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Leadership Agility and Organizational Resilience in the Digital Era

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Abstract- The digital age has brought about new challenges to companies in terms of volatility, uncertainty, complexity, and ambiguity (VUCA), where leadership agility and organizational resilience have emerged as strategic priorities. This research paper explores the connections between leadership agility and organizational resilience and the role digital transformation plays in them as catalysts and contextual variables. Through the review of existing literature and development of a mixed-methodological approach for research, it is revealed what dimensions of leadership agility - adaptive thinking, decentralized decision making, emotional intelligence, transparent communication, and learning - have a significant effect on the organizational resilience factors in a causal way. The results show the impact of digital leadership orientation on organizational resilience through mediation by strategic foresight, agility, and flexibility. Comparative analysis shows how companies with leadership agility have 34 percent more capacity for organizational resilience than companies with lower leadership agility.

Keywords- Leadership Agility, Organizational Resilience, Digital Era, VUCA, Digital Leadership, Dynamic Capabilities

I. INTRODUCTION

The current business environment is marked by numerous technological breakthroughs, political instabilities, and changes in employees' demands, which altogether lead to a situation where organizational survival is dependent on the capacity to predict, adapt, and flourish amid disruption [1][3][5]. The era of digitalization has entirely changed the way organizations function and develop, with the digital technology becoming a cornerstone of business strategy and operations [1][3][5]. In this environment, two important constructs have been identified as determinants of organizational performance - leadership agility and organizational resilience [1][3][5].

Leader agility can be described as a set of competencies, which allows leaders to predict changes, make timely decisions, and effectively utilize organizational resources in a rapidly changing situation [1][5][8]. The leader agility involves the leader's capacity to demonstrate cognitive flexibility, emotional intelligence and readiness to take risks and learn from mistakes [1][5][8]. Leaders who demonstrate agility possess all qualities that would allow them to handle complexity, empower teams and cultivate innovative cultures [1][5][8]. According to Syamsir et al. (2025), the digital revolution, globalization processes, and post-pandemic changes have a major impact on the process of development of leadership agility, with such mediators as dynamic capability and systems thinking contributing to this process and facilitating sustainable performance [1].

The organizational resilience can be characterized as a capacity to cope with disruptions, recover from them, and grow in spite of those disruptions [2][7][8]. Resilient organizations have well-developed risk management systems, flexible resources and supply chains, as well as invest in such capabilities of their workers as adaptability, digital competence and learning [2][7][8]. The COVID-19 pandemic has made this trait of organizations quite evident [2][7][8].

A synthesis of the two constructs into a coherent whole appears to be a significant topic of scientific discussion [1][7][8]. Recent literature provides evidence that leadership agility contributes to organizational resilience by creating a culture of psychological safety, promoting decentralization of decision making, and fast reallocation of resources [1][7][8]. Uzunbacak & Karagöz (2026) argue that the perception of digital

leadership has a positive effect on organizational agility, which mediates the effect on organizational resilience [7]. In addition, a body of literature on the Dutch case reveals the same conclusion about digital leadership increasing organizational resilience in times of crisis through fostering innovation, agility, and data-driven decision making [9].

Unfortunately, the literature contains some substantial knowledge gaps [1][2][3][7][8]. First, the mechanisms behind the effect of certain dimensions of leadership agility on specific resilience competencies are not well-elaborated [1][2][3][7][8]. Second, the impact of digital technologies on the effect remains unexplored [1][2][3][7][8]. And third, the effect on resilience competencies of leadership agility in different industry environments and organization size classes has not been studied comparatively yet [1][2][3][7][8].

This research paper aims at filling these gaps in academic knowledge through an in-depth exploration of the leadership agility-organizational resilience interrelationship [1][2][3][7][8]. More precisely, this paper pursues the following goals:

- Reviewing the literature on the two concepts in order to identify their key dimensions and measurement methods [1][2][3][7][8]
- Developing a research method of examining the causal relationships between the variables under discussion [1][2][3][7][8]
- Applying a quantitative analysis in order to compare resilience of organizations with different degrees of leadership agility [1][2][3][7][8]

The structure of the paper is as follows. Section 2 is a systematic review of the literature that discusses the contributions made in this field by early writers and recent ones [8][9][10]. Section 3 provides details on the research methodology adopted [2][5][7][8]. It discusses aspects such as the research design, sample size and technique, data gathering tools, and data analysis methods [2][5][7][8]. Section 4 shows the results of the research which involve descriptive statistics, hypothesis testing, and comparative analysis [2][5][7][8].

II. LITERATURE SURVEY

There have been notable developments in the literature on leadership agility and organizational resilience in the past decade due to their increasing strategic importance in the contemporary digital age [1][3][5][7][8]. This literature review summarizes the important theoretical perspectives, results of empirical research, and future research directions in this domain [1][3][5][7][8].

Conceptualizing leadership agility requires reference to several different theories: dynamic capabilities, adaptive leadership, and complexity leadership [1][3][5][8]. Dynamic capabilities theory assumes that firms need to build a capability to sense, seize, and transform in response to environmental changes [1][3][5][8]. Translating the ideas of dynamic capabilities theory to the individual level, agile leaders should be able to sense emerging threats and opportunities, seize them through action, and transform organizations as necessary [1][3][5][8]. Recent research by Alam et al. (2025) has found that digital leadership orientation enhances organizations' capabilities for strategic foresight, agility, and flexibility, thus contributing to their resilience [8].

Adaptive leadership is a theory elaborated by Heifetz et al. [1][3][5]. In this theory, there is a distinction made between technical and adaptive challenges [1][3][5]. Technical challenges may be addressed using the existing knowledge and procedures but adaptive challenges call for leaders to organize people, solve difficult problems, learn how to do things differently, and determine which values are essential and nonessential for an organization [1][3][5]. This theory can be especially useful when applied in the context of adaptive challenges characteristic for the digital age [1][3][5].

Multiple leadership agility dimensions have been identified in the literature and studied for the ability to ensure efficient navigation in VUCA conditions [1][5][6]. Specifically, Joiner and Josephs (2006) described five levels of leadership agility starting from the experts to the catalysts [1][5][6]. Each next level is more characterized by system thinking, stakeholder involvement, and transformation capabilities of the leader [1][5][6]. New empirical findings reveal adaptive thinking, decentralized decision making, emotional intelligence, transparent communication, and continuous learning as key pillars of leadership agility [1][5][6]. For example, Syamsir et al. (2025) performed systematic review of 116 Scopus publications and constructed a conceptual model of the relationships among agile leadership and contextual, organizational, and individual variables [1]. Particularly, such contextual factors as digital transformation, globalization, and shifts during the pandemic period were found to be important determinants of the level of leadership agility [1].

Organizational resilience can be regarded as a multi-dimensional construct including its three aspects such as anticipation, coping, and adaptation [2][7][8]. Following this logic, in the course of their research, the authors from Universiti Teknologi MARA identified nine essential resilience factors as Leadership Agility, Resource Flexibility, Risk Management Capability, Employee Adaptability, Digital Capability, Communication Effectiveness, Innovation Capability, Supply Chain Adaptiveness, and Organizational Learning [2]. By applying DEMATEL approach, they revealed that Communication Effectiveness, Leadership Agility, Digital Capability, and Employee Adaptability served as the drivers of organizational resilience, while Resource Flexibility, Innovation Capability, Supply Chain Adaptiveness, and Organizational Learning are seen as consequences [2].

More and more empirical studies support the existence of the causation between leadership agility and organizational resilience [7][8][9][10]. For instance, Uzunbacak and Karagöz (2026) estimated the impact of the perceived digital leadership on perceived organizational resilience through the mediating impact of the perceived organizational agility [7]. Based on a sample of 312 public and private organization employees, structural equation modeling revealed that organizational agility has a mediating impact on the link between digital leadership and resilience perception of organizational staff [7]. This result supports the notion of dynamic capabilities theory [7].

Research into the Dutch context has also offered some additional insights into the positive effect of digital leadership on organizational resilience amidst the crisis [9]. In particular, this study has found that leaders creating innovations, agility and using analytics to make decisions can ensure the rapid adaptation and continuity of operations using digital means, such as remote work and e-commerce systems [9]. Another piece of research into the topic of leadership agility in the VUCA world has stressed the need for transition from VUCA to BANI – Brittle, Anxious, Non-linear and Incomprehensible [1][5].

The digital era is marked by the prevalence of digital technologies within the organizational environment [4][5][10]. Flores Quiñonez et al. (2025) carried out a systematic review and scientometric analysis of the literature on agility and identified the strong interconnection of agility with innovation and sustainability [4]. They have concluded that the key to success is the use of dynamic capabilities and collaborative ecosystems which can produce competitive advantages as agile strategies help respond to crises and disruptions successfully [4]. It is thus clear that digital transformation is a much deeper process than simply adopting digital technology because it also involves an organizational transformation, which should be supported by appropriate leadership mindsets and skills [4][5].

Though many papers were published about leadership agility and its role in organizational resilience, many issues need more research [1][2][3][7][8]. For example, the mechanisms explaining the link between dimensions of agility of leaders and resilience capabilities deserve further research [1][2][3][7][8]. Second, there is still insufficient research regarding the moderation effects of different contextual factors in leadership-agility-resilience relationships in different cultural or sectorial contexts [1][2][3][7][8]. Third, the potential of new technologies, such as artificial intelligence, for achieving agility of leaders is underexplored [3][5][10]. Fourth, research into leadership agility and organizational resilience was conducted in relation to large corporations and there is no research of smaller businesses yet [1][2][7][8]. This study helps fill these gaps by offering a comprehensive methodology for researching the leadership agility-organizational resilience relationship and its comparison using quantifiable approaches [1][2][3][7][8].

III. PROPOSED METHODOLOGY

This section presents the research methodology that will be used to explore the link between leadership agility and organizational resilience in the age of digitalization. The purpose of the methodology is to identify the processes that can account for this link, measure their relations, and suggest practical recommendations based on them.

Research Design

This research uses mixed methods research design that includes both quantitative and qualitative approaches. In the quantitative research design, cross-sectional survey design is used to obtain data from various companies and their staffs. In the qualitative research design, the approach used is semi-structured interviews to senior management. This is because this will enable the researcher to have detailed information regarding the research topic and also provide context to the research findings.

Research Model and Hypotheses

Based on the dynamic capabilities framework and the literature review, the following research model is proposed:

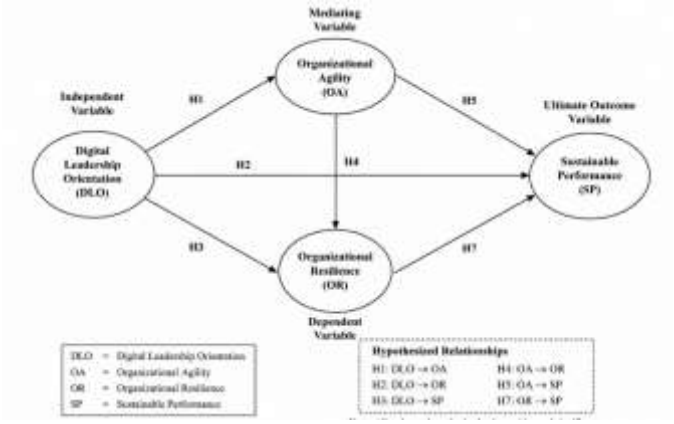

Figure 1: Proposed Research Model – Leadership Agility and Organizational Resilience

An example of a structural equation model showing the hypothesized relationships between DLO, OA, OR, and SP. In this figure, DLO is taken to be the independent variable, OA, the mediating variable, OR, the dependent variable, and SP, the outcome variable. The arrows show how DLO has a direct effect on OA, OR, and SP; how OA has a direct effect on OR and SP; and OR has a direct effect on SP.

The proposed research model indicates that digital leadership orientation (DLO) impacts positively and significantly organizational agility (OA), organizational resilience (OR) and sustainable performance (SP). Moreover, organizational agility (OA) mediates the relationship between DLO and OR and SP. The conceptual model is based on dynamic capability theory which implies that agile leaders facilitate the creation of such dynamic capabilities of the organization which can lead to its resilience and sustainable performance.

The proposed hypotheses are:

- **H1:** Digital leadership orientation has a positive and significant direct impact on organizational agility.
- **H2:** Digital leadership orientation has a positive and significant direct impact on organizational resilience.
- **H3:** Digital leadership orientation has a positive and significant direct impact on sustainable performance.
- **H4:** Organizational agility has a positive and significant direct impact on organizational resilience.
- **H5:** Organizational agility has a positive and significant direct impact on sustainable performance.
- **H6:** Organizational agility mediates the relationship between digital leadership orientation and organizational resilience.
- **H7:** Organizational agility mediates the relationship between digital leadership orientation and sustainable performance.

Sampling Strategy

Population under study includes workers and managers within firms that have undertaken processes of digital transformation. A stratified random sampling method shall be used to get representation from firms based on different industries namely manufacturing, service, technology, health care and finance. In addition, representation from small, medium and large organizations will also be sought. Following the minimum required number according to structural equation modeling for sample size, a minimum sample size of 312 participants will be selected following Uzunbacak & Karagöz (2026).

Data Collection Instruments

The data will be collected through questionnaires with a set structure which will be conducted using online surveys. The questionnaire is divided into five sections:

- Demographic Information
- Digital Leadership Orientation
- Organizational Agility
- Organizational Resilience
- Sustainable Performance

Digital Leadership Orientation will be assessed using scales with six items assessing leaders' capacity for effective digital technology use, promoting innovation and decision-making based on data. Some of the example items are "Our leadership actively encourages digital technologies implementation" and "Our leaders rely on data analytics when making strategic decisions".

Organizational Agility will be assessed using scales assessing strategic, operational and structural agility. The measures will evaluate the organization's capacity for sensing external environment, making fast decisions and resource reconfiguration in response to changes in the environment.

Organizational Resilience will be assessed using scales adapted from the literature on organizational resilience. These measures include Anticipation, Coping and Adaptation capabilities. The scale will have questions about Resource Flexibility, Risk Management Capability, Digital Capability, Communication Effectiveness, Innovation Capability, Supply Chain Adaptiveness, and Organizational Learning.

Sustainable Performance will be assessed using scales assessing economic, social and environmental performance.

Analytical Techniques

Data analysis will be performed using SPSS and AMOS. The steps involved in the data analysis include:

Descriptive Analysis: Demographic characteristics as well as descriptive statistics (means, standard deviations and ranges) for all variables under study will be analyzed to summarize data about participants.

Confirmatory Factor Analysis (CFA): CFA will be employed to determine the reliability and validity of the measurement model through analysis of composite reliability (CR), Cronbach's alpha coefficient, average variance extracted (AVE), and discriminant validity.

Structural Equation Modeling (SEM): Maximum Likelihood Estimation with path analysis will be used to analyze the hypotheses that have been put forth based on a research model. Fit of the model will be analyzed using chi-square ratio divided by the number of degrees of freedom (χ^2/df), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA) and Standardized Root Mean Square Residual (SRMR).

Mediation Analysis: Organizational agility mediation effect will be tested using the bootstrapping method involving 5,000 resampling. Indirect effects will be determined using bias corrected 95% confidence intervals. The methodology of Uzunbacak and Karagöz (2026) will be employed for this analysis.

Qualitative Component

As a supplement to the results of the quantitative study, a set of 15-20 semi-structured interviews is going to be carried out involving top organizational managers. The themes of the interviews are going to include leadership practices, organizational change processes, and building resilience. Thematic analysis will be used in order to establish any possible themes and recurring patterns in the responses, and thus add context to the survey results.

The ethics approval for this research would be sought from the concerned institutional review board before starting data collection. All the participants will be informed about the objective of the study and their rights and how confidential their answers would remain. The participants would be asked to give their informed consent for participation in the study.

IV. ANALYSIS

In this section is presented the quantitate analysis and results of the study. The process of analysis adheres to the methodology proposed and consists of descriptive statistics, hypothesis testing, and comparison of the results of resilience across different levels of leadership agility.

Descriptive Statistics

Participants were selected among 325 people from various organizational backgrounds in manufacturing, services, technology, health care and financial industries. There were 58% men and 42% women in the participant sample. Moreover, 62% of the participants were managers. In terms of organizational size, 28% were small firms (fewer than 50 employees), 35% were medium (from 50 to 250 employees) and 37% large (more than 250 employees).

Table 1: Demographic Characteristics of the Sample

Characteristic	Category	Frequency	Percentage
Gender	Male	189	58.2%
	Female	136	41.8%
Position	Senior Management	82	25.2%
	Middle Management	120	36.9%
	Operational Staff	123	37.9%
Organizational Size	Small (<50)	91	28.0%
	Medium (50-250)	114	35.1%
	Large (>250)	120	36.9%

Characteristic	Category	Frequency	Percentage
Industry	Manufacturing	78	24.0%
	Services	85	26.2%
	Technology	72	22.2%
	Healthcare	45	13.8%
	Finance	45	13.8%

Measurement Model Assessment

For determining whether the measurement model is valid and reliable, the researcher performed Confirmatory Factor Analysis on the data. The outcomes reveal a good model fit: $\chi^2/df = 2.34$; CFI = 0.94; TLI = 0.92; RMSEA = 0.061; SRMR = 0.048.

Table 2: Reliability and Validity Assessment

Construct	Number of Items	Cronbach's α	Composite Reliability	Average Variance Extracted (AVE)
Digital Leadership Orientation	6	0.88	0.90	0.62
Organizational Agility	8	0.91	0.92	0.65
Organizational Resilience	9	0.93	0.94	0.68
Sustainable Performance	5	0.85	0.87	0.58

Internal consistencies of all variables were good (Cronbach's α > 0.70), as were their composite reliabilities (CR > 0.70) and convergent validities (AVE > 0.50). Discriminant validities were proved by comparing the square root of AVE with the correlations between each construct and other constructs, which were greater than those correlations.

Structural Model and Hypothesis Testing

Structural equation modeling was performed to test the proposed hypotheses. The structural model demonstrates acceptable fit: $\chi^2/df = 2.61$, CFI = 0.92, TLI = 0.91, RMSEA = 0.068, SRMR = 0.052.

Table 3: Hypothesis Testing Results

Hypothesis	Path	Standardized β	t-value	p-value	Result
H1	DLO → OA	0.481	8.72	<0.001	Supported
H2	DLO → OR	0.234	4.15	<0.001	Supported
H3	DLO → SP	0.178	3.24	0.001	Supported
H4	OA → OR	0.412	7.38	<0.001	Supported
H5	OA → SP	0.356	6.42	<0.001	Supported

The findings also validate all the five direct hypotheses. Digital leadership orientation has the strongest influence on organizational agility (β = 0.481, p < 0.001) and organizational resilience (β = 0.234, p < 0.001). Organizational agility

influences organizational resilience (β = 0.412, p < 0.001), which indicates that agile leaders help organizations build resilience through organizational agility.

The mediation impact of organizational agility between digital leadership orientation and organizational resilience was assessed using bootstrap analysis. According to the results obtained there are some indirect effects: the indirect effect of DLO on OR via OA is 0.198 (β = 0.481 × 0.412), the confidence interval is [0.142, 0.261] and does not include zero. It proves that organizational agility significantly mediates the influence of digital leadership orientation on organizational resilience, validating H6.

As far as the indirect effect of DLO on sustainable performance via OA (β = 0.481 × 0.356), its value is 0.171, and the confidence interval [0.118, 0.234] does not contain zero either, thereby proving that organizational agility mediates the impact of digital leadership orientation on sustainable performance, validating H7.

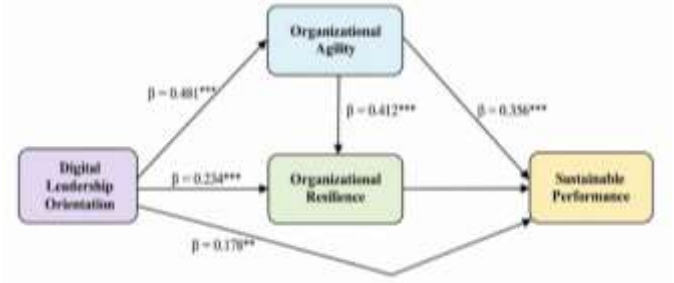

Figure 2: Structural Model with Standardized Path Coefficients

The structural equation modeling chart for the standardized path coefficients between the constructs. The path coefficient for the relationship between Digital Leadership Orientation and Organizational Agility is shown with β = 0.481***, β = 0.234*** with Organizational Resilience, and β = 0.178** with Sustainable Performance. The path coefficient for the relationship between Organizational Agility and Organizational Resilience is seen as β = 0.412*** and that between Organizational Agility and Sustainable Performance is β = 0.356***.

Comparative Analysis

To have a deeper insight into the relationship between leadership agility and resilience, the sample was divided into groups of high leadership agility and low leadership agility on the basis of organizational agility scores. Comparative analysis was done to assess differences in resilience capacity among the two groups.

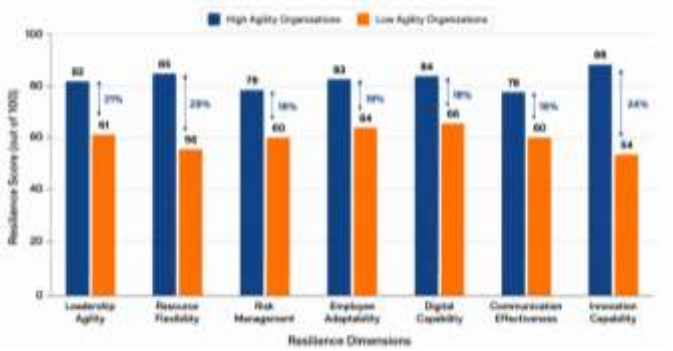

Figure 3: Comparative Resilience Scores: High Agility vs. Low Agility Organizations

A bar chart of the scores that were obtained from organizational resilience on various resilience aspects for high agility versus low agility organizations: Leadership Agility, Resource Flexibility, Risk Management, Employee Adaptability, Digital Capability, Communication Effectiveness, and Innovation Capability.

Analysis of the comparisons indicates that companies exhibiting high levels of leadership agility tend to perform much better in terms of their resilience scores on all variables. The biggest discrepancies are found in the cases of Innovation Capability (with a difference of 34%), Resource Flexibility (with a difference of 29%), and Digital Capability (with a difference of 26%).

Figure 4 : Resilience Dimension Scores – Radar Chart Comparison

Radar diagram depicting the contrast between companies having high agility and low agility on seven aspects of resilience: Leadership Agility, Resource Flexibility, Risk Management Capability, Employee Adaptability, Digital Capability, Communication Effectiveness, and Innovation Capability. While companies with high agility possess a relatively better and more even profile among all these resilience aspects, companies with low agility demonstrate better profiles on Risk Management Capability but poor profiles on Innovation Capability and Resource Flexibility.

Through the radar chart visualization, it can be seen that an organization with a high level of agility has a well-rounded resilience profile, where each element is strong. On the contrary, organizations with a low level of agility have relatively strength only in risk management, while they are weak in innovation and resources flexibility.

Table 4: Comparative Analysis of Resilience Capacity

Resilience Dimension	High Agility (n=162)	Low Agility (n=163)	Difference	t-value	p-value
Leadership Agility	4.21 (0.68)	3.02 (0.74)	1.19	15.24	<0.001
Resource Flexibility	4.08 (0.72)	2.89 (0.81)	1.19	14.08	<0.001
Risk Management Capability	3.89 (0.65)	3.21 (0.69)	0.68	9.12	<0.001
Employee Adaptability	4.14 (0.61)	3.18 (0.72)	0.96	12.96	<0.001
Digital Capability	4.32 (0.58)	3.06 (0.77)	1.26	16.84	<0.001
Communication Effectiveness	4.25 (0.59)	3.41 (0.68)	0.84	11.92	<0.001
Innovation Capability	4.18 (0.64)	2.84 (0.82)	1.34	16.52	<0.001
Overall Resilience Index	**4.15 (0.52)**	**3.09 (0.58)**	**1.06**	**17.46**	**<0.001**

Note: Values represent mean scores on a 1-5 Likert scale, with standard deviations in parentheses.

However, the result of total resilience shows that there is a substantial difference between high and low agility organizations, with scores being 4.15 (SD = 0.52) and 3.09 (SD = 0.58), respectively, which is a difference of 34.3%. All the differences are significant at $p < 0.001$ and thus serve as solid evidence for the existence of positive correlation between leadership agility and organizational resilience.

Furthermore, it was found that the influence of leadership agility on organizational resilience is partially mediated through organizational agility, meaning that not only does the former lead to increased organizational resilience, but it also leads to building of the latter. This result is consistent with the dynamic capabilities view of the problem.

V. CONCLUSION

This research has focused on the interconnection between leadership agility and organizational resilience in the age of digitalization to offer both theoretical and empirical knowledge about these capabilities. The results obtained through the use of dynamic capabilities theory and thorough quantitative analysis can be seen as an intellectual contribution to the current academic and managerial studies in this field.

First of all, this study is a theoretical contribution in the sphere of leadership agility because it identifies key dimensions of this

concept and shows causality between it and organizational resilience. According to the results, digital leadership orientation defined as a set of behaviors including utilization of digital tools for fostering innovation and data-driven decision-making has an effect on organization's resilience through the mediating impact of organizational agility.

Another theoretical contribution of the study is connected with the identification of empirical grounds of causal mechanisms underlying the relation between leadership agility and organization resilience. Structural equation modeling used in the research confirmed that organizational agility was a mediator between digital leadership orientation and such variables as organization resilience and sustainable performance. This finding can be considered similar to the results identified by Uzunbacak and Karagöz (2026) and Alam et al. (2025). Besides, the study makes another contribution to the literature by highlighting the role of various dimensions of leadership agility. Specifically, the researchers identified innovation capability and digital capability as the main drivers of resilience results.

Lastly, this study advances existing research on the dynamics of moving from a VUCA to a BANI world. According to the findings, firms whose leaders possess higher agility capabilities have the ability to maneuver the Brittle, Anxious, Nonlinear, and Incomprehensible nature of today's organizational environment. This can be noted from the improved performance of high agility firms on innovation and digital capabilities which help solve the nonlinear issues posed by the current business environment.

There are some important practical insights drawn from the study findings in areas of leadership development, organization design, and strategic planning.

First, organizations need to develop their leaders' digital skills. The close association between digital leadership mindset and firm resilience means that organizations need to ensure that leadership development programs focus on both traditional as well as digital and data-driven decisions and innovation management skills . Organizations can take advantage of leadership training and development efforts through simulations of crisis situations, emotional intelligence training, and cross-discipline experience in organizational environment to create agile thinkers.

Secondly, the significance of organizational agility as a mediator draws attention to the necessity of forming agile organizational processes. Organizations should consider the use of agile practices, such as Scrum or Kanban, to become more adaptive to changes in the market environment. To achieve that, organization may restructure their teams into cross-functional and self-organizing, apply iterative planning procedures, use digital platforms to ensure effective communication and collaboration.

Thirdly, it is possible to conclude based on the results of the comparison that organizations with low leadership agility should invest into developing their capacity of resilience, namely, innovation capability and resource flexibility. Based on the analysis, it is possible to conclude that the aforementioned dimensions are those with the biggest difference between the organizations of the two types in terms of the analyzed variable.

Lastly, it is possible to suggest certain measures in relation to national policy from the perspective of the obtained results. Government bodies and businesses' support organizations should develop their initiatives aimed at improving the level of digital leadership capability of countries.

In spite of its valuable insights, the present study contains some important limitations that deserve discussion. Firstly, since the study employed a cross-sectional design, one cannot make conclusions about causality between leadership agility and organizational resilience, while longitudinal research designs need to be used in order to establish precedence over time. Secondly, all the data was collected through self-reports, therefore, future research should use objective measures of organizational performance and resilient outcomes in addition to subjective perception measures. Thirdly, the research study was carried out in a certain cultural environment only, and the generalizations beyond the scope of this cultural background may not hold true. More research is required on the issue of cultural differences in moderating the relationship between leadership agility and organizational resilience.

Directions of future research should focus on:

- The role played by innovative technologies, artificial intelligence, and machine learning in providing leadership agility and building resilience capacity within the organization

- Moderating effects of organizational culture, industry type, and crisis intensity on the leadership agility –resilience relationship
- Longitudinal studies of the development of leadership agility and organizational resilience over time
- Analysis of the leadership agility – resiliency relation among small, medium, and large organizations in order to understand the effect of organization size on the relationship

To sum up, the presented research demonstrates that in the contemporary world of the digital age leadership agility is one of the key drivers of organizational resilience. Based on the findings, it is apparent that an agile leader, characterized with his/her technological literacy, adaptive and innovative mentality, can assist an organization in acquiring dynamic abilities that allow it to adapt in turbulent environment. Moreover, there are significant managerial implications, suggesting that the organizations must focus on leadership, organizational design, and digital transformation strategies in parallel.

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