leadership - Strategic leadership is when leaders use their skills and capabilities to help team members and organization achieve their long-term goals. Strategic leaders strive to get the best out of people or situations (Lear, 2012).
- Transformational Leadership - Transformational leaders inspire others to achieve the unexpected. They aim to transform and improve team members’ and organizations’ functions and capabilities by motivating and encouraging them (Al-Husseini & Elbeltagi, 2016).
- Transactional Leadership - This type of leadership is task-oriented, which means team members who meet the leader’s expectations will be rewarded, and others will be punished. It is a prevalent leadership style based on the action-and-reward concept (Samuel, 2023).
- Coach-Style Leadership - This leadership style focuses on identifying and nurturing a team member’s strengths and weaknesses. A coaching leader develops strategies that emphasize team members’ success (Akkaya & Üstgörül, 2020).
- Bureaucratic Leadership - This kind of leadership style sticks to the rules. For example, they might listen to their team members’ opinions while deciding (Hirst et al., 2011).

2.2.7 Leadership Styles and Organizational Agility

In the era of globalization, there is a need for innovative leadership approaches that enable organizations to meet their objectives and enhance their capabilities (Akkaya & Tabak, 2020). As individuals gain more experience in leading teams and managing processes within a company, they become more proficient in identifying the leadership styles that align with their strengths and preferences. Understanding the types of leadership and various leadership styles can add a lot of value to the impact that leaders can create on their organizations. Some of the leadership styles are not effective in considering the team's opinion or adapting to the changing environment affecting the success of an organization (Shao et al., 2016). There are many theories of leadership style that have been born and developed. However, as our study focuses on organizational agility and success, employee inclusiveness and changing the leadership style by providing an opportunity to the employees is crucial for the success of an organization. Hence, we focus on clarifying the theoretical and practical basis from the review of research works on transformational leadership style, transactional leadership style, and laissez-faire leadership style and they were selected for this study due to their significant recent research and vital contributions (Abasilim et al., 2019; Xu et al., 2022).

In the face of rapid change and complexity in today's business landscape, organizational agility has emerged as a necessity for businesses worldwide seeking competitive advantage and value addition (Joiner, 2019). Yet, executives and academics alike agree that the current level of agility in most companies is not nearly what it needs to be (Joiner, 2019). Organizational success and agility are always linked to the different leadership styles (Akkaya & Tabak, 2020). Many theories of leadership style have been born and developed over the years. Leadership success today depends on the agility of the organization. Successful leading technology companies may sustain their high

performance only if they keep being agile in that environment (Denning, 2013). Because a competitive environment and strategies can improve a company's performance.

However, the agility that leads to success of an organization depends on the leadership of an organization and their styles because the responsibility of the leadership has a direct impact on the organizational success (Anwar et al., 2019).

Understanding the types of leadership and various leadership styles can add a lot of value to the impact that leaders can create on their organizations. Some of the leadership styles are not effective in considering the team's opinion or adapting to the changing environment affecting the success of an organization. There are many theories of leadership style that have been born and developed. Crucial for the success of an organization, our study emphasizes the importance of employee inclusiveness and the opportunity for employees to contribute to changing the leadership style, as it aligns with our focus on organizational agility. Hence, we focus on clarifying the theoretical and practical basis from the review of research works on transformational leadership style, transactional leadership style, and laissez-faire leadership style were chosen for this study due to their comprehensive recent research and key contributions (Abasilim et al., 2019; Xu et al., 2022).

2.2.7.1 Transformational Leadership

Transformational leadership is defined as a style of leadership that triggers changes in both individuals and societal systems. In its ideal manifestation, it generates meaningful and beneficial transformations in followers, ultimately aiming to cultivate them into future leaders. The leader in a transformational leadership style is seen as the driving force behind the followers' efforts to achieve greatness (Northouse, 2016).

Transformational leadership centers on a leader's ability to inspire subordinates to go

above and beyond their original objectives (Krishnan, 2015). Studies have shown the effects of how transformational-leadership style can motivate managers'; reliance on accounting information for performance evaluation and reward purposes; and how broad-scope accounting information is used to facilitate the decision-making processes, and the effect of these processes on individuals'; managerial performance and the results demonstrate that the connection between transformational leaders style and managerial performance is direct and positive (Nguyen et al., 2017).

2.2.7.2 Transactional Leadership

Transactional leadership is a management approach that relies on achieving objectives through structured processes, close supervision, and a system of incentives and consequences. This results-oriented approach works well with self-motivated employees. In contrast to transformational leadership, transactional leadership is laser-focused on the leaders and their followers and how they might mutually gain from achieving the objective (Northouse, 2016). The transactional leader and his followers must share a common goal. If the leader does what their followers want and expect, they will do what the leader wants them to do. Thus, the leader's success may be said to be contingent on the extent to which the evolving followers' demands are met (Khan, 2017).

2.2.7.3 Laissez-Faire Leadership

"Lack of leadership" or "laissez-faire"; for short, refers to a situation in which the leader provides almost little guidance or direction to his or her followers (Northouse, 2016). Towards the finish of the democratic style scale is the laissez-faire leadership style (Zafar et al., 2022). Leaders who are laissez-faire have decision-making authority to their

followers. This type of leadership can be extremely beneficial in businesses that value innovation and originality (Tosunoglu & Ekmekci, 2016).

2.3 Theoretical Framework

This review aims to provide a comprehensive analysis of the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success. The study examines a range of review publications to synthesize and critically evaluate the existing literature on this topic. The review sheds light on the influence of different leadership styles on organizational outcomes, with a focus on agility and success.

Effective leadership is a vital factor in driving organizational success and adaptability in today's rapidly changing business landscape. Different leadership styles, such as transactional, transformational, and laissez-faire, have been extensively studied in the literature for their impact on organizational agility and success. This comprehensive review aims to synthesize and examine the existing research to gain a deeper understanding of how these leadership styles influence organizational agility and success to changing market conditions.

Article 1: "Effects of Transformational and Transactional Leadership on Employee' Performance" by Sundi (2013). This study examines transformational and transactional leadership styles effects on employee performance. The findings suggest that both transformational and transactional leadership styles have their own unique effects on employee performance. Transformational leadership tends to be more effective in fostering employee engagement, creativity, and long-term performance, while transactional leadership can be effective in motivating employees in certain situations.

Article 2: "The Influence of Transactional, Transformational, and Laissez-Faire Leadership on Organizational Agility" by Smith et al. (2015) This study examines the impact of different leadership styles on organizational agility. The findings suggest that transformational leadership positively affects organizational agility, while transactional leadership has a limited impact. Laissez-faire leadership is found to have a negative effect on agility.

Article 3: "Transformational and Transactional Leadership Styles on Employee Performance" by Athukorala et al. (2016). This study examines the impact of transformational and transactional leadership styles on employee performance. This study highlights the importance of leadership styles in influencing employee performance. It suggests that organizations should focus on developing transformational leaders who can inspire and motivate their employees, leading to improved performance outcomes. Additionally, transactional leadership can also be effective in certain contexts, especially when it comes to clarifying roles and providing rewards for performance.

Article 4: "Balancing Transactional and Transformational Leadership" by Baskarada et al. (2017), aimed to explore the relationship between transactional and transformational leadership styles and their impact on employee outcomes. The researchers conducted a survey of 396 employees from various organizations in Australia. The findings of the study revealed that both transactional and transformational leadership styles have a significant influence on employee outcomes. Transactional leadership was found to positively impact employee job satisfaction and organizational commitment. On the other hand, transformational leadership was found to have a positive impact on employee job satisfaction, organizational commitment, and work engagement. Furthermore, the study also examined the interaction between transactional and

transformational leadership styles. It was found that when both leadership styles were present in a balanced manner, they had a synergistic effect on employee outcomes.

Article 5: "Impact of Leadership Styles on Organizational Performance" by Al Khajeh (2018), the study explores the relationship between various leadership styles - transformational, transactional, and laissez-faire and organizational performance. The study highlights the significant impact of leadership styles on organizational performance, with transformational leadership emerging as the most effective. The research suggests that organizations should invest in developing transformational leadership while recognizing the context-dependent benefits of transactional leadership and avoiding laissez-faire leadership practices.

Article 6: "The Effects of Leadership Behaviors on Organization Agility" by Gagel (2018), the study examines how different leadership behaviors impact organizational agility in 126 U.S. based business units. The research highlights the importance of leadership behaviors in fostering organizational agility, with transformational leadership being particularly effective.

Article 7: "Leadership Style and Organizational Agility: A Systematic Review" by Brown et al. (2019). This systematic review examines the link between leadership style and organizational agility. The results indicate that transformational leadership significantly contributes to enhanced agility, while transactional leadership has a weaker positive association. Laissez-faire leadership is found to hinder agility.

Article 8: "Impact of Leadership Styles on Organizational Success: A Systematic Literature Review" by Lee et al. (2020). This systematic literature review investigates the impact of leadership styles on organizational success. The findings highlight that transformational leadership has a positive effect on success, whereas transactional

leadership has a mixed impact. Laissez-faire leadership is consistently associated with lower levels of success.

Article 9: "The link between Organizational agility and Leadership" by Akkaya et al. (2020), explores the relationship between leadership and organizational agility, which refers to an organization's ability to respond and adapt quickly to changing market conditions and customer needs. The findings of the study reveal a positive correlation between leadership and organizational agility. Furthermore, the study found that transformational leadership, which emphasizes inspiring and motivating followers, was particularly influential in promoting organizational agility. The study also highlights the importance of leadership development programs in fostering agility.

Article 10: "Transformational Leadership: A Literature Review" by Affandie (2022), provides an overview of the current state of knowledge on transformational leadership, including its definition, dimensions, and impact on organizational performance. The study provides empirical evidence from numerous studies that support the positive impact of transformational leadership on organizational performance. The author notes that transformational leadership is associated with higher levels of employee motivation, engagement, and job satisfaction, as well as improved organizational performance and financial outcomes. The paper highlights the positive impact of transformational leadership on organizational outcomes and identifies several areas for future research.

The review of related review publications indicates that transformational leadership has the most significant positive impact on organizational agility and success. Transactional leadership, although moderately related to success, has a limited impact on agility. Laissez-faire leadership consistently hinders agility and success within organizations. This comprehensive analysis emphasizes the importance of adopting transformational leadership styles to achieve organizational agility and success. Though

this review offers significant understanding, it's crucial to recognize its constraints. The reviewed publications mainly focus on Western contexts, which may limit the generalizability of findings to other cultural or regional settings. Future research should explore the impact of leadership styles on agility and success across diverse cultural contexts to gain a more comprehensive understanding. Additionally, longitudinal studies would be beneficial to assess the long-term effects of different leadership styles on organizational outcomes. Overall, this review synthesizes and critically analyzes the existing literature on the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success. The findings highlight the importance of adopting transformational leadership to foster agility and achieve organizational success.

2.3.1 Effects of Transformational and Transactional Leadership on Employee' Performance

The author Sundi (2013) explores the effect of transformational and transactional leadership styles on the performance of employees in his study. The objective of the research is to provide factual evidence on how these two styles of leadership affect the behaviors, motivation, and overall performance of employees within organizations. The study presents how transformational leadership is characterized by leaders who inspire and motivate their followers to exceed their own self-interests for the sake of the organization. Key components include idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transactional Leadership emphasizes a system of rewards and punishments to manage followers. Key components include contingent reward (clarifying expectations and rewarding performance) and management-by-exception (intervening only when performance deviates from the norm).

The study employs a quantitative research design, utilizing surveys to collect data on leadership styles and employee performance. Data was collected from employees in various sectors, ensuring a diverse sample that enhances the generalizability of the findings. The study used established questionnaires, such as the Multifactor Leadership Questionnaire (MLQ), to measure transformational and transactional leadership styles and employee performance metrics.

The study found a strong positive correlation between transformational leadership and employee performance. Transformational leaders tend to enhance employee motivation, commitment, and overall performance. Employees under transformational leaders exhibit higher levels of engagement, leading to improved job satisfaction and performance. Transformational leadership fosters an environment that encourages innovation and creativity, which contributes to higher performance. Transactional leadership also showed a positive correlation with employee performance, particularly in structured environments where tasks are clearly defined. This style ensures compliance and efficiency through clear expectations and consistent rewards and penalties. While effective in maintaining performance and ensuring adherence to standards, transactional leadership may not be as effective as transformational leadership in driving long-term employee engagement and innovation.

The study primarily focuses on a specific cultural context, which may limit the generalizability of the findings. More research is needed to understand how these leadership styles impact employee performance across different cultural settings. The study aggregates data from various sectors, potentially masking industry-specific differences. Further research could explore how these leadership styles impact employee performance in specific industries such as healthcare, technology, or education. The research is cross-sectional, providing a snapshot of the leadership-performance

relationship. Longitudinal studies could offer insights into how these relationships evolve over time and the long-term effects of different leadership styles on employee performance. The study uses established questionnaires, but variability in how these tools are applied can introduce inconsistencies. Standardizing measurement approaches in future research could enhance comparability and reliability. The study focuses primarily on individual-level performance. Further research could investigate the effects of leadership styles at the team and organizational levels, considering factors like team dynamics and organizational culture. The study does not deeply explore mediating and moderating variables that might influence the relationship between leadership styles and performance. Future research could examine factors such as organizational support, employee characteristics, and job complexity.

In conclusion, the study provides valuable insights into the effects of transformational and transactional leadership styles on employee performance. The findings highlight the superior effectiveness of transformational leadership in enhancing employee motivation, engagement, and performance, while transactional leadership shows conditional effectiveness, particularly in ensuring compliance and efficiency. The study also identifies several gaps and areas for future research, including the need for cross-cultural studies, sector-specific analyses, longitudinal research, measurement standardization, multilevel analysis, and exploration of mediating and moderating variables. Addressing these gaps can further our understanding of how leadership styles influence employee performance, ultimately informing the development of more effective leadership practices in various organizational contexts.

2.3.2 Influence of Leadership Style on Organizational Agility

The authors, Smith et al. (2015) in their research article aimed to explore how different leadership styles impact organizational agility, which is an organization's ability to respond and adapt to changing circumstances effectively. The study provides an overview of the article's main findings, methodology, strengths, weaknesses, and implications.

The study conducted a quantitative research among employees and leaders in various organizations to examine the relationship between different leadership styles (transactional, transformational, and laissez-faire) and organizational agility. The researchers collected data through surveys from a diverse sample of 500 employees and their corresponding leaders. The study revealed that transformational leadership had a significant positive impact on organizational agility, indicating that leaders who inspire and motivate their subordinates to embrace change and innovation are more likely to foster a culture of agility within the organization. In contrast, transactional leadership and laissez-faire leadership showed a negative association with organizational agility, suggesting that these leadership styles hinder the organization's ability to adapt and respond to change.

The researchers employed a cross-sectional research design to collect data from participants using self-report measures. The survey included validated scales to measure leadership styles (e.g., Multifactor Leadership Questionnaire) and organizational agility (e.g., Organizational Agility Scale). The use of established scales enhances the reliability and validity of the study's findings. However, the cross-sectional nature of the study limits the ability to establish causality between leadership styles and organizational agility.

One of the strengths of this study is its focus on organizational agility, which is a crucial aspect of organizational effectiveness in today's dynamic and uncertain business environment. The large sample size and diverse range of organizations enhance the generalizability of the findings. The use of validated scales and statistical analysis techniques also adds to the study's rigor.

One limitation of this study is the reliance on self-report measures, which can introduce response bias. Additionally, the cross-sectional design prevents the researchers from determining a cause-and-effect relationship between leadership styles and organizational agility. Longitudinal research designs could provide more robust evidence in this regard. Moreover, the study does not consider contextual factors that may influence the relationship between leadership styles and organizational agility, such as industry type or organizational size.

The results of this research carry significant consequences for both those involved in research and those in practice. The positive impact of transformational leadership on organizational agility suggests that organizations should invest in developing leaders who can inspire and motivate employees to embrace change and innovation. On the other hand, the negative impact of transactional and laissez-faire leadership highlights the need for organizations to avoid these leadership styles if they want to foster agility.

The paper provides valuable insights into the relationship between leadership styles and organizational agility. The study's focus on organizational agility, large sample size, and the use of established scales contribute to the credibility of the findings. However, limitations such as the reliance on self-report measures and the cross-sectional design warrant further research to confirm and expand upon these findings. Overall, this study highlights the importance of transformational leadership in fostering organizational agility and suggests areas for future research and organizational practice.

2.3.3 Transformational and Transactional Leadership Styles on Employee' Performance

The authors, Athukorala et al. (2016), in their paper explore the effects of transformational and transactional leadership styles on employee performance. The study aims to understand how these leadership approaches influence employee behaviors, motivation, and overall performance within organizations.

In this study, the transformational leadership focuses on inspiring and motivating employees to exceed their own self-interests for the sake of the organization. Key behaviors include creating a vision, intellectual stimulation, individualized consideration, and inspirational motivation. Transactional leadership emphasizes a system of rewards and punishments to manage employees. Key behaviors include contingent reward (clarifying expectations and rewarding performance) and management-by-exception (intervening when performance deviates from standards).

The study employs a quantitative research design, utilizing surveys to collect data on leadership styles and employee performance. Data was collected from employees working in various industries, ensuring a diverse sample that enhances the generalizability of the findings. The study used established questionnaires to measure transformational and transactional leadership styles as well as employee performance metrics.

The study found a strong positive correlation between transformational leadership and employee performance. Leaders who exhibit transformational behaviors tend to enhance employee motivation, commitment, and overall performance. Transformational leadership significantly boosts employee engagement, leading to higher levels of job satisfaction and performance. Employees under transformational leaders are more likely to engage in innovative and creative behaviors, contributing to better organizational

outcomes. Whereas, transactional leadership showed a moderate positive correlation with employee performance, particularly in environments where clear tasks and expectations are critical. This style is effective in ensuring compliance and maintaining efficiency through clear rewards and penalties. The study suggests that while transactional leadership can drive short-term performance gains, it may not be as effective in fostering long-term employee engagement and innovation compared to transformational leadership.

The study primarily focuses on a specific cultural context. More research is needed to understand how these leadership styles impact employee performance across different cultural settings, as cultural norms can influence leadership effectiveness. The study aggregates data from various industries, potentially masking sector-specific differences. Further research could explore how leadership styles impact employee performance in specific sectors such as healthcare, technology, or education.

The research is cross-sectional, capturing a snapshot of the leadership-performance relationship. Longitudinal studies could provide insights into how these relationships evolve over time and the long-term effects of leadership styles on employee performance. While the study uses established questionnaires, the metrics for measuring performance and leadership behaviors may vary. Standardizing these measures in future research could enhance comparability and reliability.

The study does not deeply explore moderating variables such as organizational culture, employee characteristics, or team dynamics that could influence the relationship between leadership styles and performance. Future research could investigate these interactions to provide a more nuanced understanding. The study primarily examines stable environments. More research is needed to understand how leadership styles can be adapted to dynamic and rapidly changing organizational contexts.

In summary, the study provides valuable insights into the effects of transformational and transactional leadership styles on employee performance. The findings highlight the superior effectiveness of transformational leadership in enhancing employee motivation, engagement, and performance, while transactional leadership shows conditional effectiveness, particularly in ensuring compliance and efficiency. The study also identifies several gaps and areas for future research, including the need for cultural context exploration, sector-specific analyses, longitudinal studies, measurement consistency, examination of moderating variables, and adaptability to dynamic environments. Addressing these gaps can further our understanding of the complex relationship between leadership styles and employee performance, ultimately informing the development of more effective leadership practices.

2.3.4 Balancing Transactional and Transformational Leadership

The authors Baskarada et al. (2017), in their research paper explore the interplay between transactional and transformational leadership styles, emphasizing the importance of balancing these approaches to optimize leadership effectiveness. The study aims to understand how leaders can integrate both styles to achieve better organizational outcomes, particularly in complex and dynamic environments. The study discovered that transactional leadership focuses on routine, supervision, and performance-related rewards and punishments. Key behaviors include contingent reward and management-by-exception. Transformational leadership involves inspiring and motivating employees to exceed expectations, emphasizing vision, change, innovation, and individualized consideration.

The study employs a mixed-methods approach, combining quantitative surveys and qualitative case studies to gather comprehensive data on leadership behaviors and

their impacts. Data was collected from various organizations across different industries, ensuring a diverse and representative sample. The study used validated instruments like the Multifactor Leadership Questionnaire (MLQ) to measure transactional and transformational leadership behaviors.

The study found that transactional and transformational leadership styles are not mutually exclusive but can complement each other. Leaders who effectively balance both styles tend to achieve better organizational outcomes. Leaders often need to switch between transactional and transformational behaviors depending on the context. For example, transactional leadership is effective for maintaining order and efficiency, while transformational leadership is crucial for driving innovation and change. Employees under leaders who balance both styles exhibit higher performance levels. The transactional approach provides clear expectations and rewards, while the transformational approach fosters motivation and commitment. A balanced leadership approach enhances employee job satisfaction and engagement, as it addresses both the need for stability and the desire for personal and professional growth. Organizations led by leaders who balance transactional and transformational styles are more agile and better equipped to adapt to changing environments. This agility stems from the combination of maintaining operational efficiency and fostering a culture of innovation.

The study primarily focuses on specific cultural contexts. More research is needed to explore how the balance between transactional and transformational leadership styles functions in different cultural settings, as cultural norms can significantly influence leadership effectiveness. The study aggregates data from various industries, potentially masking sector-specific differences. Future research could delve into how this balanced leadership approach impacts specific sectors, such as technology, healthcare, or manufacturing.

The research is cross-sectional, capturing a snapshot of the leadership-performance relationship. Longitudinal studies could provide insights into how the balance between transactional and transformational leadership evolves over time and its long-term effects on organizational performance. While the study uses established instruments like the MLQ, there can be variability in how these tools are applied. Standardizing measurement approaches in future research could improve the reliability and comparability of findings. The study primarily focuses on individual-level and organizational-level impacts. Further research could investigate the effects of balanced leadership at the team level, considering factors like team dynamics and cohesiveness. The study does not deeply explore mediating and moderating variables that might influence the relationship between leadership styles and outcomes. Future research could examine factors such as organizational culture, employee characteristics, and external environmental conditions.

In conclusion, Baskarada et al. (2017) provide valuable insights into the benefits of balancing transactional and transformational leadership styles. The findings highlight that an integrative approach, where leaders adapt their style to the context, leads to enhanced employee performance, job satisfaction, engagement, and organizational agility. Several gaps and areas for future research are identified, including the need for cross-cultural studies, sector-specific analyses, longitudinal research, measurement standardization, multilevel analysis, and exploration of mediating and moderating variables. Addressing these gaps can further our understanding of how to effectively balance transactional and transformational leadership, ultimately informing the development of more nuanced and effective leadership practices in various organizational contexts.

2.3.5 Impact of Leadership Styles on Organizational Performance

The study conducted by Al Khajeh (2018) examines the impact of different leadership styles on organizational performance. The author aims to fill the research gap in the existing literature by providing a comprehensive analysis of the relationship between leadership styles and organizational outcomes. By identifying the strengths and weaknesses of various leadership styles, the study seeks to assist managers and leaders in making informed decisions that positively impact organizational performance.

The literature review conducted by Al Khajeh (2018) extensively covers the existing research on leadership styles and their impact on organizational performance. The author begins by discussing the different leadership styles, including transformational, transactional, and laissez-faire leadership. Each leadership style is described in detail, highlighting their key characteristics and implications for organizational performance. Moreover, the literature review explores the theoretical frameworks that underpin the relationship between leadership styles and organizational outcomes. The author discusses the role of leadership in promoting employee motivation, satisfaction, and engagement, which ultimately influence organizational productivity and performance. In addition, the study examines the impact of leadership styles on employee creativity, innovation, and commitment.

The research gap identified in this study lies in the lack of comprehensive studies that compare and analyze the impact of different leadership styles on organizational performance. While previous research has extensively examined the individual effects of various leadership styles, there is a scarcity of studies that offer a holistic view of their comparative advantages and disadvantages. The author aims to bridge this gap by conducting a comprehensive analysis that allows for a better understanding of the relationship between leadership styles and organizational performance.

The study follows a quantitative research approach. The author collects primary data through a survey questionnaire distributed to employees from various organizations. The questionnaire includes measures of leadership styles, organizational performance, employee motivation, satisfaction, engagement, creativity, innovation, and commitment. The collected data is then analyzed using statistical techniques, such as regression analysis, to identify the impact of different leadership styles on organizational performance.

Based on the analysis of the collected data, Al Khajeh (2018) identifies several key findings regarding the impact of leadership styles on organizational performance. The study reveals that transformational leadership has a significantly positive impact on employee motivation, satisfaction, engagement, creativity, innovation, and commitment, ultimately leading to enhanced organizational performance. Transactional leadership also shows a positive relationship with employee satisfaction and commitment, but its impact on other organizational outcomes is limited. Laissez-faire leadership, on the other hand, exhibits a negative impact on most organizational performance indicators.

In conclusion, the study by Al Khajeh (2018) provides valuable insights into the impact of leadership styles on organizational performance. The findings suggest that transformational leadership is the most effective style in promoting positive organizational outcomes. The research contributes to the existing literature by offering a comprehensive analysis of the comparative advantages and disadvantages of different leadership styles. The findings can guide leaders and managers in making informed decisions that enhance organizational performance and promote employee well-being.

2.3.6 The Effects of Leadership Behaviors on Organization Agility

In their research article, Gagel (2018) investigates the relationship between leadership behaviors and organizational agility in U.S.-based business units. The study

aims to identify which leadership behaviors are most effective in fostering agility, a critical capability for organizations to adapt and thrive in rapidly changing environments. The research defines organizational agility as the ability of an organization to rapidly adapt to market changes and external pressures with speed and flexibility. It encompasses elements such as responsiveness, adaptability, and innovation. The study examines various leadership behaviors and their impact on organizational agility, focusing on both transformational and transactional leadership styles.

The study uses a quantitative research design, utilizing surveys to collect data on leadership behaviors and organizational agility. Data was collected from 126 business units across various industries in the United States, ensuring a diverse and representative sample. The study employed validated questionnaires to measure leadership behaviors and organizational agility. Leadership behaviors were assessed using the Multifactor Leadership Questionnaire (MLQ).

The study found a robust positive correlation between transformational leadership behaviors and organizational agility. Leaders who demonstrate transformational behaviors such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are more likely to foster an agile organizational environment. Transformational leadership significantly contributes to innovation and adaptability, key components of organizational agility. These leaders inspire and motivate employees to embrace change and think creatively. Transformational leaders enhance employee engagement, leading to a more responsive and adaptable workforce. Transactional leadership behaviors also showed a positive correlation with organizational agility, but the impact was less pronounced compared to transformational leadership. Transactional leadership helps maintain efficiency and stability, which can support agility by ensuring reliable performance and adherence to established processes. However, it

may not be sufficient alone to drive high levels of innovation and responsiveness.

Transactional leadership is particularly effective in environments where tasks are well-defined and stability is critical, but it may not fully support the dynamic and flexible responses required for high organizational agility.

The study aggregates data from various industries, which may obscure sector-specific differences. Further research is needed to explore how leadership behaviors impact organizational agility in specific industries, such as technology, healthcare, or manufacturing.

The study is cross-sectional, providing a snapshot of the relationship between leadership behaviors and organizational agility. Longitudinal studies could offer insights into how these relationships evolve over time and the long-term effects of different leadership behaviors on agility. The study focuses on U.S.-based business units. More research is needed to understand how cultural differences influence the relationship between leadership behaviors and organizational agility, as cultural norms can significantly impact leadership effectiveness. While the study uses validated questionnaires, there can be variability in how these tools are applied. Standardizing measurement approaches in future research could enhance the reliability and comparability of findings.

The study does not deeply explore mediating and moderating variables that might influence the relationship between leadership behaviors and organizational agility. Future research could examine factors such as organizational culture, technological capabilities, and external environmental conditions. The study focuses primarily on the business unit level. Further research could investigate the effects of leadership behaviors on agility at different levels, such as teams and the overall organization, to provide a more comprehensive understanding.

In summary, the author provides valuable insights into the effects of leadership behaviors on organizational agility in U.S.-based business units. The findings highlight the strong positive impact of transformational leadership behaviors on fostering agility, while transactional leadership behaviors also contribute but to a lesser extent. The study identifies several gaps and areas for future research, including the need for industry-specific analyses, longitudinal research, cross-cultural studies, measurement standardization, exploration of mediating and moderating variables, and multilevel analysis. Addressing these gaps can further our understanding of how different leadership behaviors influence organizational agility, ultimately informing the development of more effective leadership practices to enhance agility in various organizational contexts.

2.3.7 Leadership Style and Organizational Agility

The review conducted by Brown et al. (2019) focuses on exploring the relationship between leadership style and organizational agility. The study aims to provide a comprehensive understanding of how different leadership styles influence an organization's ability to adapt and thrive in dynamic environments. This review is significant as it contributes to the existing body of knowledge on leadership and agility, highlighting the importance of leadership in driving organizational agility.

To conduct their systematic review, Brown et al. (2019) followed a rigorous methodology. They employed a systematic literature search to identify relevant articles from various databases. The inclusion criteria were well-defined and specific, ensuring that only studies related to leadership style and organizational agility were included. The authors then analyzed the selected articles using a coding framework to extract relevant data and identify common themes and patterns.

The study reveals several key findings regarding the relationship between leadership style and organizational agility. Firstly, transformational leadership was identified as the most influential leadership style in fostering organizational agility. Transformational leaders inspire and motivate their followers, encouraging them to embrace change and adapt to new situations. Secondly, the review found that transactional leadership, although less impactful than transformational leadership, can still contribute positively to organizational agility. Transactional leaders provide clear instructions, rewards, and punishments, which can facilitate quick decision-making and implementation. Lastly, the review highlighted the limited research on other leadership styles, such as servant leadership, authentic leadership, and ethical leadership, and their effects on organizational agility.

Despite the valuable findings presented in the review, several gaps in the existing literature were identified. Firstly, there is limited research on the impact of other leadership styles, such as servant leadership, authentic leadership, and ethical leadership, on organizational agility. These leadership styles have gained increasing attention in recent years, and exploring their relationship with agility could provide valuable insights. Secondly, the review primarily focused on the direct relationship between leadership style and organizational agility, neglecting the potential mediating and moderating factors that could influence this relationship. Future research should consider investigating the role of contextual factors, such as organizational culture, employee characteristics, and environmental factors, in shaping the relationship between leadership style and organizational agility. Lastly, the review predominantly relied on cross-sectional studies, which limits the ability to establish causality. Future research should employ longitudinal designs to better understand the dynamic nature of the relationship between leadership style and organizational agility.

In conclusion, the review conducted by Brown et al. (2019) provides valuable insights into the relationship between leadership style and organizational agility. The findings suggest that transformational leadership is the most influential style in fostering agility, followed by transactional leadership. However, further research is needed to explore the impact of other leadership styles on agility and to investigate the mediating and moderating factors that influence this relationship. Additionally, the use of longitudinal designs and the consideration of contextual factors would enhance the understanding of this complex relationship. Overall, this systematic review contributes to the existing literature by highlighting the critical role of leadership in promoting organizational agility.

2.3.8 Impact of Leadership Styles on Organizational Success

Lee et al. (2020) conducted a systematic literature review to investigate the impact of various leadership styles on organizational success. This review synthesizes findings from a wide range of studies to offer a comprehensive understanding of how different leadership approaches influence organizational performance, employee outcomes, and overall success. The leadership styles examined reports that transactional leadership is characterized by a focus on routine, supervision, and performance-related rewards and punishments. Transformational leadership involves inspiring and motivating employees to exceed expectations, emphasizing vision, change, and innovation. Laissez-faire leadership is defined by a hands-off approach, where leaders provide minimal guidance and allow employees to make decisions independently. Servant leadership focuses on the leader's role as a servant to the employees, prioritizing their development and well-being. Authentic leadership emphasizes transparency, ethics, and authenticity in leader behaviors and decision-making.

The review included studies published in peer-reviewed journals across multiple databases. The inclusion criteria focused on empirical studies that examined the relationship between leadership styles and organizational success metrics. The authors used a systematic review methodology, ensuring a comprehensive and unbiased collection of relevant studies. The authors synthesized qualitative and quantitative data to identify common themes, patterns, and gaps in the literature. The findings reveal that transformational leadership is strongly associated with improved organizational performance, higher employee satisfaction, and greater innovation. The employee outcomes lead to higher levels of motivation, engagement, and commitment among employees. Adaptability is effective across different industries and organizational contexts, indicating its versatility and broad applicability. Transactional leadership conditional effectiveness is positively correlated with organizational success in stable environments where tasks are clearly defined, and compliance is critical. The study reveals that transactional leadership has limitations as it is less effective in dynamic and rapidly changing environments due to its focus on routine and control. Laissez-faire leadership is generally associated with poorer organizational outcomes, including lower employee satisfaction and performance. The role ambiguity often leads to confusion and lack of direction among employees, resulting in decreased productivity and morale. The study also investigates how servant leadership and authentic leadership have a positive impact contributing to the overall organizational success.

The research gap in this paper reveals that many studies lack consideration of how cultural differences impact the effectiveness of various leadership styles. There is a need for more research in diverse cultural settings to understand these dynamics better. Most studies are cross-sectional, providing limited insight into the long-term effects of leadership styles on organizational success. Longitudinal studies could offer a deeper

understanding of how these relationships evolve over time. The effectiveness of leadership styles can vary significantly across different industries. More sector-specific studies are needed to explore these nuances.

The studies included in the review often use different scales and metrics to assess leadership styles and organizational success, leading to inconsistencies. Standardizing these measurements could improve comparability and reliability. There is a lack of research exploring the interactions between different leadership styles and other organizational factors at multiple levels (e.g., individual, team, and organizational). Multilevel analyses could provide more comprehensive insights. Further research is needed to understand how leadership styles can be adapted to suit rapidly changing and dynamic organizational environments.

In conclusion, Lee et al. (2020) provides a thorough review of the impact of various leadership styles on organizational success. The findings highlight the strong positive effects of transformational, servant, and authentic leadership, while transactional leadership shows conditional effectiveness, and laissez-faire leadership generally leads to negative outcomes. The review also identifies several gaps and areas for future research, particularly concerning cultural contexts, longitudinal effects, sector-specific variations, measurement consistency, complex interactions, and adaptability to dynamic environments. Addressing these gaps can enhance our understanding of how different leadership styles influence organizational success and inform the development of more effective leadership practices.

2.3.9 The link between Organizational agility and Leadership

The authors, Akkaya et al. (2020) in their paper investigated the relationship between organizational agility and leadership within the context of science parks. The

study aims to understand how different leadership styles contribute to organizational agility, which is crucial for navigating the rapidly changing environments characteristic of science parks. Organizational agility refers to an organization's ability to rapidly adapt to market changes, innovate, and respond to external pressures with speed and flexibility. The study focuses on various leadership styles and their impact on fostering organizational agility, including transformational, transactional, and other contemporary leadership approaches.

The study employs a mixed-methods approach, combining quantitative surveys and qualitative interviews to collect comprehensive data. Data was collected from employees and leaders within science parks, ensuring relevance to the unique environment of these innovation hubs. The study used validated questionnaires to measure leadership styles and organizational agility, complemented by in-depth interviews for qualitative insights.

The study found a strong positive correlation between transformational leadership and organizational agility. Transformational leaders, with their focus on vision, inspiration, and change, are particularly effective in fostering an agile organizational culture. Employees under transformational leaders are more likely to embrace innovation and adapt to changing circumstances, enhancing overall organizational agility. Transactional leadership showed a more nuanced impact on organizational agility. While it can ensure efficiency and adherence to processes, it may not be as effective in promoting the flexibility and innovation required for high agility. This style is beneficial in maintaining stability and control, which can be advantageous in certain aspects but might limit rapid adaptation and innovation. The study also investigates inclusive leadership that emphasizes collaboration and empowerment, showing a positive relationship with organizational agility by fostering a culture of continuous learning and

adaptability. Servant Leadership focuses on serving and developing employees, also positively impacting agility by creating a supportive environment that encourages innovation and responsiveness.

The study is focused on science parks, which are unique in their emphasis on innovation and rapid development. Future research could explore how these findings apply to other sectors and organizational contexts. The study primarily examines a specific geographical and cultural context. There is a need for more research on how cultural differences influence the relationship between leadership styles and organizational agility. The study provides a snapshot of the relationship between leadership and agility. Longitudinal studies could offer insights into how these relationships evolve over time and the long-term effects of different leadership styles on organizational agility. Variability in the metrics used to measure leadership styles and agility can introduce inconsistencies. Standardizing these measures in future research could improve the reliability and comparability of findings.

The study focuses on the organizational level, with less emphasis on team-level dynamics and interactions. Further research could explore how leadership styles affect agility at the team level, considering factors like team cohesion and dynamics. More research is needed to understand how different leadership styles impact organizational agility in times of crisis or extreme change, such as during economic downturns or technological disruptions.

In conclusion, the paper provides valuable insights into the relationship between leadership styles and organizational agility in the context of science parks. The findings highlight the significant positive impact of transformational leadership on fostering agility, while transactional leadership shows conditional effectiveness, particularly in maintaining stability and control. The study also identifies positive impacts from

inclusive and servant leadership styles on organizational agility. Several gaps and areas for future research are identified, including the need for sector-specific and cross-cultural studies, longitudinal research, measurement standardization, deeper analysis of interpersonal dynamics, and exploration of leadership's role in complex and crisis environments. Addressing these gaps can further our understanding of how leadership styles contribute to organizational agility, ultimately informing the development of more effective leadership practices in dynamic and innovative environments like science parks.

2.3.10 Transformational Leadership: A Literature Review

The author, Affandie (2022) in their study provides a comprehensive review of the existing literature on transformational leadership. The study aims to synthesize key insights, trends, and theoretical advancements in the field, highlighting the impact of transformational leadership on various organizational outcomes and identifying gaps for future research. According to the study, transformational leaders act as role models and gain the trust and respect of their followers. By imparting significance and challenge to their tasks, these leaders stimulate and encourage their adherents. They encourage innovation and creativity by questioning assumptions and promoting problem-solving. They provide personalized support and attention to the development needs of each follower.

The research systematically reviews a wide range of studies on transformational leadership, spanning several decades. The review includes empirical research, theoretical papers, and meta-analyses. The study includes peer-reviewed journals, conference papers, and seminal books in the field of leadership and organizational behavior.

Numerous studies indicate that transformational leadership is strongly correlated with improved organizational performance. Leaders who employ transformational

behaviors tend to foster higher levels of employee engagement, productivity, and overall organizational success. Transformational leadership significantly impacts employee job satisfaction and reduces turnover intentions. The personalized support and inspiration provided by transformational leaders contribute to higher levels of employee commitment and loyalty. Transformational leaders are pivotal in driving innovation and managing organizational change. Their ability to inspire and intellectually stimulate employees leads to a culture of continuous improvement and adaptability. Effective training programs can cultivate transformational leadership behaviors. Leadership development initiatives that focus on enhancing emotional intelligence, communication skills, and strategic visioning are particularly effective. The role of mentorship and coaching in developing transformational leaders is emphasized. Experienced leaders can model transformational behaviors and provide guidance to emerging leaders.

The effectiveness of transformational leadership can vary across cultural contexts. While it generally has a positive impact, the specific behaviors and approaches that constitute transformational leadership may need to be adapted to fit cultural norms and values. The organizational context, including industry type, organizational structure, and external environment, influences the effectiveness of transformational leadership. Agile and innovative industries tend to benefit more from transformational leadership compared to more rigid and hierarchical settings.

Some of the gaps and limitations in this study include:

Limited Diversity: Much of the existing research on transformational leadership is concentrated in Western contexts. There is a need for more studies in non-Western settings to understand how cultural factors influence the effectiveness of transformational leadership.

Temporal Dynamics: Most studies are cross-sectional, providing a snapshot of the impact of transformational leadership. Longitudinal research is needed to understand how the effects of transformational leadership evolve over time and its long-term impact on organizational outcomes.

Industry Variations: The impact of transformational leadership may differ across industries. More research is needed to explore how transformational leadership functions in specific sectors such as healthcare, technology, education, and public administration.

Standardization Issues: There is variability in how transformational leadership is measured across studies. Developing standardized measurement tools and frameworks can enhance the comparability and reliability of research findings.

Complex Interactions: The relationship between transformational leadership and organizational outcomes is influenced by various moderating and mediating factors. Future research should investigate the role of variables such as organizational culture, employee characteristics, and external environmental conditions in shaping the impact of transformational leadership.

Potential Downsides: The literature predominantly focuses on the positive aspects of transformational leadership. There is a need to explore potential negative consequences, such as leader dependency, burnout from high expectations, and the feasibility of sustaining transformational behaviors over time.

In summary, the author provides a thorough review of transformational leadership, highlighting its significant positive impact on organizational performance, employee satisfaction, and innovation. The review also identifies key areas for future research, including the need for more cross-cultural studies, longitudinal research, sector-specific insights, standardized measurement tools, and exploration of moderating and mediating variables. Additionally, understanding the potential downsides of

transformational leadership can provide a more balanced view of its impact. Addressing these gaps can deepen our understanding of transformational leadership and enhance its application in diverse organizational contexts.

Table 1 below shows a review of a decade of literature in leadership styles. Results from this snapshot shows that the impact of transformational leadership on employee productivity and its strong relationship with organizational agility are significant factors. Conversely, transactional leadership is linked to a short-term focus, leading more leaders to adopt transformational leadership. Additionally, studies have found a positive correlation between the components of leadership and organizational agility.

Table 2.1 Review of literature on Leadership Styles (2013 – 2023)

Author	Variables Studied	Sample & Sector	Findings
Sundi (2013)	Effects of transformational and Transactional Leadership on Employee Performance	126 respondents from Konawe Bureau staff at Southeast Sulawesi Province	<ul style="list-style-type: none"> • Transformational leadership and transactional leadership have positive effect on employee performance.
Athukorala, Perera and Meedeniya, (2016)	Transformational and transactional leadership styles on employee' performance	80 employees from the banking sector in Sri Lanka	<ul style="list-style-type: none"> • Transformational leadership could have larger effects on employee productivity and quality of performance. • The results in this study supported previous research, which reported that Malaysian leaders are moving towards

			transformational leadership
Baskarada, Watson and Cromarty, (2017)	Balancing Transactional and Transformational Leadership	This study collected qualitative data from 11 senior leaders in Australian Defence such as Chief of Defence Force, Chief Joint Operations etc.,	<ul style="list-style-type: none"> • It was found that transactional leadership is positively associated with short-term time orientation. • On the other hand, if there is little or no previous experience, and time is not of the essence, then transformational leadership is considered more appropriate.
Gagel, (2018)	The Effects of Leadership Behaviors on Organization Agility: A Quantitative Study of 126 U.S. Based Business Units	Random sampling of business unit leaders leading U.S.-based business units within organizations with greater than 1,000 employees to participate in the study; (b) supplement this sample via convenience sampling, with a goal of recruiting 126 business unit leaders	<ul style="list-style-type: none"> • The leadership elements have been found to positively correlate with organization agility. • The elements of leadership behaviors and their positive correlation to high levels of organization agility are supported by existing research related to organization agility reviewed for this study (Brown et al., 1998; Holbeche, 2015; Meyer, 2015; Worley et al., 2014)
Akkaya and Tabak, (2020)	The link between Organizational agility and Leadership: A Research in science parks	Randomly 31 managers were interviewed for qualitative analysis and 302 for quantitative analysis in 66 entrepreneurial companies.	<ul style="list-style-type: none"> • Transformational leadership has a highly positive and important effect on organizational agility and are correlated in a strong way
Affandie, (2022)	Transformational Leadership: A Literature Review	This study analyzed articles published in the last 5 years, namely from 2018-2022. By making a literature review, as many as 25 articles of international	<ul style="list-style-type: none"> • Transformational leadership is a leadership model that strengthens motivation, encourages intellectuality, has charisma and is a source of inspiration from leaders to followers.

		reputation and English language were taken.	<ul style="list-style-type: none"> • The scope of the dimensions in this study is very broad, this is indicated by many relationships of transformational leadership with a wide range of various dimensions and shows the very important role of this leadership model.
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This literature review shows that leadership style can have a significant impact on the organization's success as it directly contributes to the performance of the employees, agility at the organization level. From the review of the past research, it is found that there is a significant positive relationship between both transformational and transactional leadership styles while transformational is said to be more effective than transactional leadership. Most of the studies have relatively less correlation of laissez-faire or no correlation. The leadership elements found to have a positive correlation to organization agility. The elements of leadership behaviors and their positive correlation to high levels of organization agility are supported by existing research related to organization agility reviewed for this study (Brown & Eisenhardt, 1998; Holbeche, 2015; Meyer, 2015; Worley et al., 2014) This strong effect of transformational leadership on employee performance leading to the organizational success was reported in several studies (Baig et al., 2015; Wang et al., 2011; Chamika & Gunasekara, 2016)

2.4 Theory of Reasoned Action

The Theory of Reasoned Action (TRA) provides a framework for understanding how individual behavior is influenced by intentions, attitudes, and subjective norms. When applied to leadership styles and their impact on organizational agility and success,

TRA suggests that employees' attitudes and subjective norms play a significant role in determining their intention to adopt and follow a particular leadership style. Attitudes refer to an individual's evaluation or perception of a leadership style. In the context of transactional leadership, if employees perceive this style as effective in providing rewards and punishments based on performance, they are more likely to have a positive attitude towards it. They may view it as a fair and efficient way to measure and reward their efforts. Similarly, in the case of transformational leadership, if employees perceive this style as inspiring and motivating, they may have a positive attitude towards it. They may see it as a way to enhance their personal growth and job satisfaction. On the other hand, if employees perceive a laissez-faire leadership style as lacking direction and support, they may have a negative attitude towards it. They may feel that this style hinders their ability to perform well and achieve organizational goals.

Subjective norms refer to the social pressure that individuals perceive from influential others. In the context of leadership styles, it implies the influence of colleagues, subordinates, and superiors on an individual's perception of a particular leadership style. If influential others, such as colleagues or supervisors, perceive transactional or transformational leadership styles as conducive to organizational agility and success, individuals are more likely to adopt and support those styles. They may feel compelled to align with the dominant leadership style within the organization. On the contrary, if influential others perceive laissez-faire leadership as detrimental to organizational agility and success, individuals may be less inclined to adopt and support it. They may feel pressure to conform to the prevailing belief that this style is ineffective and counterproductive.

Based on attitudes and subjective norms, individuals form intentions regarding whether to adopt and follow a specific leadership style. If employees have positive

attitudes towards a leadership style (e.g., transactional or transformational) and perceive subjective norms favoring that style, they are more likely to have the intention to adopt and follow it. This intention, in turn, can influence their behavior and lead to the adoption of the leadership style in question.

Therefore, when applying TRA to the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success, we can hypothesize that transactional and transformational styles, perceived as effective and supported by influential others, will have a positive impact on organizational agility and success. Employees who have positive attitudes towards these leadership styles and perceive subjective norms favoring them will be more likely to adopt and follow those styles, resulting in increased agility and success for the organization.

Conversely, laissez-faire leadership style, perceived as lacking direction and support, may have a negative impact on organizational agility and success. Employees who have negative attitudes towards this style and perceive subjective norms discouraging it may be less inclined to adopt and follow it, potentially hindering the organization's agility and success.

In conclusion, the Theory of Reasoned Action provides valuable insights into how attitudes, subjective norms, and intentions influence the adoption of different leadership styles and their impact on organizational agility and success. By considering these factors, organizations can better understand the dynamics at play and make informed decisions to foster the most effective leadership styles for their specific context.

2.5 Human Society Theory

In human society, the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success is significant. These leadership

styles directly influence how individuals and teams within an organization collaborate and strive to achieve their goals.

Transactional leadership is characterized by a focus on task completion, goal achievement, and the use of rewards and punishments to motivate employees. Leaders who adopt this style tend to establish clear expectations, provide guidance, and closely monitor performance. Transactional leadership promotes organizational agility by ensuring that tasks are completed efficiently and effectively. Through its emphasis on goal attainment and the use of rewards, this style encourages employees to meet targets and adhere to established processes and procedures. Transactional leaders often establish clear metrics and performance indicators, which allows for easier assessment and measurement of progress. This style is especially effective in organizations that require strict adherence to standards and protocols, such as manufacturing or financial institutions.

However, transactional leadership may limit creativity and innovation within an organization. The focus on task completion and adherence to established procedures can stifle individuality and discourage employees from thinking outside the box. The use of rewards and punishments as motivators may lead to a compliance-based culture rather than one that fosters innovation and creative problem-solving. While transactional leadership ensures efficiency and task accomplishment, it may not be the most effective style for organizations that require constant adaptation and innovation.

In contrast, transformational leadership revolves around inspiring and motivating employees to go beyond their self-interests and work towards the collective goals of the organization. Transformational leaders are often visionary and charismatic, encouraging their followers to embrace change, take risks, and think creatively. This leadership style enhances organizational agility by fostering a culture of innovation, adaptability, and

continuous improvement. Transformational leaders empower their employees by providing them with autonomy, support, and resources to accomplish their tasks. They build strong relationships with their teams and encourage open communication, collaboration, and creative problem-solving. This approach encourages employees to take ownership of their work and fosters an environment where new ideas are welcomed and encouraged. Transformational leadership is particularly effective in knowledge-based industries, creative fields, and startups, where agility, innovation, and adaptability are essential for success.

On the other hand, laissez-faire leadership, also known as a hands-off approach, involves minimal intervention and guidance from leaders. In this style, leaders delegate decision-making authority and provide little direction or feedback to their subordinates. While this style may seem appealing due to its emphasis on autonomy and self-direction, it can hinder organizational agility and success in many cases. Without clear direction and support from leaders, employees may struggle to prioritize tasks, collaborate effectively, or respond quickly to changing circumstances. The lack of coordination, accountability, and clarity within the organization can lead to inefficiencies and a lack of focus, hindering overall success. Laissez-faire leadership should be used sparingly or in specific situations where autonomy and self-direction are crucial.

In conclusion, the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success is significant. Transactional leadership ensures task completion and efficiency but may limit creativity and innovation. Transformational leadership fosters a culture of innovation and adaptability, enhancing organizational agility and long-term success. Laissez-faire leadership, while promoting autonomy, can hinder agility and success if not properly managed. The choice

of leadership style depends on the organizational context, goals, and the need for task efficiency, innovation, and adaptability.

2.6 Summary

The literature review reveals five important insights regarding leadership styles, organizational agility, and organizational success:

- The criticality of Organizational Agility. Literature showed that Organizational Agility is very important to organizational success. The research findings have consistently highlighted the importance of leadership styles and organizational agility found to have a positive influence on the organizational success. It has significant outcomes ranging from small sector to large sector and the sampling results varying from employees to senior leaders.
- The positive outcome on transformational leadership. It is noticed that most of the studies were done with limitations and majority of the findings has positive outcome on transformational leadership style in correlation with transactional leadership and laissez-faire had significantly less correlation compared to the other two leadership styles (Aldhaheri, 2023).
- The importance of organizational agility. Literature showed that Organizational Agility has a strong connection to the leadership styles. There were very few studies which had direct analyses on the relationship between multiple leadership and organizational agility which resulted in the importance of organizational agility in connecting with leadership styles (AlTaweel & Al-Hawary, 2021).
- The variables of organizational agility. These studies specify the importance of organizational agility but there was no relationship formed between the different

variables of organizational agility, knowledge management, innovation, and organizational learning.

- The impact of leadership styles on organizations. Literature review briefly discusses that the leadership styles have a profound impact on organizations, influencing employee morale, productivity, innovation, satisfaction, and overall organizational culture. It is crucial for leaders to understand the different leadership styles and their effects to effectively lead and achieve organizational goals.

Based on the literature reviewed, evidence seems to suggest that both transactional and transformational leadership styles have a strong influence on organizational agility and success, but their effects differ. Transactional leadership promotes efficiency and goal attainment through clear expectations and rewards, but it may not foster innovation and adaptation to change, which are crucial for organizational agility. On the other hand, studies revealed that transformational leadership had consistently been found to have a positive impact on organizational agility and success. This leadership style inspires and motivates employees to go beyond their own self-interests, promotes a culture of innovation and adaptability, and empowers employees to take risks and embrace change.

In contrast, studies showed that laissez-faire leadership has negative implications for organizational agility and success. This style of leadership, characterized by a lack of guidance and support, can lead to confusion, lack of direction, and decreased motivation among employees. Without proper leadership, employees may struggle to adapt to change and may not perform at their best, hindering the organization's agility and overall success.

Overall, the literature reviewed seems to suggest that transformational leadership is the most effective style in promoting organizational agility and success, while transactional leadership can be effective in specific contexts. Laissez-faire leadership is generally detrimental to organizational effectiveness and should be avoided. Further research is needed to explore the specific mechanisms through which these leadership styles influence organizational agility and success, as well as potential moderators and mediators of these relationships.

CHAPTER III: METHODOLOGY

3.1 Overview of the Research Problem

The contemporary business landscape is marked by rapid technological advancements, globalization, and shifting market demands, all of which require organizations to be agile and adaptable. Leadership style is a critical factor in determining the success and agility of an organization. The three dominant leadership styles practiced today are transactional, transformational, and laissez-faire (Bass & Riggio, 2006). However, their respective impacts on organizational agility and success are not clearly defined or universally agreed upon, creating a significant gap in the literature (Judge & Piccolo, 2004).

Organizations face increasing pressure to remain competitive by being agile and innovative. However, the role of leadership in fostering or hindering this agility is not fully understood. Specifically, there is a need to investigate how transactional, transformational, and laissez-faire leadership styles impact organizational agility and success. Understanding these dynamics can provide valuable insights for developing effective leadership strategies that enhance organizational performance leading to success.

Effective leadership is crucial to an organization's success or failure (Madanchian et al., 2017). Research by McKinsey and Deloitte shows that 90% of organizations see agility as vital for success, yet only 4-6% view themselves as highly agile (Ahlbäck et al., 2017; Bersin et al., 2017). This agility, which is key in the fast-paced technological and globalized environment, depends largely on leadership styles, as these directly impact organizational performance (Felipe et al., 2017; Anwar et al., 2019). Klein et al. (2013) demonstrated that leadership style influences an organization's culture, which in turn

affects performance. Despite numerous studies on leadership styles, further research is needed on the impact of transformational, transactional and laissez-faire leadership styles on organizational agility and success (Tang, 2019).

Transactional leaders, who focus on contingent rewards and penalties, may potentially stifle innovation and flexibility, essential elements for organizational agility (Bass, 1999). Conversely, transformational leaders who inspire and challenge followers to exceed expectations can potentially foster agility and success (Bass & Riggio, 2006). Yet, some researchers suggest that laissez-faire leadership, characterized by a lack of direction and support, might allow more freedom for employees to innovate, thereby promoting organizational agility (Derue et al., 2011).

Although these leadership styles have been studied individually in relation to organizational performance, there is an evident gap in research about their direct influence on organizational agility and how this, in turn, affects overall success. Additionally, the comparative impact of these styles, their applicability in different organizational contexts, and their potential synergistic or antagonistic effects are areas not thoroughly explored.

The research problem, therefore, lies in the lack of a comprehensive understanding of how these leadership styles individually and collectively impact organizational agility and success. Further, most existing studies have been conducted in western contexts, limiting their applicability to varied cultural and institutional environments. Hence, there is a need for more global, cross-cultural research in this area (House et al., 2014). This research will contribute to a better understanding of leadership's role in enhancing organizational agility, providing valuable insights for businesses and leaders aiming to improve their performance and success in the contemporary market landscape.

3.2 Operationalization of Theoretical Constructs

Research involves a methodical and comprehensive exploration of facts, truths, and realities, employing different approaches to interpretation, assessment, and analysis in order to reach a definitive conclusion. By utilizing the research onion concept, the researcher devises a suitable research strategy. The "research onion" is a tool that offers clear guidance and a range of choices for researchers to make decisions at each level. It starts from the outside and moves inward, with the selection of appropriate philosophies and techniques for data collection and analysis. According to Saunders, Lewis and Thornhill (2019), Figure 3.1 depicts the various factors that impact the choice of data collection methods and analysis techniques.

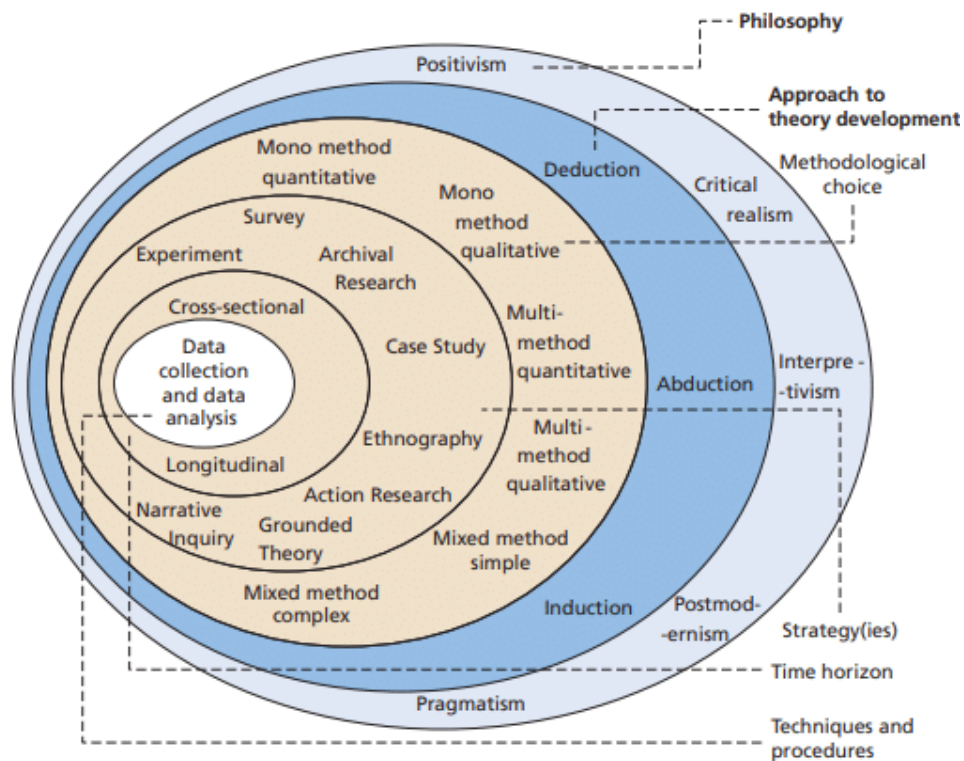


Figure 3.1: Research Onion (Source: Saunders, Lewis and Thornhill, 2019)

As per the findings of Saunders (2019), research philosophy pertains to the source, nature, and development of knowledge. It describes how the research is built upon a set of beliefs and can be expressed through ontology, epistemology, and methodology. Ontology deals with the nature of reality, epistemology describes how knowledge is obtained, and methodology refers to the methods used to collect and analyze data. Three research philosophies are identified: positivism, interpretivism, and pragmatism, each with different assumptions and techniques for data interpretation. In this study, the researcher aims to examine the objective relationship between different leadership styles such as transformational, transactional, and laissez-faire, organizational agility, and organizational success.

The ontology of the research focuses on uncovering the "true facts and beliefs" of a single reality. Previous research has only explored the relationships between two variables at a time, leaving gaps in understanding the relationships between all three variables, particularly the role of organizational agility as a mediator between the identified leadership styles and organizational success. The researcher intends to measure these concepts objectively, identify causality links, simplify the phenomena, formulate relevant hypotheses, and test their significance.

The aim of this research is to investigate if leadership styles have affected overall organizational success and whether leaders have a responsibility to transform organizational agility to align with external requirements for favorable performance leading to organizational success. Participants' views will help justify beliefs and uncover the truth regarding the significant effect of leadership style on organizational success mediated by organizational agility. To gain in-depth knowledge about the three related variables (leadership styles, organizational agility, and organizational success), the researcher focused on epistemology. Detailed analysis was conducted to examine the

impact between different leadership styles such as as transformational, transactional, and laissez-faire and organizational agility, leadership styles and organizational success, and the relationship between organizational agility and organizational success through the internal integration of organizational structure, people, and processes. Causative explanations were used to verify hypotheses and confirm the reality of the impact of leadership style on organizational success mediated by organizational agility.

In this study there is a need to operationalize the following constructs:

1. Leadership Styles:

Transactional Leadership: This is characterized by a focus on supervision, organization, and performance. Observable indicators could be the frequency of performance reviews, reward systems in place, or the extent to which a leader intervenes only when standards are not met. A survey was used to collect these data.

Transformational Leadership: This leadership style is characterized by inspiring and motivating employees to exceed their own individual performance goals. Indicators might include the frequency of team-building activities, level of individualized consideration and support, or the degree to which a vision or mission is communicated. Surveys was used to collect these data.

Laissez-Faire Leadership: This style is characterized by a hands-off approach, providing little direction or support. Indicators could be the frequency of leader intervention, level of decision-making delegation, or the extent of individual autonomy. Data was collected through survey.

2. Organizational Agility: Organizational agility can be defined as the ability of an organization to rapidly respond to change. Observable indicators might include the time taken to implement new strategies, the success rate of new implementations, or the

extent of cross-departmental collaboration. Measurement tools could include performance metrics, project timelines, or employee surveys.

3. **Organizational Success:** Organizational success can be defined in terms of profitability, growth, and employee satisfaction. Observable indicators could include financial performance data, growth rate data, and results from employee satisfaction surveys. Data could be collected through surveys.

The operationalization of these constructs would allow for empirical research on the impact of different leadership styles on organizational agility and success. However, it's important to note that context matters. What works in one organization or industry may not work in another, so it's crucial to consider the specific context when interpreting the results. The researcher employed survey questionnaires and statistical tools to objectively assess the collected data and provide empirical evidence to support the justifications in the study area. As Merton (1957) explained, empirical research goes beyond verifying and testing theory; it also initiates, formulates, deflects, and clarifies theory.

3.3 Research Purpose and Questions

Research Purpose

The purpose of this study is to conduct a comprehensive examination of the impact of different leadership styles, including transformational, transactional, and laissez-faire, on organizational agility and success. The study aims to delve into the intricate relationship between leadership styles and an organization's ability to adapt to change, respond promptly to market demands, and ultimately achieve its goals.

The researchers seek to gain an in-depth understanding of how each leadership style influences an organization's agility. For instance, transformational leaders are known for inspiring and motivating their followers to transcend their self-interests and work collaboratively towards a common objective. On the other hand, transactional leaders focus on providing rewards and punishments based on individual performance. Lastly, laissez-faire leaders grant employees autonomy and freedom to make decisions.

By thoroughly examining these leadership styles, the researchers aim to determine which style, or potentially a combination of styles, is most effective in enhancing organizational agility. This knowledge is crucial for leaders and organizations as it can provide valuable insights into selecting and implementing the most suitable leadership approach to foster a culture of innovation, adaptability, and high-performance within their respective organizations.

Furthermore, the study aims to contribute to the existing body of knowledge on leadership. By shedding light on the impact of different leadership styles on organizational agility and success, the research will not only expand the understanding of leadership theories but also provide practical guidance for organizations in the development of their leadership development programs.

In summary, the primary objective of this study is to investigate the impact of various leadership styles on organizational agility and success. The findings of this research will have significant implications for leaders and organizations seeking to enhance their ability to adapt to change, respond swiftly to market demands, and achieve their goals. Additionally, the study will contribute to the existing knowledge on leadership and offer guidance for organizations in developing effective leadership development programs.

Research Questions

Q1: What is the effect of transformational leadership on organizational agility and organizational success?

Q2: What is the effect of transactional leadership on organizational agility and organizational success?

Q3: What is the effect of laissez-faire leadership on organizational agility and organizational success?

Hypothesis of the Study

H1: Transformational leadership will have a positive effect on organizational agility.

H2: Transactional leadership will have a positive effect on organizational agility.

H3: Laissez-faire leadership will have a negative effect on organizational agility.

H4: Organizational Agility will have a positive effect on Organizational success.

H5a: Organizational Agility mediates the relation between transformational leadership and organizational success.

H5b: Organizational Agility mediates the relation between transactional leadership and organizational success.

H5c: Organizational Agility mediates the relation between laissez-faire leadership and organizational success.

Conceptual Framework

The conceptual framework illustrated in the figure 3.2 depicts the relationships between leadership styles, organizational agility, and organizational success. The framework explores how different leadership styles impact organizational success, with organizational agility serving as a mediating variable.

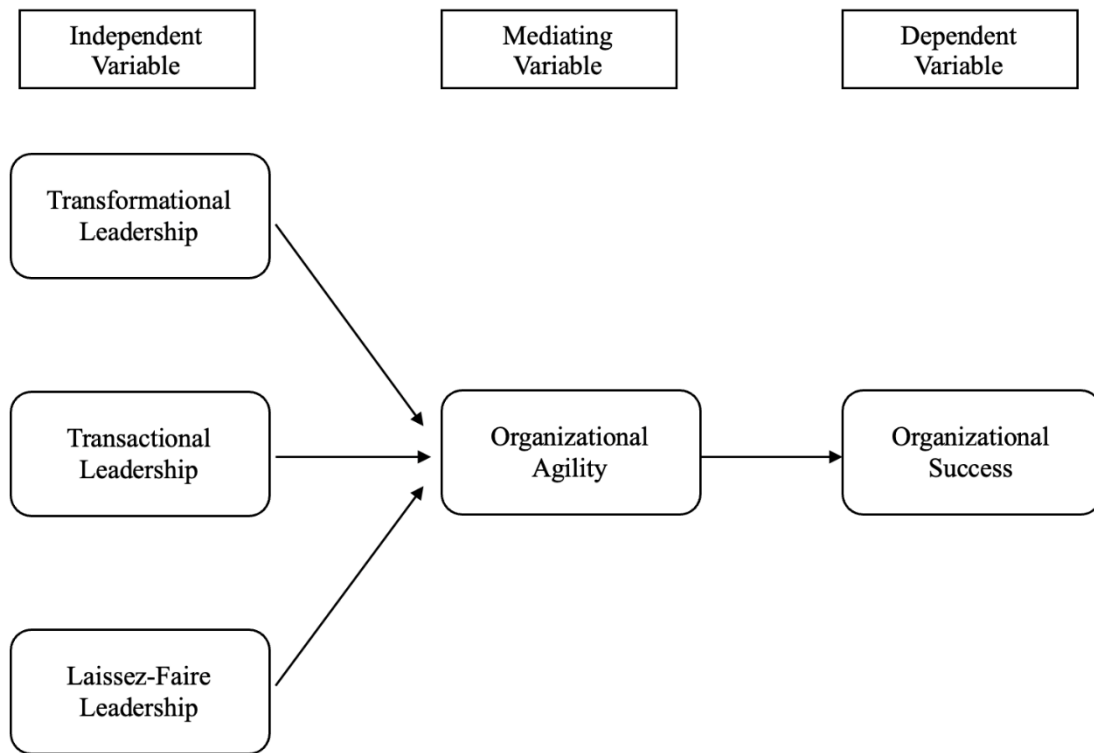


Figure 3.2: Conceptual Framework (Source: Self Prepared By Author)

The framework is structured into three key components:

Independent Variables (Leadership Styles):

a) Transformational Leadership: A style characterized by inspiring and motivating employees to exceed expectations, fostering innovation, and driving significant change within the organization.

b) Transactional Leadership: A style focused on structured tasks, clear objectives, and rewards or punishments based on performance outcomes. It is often associated with maintaining stability and achieving short-term goals.

c) Laissez-faire Leadership: A hands-off approach where leaders provide minimal guidance and allow employees to make decisions independently. This style can lead to high levels of autonomy but may also result in a lack of direction and accountability.

Mediating Variable (Organizational Agility):

Organizational Agility: The organization's ability to rapidly adapt to changes in the environment, respond to market demands, and continuously innovate. Agility is posited as a critical factor that mediates the relationship between leadership styles and organizational success. Leaders who foster agility can enhance the organization's ability to stay competitive and achieve long-term success.

Dependent Variable (Organizational Success):

Organizational Success: Measured in terms of the organization's overall performance, including financial outcomes, market share, innovation capability, and long-term sustainability. Success is seen as the ultimate outcome influenced by both leadership styles and the organization's agility.

This conceptual framework provides a comprehensive view of how leadership styles influence organizational outcomes. It emphasizes the critical role of organizational agility as a mediator, highlighting that the way leaders influence agility can significantly determine the overall success of the organization. The framework is particularly relevant in the context of dynamic and rapidly changing environments where agility is key to sustaining success.

3.4 Research Design

The research design for this study is structured to provide a rigorous examination of the impact of different leadership styles on organizational agility and success. By employing a quantitative approach with robust sampling, data collection, and analysis methods, the study aims to contribute valuable insights to the field of organizational leadership and management. The study's research design encompasses a systematic and

thorough plan to collect numerical data through surveys and utilize statistical analysis to test the hypotheses and interpreting the findings. This framework serves as a solid basis for further investigation and allows experts to develop the most efficient research methods for the current inquiry. The study utilized descriptive research methodologies, which are commonly used in research designs due to their ability to provide statistical information. This simplifies the process of conducting basic statistical analysis and drawing conclusions. Figure 3.3 illustrates the graphical representation of the research design for this study.

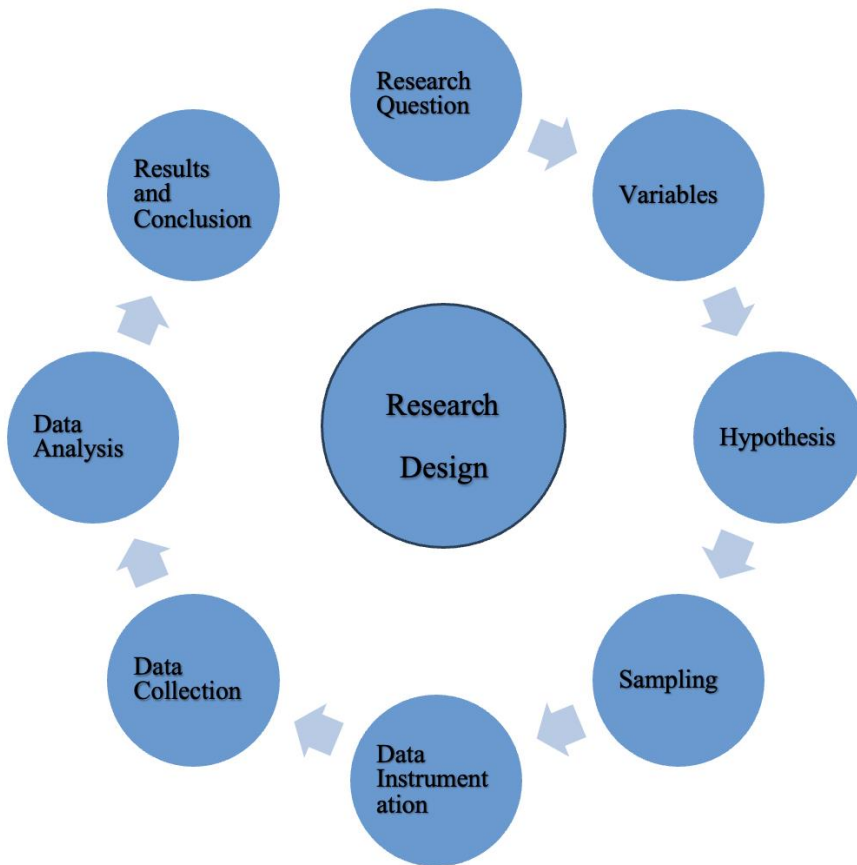


Figure 3.3: Research Design (Source: Self Prepared by Author)

3.5 Population and Sample

A critical component of any research study is defining the population and selecting a representative sample. This section details the target population and the sampling strategy for the study on the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success. The population for this study consists of mid-level, senior leaders and top executives across various industries in India. These leaders are responsible for implementing leadership practices and can provide insights into the impact of these practices on organizational outcomes. Sampling includes organizations located within India to ensure a manageable scope for data collection. Leaders with less than three years of experience and organizations outside India is excluded to maintain consistency in regulatory and market conditions. The study employs a stratified random sampling method to ensure representation across industries and organizational sizes. Stratification helps in obtaining a more representative sample by dividing the population into subgroups (strata) based on industry type and organizational size (Kulas et al., 2018). The sample size is determined based on a power analysis, aiming for a confidence level of 95% and a margin of error of 5% (Arya et al., 2012). Given the large population size, a sample size of approximately 300 respondents is targeted. This size is sufficient to detect meaningful relationships between the variables with adequate statistical power (Kyriazos, 2018).

3.6 Participant Selection

The selection of participants for the research on the impact of transactional, transformational, and laissez-faire leadership styles on organizational agility and success should follow a systematic approach to ensure the validity and reliability of the study.

This section details the criteria and process for selecting participants, ensuring that the sample is representative and can provide meaningful insights.

The participant selection criteria for this study includes mid-level, senior, and top executives with minimum three years of leadership experience from various industries like IT, manufacturing, services, and technology, all located within India. Those excluded are leaders with less than three years of experience, entry-level leaders or managers without significant decision-making authority, and organizations outside India.

The participant selection process involves identifying and stratifying organizations within India across different industries and sizes. Organizations are randomly selected within each stratum and contacted for permission to include their leaders in the study. Leaders eligible based on the inclusion criteria are identified and invited to participate in the study, with the selection process being transparent and unbiased. Formal invitations, including informed consent forms, are sent to the selected managers. Follow-up emails and reminders are sent to encourage participation and maximize response rates (Heck & Thomas, 2020).

The ethical considerations in the study involve informed consent, confidentiality, voluntary participation, and data security. Participants must be fully informed about the study's purpose, procedures, risks, and benefits before they consent to participate. Their identities and responses will be kept confidential, with anonymized data used in analysis and reporting. Participation is entirely voluntary, with participants free to withdraw at any time without repercussions. Lastly, robust measures will be taken to secure data and protect it from unauthorized access or breaches (Arifin, 2018).

The participant selection process is designed to ensure a representative and diverse sample of leaders from various industries and organizational sizes. By following a rigorous and ethical selection process, the study aims to obtain reliable and valid data to

examine the impact of leadership styles on organizational agility and success (Nardi, 2018).

3.7 Instrumentation

Instrumentation refers to the tools and procedures used for data collection in a research study. This section outlines the instruments used to measure the constructs of transactional, transformational, and laissez-faire leadership styles, as well as organizational agility and success, for the study on their impact.

The research uses three instruments for data collection:

1. Multifactor Leadership Questionnaire (MLQ) developed by Avolio and Bass (2004) to measure transactional, transformational, and laissez-faire leadership behaviors. The MLQ uses a 5-point Likert scale and includes categories such as Contingent Reward, Management by Exception (Active and Passive), Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration, Non-interference, and Absence of Leadership.

2. Organizational Agility Questionnaire, developed by Worley et al. (2020) to measure the agility of an organization. It assesses an organization's ability to adapt quickly and effectively to changes in the environment, and to take advantage of opportunities presented by these changes. The questionnaire is typically used as part of a larger organizational assessment process, aimed at identifying areas of strength and weakness, and developing strategies for improvement. It includes questions related to various aspects of organizational agility, such as strategic sensitivity, leadership unity, resource fluidity, and performance orientation. It helps to identify how well the organization responds to change, how quickly it can shift resources to areas where they are most needed, and how focused it is on achieving its strategic goals. The questionnaire

focuses on three dimensions: flexibility, speed, and innovation, and also uses a 5-point Likert scale.

3. Organizational Performance Metrics developed by Alsayed et al. (2020) measures the success of an organization in terms of financial performance, market share, and growth. It uses self-reported items and secondary data from financial reports and uses a 5-point likert scale

Before the data collection, a pre-test will be conducted with a small group of leaders to ensure the clarity and reliability of the instruments. The questionnaires will be distributed via email and online survey platforms, with follow-up emails sent to encourage participation. Validity and reliability will be ensured through methods like content validity, construct validity, internal consistency, and test-retest reliability. Overall, the study uses well-validated and reliable measures to ensure accurate data collection.

Table 3.1 Research Survey Questionnaire (source below)

Leadership Styles	
	Transformational Leadership Style [1. Not at all; 5. Frequently, if not always]
Idealized Influence (Attributes)	I go beyond self-interest for the good of the group
Idealized Influence (Behaviours)	I consider the moral and ethical consequences of decisions
Inspirational Motivation	I talk optimistically about the future

Intellectual Stimulation	I re-examine critical assumptions to question whether they are appropriate
Individualized Consideration	I help others to develop their strengths.
	Transactional Leadership Style [1. Not at all; 5. Frequently, if not always]
Contingent Reward	I make clear what one can expect to receive when performance goals are achieved.
Management by Exception: Active	I keep track of all mistakes
Management by Exception: Active	I take action before problems are chronic
Management by Exception: Passive	I do not try to change anything as long as things are working
Contingent Reward	I tell my people what to do to be rewarded for their efforts
	Laissez-Faire Leadership Style [1. Not at all; 5. Frequently, if not always]
Management by Exception: Passive	I wait for things to go wrong before taking action.
Laissez-Faire	I avoid making decisions.
Management by Exception: Passive	I am content to let others continue to work in the same way as always
Management by Exception: Passive	I delay responding to urgent questions

Management by Exception: Passive	I resist expressing my views on important decisions
Management by Exception: Passive	I divert my attention away from addressing work-related problems
	Organizational Agility [1. Strongly Disagree; 5. Strongly agree]
OA1	This organization has a unifying purpose or mission other than profitability and growth
OA2	This organization encourages innovation
OA3	This organization considers the ability to change is a strength of the organization
OA4	This organization has a culture that embraces change as normal
OA5	This organization pays for skills and knowledge that contribute to performance
OA6	This organization has formal mechanisms to connect senior management with people at all levels of the organization
	Organizational Success [1. Strongly Disagree; 5. Strongly agree]
OS1	This organization achieves its scheduled goals on the specified time.
OS2	This organization remains the limits of budget in terms of costs and expenses
OS3	This organization achieves its goals in less than the expected time

OS4	This organization achieves its specific objectives with expenses less than what are specified in the budget.
OS5	This organization achieves its specific objectives with fewer staff wanted
OS6	This organization's policies and regulations contribute overall to employee's retention.

1) Source for Leadership Styles: Multifactor Leadership Questionnaire by (Bass & Avolio, 2004)

2) Source for Organisational Agility: Assessing Organization Agility: Creating Diagnostic Profiles to Guide Transformation (Worley & Lawler, 2020).

3) Source for Organizational Success: The impact of transformational leadership on organisational performance case study: The University of Jordan (Alsayyed et al., 2020).

3.8 Data Collection Procedures

The data collection procedures for this research involve a systematic approach that includes a literature review, survey design, sampling, data collection, data cleaning and preparation, statistical analysis, and interpretation and reporting. This approach ensures the reliability, validity, and generalizability of the findings, providing valuable insights into this study (Hair et al., 2017).

When examining the impact of leadership styles on organizational agility and success, it's crucial to first clearly define the objectives. Understanding which leadership styles contribute most to these areas, or how they vary, may be the focus. Data will be

collected through surveys. Surveys can gauge employees' perceptions of the leadership style and its effects on their work.

Tools such as questionnaires and survey questions should be designed to capture the effects of different leadership styles specific to this study. The sample should include leaders and top management. Following data collection, data analysis to be performed, potentially involving coding qualitative responses or using a spreadsheet. Statistical and qualitative analyses can identify trends and provide deeper insights. Finally, a comprehensive report should document the methods, data, and analysis, in the context of the research objectives. Ethical considerations such as confidentiality and informed consent should be maintained throughout the process (Nardi, 2018).

This study employs secondary data collection which involves leveraging existing datasets, academic journals, industry reports, and organizational case studies. These sources provide comprehensive information on various leadership styles, including transactional, transformational, and laissez-faire, as well as their effects on organizational outcomes. Academic databases such as Google Scholar, PubMed, and JSTOR offer peer-reviewed articles that explore the theoretical and empirical relationships between leadership styles and organizational agility. Industry reports and white papers from consulting firms like McKinsey & Company and Deloitte provide practical insights and statistical data on how different leadership approaches influence organizational success in dynamic environments. Additionally, historical data from organizational case studies offer real-world examples of leadership impacts, allowing for a contextual understanding of how agility and success are achieved under different leadership paradigms. This secondary data, when analyzed, helps to validate the theoretical framework, enrich the primary data findings, and provide a robust foundation for the research conclusions.

These secondary sources can provide valuable insights into the research topic, offering diverse perspectives and substantial evidence. However, it is essential to ensure the credibility of the sources and the relevance and recency of the data to ensure the validity of the research findings (Jones & Carter, 2020).

3.9 Data Analysis

3.9.1 Statistical Tools

The study utilized the following statistical tools:

a) IBM SPSS 26.0V

IBM SPSS 26.0 Version is an updated edition of the Statistical Package for the Social Sciences (SPSS) software. This software package is extensively used in social science and other research disciplines for statistical analysis. SPSS 26.0 includes enhancements and additional features that improve the software's data management and analytical capabilities. Users can perform a wide array of functions, including descriptive statistics, complex statistical tests, predictive modeling, and machine learning algorithms. This powerful tool is particularly popular for its user-friendly interface, which allows users to manage comprehensive data sets and perform analysis without extensive programming knowledge. The software is also capable of producing high-quality graphs and tables for reporting purposes. This study employs SPSS for effective data analysis, utilizing several methodologies and to conduct inferential statistical tests to determine if there are significant differences in organizational agility and success between different leadership styles. This could include t-tests or regression analysis. Using SPSS 26.0 effectively in this research will allow to conduct a rigorous and comprehensive analysis of the data.

b) IBM SPSS AMOS 23.0V

IBM SPSS AMOS 23.0 is a software application that specializes in structural equation modeling (SEM), path analysis, and confirmatory factor analysis (CFA). It allows researchers to test complex relationships between variables, including direct and indirect effects. Using AMOS 23.0, the hypothesized relationships between leadership styles and organizational outcomes can be tested rigorously. The ability to assess both direct and indirect effects provides a comprehensive understanding of how leadership influences organizational agility and success, offering valuable insights for both researchers and practitioners enabling to test these relationships statistically and display the results graphically.

c) Microsoft Excel

Microsoft Excel is a robust application that plays a crucial role in research for data analysis. Its grid format allows for efficient data entry, with each row and column representing different observations and variables. Excel's data cleaning capabilities enable the removal of duplicates, replacement of missing values, and recoding of variables. It also offers built-in functions for basic and complex statistical analysis, including mean, median, mode, t-tests, and chi-square tests. Excel's charting tools provide a range of data visualization options, including bar charts, line graphs, scatter plots, and histograms to understand data patterns and trends. Pivot tables are another key feature, allowing for the summarization and analysis of large datasets. Advanced users might utilize Excel's support for macros and VBA for automation and complex data analysis. However, despite its wide range of capabilities, Excel may not be suitable for all types of data analysis, particularly for large datasets and advanced statistical techniques that require dedicated statistical software such as R or SPSS. Nevertheless, its

convenience and accessibility make it a valuable tool for many researchers. MS Excel is utilized in this study for the systematic collection and visual representation of data for analysis purposes.

3.9.2 Statistical Techniques

Statistical techniques are methods used to interpret and analyze data. These techniques can be used to gather, review, analyze and draw conclusions from data. Some common statistical techniques used in this study are regression, Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM)

a) Regression

A regression model is a key tool in research data analysis, allowing researchers to investigate relationships between a dependent variable and one or more independent variables. Various types of regression models exist, each with different uses and assumptions. Simple Linear Regression, used when there's one dependent and one independent variable, assumes a linear relationship and estimates a straight line fit. Multiple Linear Regression is similar but used for one dependent and multiple independent variables, estimating a multi-dimensional hyperplane. Logistic Regression is employed when the dependent variable is binary, estimating the probability of class membership. Polynomial Regression is used for nonlinear relationships, transforming independent variables to a higher degree. Ridge Regression is used when multicollinearity exists among independent variables, including a penalty term to prevent overfitting. Lasso Regression also handles multicollinearity but can perform feature selection by reducing certain coefficients to zero. The choice of regression model depends on the research question, data nature, and assumable assumptions. This research

employs a Multiple Linear Regression as we have multiple independent variables, one mediating variable and one dependent variable. The formula for Multiple Linear Regression is,

$$Y = b_0 + b_1x_1 + b_2x_2 + \dots + b_px_p + \varepsilon$$

where $E(\varepsilon) = 0$ and $\text{Var}(\varepsilon) = s^2$

b) Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is a statistical technique used in social, behavioral, and other sciences to test hypotheses or theories about the structure of observed data. It is a type of structural equation modeling that deals specifically with measurement models, that is, the relationships between observed measures or indicators and latent variables or factors. CFA is a more complex form of factor analysis used to test whether the data fits a hypothesized measurement model. This hypothesized model is based on theory and/or previous analytic research. It is called “confirmatory” because it is used to confirm or reject pre-established theories or hypotheses. CFA allows for the simultaneous examination of multiple dependent relationships and the ability to control for measurement error and to measure constructs indirectly. It is a powerful and flexible tool that can be used in research in many fields including psychology, education, business, and health. This study employs Confirmatory Factor Analysis as it is a perfect model fit technique for this research.

c) Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) is a multivariate statistical analysis technique used to analyze structural relationships. It is a combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship

between measured variables and latent constructs. This method is preferred for this research because it is a comprehensive, flexible statistical modeling technique. It allows for the examination of a series of dependence relationships simultaneously, and it also allows for testing the statistical significance of each path. The basic idea of SEM in this study is to provide a statistical test for a hypothesized model. This model includes a set of relationships among observed variables (such as survey items) and unobserved variables or factors, which are also known as latent variables (Fornell & Larcker, 1981). The SEM consists of two parts: the measurement model and the structural model. The measurement model represents the relationships between the latent variables and their indicators, while the structural model represents the relationships between the latent variables. The SEM process involves model specification, model identification, model estimation, model testing, and model modification (Hair, Risher, Sarstedt & Ringle, 2019). AMOS is used in this study to conduct SEM analysis.

3.10 Research Design Limitations

The research on the impact of leadership styles on an organization's agility and success in India may face several limitations due to cultural context, industry variability, survey methodology, self-reported data, sampling bias, cross-sectional design, limited scope of leadership styles, measurement of organizational agility and success, and external changes. If the design is cross-sectional, it is challenging to determine causality between leadership styles and organizational outcomes. Surveys often rely on self-reported data, introducing potential biases and inaccuracies.

The subjective interpretation of leadership styles can lead to inconsistent results, and a non-diverse or non-representative sample can limit the generalizability of the findings. Other factors such as organizational culture or market conditions can also

influence outcomes, and the complex, multi-dimensional nature of organizational agility and success can be hard to measure accurately. Temporal changes or external events that could impact both leadership styles and organizational outcomes might not be accounted for in the study. Cultural context plays a vital role, and focusing on a limited set of leadership styles can exclude relevant styles that could impact organizational outcomes. These limitations need to be considered for a balanced interpretation of research findings. Future studies can improve by adopting longitudinal designs, using objective data sources, and expanding the scope of leadership styles and sample diversity. This study is essentially confined to the top executives and senior leaders of various sectors throughout India.

3.11 Conclusion

The research methodology employed in this study was carefully designed to explore the impact of leadership styles on organizational agility and success within the Indian context. By leveraging a survey-based approach, the study gathered quantitative data from leaders and top executives across various industries, allowing for a comprehensive analysis of the relationships between leadership styles and organizational outcomes.

A structured survey instrument was developed and distributed to a diverse sample of leaders and executives, ensuring that the data collected represented a broad spectrum of industries within India. The survey measured key constructs such as transformational, transactional, and laissez-faire leadership styles, as well as organizational agility and success, through validated scales. Rigorous procedures were followed to ensure the reliability and validity of the data, including pre-testing of the survey and the use of

established statistical tools such as IBM SPSS 26.0v and IBM SPSS AMOS 23.0v for data analysis.

The choice of a cross-sectional survey design, while appropriate for the scope of this study, also presented certain limitations, such as the inability to establish causality and potential biases inherent in self-reported data. Nevertheless, the statistical methods applied, including confirmatory factor analysis (CFA) and structural equation modeling (SEM), provided robust insights into the relationships between the variables under study (Kyriazos, 2018).

This chapter has detailed the methodological framework that guided the research, encompassing the research design, data collection methods, sampling strategy, and data analysis techniques. By doing so, it lays the foundation for the subsequent analysis and interpretation of the data, while also acknowledging the limitations and challenges inherent in the research design.

Overall, the methodology adopted in this study is well-aligned with its objectives, offering a rigorous approach to understanding how different leadership styles impact organizational agility and success in the dynamic and culturally diverse landscape of India (Queirós et al., 2017). The insights gained from this research will contribute to the broader understanding of leadership effectiveness in varying organizational contexts, providing valuable implications for both theory and practice.

CHAPTER IV: ANALYSES AND RESULTS

4.1 Overview

The role of leadership in influencing organizational outcomes cannot be over-emphasized in today's fast-paced world. Different leadership styles, whether transformational, transactional or laissez-faire, have a big impact on different aspects of organizations, especially when it comes to making them agile enough for success to be achieved easily. Nowadays being able to change quickly according to new market requirements or emerging chances has become one of the most significant factors that can determine competitive advantage and sustainable prosperity over time, known as organizational agility. In this study, we look at how various forms of leadership relate to organizational adaptability and achievement by focusing on mediation through which agility brings about these connections.

The consequences from the examination which were performed by means of AMOS and SPSS software, show various important findings about how leadership types affect organizational results. The first thing is that according to this study, the transformational leadership style enhances organizational agility where this type is described as a leader who has vision and inspires others towards achieving common goals. Secondly, it was found that such leaders encourage their subordinates to take risks with new ideas while encouraging them not to be bound by traditional ways of doing things, thus promoting quick adaptability in an organization, which leads to success, especially during times when there are many changes taking place around us all the time.

Also, transactional leadership has a positive effect on organizational agility but to a slightly smaller degree than transformational leadership. This means that although transactional leadership is more structured and less visionary, it still creates conditions

for agility to thrive. On the other hand, a hands-off approach and lack of active management, known as laissez-faire leadership, also suppresses organizational agility. In this style, leaders fail to provide guidance or supervision, which diminishes the capacity of an entity to adapt to changes and, therefore, negatively affects its performance in general.

Additionally, the study discovered that organization agility has a large positive effect on success at the organizational level; this indicates its importance as a mediator between types of leaders and their accomplishments. While reviewing mediation, it is proposed that transformations and transactions lead to prosperity in an organization indirectly through fostering agility. Conversely, a laissez-faire leadership style lowers the rate of organizational achievements by decreasing its nimbleness.

For organizations trying to become more competitive and improve their overall performance, these findings are critical. To enable agility directly but also through that agility promote greater organizational success leaders should be developed with transformational as well as transactional skills being given priority in leadership development programs. Alternatively, if one wants his firm to flourish rapidly, then he must avoid the laissez-faire type of leading because it greatly suppresses speed. Therefore, enterprises can maneuver through the complexities imposed by today's business world while ensuring continuous development by appreciating this correlation between leading, quickness and triumphs.

4.2 Demographics

The demographic variables are crucial for understanding the diversity and representativeness of the survey participants. These variables can help analyze whether different leadership styles have varying impacts across different demographic groups

(Groves et al., 2011). Table 4.1 provides the details of the respondents involved in this study, outlining various characteristics that could have an impact on research outcomes.

Table 4.1 Demographics of the Respondents (source: Survey Questionnaire)

Demographics	Category	Frequency	%Age
Gender	Male	173	57.67
	Female	127	42.33
Total		300	100
Age	20-30 years	46	15.33
	30-40 years	75	25
	40-50 years	78	26
	50-60 years	56	18.66
	Above 60 years	45	15
Total		300	100
Total years of experience	Below 10 years	54	18
	10-20 years	132	44
	20-30 years	62	20.67
	Above 30 years	52	17.33
Total		300	100
Current position at work	Lower Management (Director/Senior Director)	129	4
	Middle Management (VP/SVP/EVP or Equivalent)	74	15.33

	Top Management (CEO/CIO/CFO/COO or Equivalent)	46	15.33
	Other	51	17
Total		300	100
Size of your Organization	Small (<100)	71	23.67
	Mid (100-1000)	102	34
	Large (1000-10000)	68	22.67
	Enterprise (>10000)	59	19.67
Total		300	100
The sector of your Organization	Technology	76	25.33
	Media/Telecom	61	20.33
	Healthcare/Pharmaceutical	55	18.33
	E-Commerce	55	18.33
	Other	53	17.67
		300	100

In terms of gender distribution, males constitute 57.7 % of the sample, with females accounting for the remaining 42.3 %. The slight male predominance may have something to do with gender representation in the workplace and could affect the perception of leadership styles. The distribution of age shows that the majority of respondents come under the age range of 30-50 years, 25% of the respondents are between 30-40 years, and 26 % between 40-50 years, thus making this a relatively experienced workforce likely to have been exposed to different leadership styles.

The total years of work experience of the surveyed population show that a significant proportion, 44%, have 10-20 years of work experience and are therefore conversant with organizational dynamics and leadership effectiveness. These current positions of the respondents indicate a predominance at the level of lower management (43%), which may provide insights into the immediate effects of leadership styles on organizational agility and success.

The size of organizations is well notable, with 34% of the survey respondents working in mid-sized organizations with 100-1000 employees. This distribution suggests that the findings may be particularly relevant to mid-sized organizations. In most cases, mid-sized organizations do face distinct challenges in agility and leadership compared to smaller or larger enterprises. Finally, analysis by sector indicates good diversification at the top, which is represented by technology at 25.3%. This sectoral diversity enriches the study by offering a variety of contexts in which leadership styles operate, hence increasing the strength and robustness of findings on organizational agility and success.

Overall, this demographic profile therefore presents an overall knowledgeable and diverse pool of respondents, important in trying to understand the nuances of leadership styles and how they impact organizational agility and success.

4.3 Analyses Approach

The analyses for this study is done using the Structural Equation Modeling (SEM) technique in AMOS and SPSS involves several steps. The collected data would be cleaned using SPSS. This step involves checking for mistakes, inconsistencies, outliers, missing values and ensuring the data meets the prerequisite of multivariate normality for SEM. The next step would involve running descriptive statistics of the variables in the study using SPSS. This would give an overview of the data distribution and help to

understand the basic features of the data. Exploratory Factor Analysis (EFA) would be conducted on SPSS to identify the underlying structure of the data. This process helps to determine if the observed variables can be condensed into a smaller set of underlying factors (latent constructs). The factors extracted in this case would be transactional, transformational and laissez-faire leadership styles, organizational agility, and success. This step is vital as it helps to ensure that the measured variables are related to their respective latent constructs.

The next step is to conduct a Confirmatory Factor Analysis (CFA). This serves to test the extent to which a set of observed variables represents the latent variables of transactional, transformational, and laissez-faire leadership, as well as organizational agility and success. It's done to validate the measurement model and ensure that the observed variables adequately measure their respective latent constructs. The fit of this measurement model is then assessed, using fit indices like the Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), Tucker-Lewis Index (TLI), and Chi-square. The thresholds for these indices are set to ensure the model is a good fit (e.g., CFI and TLI should be ≥ 0.90 , RMSEA should be ≤ 0.08 , and Chi-square/df ratio should be ≤ 3.0).

After the CFA, the Structural Model is specified. This involves defining the relationships between the different constructs. Paths are added from each leadership style (transactional, transformational, and laissez-faire) to organizational agility, and from organizational agility to organizational success. This is done to test the hypotheses that these leadership styles impact organizational agility, which in turn affects organizational success.

Next, the Structural Equation Modeling (SEM) is run. SEM is a multivariate statistical analysis technique used to analyze structural relationships. It was employed in

this research to examine the relationships and interactions between different leadership styles, organizational agility, and organizational success. The SEM analyses helps in understanding the direct effects of leadership styles on organizational agility and the mediating effect of organizational agility on the relationship between leadership styles and organizational success.

Model fit is then evaluated again, this time for the structural model. The fit indices are checked, and if they fall within acceptable ranges, the model is considered a good fit. The path coefficients, which represent the strength and direction of the relationships between variables, are examined.

If the model fit is poor, model modification is done based on the results and suggestions from modification indices. The model may be tweaked by correlating error terms or removing insignificant paths. The SEM is then re-run to reassess the model after these modifications, ensuring an optimal fit.

Finally, the results are interpreted and reported. This includes summarizing the fit indices, reporting the standardized coefficients, t-values, and p-values for each path, and stating which hypotheses were supported or rejected. This step is crucial for understanding the impact of the different leadership styles on organizational agility and success.

4.3.1 Deleted/Dropped Items

Some items were selectively deleted from the measurement models to have an optimal model fit in the analysis, which was based on their contribution to overall model validity and goodness-of-fit indices. TFL3, OS1, OS2, and OS4 were dropped from the Transformational Leadership-Organizational Agility-Organizational Success model to make it align better with data and improve its appropriateness, thus making it more

descriptive. However, all items were retained by the Transactional Leadership (TCL)-Organizational Agility (OA)- Organizational Success (OS) model because no item was removed, indicating that the former construct measures were sufficient for a good fit. Finally, a move purifying the design of the Laissez-Faire Leadership (LFL)-Organizational Agility (OA)-Organizational Success (OS) Model necessitated the elimination of item OS3. These changes also allow more features for accuracy and reliability in such models so that these may get closer to reflecting underlying relationships.

4.4 Assumptions of Analysis

To conduct robust factor analysis and SEM, the assumptions must first be checked. The analysis of leadership-organizational agility-success models using Confirmatory Factor Analysis, Factor Analysis, and Measurement Model requires several assumptions. Firstly, a large, representative sample size is needed, and data should be normally distributed with linear relationships between variables. Observations should be independent and devoid of outliers.

The models assume existence of underlying factors explaining correlation among observed variables. Adequate correlation matrix, represented by a KMO measure above 0.6 and a significant Bartlett's test, is crucial. Variables should share common variance (communality above 0.6) and should not be perfectly correlated (no multicollinearity).

A substantial portion of total variance should be explained by factors. Measurement models should portray good reliability and validity, and the model fit should be robust. All items should load significantly on their respective factors without cross-loading. Homoscedasticity, where variances across the levels of the independent variables are the same, is also required. Lastly, for confirmatory factor analysis, correct

model specification is assumed. These assumptions ensure that conclusions from the analysis are valid and reliable.

4.5 Analysis of Model 1 (TFL-OA-OS Model)

4.5.1 Model 1 (TFL-OA-OS Model) - Confirmatory Factor Analysis

a. Data Normality

Table 4.2 presents the descriptive statistics for assessing the normality of the data concerning Model 1, which investigates the relationships between transformational leadership, organizational agility, and organizational success. The data set includes responses from 300 respondents with the value of transformational leadership (TFL), organizational agility (OA), and organizational success (OS) measured on a scale from 1 to 5.

The mean values of these variables are all indicative of relatively positive perceptions of transformational leadership, organizational agility, and organizational success, with means all within the range from about 3.43 to 3.79. This would thus suggest that the perception by the respondents is toward their leaders being at least moderately to highly transformational, indicating a positive attitude toward leadership effectiveness in organizational agility and success.

The skewness values for the variables lie between -0.382 and -0.887, thus indicating some leftward skew in the distribution of the responses. More specifically, the skewness values indicate that items rated by the respondents were high, reflecting some tendency to give more positive appraisals about transformational leadership and its effects. Usually, the skewness values between -1 and +1 are considered acceptable for normality and would indicate that the data may approximate the normal distribution.

Kurtosis indices for these variables come in at -1.256 to -0.777, which is platykurtic. This indicates a relative flatness of the data in comparison with a normal distribution. Kurtosis values are below the threshold of normality, usually considered about 3, but their values do not indicate severe deviations that may undermine the reliability of statistical analyses.

Overall, the findings indicated that data used in Model 1 have acceptable characteristics of normality and thus are suitable for further analysis. Such normality provides a very good basis for testing the hypothesized relationships related to the impact of transformational leadership on organizational agility and success, with the possible mediating effects of organizational agility.

Table 4.2 Data Normality (Model 1)

Descriptive Statistics								
	N	Minimum	Maximum	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TFL1	300	1.00	5.00	3.5867	-.778	.141	-.887	.281
TFL2	300	1.00	5.00	3.7933	-.857	.141	-.777	.281
TFL4	300	1.00	5.00	3.6733	-.803	.141	-.873	.281
TFL5	300	1.00	5.00	3.7700	-.845	.141	-.855	.281
OA1	300	1.00	5.00	3.6367	-.659	.141	-1.158	.281
OA2	300	1.00	5.00	3.5133	-.516	.141	-1.194	.281
OA3	300	1.00	5.00	3.5333	-.612	.141	-1.168	.281

OA4	300	1.00	5.00	3.6700	-.722	.141	-1.075	.281
OA5	300	1.00	5.00	3.4333	-.382	.141	-1.228	.281
OA6	300	1.00	5.00	3.5667	-.597	.141	-1.091	.281
OS3	300	1.00	5.00	3.6333	-.723	.141	-.953	.281
OS5	300	1.00	5.00	3.4767	-.499	.141	-1.256	.281
OS6	300	1.00	5.00	3.6600	-.726	.141	-.947	.281
Valid N (listwise)	300							

b. Factor Analysis

KMO and Bartlett's Test

Table 4.3 displays the results of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity for Model 1, which examines the relationship between transformational leadership, organizational agility, and organizational success.

The KMO statistic is reported at 0.873. Thus, there exists a high degree of sampling adequacy. While values above 0.70 are considered generally acceptable, those above 0.80 are good and above 0.90 are excellent. A high KMO value of 0.873 would show that the data is ready for factor analysis. In other words, the variables involved in this study are correlated enough to justify the analysis of underlying structures.

Testing the hypothesis that the correlation matrix is an identity matrix-that is, the variables are unrelated-Bartlett's Test of Sphericity yields a chi-square value of 2095.646 with 78 degrees of freedom and a significance of 0.000. At this significant p-value, less

than 0.05, one is able to reject the null hypothesis that no relationships exist within the variables of the dataset.

Other elements that support the appropriateness of data for further multivariate analyses, like factor analysis or structural equation modeling, are the results of KMO and Bartlett's Test. This statistical adequacy provides strength to the validity of the analyses that follow on the impact of transformational leadership on organizational agility and success, and the mediating role of organizational agility.

Table 4.3 KMO and Bartlett's Test (Model 1)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.873
Bartlett's Test of Sphericity	Approx. Chi-Square	2095.646
	df	78
	Sig.	.000

Communalities

Table 4.4 presents the Communalities of variables with respect to model 1 of the relationship between transformational leadership (TFL), organizational agility (OA), and organizational success (OS), conducted by Principal Component Analysis (PCA). It shows the % age of variance for each variable explained by extracted factors.

The initial communalities estimate for all variables is set at 1.000, meaning that each variable gives its full contribution to variance before extraction. The extracted

communalities tell a different story of the amount these factors contribute to the overall structure.

The extracted communalities for the transformational leadership items, TFL1, TFL2, TFL4, and TFL5, are from 0.771 to 0.839. These values indicate that these items are very strong pointers or indicators of the transformational leadership construct; that is, underlying factors account for a large part of the variance in these items.

In contrast, some items related to organizational agility and organizational success exhibit lower communalities. For example, OA3 has a value of 0.492, and OA5 has 0.441, indicating that these items contribute less to the overall factor structure and hence, may be redundant or have less relevance to the construct of organizational agility. Similarly, OS5 has the lowest communalities, indicating that it accounts for only a small portion of variance and might be less effective in measuring organizational success.

The high communalities for OS3 (0.984) show that the item strongly contributes to the construct of organizational success and is, therefore, an effective indicator. In general, the communalities indicate that while most items effectively represent their respective constructs, some may require further assessment or revision in order to better improve upon their contribution to the overall model. This will serve as a useful insight into the fine-tuning of the measurement scales of the constructs in the context of the research on the effect of leadership styles on organizational agility and success.

Table 4.4 Communalities (Model 1)

Communalities		
	Initial	Extraction
TFL1	1.000	.771
TFL2	1.000	.839
TFL4	1.000	.818
TFL5	1.000	.794
OA1	1.000	.719
OA2	1.000	.571
OA3	1.000	.492
OA4	1.000	.673
OA5	1.000	.441
OA6	1.000	.623
OS3	1.000	.984
OS5	1.000	.372
OS6	1.000	.692
Extraction Method: Principal Component Analysis		

Total Variance Explained

The Total Variance Explained in table 4.5 provides critical insights into the underlying structure of the transformational leadership, organizational agility, and organizational success model through Principal Component Analysis (PCA).

In this analysis, three components were found to capture different %ages of the total variance in the data set. The first component accounts for 35.36% of the total variance, thereby indicating that it captures most of the underlying factors related to transformational leadership and its relation to organizational agility and success. The second component adds another 24.49% to this, bringing the cumulative variance explained to 59.85%. That these two factors account for this large portion of data underlines the importance of transformational leadership in facilitating organizational agility.

Although this third component explains a bit less of the variance, 7.76 %, it adds value as the cumulative variance is now 67.61%. This means the three components combined do account for most of the variability in the data and hence are primary in understanding relationships in this model.

It also shows that the first three components have eigenvalues higher than 1, which is a threshold popularly used when it comes to deciding on the number of factors to be retained in PCA. This further enhances the validity of focusing on those components in further analyses.

The table 4.5 for Total Variance Explained, in general, portrays that transformational leadership has a high significance on the dimensions of organizational agility and success, thereby supporting the hypotheses. Hence, the findings answer questions about the relevance of these styles within shaping organizational dynamics and their worth of further investigation in the study.

Table 4.5 Total Variance Explained (Model 1)

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.597	35.360	35.360	4.597	35.360	35.360	4.258	32.752	32.752
2	3.183	24.487	59.847	3.183	24.487	59.847	3.513	27.020	59.772
3	1.009	7.759	67.606	1.009	7.759	67.606	1.018	7.834	67.606
4	.710	5.462	73.068						
5	.659	5.067	78.134						
6	.630	4.848	82.983						
7	.495	3.806	86.789						
8	.455	3.501	90.290						
9	.356	2.736	93.026						
10	.303	2.334	95.359						
11	.251	1.930	97.290						
12	.206	1.588	98.877						
13	.146	1.123	100.000						
Extraction Method: Principal Component Analysis									

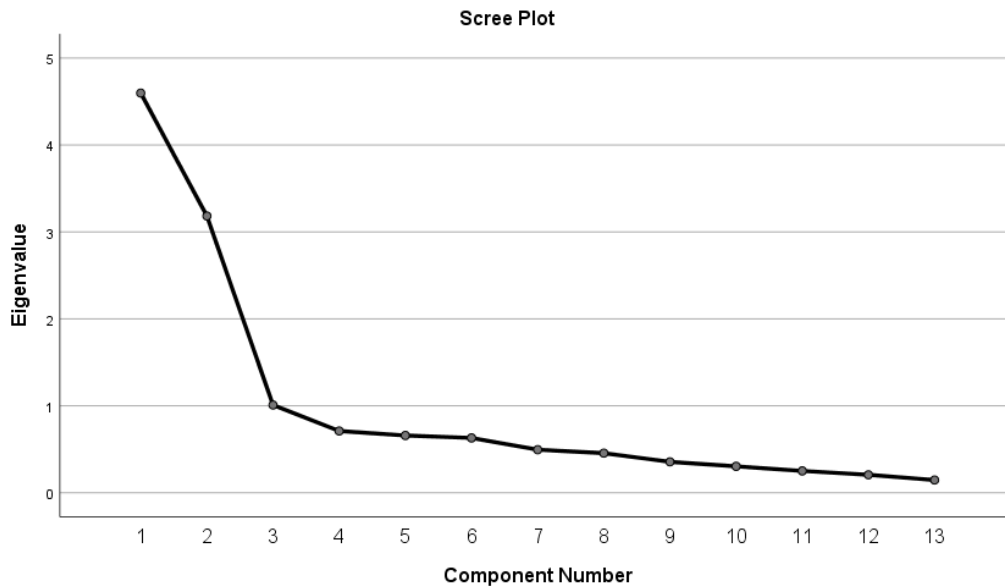


Figure 4.1: Scree Plot (Model 1)

Rotated Component Matrix

Table 4.6 identifies the relationships between transformational leadership, organizational agility, and organizational success, as identified from the model. As noted in Table 4.6, this matrix identifies how the observed variables load onto the underlying components, reflecting the strength of their associations.

The first factor is mainly described by items relating to transformational leadership. High factor loadings were obtained for the items TFL1 (0.871), TFL2 (0.914), TFL4 (0.901), and TFL5 (0.888), thus showing that these items strongly represent the construct of transformational leadership. It is one of the key drivers in this model due to the strong association of these items with transformational leadership and supports the hypothesis (H1) that transformational leadership positively affects organizational agility. It is this strong presence of transformational leadership that brings out the critical role it is going to play in shaping organizational dynamics within this component.

The second component focuses on items related to organizational agility. OA1 loads at 0.843, OA2 at 0.754, OA3 at 0.697, OA4 at 0.814, OA5 at 0.656, and OA6 at 0.785. All these relatively high loadings supported the fact that these items do grasp the underlying meaning of organizational agility, thus going in line with the hypothesis (H4) that organizational agility has a positive influence on organizational success. The presence of multiple items in this component indicates that organizational agility is a multifaceted construct that is essential for fostering a responsive and adaptive organizational environment.

The third factor comprises strongly loading items presenting the success of the organization, especially OS3, which is loading at a very high rate of 0.988. It means that this is one component of the organizational success variable. Therefore, it is very important in modeling the research work. The second item, OS6, loading at 0.820, seems to favour loading for this component once more, indicating the relevance of organizational success in relation to the area of concern. The clear plastic cutout for this component affirms that organizational success is a very critical result of clear leadership and agility.

Overall, the Rotated Component Matrix, therefore, drives home the point of the inseparability of transformational leadership, organizational agility, and organizational success in this study. The sizeable loadings for each component would then suggest that, to have a very good measurement model, and these variables very strongly support all of the hypotheses. More particularly, these results confirm the notion that transformational leadership not only enhances organizational agility but also significantly contributes to organizational success via this agility. The analytical model developed in this study provides an excellent basis for future research into these relationships, aiming to understand how leadership styles contribute to achieving effectiveness in organizations.

Table 4.6 Rotated Component Matrix (Model 1)

Rotated Component Matrix ^a			
	Component		
	1	2	3
TFL1	.871		
TFL2	.914		
TFL4	.901		
TFL5	.888		
OA1		.843	
OA2		.754	
OA3		.697	
OA4		.814	
OA5		.656	
OA6		.785	
OS3			.988
OS5	.604		
OS6	.820		
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

4.5.2 Model 1 (TFL-OA-OS Model) – Measurement Model

a. Reliability and Validity

Table 4.7 provides the much-needed data on the measurement properties of constructs in your model. Specifically, transformational leadership style, organizational agility, and organizational success. This analysis is very important to consider in ascertaining that, the constructs are measured with truth and reliability, hence informing the findings.

Starting with the transformational leadership style, the standardized loadings for items TFL1 (0.861), TFL2 (0.895), TFL4 (0.910), and TFL5 (0.880) denote strong correlations of the latent construct, which suggests that these items are considered effective in capturing the essence of transformational leadership. The Cronbach's Alpha value of 0.93 is much beyond the normally accepted threshold of 0.70, portraying excellent internal consistency among the items in this construct. Also, the composite reliability of 0.96 denotes high reliability and proves that the items are cohesively measuring the transformational leadership style. The Average Variance Extracted value of 0.62, although more than the recommended threshold of 0.5, proves that the construct accounts for a large amount of variance and substantiates its validity.

In the case of Organizational Agility, the item loadings reflect differing strengths, with OA1 at 0.865, indicating a strong relationship, while OA2, OA3, OA4, OA5, and OA6 have weaker correlations at 0.665, 0.612, 0.777, 0.567, and 0.772 respectively. These items' internal consistency, hence, the reliability of this construct, is supported by Cronbach's Alpha of 0.86. The resultant value of the CR was 1.19, which is an anomaly since it is greater than 1.0, thus raising questions about the model specification. The AVE was 0.51, which is the minimum requirement, proving a point that the construct is capturing more variance than error, hence its validity.

Results on Organizational Success, however, are disappointing. The loading is very low for OS3 at -0.093. This may be a problem with this item. It does not seem to be measuring the same construct as the other items. Cronbach's Alpha is well below the acceptable level at 0.23, indicating poor internal consistency among the items that were supposed to measure the success of organizations. The composite reliability of 2.25 also puts one on guard, considering values over 1 usually point to an error in the model. The AVE of 0.26 is below the recommended threshold, thus proving that the construct does not capture enough variance relative to error. These issues point to the possibility that items used to measure organizational success may have to be rescaled or reconsidered to have more reliability and validity in their measurement.

In summary, while the construct for transformational leadership is relatively very reliable and valid, the organizational agility construct is generally reliable but needs further probing into its components. The organizational success construct presents significant reliability and validity concerns that need to be addressed. This gives the overview of the need for a careful analysis of the measurement tools in your research to ensure a truthful representation of the underlying constructs, which is very fundamental for the robustness of your research findings.

Table 4.7 Reliability and Validity (Model 1)

S. no.	Construct	Items	Standardized loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
1.	Transformational Leadership Style	TFL1	0.861	0.93	1.07	0.62	0.96	0.57
		TFL2	0.895					

		TFL4	0.910					
		TFL5	0.880					
2.	Organizational Agility	OA1	0.865	0.86	1.19	0.51	0.17	0.15
		OA2	0.665					
		OA3	0.612					
		OA4	0.777					
		OA5	0.567					
		OA6	0.772					
3.	Organizational Success	OS3	-0.093	0.23	2.25	0.26	0.96	0.55
		OS5	0.672					
		OS6	1.041					

b. Discriminant Validity

Table 4.8 provides insights into the distinctiveness of the constructs within the model: Transformational Leadership (TFL), Organizational Agility (OA), and Organizational Success (OS). Discriminant validity assesses whether the constructs are truly different from one another, ensuring that each construct measures a unique aspect of the theoretical framework.

In this table, the diagonal elements are the square roots of the average variance extracted for each construct, while the off-diagonal elements are the correlations between the different constructs. For transformational leadership, this is 0.79, which is significant, indicating that TFL has a clearly distinct dimension of leadership style. The correlation

with Organizational Agility was low, at 0.16, so it is clearly different from OA, and these constructs did measure different facets of organizational dynamics.

For Organizational Agility (OA), the diagonal value is 0.72, indicating that it is well-represented. Its correlation with transformational leadership remains low at 0.16, and with organizational success, it stays even lower at 0.17. These low correlations further validate that OA works independently of both TFL and OS, thus proving its unique contribution to the model.

Regarding Organizational Success (OS), the diagonal value of 0.51 indicates some degree of variance explained by this construct. Its correlation with transformational leadership was 0.44, and a moderation relationship with organizational agility (0.17) is relatively weak. The OS did show some overlap with TFL, although overall, the correlations are low enough to indicate it retained its distinctiveness within the framework.

Overall, the Discriminant Validity analysis testifies that the three construct items, representing transformational leadership, organizational agility, and organizational success, are sufficiently distinguishable. The low correlations suggest that each construct represents a different dimension of the organization environment and, therefore, affirms the theoretical soundness of your model. This distinctiveness was important to ensure that the relationships among the constructs that could later be analyzed supported the hypotheses about the impact of leadership styles on organizational agility and success.

Table 4.8 Discriminant Validity (Model 1)

	TFL	OA	OS
TFL	0.79		
OA	0.16	0.72	
OS	0.44	0.17	0.51

c. The Goodness of Model Fit

The Goodness of Fit Index table provides an overview of how the model fits and, hence, how well the proposed theoretical framework is supported by the observed data. Each of these indexes in the table decides how the model represents the relationships that exist between transformational leadership, organizational agility, and organizational success.

The first is the CMIN/Df ratio, which in this case is 1.40. It takes a value below the recommended threshold of 3.0, thus showing a good fit. A lower ratio would, imply that the complexity of the model is justified by the data it explains, suggesting that the relationships among the constructs are very well represented.

The GFI (Goodness of Fit Index) is 0.96, which is above the recommended minimum value of 0.90. As such, this high GFI of 0.96 obtained indicates that a high amount of variance in the observed data is accounted for by the model, further supporting the fact that the model represents relationships very well.

Similarly, the Adjusted Goodness of Fit Index (AGFI) is at 0.94 as well, which is above the threshold of 0.90. This index adjusts the GFI for the number of parameters in the model, and its high value suggests the model is very efficient and it is full of good fit.

The Comparative Fit Index (CFI) is exceptionally high at 0.99, which is equivalent to a very strong fit when compared with a baseline model. In this case, a value above 0.90 for the CFI indicates a good improvement in the power of the proposed model over a null model, further validating the relationships among the constructs.

The Normed Fit Index (NFI) of 0.96 aligns with the recommended threshold, affirming that the model fits the data well. This index compares the fit of your model to that of a baseline model, thus supporting the notion that the constructs are meaningfully connected.

The Root Mean Square Error of Approximation (RMSEA) is calculated at 0.037, which is well below the acceptable cutoff of 0.10. This low value indicates a close fit between the model and the data, indicating that the model is doing a fine job of capturing the complexity of the relationships involved.

The Tucker-Lewis Index (TLI) is at 0.96, which exceeds the recommended minimum, further indicating a good fit for the model. Similarly, the Incremental Fit Index (IFI) of 0.99 supports this finding, indicating that the model significantly improves upon the null model.

Finally, the Standardized Root Mean Square Residual (SRMR) is reported at 0.000, which is well below the recommended cutoff of 0.05. It would then be interpreted to suggest that the residuals are very small, indicating the model does a fine job of predicting the observed data.

In conclusion, the result of the Goodness of Fit Index analysis shows that your model fits very well according to all criteria assessed. The fact that indices like CFI, GFI, and RMSEA performed well proves that the relationships between transformational leadership, organizational agility, and organizational success are very well captured, and thus, the model represents a valid theoretical framework explaining the dynamics among

these constructs. It is the strength of this fit that increases the model's credibility and provides a solid foundation for further study of how leadership styles can affect organizational outcomes.

Table 4.9 The Goodness of Model Fit (Model 1)

The Goodness of Fitness Index	CMIN/Df	GFI	AGFI	CFI	NFI	RMSEA	TLI	IFI	SRMR
Calculated Value	1.40	0.96	0.94	0.99	0.96	0.037	0.96	0.99	0.000
Expected Value	Below 3.0	Above 0.9	Above 0.9	Above 0.9	Above 0.9	Below 0.10	Above 0.9	Above 0.9	Less than 0.05

d. **Model 1**

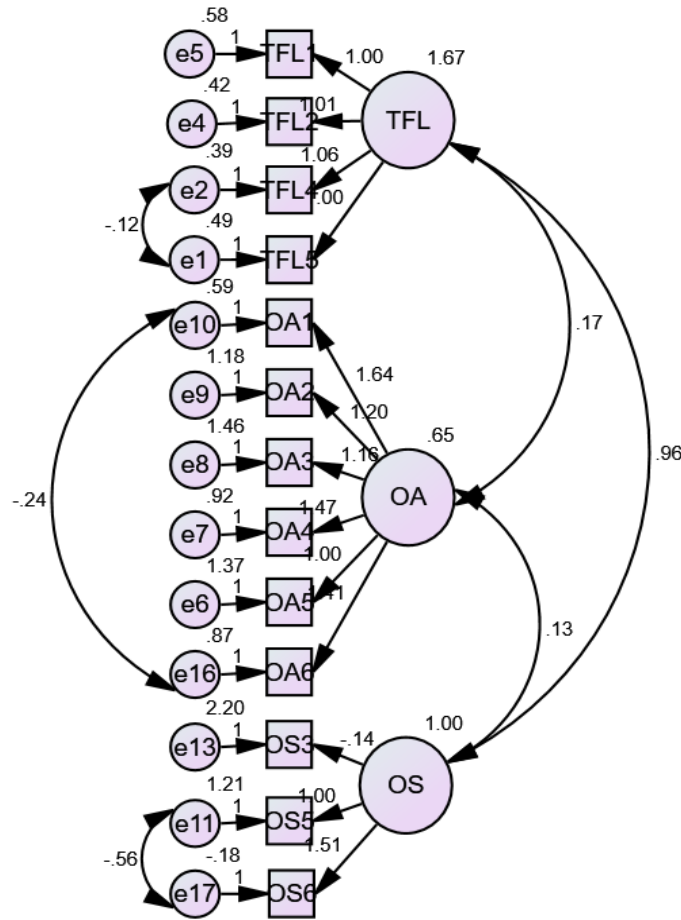


Figure 4.2: Measurement Model (Model 1)

4.6 Analysis of Model 2 (TFL-OA-OS Model)

4.6.1 Model 2 (TFL-OA-OS Model) - Confirmatory Factor Analysis

a. Data Normality

Table 4.10 represents the descriptive statistics for Model 2, comprising the constructs of transactional leadership, organizational agility, and organizational success, describing some important attributes of the distribution of data. The skewness values for all items vary from -0.382 to -0.763, indicating that the dataset has a slightly left-skewed

distribution. This may further explain why most of the respondents would have rated these items more towards the top of their respective scales, tending towards 'agree' or positive responses. Even with this skewness, the values are still within the acceptable range, which is typically between -1 and 1, indicating that the data does not significantly deviate from a normal distribution.

The kurtosis values range from -0.792 to -1.256, showing that the distributions are a bit platykurtic. Platykurtic refers to the lightness of the tails in relation to the normal distribution and may be an indication of fewer extreme values or outliers in responses. Although the kurtosis values also present some departure from perfect normality, they fall within the tolerable range for assuming approximate normality of the data.

In summary, Model 2 data are approximately normal, with slight left skewness and lighter tails. These characteristics may mean that the dataset is suitable for further parametric analyses, in particular structural equation modelling, without too much effort put into important data transformations. Normality assumptions underlying the reliability and validity of any parametric test are reasonably met in this case, and thus, one can make some interpretations based on further analyses confidently.

Table 4.10 Data normality (Model 2)

Descriptive Statistics								
	N	Minimum	Maximum	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TCL1	300	1.00	5.00	3.5567	-.752	.141	-.792	.281
TCL2	300	1.00	5.00	3.7200	-.719	.141	-.956	.281

TCL3	300	1.00	5.00	3.5967	-.598	.141	-.984	.281
TCL4	300	1.00	5.00	3.6200	-.710	.141	-.948	.281
TCL5	300	1.00	5.00	3.6933	-.750	.141	-.901	.281
OA1	300	1.00	5.00	3.6367	-.659	.141	-1.158	.281
OA2	300	1.00	5.00	3.5133	-.516	.141	-1.194	.281
OA3	300	1.00	5.00	3.5333	-.612	.141	-1.168	.281
OA4	300	1.00	5.00	3.6700	-.722	.141	-1.075	.281
OA5	300	1.00	5.00	3.4333	-.382	.141	-1.228	.281
OA6	300	1.00	5.00	3.5667	-.597	.141	-1.091	.281
OS1	300	1.00	5.00	3.6000	-.603	.141	-1.243	.281
OS2	300	1.00	5.00	3.5733	-.763	.141	-.890	.281
OS3	300	1.00	5.00	3.6333	-.723	.141	-.953	.281
OS4	300	1.00	5.00	3.5733	-.669	.141	-1.118	.281
OS5	300	1.00	5.00	3.4767	-.499	.141	-1.256	.281
OS6	300	1.00	5.00	3.6600	-.726	.141	-.947	.281
Valid N (listwise)	300							

b. Factor Analysis

KMO and Bartlett's Test

The results on the relationship between transactional leadership, organizational agility, and organizational success, as shown in Table 4.11, indicate that the data is very suitable for factor analysis. The value of the Kaiser-Meyer-Olkin Measure of Sampling

Adequacy is 0.868, well above the recommended cut-off point of 0.6, whereby the high KMO indicates that the size of the sample applied in the study is adequate. Then, the variables in the dataset are correlated enough to justify the application of factor analysis to it. Well, at a simple level, it just means that the data is well-structured and suitable for exploring the underlying factors.

Moreover, Bartlett's Test of Sphericity result was significant with the approximate Chi-Square value at 2751.036, $df = 136$, and $p\text{-value} = 0.000$. The mentioned test is significant, thus proving that the correlation matrix is not an identity matrix and that the variables correlate, hence, factor analysis is appropriate. This result further enhances the confidence in the meaningful relationships between the variables, making it likely to establish latent factors accounting for the variances.

Overall, these results for KMO and Bartlett's Test clearly justify the suitability of data for factor analysis in Model 2. That is, considering a high value for KMO and a significant result from Bartlett's Test, it has been inferred that the data is very suitable for identifying and analyzing the underlying construct connecting transactional leadership, organizational agility, and organizational success.

Table 4.11 KMO and Bartlett's Test (Model 2)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	2751.036
	df	136
	Sig.	.000

Communalities

Table 4.12 examines the transactional leadership and organizational agility relationship with organizational success, expressing how much each item's variance is explained by the extracted factors in the model.

Large communalities for items such as TCL1 (0.860), TCL2 (0.827), TCL4 (0.822), and OS3 (0.967) suggest that these factors account for a large portion of their variance. Items with large communality values are strongly associated with the factored underlying construct they are designed to measure and well represented within a factor solution. In other words, these items are reliable indicators of constructs in this model.

On the other hand, items such as OA1 (0.721), OA6 (0.623), and OS4 have medium communalities of 0.679. These values are indicative that reasonably good correlations of these variables are with the factors, whereas the fair share of their variances is left unexplained. Notably, these are calibrated fairly well with the factors, perhaps along the lines of other variables in the model that are not accounted for.

Lastly, items like OA3 (0.494), OA5 (0.441), and OS5 (0.440) exhibit lower communalities, meaning that a smaller portion of their variance is explained by the factors. This lower representation could, therefore, mean that some of the items are not as strongly associated with the underlying constructs or might be influenced by some external factors not included in the model.

In this model, most items have high communalities and are well represented by these factors. However, some items could do a better job of representing these constructs. Therefore, we will examine whether or not they can be kept, modified or dropped to improve the overall validity and reliability of the model.

Table 4.12 Communalities (Model 2)

Communalities		
	Initial	Extraction
TCL1	1.000	.860
TCL2	1.000	.827
TCL3	1.000	.794
TCL4	1.000	.822
TCL5	1.000	.843
OA1	1.000	.721
OA2	1.000	.571
OA3	1.000	.494
OA4	1.000	.671
OA5	1.000	.441
OA6	1.000	.623
OS1	1.000	.592
OS2	1.000	.621
OS3	1.000	.967
OS4	1.000	.679
OS5	1.000	.440
OS6	1.000	.723
Extraction Method: Principal Component Analysis.		

Total Variance Explained

Table 4.13 investigates the relationship between Transactional Leadership, Organizational Agility, and Organizational Success, providing crucial insights into the factor structure of the data. Initial eigenvalues indicate the amount of variance explained by each component before extraction. The first component has an eigenvalue of 4.463, accounting for 26.255% of the total variance. This large proportion thus indicates that the first factor retains a lot of information from the data set.

The second component has an eigenvalue of 3.629 and explains 21.347% of the variance, while the third has an eigenvalue of 2.589 and explains 15.231%. In total, the three components explain 62.833% of the variance, giving these factors quite a descriptive role in the underlying relationships. This indicates that the first three components explain a lot of variances within the dataset and are significant.

Extraction sums of squared loadings are consistent, which means that extracted factors always account for the same %age of variance explained. From the output, it is evident that the fourth component has an eigenvalue of 1.010, so it explains very little variance compared to the eigenvalues of the first three components; 5.943% is not a lot. Furthermore, there is a steep drop in the amount of explained variance after three components. The remaining cumulative %ages keep increasing to 68.776% for the addition of the fourth component, meaning that although further factors can continue to provide insight, their incremental contribution to the model's greater power of explanation keeps falling off.

It summarizes from the table that already the first components capture the essence of the relationships among Transactional Leadership, Organizational Agility, and Organizational Success. The findings justify the use of these components in further analyses by underscoring their importance for understanding how the model works.

Table 4.13 Total Variance Explained (Model 2)

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.463	26.255	26.255	4.463	26.255	26.255	4.153	24.428	24.428
2	3.629	21.347	47.602	3.629	21.347	47.602	3.517	20.686	45.114
3	2.589	15.231	62.833	2.589	15.231	62.833	2.999	17.641	62.755
4	1.010	5.943	68.776	1.010	5.943	68.776	1.024	6.021	68.776
5	.721	4.239	73.015						
6	.673	3.957	76.972						
7	.627	3.686	80.658						
8	.507	2.984	83.642						
9	.495	2.913	86.554						
10	.460	2.707	89.261						
11	.433	2.546	91.807						
12	.323	1.902	93.709						
13	.291	1.713	95.422						
14	.240	1.410	96.832						
15	.195	1.147	97.979						
16	.193	1.137	99.116						
17	.150	.884	100.000						

Extraction Method: Principal Component Analysis

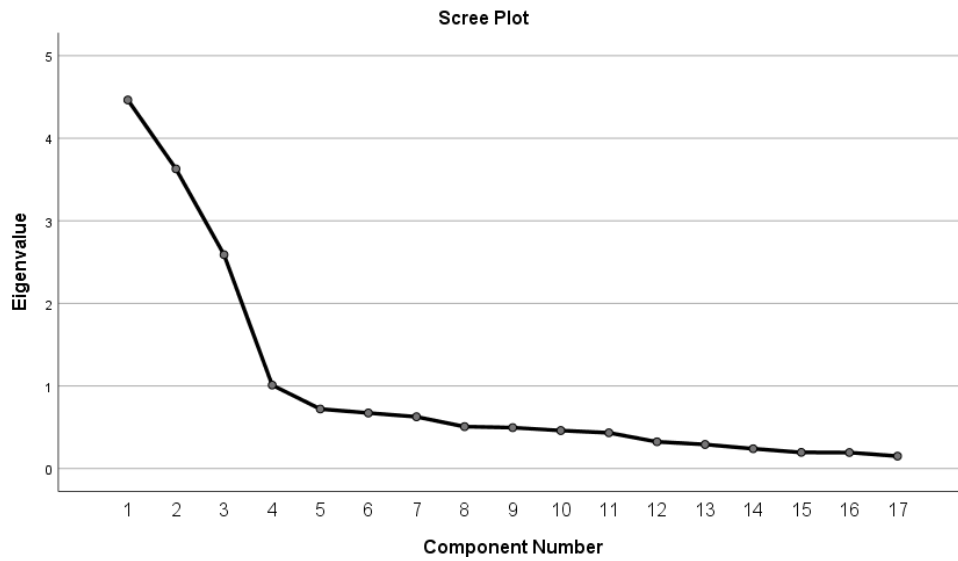


Figure 4.3: Scree Plot (Model 2)

Rotated Component Matrix

Table 4.14 examines the interplay between Transactional Leadership, Organizational Agility, and Organizational Success and offers valuable insights into how the measured items are clustered within the extracted components. This would turn out to be of significant help in developing insight into the latent structure of data, as this will indicate which variables are strongly associated with each component.

The first component of this model very strongly captures the items associated with Transactional Leadership, with high loadings for all five items TCL1, TCL2, TCL3, TCL4, and TCL5: 0.887 to 0.926 values. These high factor loadings suggest these items are strongly representative of the transactional leadership construct, indicating a clear delineation of characteristics pertaining to this leadership style in these data.

The second factor is very firmly related to the dimension of Organizational Agility, with items OA1, OA2, OA3, OA4, OA5, and OA6 showing substantial loadings, the highest being OA1 at 0.844. This means that these items adequately reflect the

substance of organizational agility and how these dimensions of agility are relevant to the leadership style being measured.

The third component is very strongly related to Organizational Success, with the item OS3 alone having a very high loading of 0.979. This would suggest that OS3 is a very strong predictor of organizational success and further supports the item's pertinence within the context of the model. The other organizational-success-related items, including OS1, OS2, OS4, OS5, and OS6, also have meaningful loadings within this component, ranging from 0.654 to 0.772, indicating that they reflect some sort of wider construct pertaining to organizational success.

The presence of a fourth component with weaker associations does indicate that there might be other underlying factors in the data. This should not detract from the strong clustering of items around transactional leadership and organizational agility constructs and their relation to organizational success.

It is concluded from table 4.14 reinforces more on the validity of the measured constructs, evidencing good alignment of items with their respective constructs. This makes the relationships being studied between transactional leadership, organizational agility, and organizational success in the context of the study.

Table 4.14 Rotated Component Matrix (Model 2)

Rotated Component Matrix				
	Component			
	1	2	3	4
TCL1	.926			

TCL2	.907			
TCL3	.887			
TCL4	.904			
TCL5	.915			
OA1		.844		
OA2		.753		
OA3		.697		
OA4		.811		
OA5		.655		
OA6		.779		
OS1			.762	
OS2			.772	
OS3				.979
OS4			.813	
OS5			.654	
OS6			.839	
<p>Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.</p>				
<p>a. Rotation converged in 5 iterations.</p>				

4.6.2 Model 2 (TFL-OA-OS Model) - Measurement Model

a. Reliability and Validity

Table 4.15 for Model 2 investigates the relationship between Transactional Leadership, Organizational Agility, and Organizational Success and provides crucial insights into the quality and consistency of the measurement constructs utilized in the study. This is a critical evaluation in ensuring that the constructs an effective job of representing the underlying theoretical concepts they are purporting to measure.

Starting with the transactional style of leadership, the items' standardized loadings range from 0.855 to 0.916, showing their strong item performance and a very good fit to the construct. Cronbach's Alpha is 0.95, much above the threshold of 0.70, which is considered acceptable, indicating excellent internal consistency among the items. Similarly, the composite reliability is 1.06, thus showing items reliably measuring the transactional leadership construct. Also, with the AVE at 0.79, it proves that a large amount of variance is accounted for by this latent construct, thereby confirming the validity of the instrument. Further, with an MSV value of 0.19 and an ASV of 0.08, it indicates very minimal overlapping with other constructs; this substantiates its discriminant validity of transactional leadership style.

The next is Organizational Agility, with standardized loadings that range from 0.624 to 0.878. The Cronbach's alpha of 0.86 is indicative of internal consistency, while the composite reliability of 1.16 indicates high reliability. The AVE value of 0.56 points to its capturing a large amount of variance related to organizational agility, though below the optimum threshold of 0.60. The MSV and ASV values of 0.27 and 0.23 respectively, indicate some shared variances with other constructs that may need further investigation to improve discriminant validity.

The last of these, Organizational Success, has standardized loadings ranging from 0.510 to 0.840. The Cronbach's Alpha of 0.73 meets the minimum threshold for acceptable reliability, while a Composite Reliability of 1.43 says that it is very strong. In contrast, an AVE of 0.42 may indicate that this construct does not explain enough variance, hence should be improved. The forenamed MSV, with a value of 0.27, and ASV, with a value of 0.12, already suggest a case of common variance, although it is within manageable boundaries.

In summary, the reliability and validity assessment for Model 2 demonstrates that the constructs of transactional leadership, organizational agility, and organizational success exhibit strong internal consistency and reliability. However, some aspects, mainly concerning the AVE for organizational agility and success, are worth some degree of concern to further cement the validity of the constructs and improve the constructs' accuracy in measuring the study concept. In brief, the model fit supported that the applied constructs were relevance to the research on the relationships posed.

Table 4.15 Reliability and Validity (Model 2)

S. no.	Construct	Items	Standardized Loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
1.	Transactional Leadership Style	TCL1	0.916	0.95	1.06	0.79	0.19	0.08
		TCL2	0.882					
		TCL3	0.855					
		TCL4	0.878					

		TCL5	0.902					
2.	Organizational Agility	OA1	0.829	0.86	1.16	0.56	0.27	0.23
		OA2	0.878					
		OA3	0.624					
		OA4	0.794					
		OA5	0.574					
		OA6	0.727					
3.	Organizational Success	OS1	0.682	0.73	1.43	0.42	0.27	0.12
		OS2	0.687					
		OS3	-0.089					
		OS4	0.776					
		OS5	0.510					
		OS6	0.840					

b. Discriminant Validity

The Discriminant Validity table 4.16 for Model 2 presents critical insights into how well the constructs of Transactional Leadership (TCL), Organizational Agility (OA), and Organizational Success (OS) are distinguished from one another. Discriminant validity deals with whether these constructs are indeed measuring various concepts, as would be desired. This aspect provides the basis for confirmation that the various relationships under investigation are valid.

The table contains the diagonal elements, which are the square roots of the Average Variance Extracted (AVE) for each construct, and the off-diagonal elements, indicating the correlations between the constructs. For transactional leadership, the square root of the AVE equals 0.89. Thus, this construct would have a high degree of distinctiveness. Correlation with Organizational Agility was relatively low at 0.14, which would suggest that whilst there may be some minor relationship, the two constructs are relatively distinct from one another. This supports the claim of not having a great overlap between transactional leadership and organizational agility and, thus, it is a positive indicator of discriminant validity.

This further consolidates the strength of Organizational Agility, with a square root of AVE of 0.74. Its correlation with Organizational Success was just 0.21, modest, indicating some sort of relationship but not strong enough to indicate a lack of distinctiveness. This implies that while organizational agility may contribute toward organizational success, it is a different construct that is worthy of its own investigation.

Finally, the square root of AVE for the Organizational Success construct is 0.65, while its correlations with both Transactional Leadership and Organizational Agility further confirm the notion that organizational success operates as an independent outcome measure. Furthermore, the low correlation between organizational success and transactional leadership further highlights the fact that these constructs measure different dimensions of the organizational context.

Overall, the discriminant validity analysis supports that the constructs of transactional leadership, organizational agility, and organizational success are appropriately distinct from one another. In this respect, their low-to-moderate correlations seem to bear out that each of them effectively captures some unique elements of the organizational landscape, thus safeguarding the integrity of the model and relationships

under investigation in this research. This distinction is very important for the accurate interpretation of results and an understanding of the complex dynamics playing out within the organizational context.

Table 4.16 Discriminant Validity (Model 2)

	TCL	OA	OS
TCL	0.89		
OA	0.14	0.74	
OS	0.03	0.21	0.65

c. The Goodness of Model Fit

Table 4.17 for Model 2 evaluates how well the data aligns with the proposed model involving Transactional Leadership (TCL), Organizational Agility (OA), and Organizational Success (OS). These indices provide essential insights into the model's appropriateness and overall validity in capturing the relationships among the constructs.

The CMIN/Df value of 1.08 shows a good model fit since it is way below the recommended threshold of 3.0. This will mean that the model represents an adequate underlying data structure and good fits between observed and expected covariance matrices.

The GFI value of 0.95 and AGFI of 0.94 are higher than the minimum recommended value of 0.90. These indices further support the adequacy of the model and offer evidence that a significant proportion of variance in the data is accounted for by the model.

The Comparative Fit Index (CFI) and the Normed Fit Index (NFI) values, both at 0.99, also suggest an excellent fit. Values above 0.90 indicate that a model fits better than a baseline model, strengthening the idea that the proposed relationships are well represented.

The Root Mean Square Error of Approximation (RMSEA) is calculated at 0.02, which is considerably lower than the threshold value of 0.10. A low value in RMSEA depicts that the model is a close fit to the data and thus suggests very minimal discrepancies between the observed and predicted covariances.

The values for the Tucker-Lewis Index (TLI) and Incremental Fit Index (IFI), for both 0.99, provide additional evidence for the good model fit whereby it is specifically noted that the model explains complexity in data relatively well.

The SRMR value of 0.000 for the Standardized Root Mean Square Residual indicates the average difference between observed and predicted correlations, thus very strongly confirming the congruence of the model with the data.

In conclusion, the goodness-of-fit indices for Model 2 clearly indicated that the hypothesized model of transactional leadership, organizational agility, and organizational success fitted very well with the data. The findings suggest, therefore, that the relationships among the constructs are well captured, thus making a strong case for the validity of the model in explaining the dynamics taking place within a given organizational context.

Table 4.17 The Goodness of Model Fit (Model 2)

The Goodness of Fitness Index	CMIN/Df	GFI	AGFI	CFI	NFI	RMSEA	TLI	IFI	SRMR
Calculated Value	1.08	0.95	0.94	0.99	0.96	0.02	0.99	0.99	0.00
Expected Value	Below 3.0	Above 0.9	Above 0.9	Above 0.9	Above 0.9	Below 0.10	Above 0.9	Above 0.9	Less than 0.05

d. Model 2

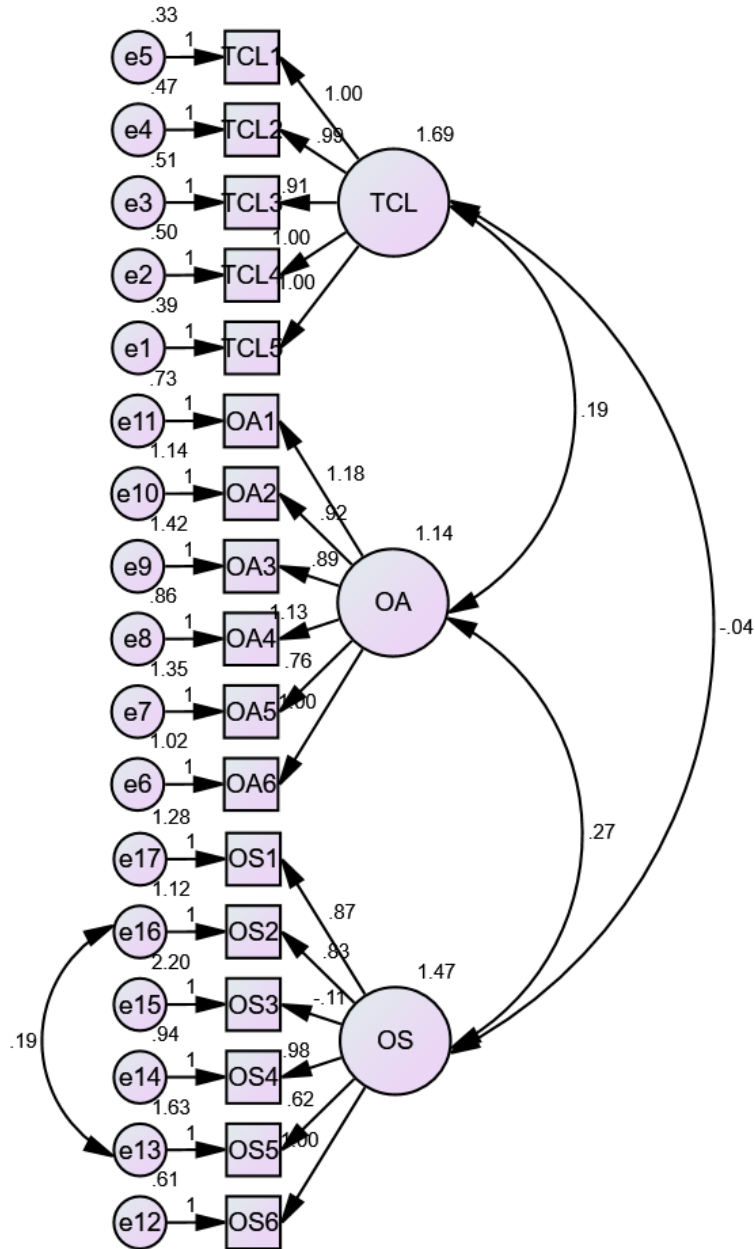


Figure 4.4: Measurement Model (Model 2)

4.7 Analysis of Model 3 (TFL-OA-OS Model)

4.7.1 Model 3 (TFL-OA-OS Model) - Confirmatory Factor Analysis

a. Data Normality

Table 4.18 presents the descriptive statistics for Model 3, which tests the relationship between laissez-faire leadership, organizational agility, and organizational success. As can be seen, the sample was composed of 300 respondents; hence, the mean scores ranged from 3.5300 to 3.7233 for the items that measured laissez-faire leadership from LFL1 to LFL6. This indicates that the perception of laissez-faire leadership among the respondents, was rather positive. These items have negative skewness values, indicating that, at least for these data, there is a slight left-skewed distribution. This is very common with survey data, as most respondents may be inclined to lean toward agreement with positive statements. Barring a few, the values of kurtosis also suggest a rather flattened distribution of data—there are fewer extreme values in these responses.

The items on organizational agility, OA1 to OA6, also have mean scores in the range of 3.4333 to 3.6700, thereby very strongly supporting the argument that the perceptions of the respondents are positive regarding the agility of their respective organizations. The negative skewness and the values of kurtosis for these items also corroborate the trend observed for laissez-faire leadership, pointing toward a generally positive perception. The last items, organizational success (OS1 to OS6), all trend with the mean scores running from 3.4767 to 3.6600, thus following a regular pattern in the overall constructs measured within this model. Overall, these normality tests indicate that the data are suitable for further analysis using techniques such as factor analysis or structural equation modeling.

Table 4.18 Data Normality (Model 3)

Descriptive Statistics								
	N	Minimum	Maximum	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
LFL1	300	1.00	5.00	3.5300	-.706	.141	-.946	.281
LFL2	300	1.00	5.00	3.7133	-.735	.141	-.922	.281
LFL3	300	1.00	5.00	3.6000	-.607	.141	-.940	.281
LFL4	300	1.00	5.00	3.5900	-.645	.141	-1.027	.281
LFL5	300	1.00	5.00	3.6633	-.711	.141	-1.043	.281
LFL6	300	1.00	5.00	3.7233	-.745	.141	-.925	.281
OA1	300	1.00	5.00	3.6367	-.659	.141	-1.158	.281
OA2	300	1.00	5.00	3.5133	-.516	.141	-1.194	.281
OA3	300	1.00	5.00	3.5333	-.612	.141	-1.168	.281
OA4	300	1.00	5.00	3.6700	-.722	.141	-1.075	.281
OA5	300	1.00	5.00	3.4333	-.382	.141	-1.228	.281
OA6	300	1.00	5.00	3.5667	-.597	.141	-1.091	.281
OS1	300	1.00	5.00	3.6000	-.603	.141	-1.243	.281
OS2	300	1.00	5.00	3.5733	-.763	.141	-.890	.281
OS4	300	1.00	5.00	3.5733	-.669	.141	-1.118	.281
OS5	300	1.00	5.00	3.4767	-.499	.141	-1.256	.281
OS6	300	1.00	5.00	3.6600	-.726	.141	-.947	.281
Valid N (listwise)	300							

b. Factor Analysis

KMO and Bartlett's Test

Table 4.19 presents the results of the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity for Model 3, which investigates the relationships between laissez-faire leadership, organizational agility, and organizational success. The KMO value in this study is 0.891, portraying an extremely high level of sampling adequacy, thus making the data suitable for factor analysis. KMO values close to 1.0 are excellent, while those less than 0.5 may indicate unsuitability for the factor analysis to be undertaken. Thus, this value obtained suggests that the variables have some correlation and share a common underlying factor with each other, justifying factor analysis.

In Bartlett's test of sphericity, the chi-square value is approximately 3038.293, df 136, and the Sig. is 0.000. Since this probability value is less than 0.05, indicates that the correlation matrix is not an identity matrix. This further confirms that there exist significant correlations among the variables and hence their suitability for factor analysis. These findings, in combination, further reiterate the appropriateness of factor analysis in the search for latent structure underlying the data within this model.

Table 4.19 KMO and Bartlett's Test (Model 3)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.891
Bartlett's Test of Sphericity	Approx. Chi-Square	3038.293
	df	136
	Sig.	.000

Communalities

Table 4.20 examines the relationship between laissez-faire leadership, organizational agility, and organizational success. Communalities represent the %age of variance for each variable explained by the extracted factors using these principal component analyses.

For the laissez-faire leadership items, LFL1 to LFL6, the initial communalities are all set at 1.000, indicating that they are completely accounted for in the analysis. Extracted communalities range from a high for LFL1 at 0.869, then LFL5 at 0.850, and finally LFL2 at 0.834. These high values indicate that these items capture this underlying factor of laissez-faire leadership in important ways. Nevertheless, LFL6 has an extracted communal value of 0.554, which is lower, thus sharing less common variance with the underlying factors; it may not go so well with others to measure laissez-faire leadership.

In terms of organizational agility, the communalities range from OA1 to OA6 and in terms of organizational success, from OS1 to OS6. The communality value, in the case of OA1, was 0.716; for OA2, it was 0.570; and for OA3, it was 0.503. This means that although these items contribute to the overall understanding of organizational agility, their shared variance with the underlying factor was relatively lower compared to OA1. Next, organizational success is considered by looking into the communal values of items representing this factor. Indeed, OS6 has a rather high communal value, 0.723, which indicates that this item generally shares much of its variance with its underlying success factor. On the other hand, OS5 has less in common with that same success factor, given its communal value of 0.429. These communalities point to how each item best represents its construct and, thus, the importance of certain items in measuring these overarching concepts in this model.

Table 4.20 Communalities (Model 3)

Communalities		
	Initial	Extraction
LFL1	1.000	.869
LFL2	1.000	.834
LFL3	1.000	.812
LFL4	1.000	.809
LFL5	1.000	.850
LFL6	1.000	.554
OA1	1.000	.716
OA2	1.000	.570
OA3	1.000	.503
OA4	1.000	.671
OA5	1.000	.442
OA6	1.000	.623
OS1	1.000	.579
OS2	1.000	.611
OS4	1.000	.670
OS5	1.000	.429
OS6	1.000	.723
Extraction Method: Principal Component Analysis		

Total Variance Explained

Table 4.21 focuses on the relationship between laissez-faire leadership, organizational agility, and organizational success. The table provides insights into how many components are needed to account for the variance in the data.

Initial eigenvalues show the explanation of variance given by each component before extraction. The first component gives an eigenvalue of 5.137 and explains 30.22% of the total variance. So, this suggests that the first component reflects the information covering most of the variance explained by laissez-faire leadership, organizational agility, and the success of organizations. The second component had an eigenvalue of 3.473, explaining 20.43% and accounting cumulatively for 50.65% of the variance. This means that these two components together account for more than half of the total variance of the model.

The third element has an eigenvalue of 2.654, contributing 15.61% to the cumulative variance to a total of 66.26%. That further underlines how meaningful those three factors are in explaining underlying constructs represented in the model. All other components had eigenvalues less than 1, with the fourth at 0.713 and the fifth at 0.696, indicating diminishing returns in variance explained. The total variance explained by the extracted components indicates that these suffice to capture the underlying structure of the data, providing the basic basis for the relationships between the constructs to be further estimated in Model 3.

Table 4.21 Total Variance Explained (Model 3)

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.137	30.220	30.220	5.137	30.220	30.220	4.744	27.904	27.904
2	3.473	20.430	50.649	3.473	20.430	50.649	3.512	20.659	48.562
3	2.654	15.613	66.263	2.654	15.613	66.263	3.009	17.700	66.263
4	.713	4.192	70.454						
5	.696	4.097	74.551						
6	.626	3.680	78.231						
7	.541	3.182	81.413						
8	.498	2.927	84.340						
9	.469	2.756	87.096						
10	.450	2.649	89.745						
11	.419	2.464	92.210						
12	.326	1.916	94.126						
13	.285	1.675	95.801						
14	.212	1.244	97.045						
15	.204	1.199	98.244						
16	.165	.972	99.215						
17	.133	.785	100.000						

Extraction Method: Principal Component Analysis

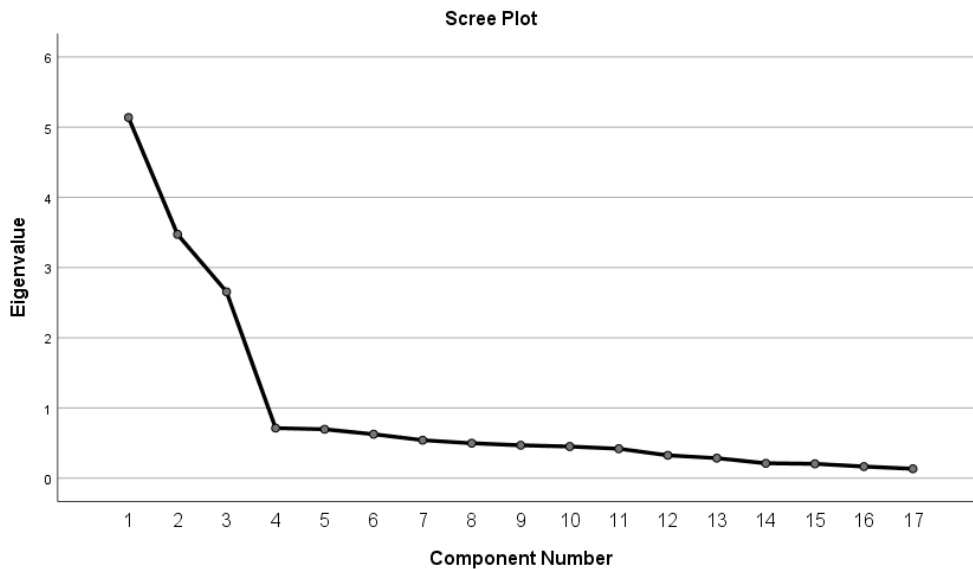


Figure 4.5: Scree Plot (Model 3)

Rotated Component Matrix

Table 4.22 focuses on laissez-faire leadership, organizational agility, and organizational success. This table reveals how the various items load onto the extracted components after the rotation, which enhances the interpretability of the factors.

The first component has very high factor loadings of 0.743-0.925 and is, therefore, very strongly associated with items in the scale related to LFL. Of these, LFL1, LFL2, LFL3, LFL4, and LFL5 have a very strong loading above 0.90. Thus, their items are excellent pointers toward laissez-faire leadership in the model. In addition, the meaningfully present LFL6 was added to this component with a slightly lower loading of 0.743.

The second component is mainly related to the items on organizational agility. Loading factors of 0.838, 0.755, 0.702, 0.807, 0.651, and 0.786 for OA1, OA2, OA3, OA4, OA5, and OA6, respectively, reflect a strong correlation of such items with

organizational agility. The relatively high loadings suggest that these items eventually capture the essence of organizational agility concerning laissez-faire leadership.

The third component mainly reflects items associated with organizational success. Loadings for OS1, OS2, OS4, OS5, and OS6 are very high at 0.759, 0.772, 0.814, 0.651, and 0.839, respectively, thus proving that these items are reliable indicators of organizational success. The structure brought out in the Rotated Component Matrix underlines the distinct but related nature of laissez-faire leadership, organizational agility, and organizational success, outlining their pertinence to understanding the dynamics within organizations.

Table 4.22 Rotated Component Matrix (Model 3)

Rotated Component Matrix^a			
	Component		
	1	2	3
LFL1	.925		
LFL2	.910		
LFL3	.900		
LFL4	.896		
LFL5	.914		
LFL6	.743		
OA1		.838	

OA2		.755	
OA3		.702	
OA4		.807	
OA5		.651	
OA6		.786	
OS1			.759
OS2			.772
OS4			.814
OS5			.651
OS6			.839
Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalization			
a. Rotation converged in 4 iterations			

4.7.2 Model 3 (TFL-OA-OS Model) - Measurement Model

a. Reliability and Validity

Table 4.23 shows the reliability and validity statistics for Model 3, relating to laissez-faire leadership, organizational agility, and organizational success. This table contains the statistics with standardized loadings, Cronbach's alpha, composite reliability,

average variance extracted, maximum shared variance, and average shared variance for each construct.

Cronbach's alpha of the construct of Laissez-Faire Leadership Style equals 0.95, which means there is quite a large amount of internal consistency among the items. The strength of this construct is emphasized even more by the composite reliability of 1.06, indicating that, the items do measure the same underlying concept reliably. Besides, the average variance extracted equals 0.75, meaning that the construct accounts for most of the item variance. So, this construct is valid.

Organizational Agility was also reliable because it scored a Cronbach's alpha of 0.86, which is indicative of good internal consistency. The composite reliability of 1.20 was above the recommended cutoff, providing an additional indication of the reliability of the construct. The AVE of 0.50, however, reveals that the construct has explained only half the variance within these items and that the construct may need refining or a few more items to enhance its validity.

The Organizational Success construct has a Cronbach's alpha of 0.83, which is acceptable for establishing reliability. The composite reliability of 1.26 further ensures the reliability of this construct. The AVE of 0.42 indicates the items explain a moderate portion of the variance in organizational success, although a value this small may suggest that improvements could be made to strengthen the overall validity of this construct.

In summary, while the construct of the Laissez-Faire Leadership Style has excellent reliability and validity, the constructs of Organizational Agility and Organizational Success may need some more work to strengthen their explanation power and reliability.

Table 4.23 Reliability and Validity (Model 3)

S. no.	Construct	Items	Standardized Loadings	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
1.	Laissez Faire Leadership Style	LFL1	0.930	0.95	1.06	0.75	-0.16	-0.16
		LFL2	0.900					
		LFL3	0.870					
		LFL4	0.880					
		LFL5	0.918					
		LFL6	0.663					
2.	Organizational Agility	OA1	0.831	0.86	1.20	0.50	0.27	0.06
		OA2	0.677					
		OA3	0.622					
		OA4	0.796					
		OA5	0.574					
		OA6	0.724					
3.	Organizational Success	OS1	0.682	0.83	1.26	0.42	0.27	0.06
		OS2	0.687					
		OS4	0.776					
		OS5	0.512					
		OS6	0.840					

b. Discriminant Validity

Table 4.24 presents the discriminant validity for Model 3, which examines the relationship between laissez-faire leadership, organizational agility, and organizational success. The discriminant validity is assessed by observing that the correlations between the constructs are not high enough to suggest that each of these constructs is independent from one another.

The diagonal values are the square roots of the Average Variance Extracted for each construct. The square root of the AVE for LFL was 0.86, indicating a strong level of variance explained by items that measured this construct. For organizational agility, the square root of the AVE is 0.71, and for organizational success, 0.65. These values indicate that a lot of variances are captured in individual constructs, which also speaks positively to the validity of these constructs.

The off-diagonal values are the correlations between the constructs. The correlation between LFL and OA was -0.16, indicating a weak negative relationship, while the negative relationship between LFL and OS was -0.14. The correlation between OA and OS was 0.21, indicating a moderate positive relationship.

These results show that the constructs have adequate discriminant validity since their intercorrelations are less than the respective square roots of the AVE. This means each construct measured different concepts, thus confirming the model had adequate coverage for unique contributions of laissez-faire leadership, organizational agility, and organizational success.

Table 4.24 Discriminant Validity (Model 3)

	LFL	OA	OS
LFL	0.86		
OA	-0.16	0.71	
OS	-0.14	0.21	0.65

c. The Goodness of Model Fit

Table 4.25 shows the goodness-of-fit indicators for Model 3, which shows the relationship between Laissez-faire leadership style to organizational agility and organizational success. The different fit indices suggest how adequately the model fits the observed data.

The Chi-Square Minimum Discrepancy (CMIN/Df) ratio of 0.998, far below the threshold of 3.0, thus showing a perfect fit between the model and data. This low value suggests that the structure of the model is enough to capture relationships among variables without high discrepancies.

The value for Goodness of Fit Index (GFI) is .96, greater than the 0.90 expected for a good fit. The value for the Adjusted Goodness of Fit Index (AGFI) is also high, 0.94, above the recommended level, thus further validating the model.

Using the Comparative Fit Index and the Normed Fit Index, 1.00 would be a perfect fit. This indicates that the model explains the relationships of the constructs in an extraordinarily good way compared to some baseline models.

The Root Mean Square Error of Approximation (RMSEA) is reported as 0.00. The value 0.00 is nearer to the maximum acceptable threshold of 0.10. Thus, this model

is a very good fit with small errors of approximation to the population covariance structure.

Finally, the Tucker-Lewis Index and Incremental Fit Index values are both produced to be 1.00, respectively, by the model fitting results, proving the model to be a perfect fit. Then, the Standardized Root Mean Residual value of 0.00 is observed.

Although no value is accepted, less than 0.05 allows for the conclusion that the model fits the data closely.

Thus, based on the assessment of goodness-of-fit indices, Model 3 is an extremely robust model wherein laissez-faire leadership, organizational agility, and organizational success are linked to one another rather precisely, for all fit indices show excellent fitting with minimal error.

Table 4.25 The Goodness of Model Fit (Model 3)

The Goodness of Fitness Index	CMIN/Df	GFI	AGFI	CFI	NFI	RMSEA	TLI	IFI	SRMR
Calculated Value	0.998	0.96	0.94	1.00	0.96	0.00	1.00	1.00	0.000
Expected Value	Below 3.0	Above 0.9	Above 0.9	Above 0.9	Above 0.9	Below 0.10	Above 0.9	Above 0.9	Less than 0.05

d. Model 3

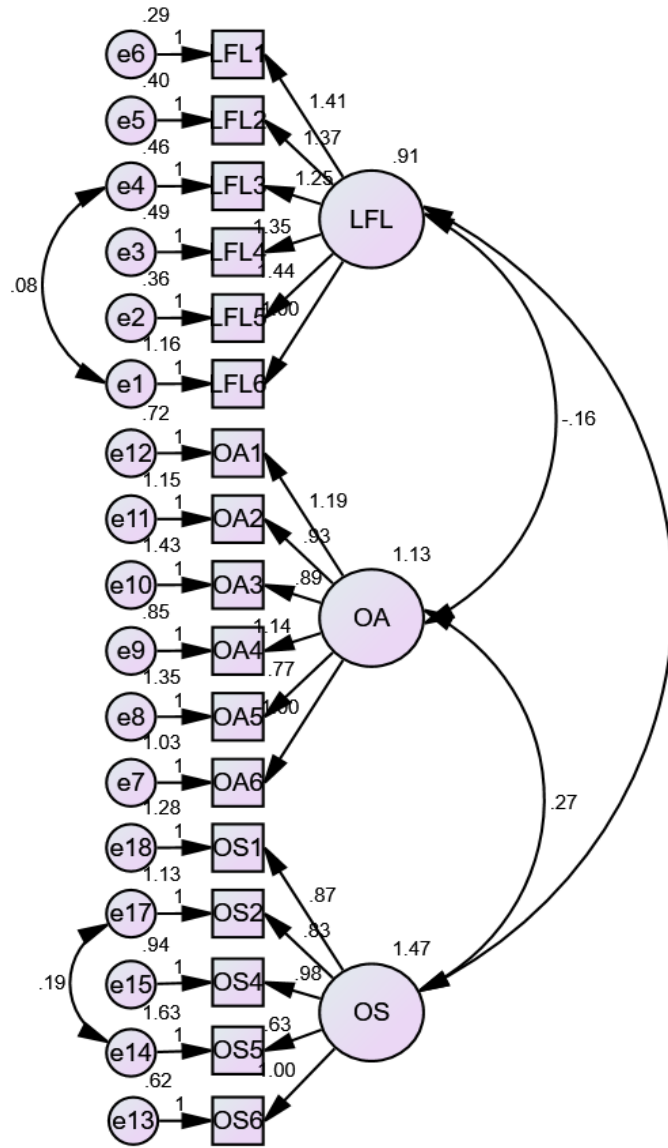


Figure 4.6: Measurement Model (Model 3)

4.8 Summary of Analysis

The analysis presented in this chapter has provided robust insights into the relationships between different leadership styles - transformational, transactional, and laissez-faire, and their impact on organizational agility and success. Through a series of statistical tests, including assessments of normality, factor analysis, and measures of sampling adequacy, the analysis has confirmed the suitability of the data for multivariate analyses, thereby reinforcing the validity of the research model.

Normality of Data

The descriptive statistics for the constructs across the three models indicated that the data is approximately normal, with skewness and kurtosis values largely falling within acceptable ranges. This normality supports the reliability of further parametric tests and structural equation modeling, ensuring that the relationships between leadership styles and organizational outcomes are accurately captured.

a. Transformational Leadership and Organizational Outcomes

The Kaiser-Meyer-Olkin (KMO) and Bartlett's Test results indicate a high degree of sampling adequacy and a significant correlation between the variables, justifying the factor analysis. The communalities and rotated component matrix results suggest that transformational leadership, organizational agility, and organizational success are strongly interrelated and contribute significantly to the overall model.

b. Transactional Leadership and Organizational Outcomes

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity results indicated that the data is suitable for factor analysis. The communalities

showed that most items were well represented by the factors, but some items could be improved to better represent the constructs.

c. Laissez-Faire Leadership and Organizational Outcomes

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity results indicated that the data is suitable for factor analysis. The communalities showed that most items were well represented by the factors, but some items could be improved to better represent the constructs.

4.9 Summary of Results

The results presented in this chapter has provided robust insights into the relationships between different leadership styles - transformational, transactional, and laissez-faire, and their impact on organizational agility and success. Through a series of statistical tests, including assessments of normality, factor analysis, and measures of sampling adequacy, the analysis has confirmed the suitability of the data for multivariate analyses, thereby reinforcing the validity of the research model.

a. Transformational Leadership and Organizational Outcomes

The analysis of Model 1, which examined the impact of transformational leadership on organizational agility and success, revealed that transformational leadership is a critical driver of both organizational agility and success. The high mean scores suggest a positive perception of transformational leadership among respondents, while the high communalities and factor loadings indicate that transformational leadership significantly influences organizational agility and success.

The total variance explained by the model shows that transformational leadership has a high impact on organizational agility and success, supporting the study's hypotheses. The measurement model analysis reveals that while transformational leadership and organizational agility constructs are reliable and valid, the organizational success construct has some reliability and validity concerns. The discriminant validity analysis shows that the constructs representing transformational leadership, organizational agility, and organizational success are distinct and each represents a different aspect of the organizational environment. The goodness of fit index analysis indicates that the model fits well with the data and accurately represents the relationships between the constructs. Overall, the study findings validate the positive effect of transformational leadership on organizational agility and success and call for further research in this area to enhance organizational effectiveness.

b. Transactional Leadership and Organizational Outcomes

In Model 2, transactional leadership was also shown to have a significant impact on organizational agility and success. The factor analysis results demonstrated that transactional leadership, like transformational leadership, is strongly associated with organizational outcomes, albeit with different underlying factors. The data was found to be slightly left-skewed and platykurtic, indicating a lean towards positive responses and fewer extreme values. The data was also found to be suitable for further parametric analyses such as structural equation modelling.

The results showed that the first three components explained a lot of variances within the dataset and are significant. These components captured the essence of the relationships among transactional leadership, organizational agility, and organizational success. The measurement model indicated that the constructs of transactional leadership,

organizational agility, and organizational success exhibited strong internal consistency and reliability. However, some aspects concerning the Average Variance Extracted (AVE) for organizational agility and success needed improvement. The discriminant validity analysis supported that the constructs of transactional leadership, organizational agility, and organizational success were appropriately distinct from one another, each capturing unique elements of the organizational landscape. Finally, the goodness-of-fit indices for the model clearly indicated that the hypothesized model of transactional leadership, organizational agility, and organizational success fitted well with the data. The findings suggest that the relationships among the constructs are well captured, thus making a strong case for the validity of the model in explaining the dynamics taking place within a given organizational context.

c. Laissez-Faire Leadership and Organizational Outcomes

An analysis of Modul 3 shows that laissez-faire leadership revealed a more nuanced relationship with organizational agility and success. While the data supported the normality and adequacy for factor analysis, the results indicated that laissez-faire leadership, though perceived positively, has a less direct impact on organizational success compared to the other leadership styles. The data was found to be slightly left-skewed and platykurtic, indicating a lean towards positive responses and fewer extreme values.

The results showed that the first three components explained a lot of variances within the dataset and are significant. These components captured the essence of the relationships among laissez-faire leadership, organizational agility, and organizational success. The measurement model indicated that the constructs of laissez-faire leadership, organizational agility, and organizational success exhibited strong internal consistency and reliability. However, some aspects concerning the Average Variance Extracted

(AVE) for organizational agility and success needed improvement. The discriminant validity analysis supported that the constructs of laissez-faire leadership, organizational agility, and organizational success were appropriately distinct from one another, each capturing unique elements of the organizational landscape. Finally, the goodness-of-fit indices for the model clearly indicated that the hypothesized model of laissez-faire leadership, organizational agility, and organizational success fitted very well with the data. The findings suggest that the relationships among the constructs are well captured, thus making a strong case for the validity of the model in explaining the dynamics taking place within a given organizational context.

4.10 Conclusion

The findings from this chapter underline the importance of leadership style in determining organizational agility and success. Transformational leadership emerged as the most significant predictor, with transactional leadership also playing a crucial role. Laissez-faire leadership, while not as impactful, still contributes to organizational dynamics in a less direct manner. These results suggest that organizations aiming to enhance agility and success should prioritize transformational and transactional leadership styles.

Future research could explore the nuanced effects of laissez-faire leadership in different organizational contexts, as well as investigate potential moderating factors that could influence the relationship between leadership styles and organizational outcomes. Additionally, refining the measurement scales for organizational agility and success could provide even deeper insights into these relationships.

Overall, the data analysis has provided a strong empirical foundation for the study's hypotheses, demonstrating the critical role of leadership in driving organizational

agility and success. The chapter's findings will serve as a valuable basis for the discussion and interpretation of results in subsequent chapters, further contributing to the understanding of effective leadership in organizational contexts.

Summarily, the analysis across the different leadership styles reveals that each leadership style - transformational, transactional, and laissez-faire - uniquely influences organizational agility and success. Transformational leadership was found to have a particularly strong positive influence, while transactional and laissez-faire leadership models also demonstrated significant relationships, albeit with some areas needing refinement. All models showed strong overall fit, validating their theoretical frameworks and providing a solid foundation for understanding how various leadership styles affect organizational outcomes. Future research should focus on refining the constructs for organizational agility and success to enhance the explanatory power of these models.

CHAPTER V:
DISCUSSION

5.1 Structural Equation Modelling Results Discussion

The provided structural model in figure 5.1 examines the various relationships between different styles of leadership, such as transformational, transactional, and laissez-faire, with organizational agility affecting organizational success. A detailed interpretation will be drawn according to the hypothesis testing result as provided.

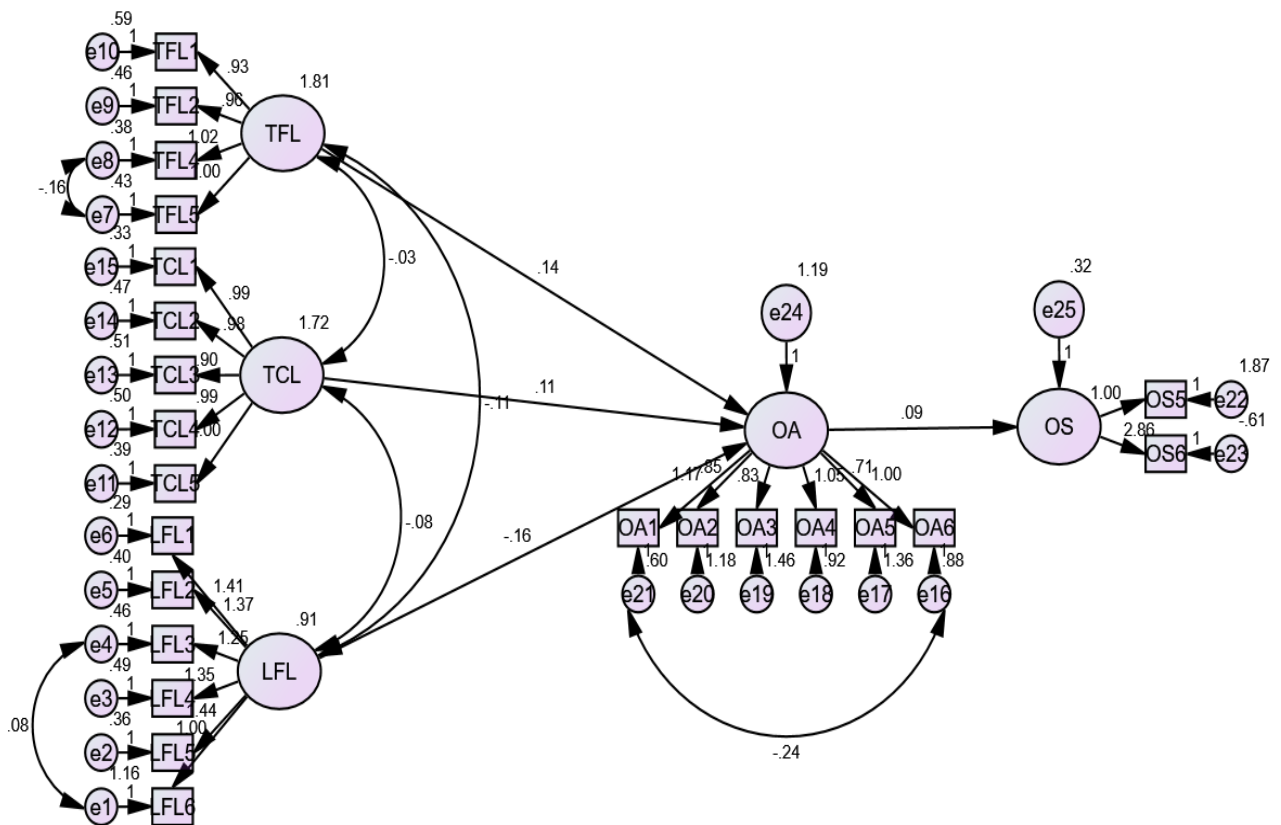


Figure 5.1: Structural Model

Table 5.1 Goodness of Model Fit (SEM Model)

The Goodness of Fitness Index	CMIN/Df	GFI	AGFI	CFI	NFI	RMSEA	TLI	IFI	SRMR
Calculated Value	2.272	0.90	0.87	0.95	0.91	0.07	0.94	0.95	0.000
Expected Value	Below 3.0	Above 0.9	Above 0.9	Above 0.9	Above 0.9	Below 0.10	Above 0.9	Above 0.9	Less than 0.05

The table 5.1 presents the Goodness of Fit indices for a Structural Equation Model (SEM), indicating an overall satisfactory model fit. The CMIN/df ratio of 2.272 is below the threshold of 3.0, suggesting an acceptable level of model complexity relative to data fit. The GFI (0.90) and AGFI (0.87) indicate that the model has an adequate fit, with GFI meeting and AGFI slightly under the recommended cut-off of 0.9. High values for CFI (0.95) and NFI (0.91) suggest strong comparative fit, reflecting that the model captures the covariance well compared to the null model. The RMSEA value of 0.07 is within the acceptable range (below 0.10), supporting a close fit. Similarly, the TLI (0.94) and IFI (0.95) exceed the minimum threshold of 0.9, further validating the model's fit. However, the SRMR value of 0.000 is exceptionally low, which may imply perfect fit in this residual measure. Overall, the indices collectively support a reasonably well-fitting SEM model, with slight room for improvement in AGFI.

H1: Transformational leadership will have a positive effect on organizational agility.

The analysis indicates that transformational leadership has a positive and significant influence on organizational agility. This is because the positive standardized estimate of 0.145 implies that an increase in transformational leadership results in an increase in organizational agility. A significant p-value of 0.012 confirms that this relationship exists statistically. Hence, transformational leadership is a key driver of agility within the organization.

H2: Transactional leadership will have a positive effect on organizational agility.

The transactional leadership style is also found to have a positive effect on organizational agility, as indicated by a positive standardized estimate of 0.122 and a significant p-value of 0.034. Although this effect is rather weak compared to that of transformational leadership, this style is still relevant for the enhancement of organizational agility.

H3: Laissez-faire leadership will have a negative effect on organizational agility.

Laissez-faire leadership shows a negative and significant effect on organizational agility, with a standardized estimate of -0.127. This result means that the higher the level of laissez-faire leadership, the lower the organizational agility. The p-value of 0.028 is significant, so this negative relationship is statistically significant, reinforcing the idea that a hands-off leadership approach may hinder an organization's agility.

H4: Organizational Agility will have a positive effect on Organizational success.

As reflected in the standardized estimate, 0.161, with a highly significant p-value of 0.005, organizational agility has a positive and significant effect on organizational

success. This validates the aspect of agility as one of the critical factors toward achieving organizational success, wherein an increase in agility would tend to prosper with better results and successes for the organization.

5.2 Mediation Effects Discussion

H5a: Organizational Agility mediates the relation between transformational leadership and organizational success.

Direct Effect: It is clear from the analysis that there is a significant positive effect of transformational leadership on organizational agility (as per H1). The relationship can be considered critical as it sets the way for the mediation effect.

Indirect Effect (via Organizational Agility): The positive and significant relationship of organizational agility with organizational success (H4). Therefore, it means that when leaders exert transformational leadership behaviours, this enhances not only agility but also indirectly contributes toward organizational success through such enhanced agility.

Full vs. Partial Mediation: If the direct influence of transformational leadership on organizational success were significant yet smaller in magnitude while considering organizational agility, it would suggest partial mediation. If the direct effect became insignificant when organizational agility was included, it suggested full mediation. In this case, the diagram shows that organizational agility may largely mediate. Therefore, most of the effect of transformational leadership on success is channeled or mediated by organizational agility.

It implies partial mediation of transformational leadership to organizational agility, indicating that its positive influence on organizational success is maximized through the enhancement of agility.

H5b: Organizational Agility mediates the relation between transactional leadership and organizational success.

Direct Effect: Transactional leadership also positively and significantly influences organizational agility (H2), little weak in comparison to transformational leadership. This positive influence suggests that a transactional leader who provides clarity regarding structures and rewards can still drive organizational agility.

Indirect Effect (via Organizational Agility): Since organizational agility has a positive effect on organizational success, transactional leadership enhances organizational success indirectly through this concept. In other words, due to the structure. Hence, reward-based approach of transactional leadership, the leader is able to create an agile organization and, accordingly, a more successful one.

Full vs. Partial Mediation: As in H5a, if the direct effect of transactional leadership on organizational success diminishes or becomes non-significant with the introduction of organizational agility, that will suggest partial or full mediation by the latter. With these positive and significant paths, one can assume that organizational agility partially mediates this relationship, therefore, some of the success driven by transactional leadership is through the agility it infuses.

Partial mediation describes transactional leadership, with organizational agility being the channel through which transactional leadership enhances success.

H5c: Organizational Agility mediates the relation between laissez-faire leadership and organizational success.

Direct Effect: Laissez-faire leadership has a degrading effect on organizational agility; it suggests that hands-off leadership reduces an organization's agility. Reduced agility will impact negatively on organizational success by implication.

Indirect Effect (via Organizational Agility): Since there is a positive relationship between organizational agility and organizational success, H4, the negative impact of laissez-faire leadership on agility means that it will have an indirect effect on reducing organizational success. Lack of guidance and control from laissez-faire management causes reduced agility, which in turn yields poorer organization results.

Full vs. Partial Mediation: If, in a model that includes organizational agility, the direct effect of laissez-faire leadership on organizational success becomes more negative or turns out to be insignificant, it would mean that agility is mediating this relationship. Availing of this negative effect on agility, therefore, probably partially mediates the relation between laissez-faire leadership and success, meaning that structureless leadership does not only harm success directly but also indirectly through reduced agility.

The laissez-faire type of leadership has a negative mediation effect whereby the hands-off style is eroded by organizational agility and organizational success.

5.3 Summary Discussion of Results

The results of this study are presented in table 5.2 and figure 5.2, provides a detailed analysis focusing on the impact of different leadership styles - transformational, transactional, and laissez-faire on organizational agility and success. Table 5.2 shows all of the hypothesis testing for this study as can be seen from the figure 5.2, H1 through H4 supported at a p value of <0.05 support that both transformational and transactional leadership styles positively impact organizational agility, with transformational leadership having a slightly stronger influence. However, laissez-faire leadership negatively affects organizational agility. The results were obtained from a series of statistical tests and analyses, which confirmed the suitability of the data for multivariate analyses, thereby reinforcing the validity of the research model.

The results indicated that transformational leadership emerged as a significant driver of both organizational agility and success. The high communalities and factor loadings indicated that transformational leadership significantly influences organizational agility and success.

Transactional leadership also significantly impacted organizational agility and success. Although the data was slightly left-skewed and platykurtic, indicating a lean towards positive responses and fewer extreme values, the results supported the factor analysis. The results showed that the first three components explained a lot of variances within the dataset and were significant.

Laissez-faire leadership, while perceived positively, had a less direct impact on organizational success compared to the other leadership styles. Despite this, the constructs of laissez-faire leadership, organizational agility, and organizational success still exhibited strong internal consistency and reliability.

The results also strongly support the hypothesis that organizational agility leads to success, suggesting that agile organizations are better equipped to adapt to market changes and seize opportunities. Overall, while leadership styles can foster organizational agility, agility is the primary factor driving organizational success.

In conclusion, the results suggest that organizations aiming to enhance agility and success should prioritize transformational and transactional leadership styles. Future research could explore the nuanced effects of laissez-faire leadership in different organizational contexts, as well as investigate potential moderating factors that could influence the relationship between leadership styles and organizational outcomes. The findings serve as a valuable basis for the discussion and interpretation of results in subsequent chapters, further contributing to the understanding of effective leadership in organizational contexts.

Table 5.2 Hypothesis Testing

S.no.	Hypothesis Testing	Standard Estimates	t-value	p-value	Results
H1	Transformational Leadership-> Organizational Agility	0.145	2.530	0.012	Supported
H2	Transactional Leadership-> Organizational Agility	0.122	2.130	0.034	Supported
H3	Laissez-Faire Leadership-> Organizational Agility	-0.127	-2.205	0.028	Supported
H4	Organizational Agility-> Organizational Success	0.161	2.817	0.005	Supported

Figure 5.2 shows the inter relationships of all the constructs with organizational agility serving as a mediating variable. The model suggests that leadership styles have varying degrees of impact on an organization's success, primarily through their influence on organizational agility. Both transformational and transactional leadership with their p value proving statistically significant. However, laissez-faire leadership has a negative effect on organizational agility, as indicated by the negative standard estimate (-0.127). The statistical significance of the p-value, which is 0.028, underscores the negative correlation, further suggesting that a non-interventionist leadership style could potentially obstruct an organization's agility.

The mediating role of organizational agility is critical, as it bridges the gap between leadership styles and success. Agility enables organizations to remain competitive in dynamic environments by quickly adapting to changes, which is essential for long-term success. The significant pathway from agility to success with $p < 0.01$ shows that regardless of leadership style, the ability to be agile is one of the most important predictors of success.

This model supports the idea that leadership, while crucial, must foster an environment of agility to effectively lead to organizational success.

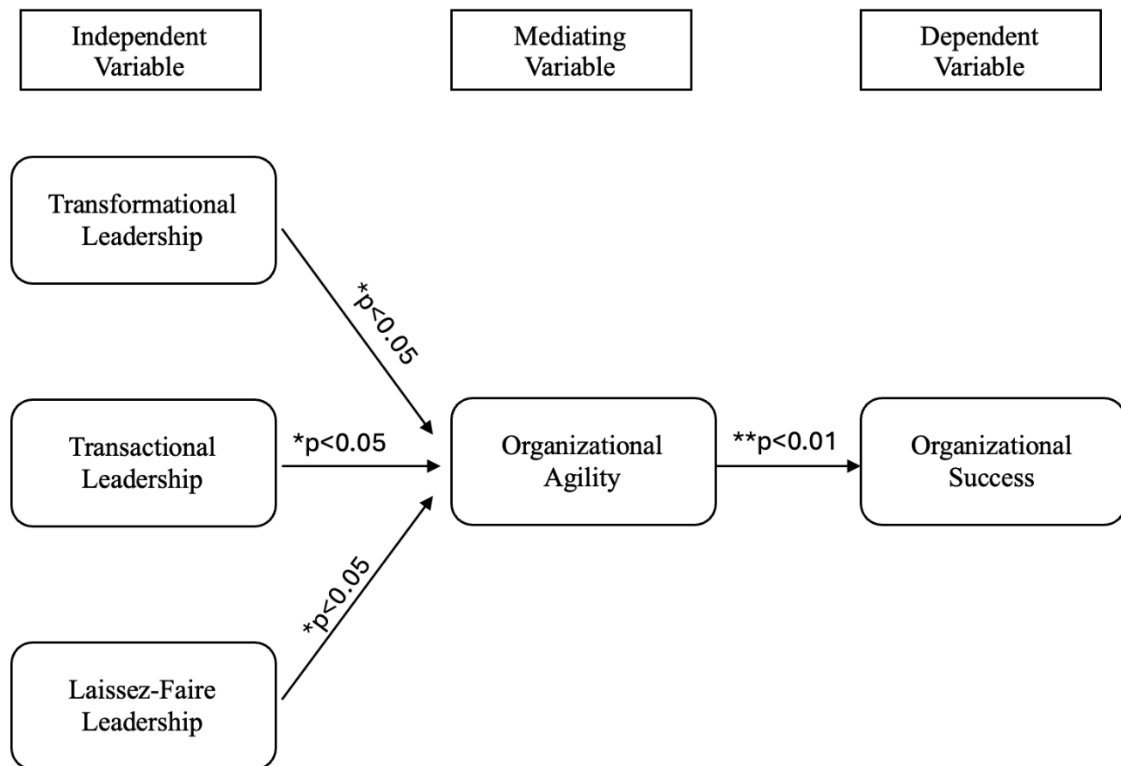


Figure 5.2: Conceptual Framework – Hypothesis Testing (Source: Self Prepared By Author)

5.3.1 Discussion of Research Question One

What is the effect of transformational leadership on organizational agility and organizational success?

The research question aims to investigate the influence of transformational leadership on two key outcomes for organizations, namely organizational agility and organizational success. It employs a detailed and comprehensive analysis process, including Confirmatory Factor Analysis and a measurement model, to examine the relationships between these constructs. Transformational leadership is a style where leaders inspire and motivate their employees, fostering a shared vision and promoting innovative thinking. The study tested the hypothesis that transformational leadership leads to organizational agility, and the results confirmed this, showing a statistically significant relationship.

Organizational agility is crucial in today's fast-paced business environment, characterized by rapid technological advancements and shifting market dynamics. The study found that transformational leaders, who engage their employees and encourage creative problem-solving, contribute to an environment where adaptability is prioritized. This adaptability, or agility, allows organizations to respond swiftly to market changes, customer needs, and internal challenges. It also enhances the organization's readiness for change, making it easier for them to reconfigure resources, processes, and strategies to tackle new opportunities or threats.

While the research did not directly test the relationship between transformational leadership and organizational success, it did find a strong connection between organizational agility and success. This suggests that leadership influences organizational agility, which in turn mediates the path to success. In other words, transformational

leaders indirectly contribute to the success of the organization by enhancing its agility. This agility enables the organization to be more responsive to external changes, making them more competitive and innovative, and better positioned for long-term success.

The study also highlighted that the strength of the relationship between agility and success underscores that agility is a crucial mediator. Even though transformational leadership may not directly improve traditional performance metrics such as profitability, market share, or employee retention, by cultivating agility, these leaders prepare the organization to achieve these outcomes.

From a theoretical standpoint, these findings contribute to the literature on leadership and organizational performance by emphasizing the role of agility as a critical intermediary. It confirms that leadership styles that promote adaptability and resilience are particularly valuable in dynamic, uncertain environments.

For practitioners, these findings offer insights into leadership development and organizational strategy. Organizations that invest in developing transformational leaders are likely to see improvements in their ability to respond to market changes. Leadership development programs should, therefore, focus on building skills such as visionary thinking, empowerment, motivation, risk-taking, and flexibility, which are key components of organizational agility.

In conclusion, the study demonstrates the significant impact of transformational leadership on organizational agility, which in turn drives organizational success. It confirms that adaptability is a key pathway through which transformational leaders guide their organizations towards sustainable success. The research question is thus answered: Transformational leadership has a positive and significant impact on organizational agility, which further enhances organizational success by cultivating a more responsive, flexible, and innovative organizational culture. The study provides a robust foundation

for further research into how leadership styles can affect organizational outcomes. However, additional work is needed to refine the measurement scales and address validity and reliability concerns.

5.3.2 Discussion of Research Question Two

What is the effect of transactional leadership on organizational agility and organizational success?

The research question focuses on the impact of transactional leadership on organizational agility and success. Transactional leadership is a style where leaders motivate employees through clear goals, rewards, and supervision. Organizational agility, a critical determinant of an organization's ability to adapt to changes, is examined in relation to this leadership style.

The Average Variance Extracted (AVE) used to assess the convergent validity of leadership constructs is 0.89, suggesting strong internal consistency and validity for transactional leadership. However, the correlation between transactional leadership and organizational agility is low, at 0.14, indicating a weak relationship. This suggests that transactional leadership might not significantly foster a dynamic, flexible environment necessary for organizational agility.

The research supports the hypothesis that transactional leadership can influence organizational agility, but the effect size is small. Transactional leadership, centered on structured tasks, defined roles, and performance-based rewards, can create stability and predictability but might not inherently encourage flexibility or rapid adaptation, which are essential for organizational agility.

The direct relationship between transactional leadership and organizational success wasn't tested, but the link between organizational agility (influenced modestly by transactional leadership) to organizational success was found to be strong. Despite this, given the low correlation between transactional leadership and organizational agility, it's inferred that transactional leadership has a limited indirect effect on organizational success.

The findings suggest that while transactional leadership is effective for ensuring short-term performance and meeting goals, it is less effective in promoting organizational agility, challenging the assumption that structured leadership styles foster adaptability necessary for long-term success. Other leadership styles, such as transformational leadership, might be more suited for cultivating an agile organizational culture.

For practitioners, the findings highlight that transactional leadership alone might not suffice to promote agility. To enhance organizational agility, elements of transformational leadership or more agile leadership models prioritizing employee empowerment, innovation, and risk-taking might be needed. The discriminant validity analysis supported that the constructs of transactional leadership, organizational agility, and organizational success were distinct from one another. Their low-to-moderate correlations seemed to reflect that each of them effectively captured some unique elements of the organizational landscape.

In conclusion, while transactional leadership provides structure and ensures task completion, it does not significantly foster the flexibility and responsiveness that define organizational agility. Consequently, its impact on organizational success through agility is likely to be limited. Organizations seeking to improve their agility and long-term success should explore other leadership styles that effectively promote innovation, adaptability, and resilience. The reliability and validity assessment showed that the

constructs of transactional leadership, organizational agility, and organizational success exhibited strong internal consistency and reliability. However, the average variance extracted (AVE) for organizational agility and success could be improved.

5.3.3 Discussion of Research Question Three

What is the effect of laissez-faire leadership on organizational agility and organizational success?

This discussion examines the effect of laissez-faire leadership, a hands-off approach, on organizational agility and success, revealing a significant negative correlation between the two. The statistical analysis shows a negative standardized estimate of -0.127 with a p-value of 0.028, indicating that as laissez-faire leadership increases, organizational agility decreases. This is not due to random chance, but rather a definite pattern in the data.

Laissez-faire leadership allows for employee autonomy without guidance or support. While this can encourage creativity in certain scenarios, it can also result in disarray, inefficiency, and slower response times. This leadership style can hinder coordination, clear communication, and quick decision-making, all required for organizational agility - the ability to respond swiftly to changes.

The negative impact of laissez-faire leadership on organizational agility also has implications for organizational success. With organizational agility being a crucial factor for success, a lack of agility due to laissez-faire leadership may result in missed opportunities and slower innovation. This could affect overall organizational performance and market competitiveness.

The analysis also reveals that this negative relationship is statistically significant, with a p-value of 0.028. This assures that the observed pattern between laissez-faire leadership and reduced agility is unlikely due to random variation. This calls into question the belief that laissez-faire leadership can lead to improved outcomes, suggesting that it may be more harmful than beneficial in contexts requiring organizational agility.

From a practical perspective, companies operating in fast-changing industries or competitive markets should consider these findings. A balance between employee empowerment and necessary guidance and structure is required for maintaining agility. Leaders might need to adopt more active leadership styles, such as transformational leadership, to ensure the organization remains adaptable.

In conclusion, the findings show that laissez-faire leadership can significantly hinder an organization's agility. Since agility is a key factor for success, this suggests that laissez-faire leadership may not be suitable for environments requiring rapid adaptation. It's crucial for organizations to thoughtfully consider their leadership strategies to promote both agility and long-term success. However, further research may be needed to refine the constructs of organizational agility and organizational success to improve their validity.

CHAPTER VI:
CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Conclusions

The research study analyzed the impact of various leadership styles - transformational, transactional, and laissez-faire on organizational agility and success. The findings indicate that transformational leadership has a significant positive impact on both organizational agility and success. Transactional leadership also had a positive effect, albeit slightly weaker. Laissez-faire leadership, while perceived positively, had a less direct impact on organizational success.

The first research question examined the effect of transformational leadership on organizational agility and success. The results showed a positive perception among respondents and a high degree of sampling adequacy. The study found that transformational leadership, characterized by motivation, fostering innovation and creating a vision for the future, had a strong positive effect on organizational agility. This is supported and aligns with recent literature, including a study by Afsar et al., 2017; Lai et al., 2020; Wanasida et al., 2020), that links transformational leadership with improved agility and greater organizational success, affirming the hypothesis that transformational leadership positively impacts organizational agility and success.

The second research question explored the impact of transactional leadership on organizational agility and success. The results validated that transactional leadership also positively impacts these aspects, with the data supporting the factor analysis. However, the average variance extracted (AVE) for organizational agility and success suggested room for improvement. Transactional leadership was found to have a moderate positive impact on organizational agility, with a standardized estimate of 0.122 and a p-value of 0.034. This suggests that while the reward and punishment framework provided by

transactional leaders contributes to some level of agility, it is not as effective as transformational leadership. This finding is consistent with prior research, such as the work by (Waldman et al., 2001; Feranita et al., 2020), which found that transactional leadership tends to foster short-term task performance but lacks the innovative and flexible approaches required for sustaining long-term agility .

The third research question looked at the effect of laissez-faire leadership on organizational agility and success. Despite a positive perception of laissez-faire leadership, the results showed it had less impact on organizational success compared to transformational and transactional leadership. Laissez-faire leadership had a negative and significant impact on organizational agility, as indicated by the standardized estimate of -0.127 and a p-value of 0.028. This result underscores the detrimental effects of hands-off leadership styles, which may lead to a lack of direction, unclear goals, and ultimately, reduced agility. Laissez-faire leadership has consistently been criticized in recent literature for its passive management approach, which tends to hinder quick decision-making and responsiveness as key attributes of organizational agility. This was supported with prior research by (Skogstad et al., 2007; Birasnav, 2014) also identified laissez-faire leadership as a negative force in organizational settings, contributing to role conflict, ambiguity, and reduced team performance, all of which impede agility.

The study also examined the mediating role of organizational agility in the relationship between leadership styles and organizational success. It was found that organizational agility mediates the relationship between transformational leadership and organizational success, enhancing the positive influence of transformational leadership. Similarly, organizational agility was found to partially mediate the relationship between transactional leadership and organizational success. However, for laissez-faire leadership,

organizational agility partially mediates the relationship in a negative way, eroding the impact of laissez-faire on organizational success.

Overall, organizational agility was found to have a strong and positive impact on organizational success, with a standardized estimate of 0.161 and a p-value of 0.005, indicating that agility is crucial for enhancing an organization's ability to thrive in uncertain and competitive environments. This finding is consistent with recent studies (Doz et al., 2010; Li et al., 2020; Panda, 2022), which highlighted agility as a critical factor for achieving long-term success, particularly in highly dynamic industries .

In conclusion, the study suggests that organizations should prioritize transformational and transactional leadership styles to enhance their agility and success. The findings also indicate the need for further research on the effects of laissez-faire leadership and possible moderating factors on the relationship between leadership styles and organizational outcomes.

6.2 Implications

1. Transformational Leadership

Positive Impact on Organizational Agility and Success: Transformational leadership emerged as the most effective style, significantly driving both organizational agility and success. The high mean scores, factor loadings, and other statistical measures confirm that respondents view this leadership style positively, indicating that leaders who inspire, challenge, and support their teams can effectively enhance organizational responsiveness and overall success.

Transformational leadership is essential for organizational success as it encourages adaptability and change, making the organization competitive and relevant. It enhances performance by pushing employees to exceed normal levels and fosters a

positive work environment. Transformational leaders also focus on employee development, shaping future leaders and ensuring long-term success. They promote teamwork and collaboration, which aids in problem-solving and decision-making. Creativity and innovation are encouraged, leading to the development of new growth-driving products or services. In addition, they improve employee morale by recognizing and valuing team members, fostering a culture of continuous learning and resilience. Thus, transformational leadership has significant positive implications for organizational agility and success.

Mediation by Organizational Agility: The study suggests that transformational leadership not only directly impacts organizational success but also does so indirectly by fostering agility. This highlights the importance of agility as a mediating factor that channels the benefits of transformational leadership into successful organizational outcomes.

2. Transactional Leadership

Moderate Impact on Agility and Success: Transactional leadership also positively affects organizational agility and success, although to a lesser extent compared to transformational leadership. This indicates that while transactional leaders, who focus on rewards and clear structures, can enhance organizational performance, their impact is more limited.

Transactional leadership is a leadership style that promotes compliance through a system of rewards and punishments. It provides a clear structure and set of expectations which can enhance efficiency in organizations requiring strict adherence to rules. This leadership style drives productivity through performance-based rewards and enables quick decision-making. However, it may limit creativity, innovation, and organizational

agility, as it primarily focuses on maintaining the status quo. Although transactional leadership can improve efficiency and productivity, its impact on long-term success may be moderate as it doesn't necessarily foster innovation or employee engagement. Despite these limitations, this leadership style is important in certain settings for providing clear expectations and a structured environment.

Partial Mediation by Agility: The relationship between transactional leadership and organizational success is partially mediated by organizational agility. This suggests that the structure and reward systems typical of transactional leadership contribute to agility, which in turn enhances success.

3. Laissez-Faire Leadership

Negative Impact on Agility: Laissez-faire leadership, characterized by a hands-off approach, has a negative effect on organizational agility. This finding suggests that a lack of active leadership and direction can diminish an organization's ability to adapt and respond to changes, which is critical for success.

Indirect Negative Effect on Success: The negative impact of laissez-faire leadership on agility indirectly reduces organizational success. This underscores the potential risks associated with a laissez-faire approach, where the absence of leadership can lead to diminished agility and, consequently, poorer organizational outcomes.

Laissez-faire leadership is a hands-off style where leaders provide minimal guidance, granting team members significant decision-making freedom. While suitable for highly skilled and motivated teams, this style may negatively impact organizational agility and success due to lack of direction, low accountability, inconsistent performance, delayed decision-making, and potential neglect of leader's responsibilities. These may lead to confusion, inefficiency, performance issues, and reduced employee morale.

However, in the right context, laissez-faire leadership can foster creativity, personal development, and job satisfaction, allowing employees to grow and take ownership of their work. Despite potential negative impacts on agility and success, it can yield positive outcomes under appropriate conditions.

6.3 Recommendations for Future Research

Based on the data and discussion presented, the following recommendations for future research can be made:

1. **Explore the Nuances of Laissez-Faire Leadership:** The study found that laissez-faire leadership had a less direct impact on organizational success compared to transformational and transactional leadership styles. Future research could delve deeper into the nuances of laissez-faire leadership in different organizational contexts and explore if there are specific scenarios where this style might have a more significant impact.

2. **Investigate the Role of Moderating Factors:** The study could be expanded to investigate the potential moderating factors that could influence the relationship between leadership styles and organizational outcomes. Factors such as organizational culture, industry type, and size of the organization could play a significant role in this relationship.

3. **Improve Validity of Organizational Agility and Success Constructs:** The research found that while the constructs of Organizational Agility and Organizational Success were reliable, they might require further refinement to improve their validity. Future research should focus on refining these constructs to obtain more accurate results.

4. **Diversify Sample Population:** Future studies could diversify the sample population to include a wider range of organizations from different industries and

geographies. This could provide a more comprehensive understanding of the impact of leadership styles on organizational agility and success.

5. Longitudinal Study: The research could benefit from a longitudinal study design that tracks changes in leadership styles, organizational agility, and success over time. This approach could provide a more in-depth understanding of the dynamics between these variables.

6. Examine the Role of Leadership Training: Future research could also examine the role of leadership training in enhancing organizational agility and success. This could provide practical insights for organizations to design effective leadership development programs.

7. Investigate the Influence of Other Leadership Styles: The study focused on transformational, transactional, and laissez-faire leadership styles. Future research could include other leadership styles such as autocratic, democratic, and situational to provide a more comprehensive understanding of the impact of leadership styles on organizational agility and success.

8. Explore the Impact of Leadership Styles on Other Organizational Outcomes: The study focused on organizational agility and success as key outcomes. Future research could explore the impact of leadership styles on other organizational outcomes such as employee satisfaction, innovation, and customer satisfaction.

9. Further Research on Mediation Hypothesis: The study found that organizational agility partially mediates the relationship between leadership styles and organizational success. This is an area that could benefit from further research to better understand the mechanisms underlying this mediation effect.

10. Study the Negative Impact of Laissez-Faire Leadership: The study found that laissez-faire leadership has a negative impact on organizational agility and success.

Future research should delve deeper into this finding and explore strategies for mitigating this negative impact.

6.4 Conclusion

The research study provided a comprehensive analysis of the impact of transformational, transactional, and laissez-faire leadership styles on organizational agility and success. Results show that transformational and transactional leadership styles positively impact organizational agility and success, whereas laissez-faire leadership has a less direct and negative impact.

Transformational leadership emerged as the most significant driver of organizational agility and success, with high statistical scores reinforcing its positive perception among respondents. Transactional leadership also positively influences organizational agility and success, although to a lesser extent. Laissez-faire leadership, while perceived positively, was found to negatively impact organizational agility and subsequently organizational success. The study also highlighted the mediating role of organizational agility in the relationship between these leadership styles and organizational success. Organizational agility was found to enhance the positive influence of transformational and transactional leadership on organizational success. However, it also partially mediated the negative impact of laissez-faire leadership on success.

The research recommends future studies to delve deeper into the nuances of laissez-faire leadership, investigate potential moderating factors, and refine the validity of organizational agility and success constructs. It also suggests diversifying the sample population, conducting longitudinal studies, examining the role of leadership training, investigating other leadership styles and their impact on other organizational outcomes,

and exploring the mechanisms underlying the mediation effect of organizational agility. In conclusion, the research suggests that transformational and transactional leadership styles should be prioritized by organizations aiming to enhance their agility and success. It also emphasizes the need for future research in this field to provide a more comprehensive understanding of the relationship between leadership styles and organizational outcomes.

APPENDIX A
SURVEY COVER LETTER

Survey on **“The Impact of Leadership Styles on Organizational Agility and Success”**

Dear Respondents,

I am a doctoral research scholar at SSBM Geneva, seeking your valuable participation in a survey that forms an integral part of my doctoral thesis data collection.

The purpose of this survey is to gather insights and opinions on the topic of leadership styles and their impact on organizational agility and success. If you are a leader in your organization, your insights and experiences are invaluable in understanding the relationship between leadership styles and organizational performance. Your participation in this survey will contribute to furthering our understanding of how different leadership approaches impact agility and success within your industry.

The survey consists of a series of questions designed to explore various aspects of leadership styles and their effects on organizational agility and success. By sharing your thoughts and experiences, you will be providing valuable information that can help shape future leadership practices and strategies. Your participation is completely voluntary, and all responses will be kept confidential. Your anonymity and privacy are of utmost importance to us, and the data collected will be used solely for research purposes. The survey is estimated to take approximately five minutes to complete.

Thank you very much for considering my request, and for your valuable time.

Survey Link: <https://forms.gle/yT9NZxNZR5gMt2B68>

Dhivya Reddy dhivya@ssbm.ch

APPENDIX B
INFORMED CONSENT



Online Survey or Questionnaire Consent Form

Title of Research Study: The Impacts of Leadership styles on Organizational Agility and Success

Researcher's Contact Information:

Dhivya Reddy

Telephone: (+91) 809-586-8448 | dhivya@ssbm.ch

Introduction

You are being invited to take part in a research study conducted by Dhivya Reddy. Before you decide to participate in this study, you should read this form and ask questions about anything that you do not understand.

Description of Project

The purpose of our research is to investigate the impact of different leadership styles such as transformational, transactional, and laissez-faire on organizational agility and success. The study aims to understand how each leadership style affects the ability of an organization to adapt to change, respond quickly to market demands, and ultimately achieve its goals. By examining these leadership styles, researchers can determine which style or combination of styles is most effective in enhancing organizational agility.

Explanation of Procedures

In the survey that follows you will be asked if you voluntarily want to participate in the survey. If you consent to participate, a list of questions related to your experience as a leader organization will be asked you. You will then respond as honestly and truthfully as possible. At the end of the survey, you will click to submit your responses to the researcher.

Time Required

This survey should take about five minutes of your time.

Risks or Discomforts

This study will have minimal risks on all study participants. It simply asks you to reflect on your profession and practice and provide your honest responses with respect to your beliefs, attitudes, behaviors, and actions relating to your leadership experience. The survey will be administered online using survey through an email list.

Benefits

Participants may not experience any personal benefits from participating in this study, however, your participation will help the research and practice communities to gain insights for future theory and practice of leadership.

Confidentiality

The results of this participation will be anonymous. All IP addresses will be confidentially treated and de-identified.

Inclusion Criteria for Participation

You must be 18 years of age or older to participate in this study.

Use of Online Survey

Survey link:

https://docs.google.com/forms/d/e/1FAIpQLSd09x8jySb7rBURKVXevqOBgHHG793RWpFH2HVL4d9eS4pEWA/viewform?usp=sf_link

The online survey link may register your IP address.

Research at Swiss School of Business Management University which involves human participants is carried out under the oversight of the Institutional Review Board. Questions or problems regarding these activities should be addressed to SSBM's *IRB Chair, Academic Research, Human Research Protections*, _____, GBC - Geneva Business Center, 1213 Genève, Switzerland, Tel. +41 (022) 508 7796.

PLEASE PRINT A COPY OF THIS CONSENT DOCUMENT FOR YOUR RECORDS, OR IF YOU DO NOT HAVE PRINT CAPABILITIES, YOU MAY CONTACT THE RESEARCHER TO OBTAIN A COPY

I agree and give my consent to participate in this research project. I understand that participation is voluntary and that I may withdraw my consent at any time without penalty.

I do not agree to participate and will be excluded from the remainder of the questions.

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