



RESEARCH ARTICLE

Impact of Transformational Leadership on Organizational Agility: Mediation of Change Readiness and Moderation of Cultural Agility

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ARTICLE INFO	ABSTRACT
Received: Nov 28, 2024 Accepted: Jan 20, 2025	This research aims at establishing the impact of transformational leadership dimensions (Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration) on organizational flexibility. Further, it also tests the analysis of moderating effect of cultural agility on the interactions between the independent, mediating and the dependent variables. The study utilizes a quantitative technique of data collection, whereby the data was obtained from a survey administration to employees at the Ministry of Interior, UAE. This research draws its theory from transformational leadership theory, organisational readiness for change theory, cultural agility theory and cultural intelligence theory. Data analysis was conducted using SPSS and Smart-PLS software, employing both descriptive and inferential statistical techniques, including correlation, regression, mediation and moderation analyses. The findings demonstrate significant relationships between transformational leadership components (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration) and organizational agility. Additionally, the research findings also indicate that change readiness significantly mediate the relationship between all the four elements of transformational leadership and organizational agility. In terms of moderating effect, it was found that cultural agility has a moderating effect on the relationship between all four transformational leadership behaviors and organizational agility, as well as between change readiness and organizational agility. This research adds to the body of knowledge by highlighting the critical roles of transformational leadership, change readiness, and cultural agility in enhancing organizational agility in organizations. The findings are beneficial for policymakers, managers, and scholars aiming to enhance organizational performance particularly within the public sector organizations.
Keywords	
Transformational Leadership	
Idealized Influence	
Inspirational Motivation	
Intellectual Stimulation	
Individualized Consideration	
Organizational Agility	
Change Readiness	
Cultural Agility	
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INTRODUCTION

Within a short period of time, the United Arab Emirates (UAE) has undergone significant economic and social transformation (Nadkarni & Haider, 2022). The responsibility of guaranteeing the safety and security of the UAE's citizens and tourists lies with the Ministry of Interior (MOI). In order to successfully fulfill this obligations, it is essential for the leaders at the Ministry of Interior (MOI) to

demonstrate appropriate leadership style, alongside agility and responsiveness in adapting to economic and social transformation. One of the leadership style is transformational leadership. Studying the significance of transformational leadership and how it effects organizational agility, specifically within the Ministry of Interior is therefore very noteworthy. Examining this subject matter may provide useful insights on how the leaders at the MOI may enhance the organization's agility, in order to react to changes in the environment. Since today's social and economic environment are dynamically and quickly changing, organizational agility has become extremely important for organizations in order to remain competitive (Majali et al., 2022). Moreover, the rapid pace of technology adoption by both public and private entities in the UAE and the wider region has led to a notable disparity in skills, particularly in emerging fields like 5G Wireless Networks, block chain, artificial intelligence, and the Internet of Things (Fadhel et al., 2022). Moreover, a leader's attributes are anticipated to impact the level of achievement within the organizations (Peng et al., 2021).

Transformational leadership has been recognized as one of the crucial element in fostering organizational agility. This leadership style has the potential to motivate individuals to collaboratively pursue shared goals, while fostering an environment of creativity and flexibility (Asad et al., 2021). Transformational leadership comprises four fundamental elements, namely idealized influence, inspiring motivation, intellectual stimulation, and customized consideration. Idealized influence is a notion that concerns the leader's capacity to function as a role model, nurturing trust and admiration among subordinates. Inspirational motivation meanwhile refers to the leader's ability to inspire and encourage employees to collectively strive towards shared goals (Abbasi, 2017; Abbas et al., 2024; Salem, Alanadoly, & Sulaiman, 2023). The next elements of transformational leadership is intellectual stimulation. It emphasizes the capability of leaders to cultivate an environment that promotes innovation and nurtures creativity among subordinates. Individualized consideration refers to the ability of leaders to provide personalized attention, together with assistance based on unique requirements and capabilities among the employees (Almahasneh, Rahman, & Omar, 2022; Kirin et al., 2024).

Existing research highlights a positive significant relationship between transformational leadership and organizational agility (Akkaya & Tabak, 2020). Nevertheless, a comprehensive investigation of the processes that underlie this association remains underexplored (Sulaiman & Asad, 2023; Jam et al., 2016), necessitating further investigation. The existing literature lacks a comprehensive investigation on the mediating effect of change readiness in the relationship between transformational leadership and organizational agility. Additionally, the moderating effect of cultural agility towards the association between change readiness and organizational agility are also underexplored (Allam et al., 2022). Change readiness pertains to the inclination and capacity of workers to adjust to organizational changes, and it may mediate the link between transformational leadership and organizational agility (Al-Hussami et al., 2018; Alolabi et al., 2021). Nevertheless, the extent to which transformational leadership foster organizational agility may depend on the readiness of employees to embrace change (Arifin & Purwanti, 2023; Jam et al., 2013). In addition, cultural agility denotes to the capability of individuals and organizations to adapt and flexibly respond to various cultural environments and collaborate proficiently with persons from various cultural backgrounds (Felipe et al., 2017). In today's work environments characterized by globalization and diversity, cultural agility has emerged as one of the important competency requirements among organizations striving to sustain competitiveness and adaptability (Choi & Ruona, 2011).

Previous scholars have extensively examined the effect of transformational leadership on organizational performance (Asad et al., 2021). But as noted by Allam et al., (2021), there is a limited research available that investigated the link between transformational leadership and organizational agility. Moreover, prior research has not focused strongly on the mediating function of change readiness in synergy with the moderating effect of cultural flexibility on the relation between transformational leadership, change readiness and organisational flexibility (Alkhuzaie et al., 2024).

Hence, this research seeks to establish the impact of all transformational leadership dimensions to organizational agility, determine the moderating role between change readiness as the mediator and cultural agility as the moderator which the relationship has on organizational agility.

LITERATURE REVIEW

The literature reviews first of all involves the identification of the theoretical frameworks and then the interconnection of the variable investigated in the research. The main founding theory-postulated in this study is the transformational leadership theory which posits that the transformational leadership style may cause radical changes in both the individual and organizational context (Engida et al., 2022). This theory is relevant in explaining how these leaders' actions may foster organization action in volatile contexts. Transforming leaders play the trait of transformational leadership, which makes them to be examples for emulation for their subordinates. The concept of transformational leadership includes four theories which are very imperative for the growth of the organization. Intellectual stimulation involves the act of questioning and challenging the existing norms and practices, fostering an environment that promotes creativity and innovation, and actively seeking out alternative approaches to problem-solving (Saleem et al., 2024). Individualized consideration entails the provision of personalized assistance and encouragement to employees ensuring smooth communication channels in order to nurture a conducive environment, which encourage free exchanges of ideas (Bass & Avolio, 1994).

Inspirational motivation focuses on how leaders effectively communicate a well-defined, transformative vision that drives their teams towards achieving organizational goals (Satar et al., 2023). They help employees in maintaining their enthusiasm and momentum by offering recognition for achievements, and drive them towards the desired transformation. In addition, leaders also give credits and recognitions for every member's unique achievement (Bass & Avolio, 1994). The fourth elements, which is idealized influence refers to the characteristic of transformative leaders who act as a role model for their employees. Their ability to inspire emulates from the trust and respect they command, which encourages others to follow their example (Almahasneh et al., 2022; Bass & Avolio, 1994).

The theoretical foundation of this study also includes the theory of change readiness. Organizational readiness for change is recognized as an essential precursor for the successful execution of intricate transformations within organizational settings (Al-Tahitah et al., 2018). This theory was developed to address the conceptual aspects of change within organizations, emphasizing how individual's attitudes and perceptions toward change influence its execution and success (Miller & Cardinal 1994). Therefore, organizations need to provide the right environment that would promote change readiness by focusing on providing commitment to the change process among its employees.

This study also relies on cultural agility theory in order to justify the necessity of agility in organizations. Culture agility is a relatively new concept in organizational development and management, which has recently emerged because of the challenges of globalization and increased rate of change (Chairunnisa & Siregar, 2023). It also emphasizes the role of organizational culture toward the changes in the internal and external factors towards the organizational adaptation (Satar et al., 2024; Chairunnisa & Siregar, 2023). The concept of this theory is that it is important for organizations to develop more elastic and more acute organizational cultures in purpose to improve the organizational reaction towards various problems.

The relationship between transformational leadership and organizational agility

Research done previously has suggested that the extent of transformational leadership style does influence the level of organizational agility (Akkaya & Tabak., 2020). Veisheh et al (2014) defined organizational agility as the capacity of an organization to manage efficiently resources and quickly respond or change in some way to the context in which is sited. It also points out that among the leadership styles only the transformational leadership significantly affects the organizational agility. More so, Leonard et al. (2019) also established that idealized influence and inspirational motivation

positively and significantly influence organizational agility, and hence employee performance in both commercial and state-owned companies in Kenya. Based these studies, the first 4 hypotheses developed for this study are:

H₁: Idealized influence has a significant effect on organizational agility.

H₂: Inspirational motivation has a significant effect on organizational agility.

H₃: Intellectual stimulation has a significant effect on organizational agility.

H₄: Individualized consideration has a significant effect on organizational agility.

The relationship between transformational leadership and change readiness

The relationship between transformational leadership style and the employees' readiness for organizational change or also known as change readiness, has been the subject of earlier studies. Kotter and Heskett (1992) argue that transformational leaders who are capable of inspiring and motivating employees, facilitating cultural adaptation to change, are often more successful in preparing employees for the challenges that accompany organizational change. Gumo and Kising'u (2023) also observed a positive and significant effect of transformational leadership on readiness for change in commercial banks in Mombasa County, Kenya. Similarly, Hutt (2024) examined the relationship between transformational leadership and change readiness at a biotechnology company and reported that transformational leadership strengthened organizational readiness towards change. These studies support the notion that transformational leaders play a crucial role in employees' change readiness. Thus, the next hypotheses of the study are:

H₅: Idealized influence has a significant effect on change readiness.

H₆: Inspirational motivation has a significant effect on change readiness.

H₇: Intellectual stimulation has a significant effect on change readiness.

H₈: Individualized consideration has a significant effect on change readiness.

The relationship between change readiness and organizational agility

Organizations nowadays faced various challenges due to the volatility and magnitude of changes in the environment (Zain et al., 2005). One of the most crucial traits for organizations to stand out in the face of volatility is agility. Organization that foster agility can quickly and efficiently adapt to changing circumstances. Therefore, change readiness plays a crucial and is expected to positively influence organizational agility. This is supported by the findings from previous studies that confirm this relationship. For example, using a cross-sectional survey, Almazrouei et al., (2024) established that change readiness enhances organizational agility and unfolded the impact of organizational agility on the public value-driven innovation performance in public service organization. Sharma et al., (2024) also pointed a positive significant correlation between these two variables also. Therefore, the ninth hypothesis of this study is:

H₉: Change readiness has a significant effect on organizational agility

The mediating role of change readiness: Previous studies perceives change readiness as the mediating variable for this study because literature reviews have shown there is a correlation between transformational leadership and change readiness (Asad & Kashif, 2021; Arifin & Purwanti., 2023, Chairunnisa & Siregar, 2023). In addition, scholars have established that change readiness has a huge influence over the organizational agility (Almazrouei et al., 2024), which indicates that change readiness has a vital role as mediating factor for enhancing agility. Therefore, the next hypotheses are:

H₁₀: Change readiness significantly mediates the relationship between idealized influence and organizational agility.

H₁₁: Change readiness significantly mediates the relationship between inspirational motivation and organizational.

H₁₂: Change readiness significantly mediates the relationship between intellectual stimulation and organizational agility.

H₁₃: Change readiness significantly mediates the relationship between individualized consideration and organizational agility.

Moderating role of cultural agility

A survey of the current literature reveal that many researchers have explored first, the significance of the direct relationship between transformational leadership and organizational agility (Akkaya & Tabak, 2020; Leonard et al., 2019) second the impact of change readiness on organizational agility (Almazrouei et al., 2024). Nevertheless, the cultural agility as a moderator of the relationships, depicted above, has received limited empirical attention. This research endeavor attempts to fill this significant research gap by examining the moderating effect of cultural agility in the transformational leadership, change readiness and organizational agility model. Cultural intelligence which encompasses the capability to embrace, appreciate; and adapt to different cultural contexts enhances the probability of successful transformational leadership (Ang et al., 2007). Managers and employees with a strong cultural intelligence could be better suited to aligning their leadership and communication to resonate with multicultural teams fostering a stronger culture of agility.

This study, therefore posits that cultural agility will moderate the relationship between transformational leadership and change readiness with organizational agility, arguing that it will enhance the ability of the former to facilitate the latter. Hence, the hypotheses for the moderating effect are:

H₁₄: Cultural agility moderates the relationship between idealized influence and organizational agility.

H₁₅: Cultural agility moderates the relationship between inspirational motivation and organizational agility.

H₁₆: Cultural agility moderates the relationship between intellectual stimulation and organizational agility.

H₁₇: Cultural agility moderates the relationship between individualized consideration and organizational agility.

H₁₈: Cultural agility moderates the relationship between change readiness and organizational agility.

Last but not the least, the research offers a theoretical model where transformational leadership factors act as the independent variables, change readiness as mediator, cultural agility as the moderator & organizational agility as the dependent variable. This framework has theoretical underpinnings from the transformational leadership theory, change readiness and cultural agility theory and is informed by prior research and this literature review. The theoretical framework of the study is depicted in Figure 1.

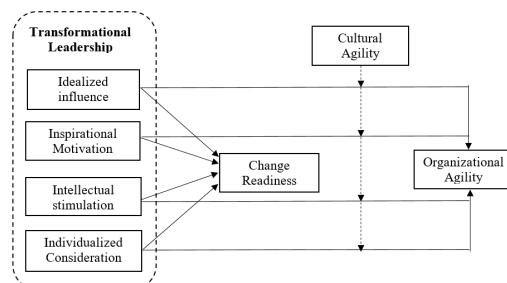


Figure 1: Theoretical Framework

RESEARCH METHODOLOGY

The present study adopted a quantitative research methodology because this approach allows easy collection of data from a large number of samples which is appropriate for achieving the objectives of the present study (Creswell, 2014). The data was obtained through survey questionnaires and was analyzed through the PLS-SEM method proposed by Wetzels et al, (2011). PLS-SEM is an ideal method to use in models that involve many variables and small sample size (Henseler et al., 2015). The target population of this research includes all employees from the Ministry of Interior Affairs in the United Arab Emirates.

By referring to the list of employee under Ministry of Interior UAE, there are 15000 active employees. The sample size was determined based on the sampling table introduced by Krejcie and Morgan (1970). Based on the table, the appropriate number of sample size for the above number of population is 375 samples. To ensure the target number of responses was reached, 500 survey questionnaires were distributed, taking into account the potential of non-responses and invalid responses. The samples were selected based on the simple random sampling basis and the survey was conducted both via self-administered surveys and through online method.

The survey questionnaire was developed by adapting measurement items from relevant previous studies. Some wording modifications were made to ensure that it aligns with the scope of this study. The survey measurement items are based on the Likert scale, which is a categorical scale that employs five anchor points, namely strongly disagree, disagree, neither agree nor disagree, agree, and highly agree (Sekaran & Bougie, 2016). This scale has been widely used by other researchers (Chethiyar et al., 2019; Khan et al., 2021). The original sources for each survey item are listed in Table 1. Prior to the actual data collection, the survey questionnaire was pilot tested among 30 officers at the Ministry of Interior in UAE. Reliability analysis of the pilot survey data revealed that all dimensions achieved a Cronbach's Alpha value greater than the threshold value of 0.70, indicating the reliability of the survey questionnaire items.

The data collected from completed surveys were analyzed through a series of processes. First, the data were input into IBM SPSS statistical software. Preliminary data analysis and descriptive analysis were carried out using this software. Finally, the structural model and relationships between constructs were investigated using SmartPLS 4.0 software.

Table 1 shows the source of survey questionnaire items

Survey Items	Source	Number of items
Demographic	Self-created	5
Transformational Leadership (TL)	Sandell (2012)	8
Idealized Influence (IDI)	Zdaniuk & Bobocel (2015)	8
Inspirational Motivation (INM)	Al Shanqaiti & Farea (2021); Ngo et al., (2022)	4
Intellectual Stimulation (INS)	Anjali & Anand (2015)	4
Individualized Influence (INI)	Knauder & Koschmieder (2019)	4
Organizational Agility (OA)	Appelbaum et al., (2017)	8
Change Readiness (CR)	Rusly, Sun, and Corner (2015)	6
Cultural Agility (CA)	Traylor and Caligiuri (2019)	6

Data Analysis and Findings

Table 2 highlights the demographics information of the respondents. The result indicates that the majority of respondents fall within the 36 to 45 years old age group, with 136 respondents (36.3%). Age group in between 18 to 25 years old is the smallest, with 72 respondents (19.2%). When it comes to gender, the majority of them are male, with 348 respondents (92.8%), whereas females account for only 27 (7.2%). In terms of academic qualification, 158 respondents have a bachelor's degree (42.1%), followed by 125 respondents with postgraduate qualifications (33.3%). In addition, 37

respondents (9.9%) hold a diploma while 55 are high school graduates (14.7%). The distribution of respondents across different job positions is relatively even.

Table 2 shows the demographic profile of the respondents

Categories	Frequency	Percentage
AGE		
18 to 25	72	19.20
26 to 35	78	20.80
36 to 45	136	36.27
More than 45	89	23.73
Total	375	100
GENDER		
Male	348	92.80
Female	27	7.20
Total	375	100
QUALIFICATIONS		
High School	55	14.67
Diploma	37	9.87
Bachelor	158	42.13
Postgraduate	125	33.33
Total	375	100
JOB POSITIONS		
Specialized	68	18.13
Executives	105	28
Supervisors	102	27.20
Leaders	100	26.67
Total	375	100
EXPERIENCE (YEARS)		
2 or less	46	12.27
3 to 6	52	13.87
7 to 10	102	27.20
Above 10	175	46.67
Total	375	100

Executives make up a slightly larger group with 105 respondents (28%) while supervisors and leaders are 102 (27.2%) and 100 (27.7%) respondents' respectively. Specialized job position represents the lowest proportion with just 68 respondents (18.13%). When it comes to experience, nearly half (46.67%) of the participants have over 10 years of experience, making this the most common category, while only 12.27% have 2 years or less. This suggests that the sample comprises predominantly experienced, highly educated males, with a significant representation in executive or supervisory roles.

The next stage involves assessing the measurement model using PLS-SEM analysis. First, the reliability and validity of the scale were tested. The scale is considered as significant if the factor loading exceeds 0.60 (Hair et al., 2013; Henseler et al., 2015). Upon data analysis, no items were removed as the results indicated that all items had loading values greater than 0.60. Subsequently, the study discusses the validity and reliability measures by checking the option of Cronbach's Alpha value, composite reliability, and Average Variance Extracted value (AVE). The cut-off point for these indicators are 0.70; 0.70, and 0.50 for Cronbach's Alpha value, composite reliability and AVE respectively. The suggested values for all the applied construct are listed in table 3 and all the values obtain far exceed the minimum threshold values of Hair et al., 2013 and Henseler et al., 2015.

Table 3 shows the result of reliability and validity analysis

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Organizational Agility	0.912	0.928	0.619
Idealized Influence	0.812	0.847	0.648
Inspirational Motivation	0.862	0.901	0.646
Intellectual Stimulation	0.882	0.920	0.745
Individualized Consideration	0.802	0.865	0.616
Change Readiness	0.852	0.890	0.575
Cultural Agility	0.917	0.935	0.707

Subsequently, Discriminant validity was also checked using Fornell-Larcker criterion as followed by Ab Hamid et al., (2017) and Henseler et al., (2015). From the analysis shown in table 4, it is clear that there is discriminant validity because all the AVE values for each construct of higher than the values of any other construct.

Next, the structural model was evaluated to analyzed the relationships and test the developed hypotheses. The bootstrapping method with 500 resamples was employed to determine the direct relationship between variables and test hypothesis number 1 to 9 (Hair et al., 2013; Khushi et al., 2020; Qalati et al., 2022). The findings indicate that hypothesis 1 to 9 have significant positive relationships. The structural model analysis continued with the introduction of the mediating variable which is change readiness. The result presented in table 5 shows the results of hypotheses 10 to 13. The results basically confirm the mediating effect of change readiness on the relationship between all four elements of transformational leadership and organizational agility.

Table 4 shows the result of discriminant validity test

	1	2	3	4	5	6	7
1. Change Readiness	0.758						
2. Cultural Agility	0.317	0.841					
3. Idealized Influence	0.644	0.533	0.670				
4. Individualized Consideration	0.454	0.609	0.566	0.785			
5. Inspirational Motivation	0.368	0.597	0.541	0.728	0.804		
6. Intellectual Stimulation	0.325	0.568	0.517	0.645	0.835	0.863	
7. Organizational Agility	0.569	0.552	0.723	0.551	0.518	0.485	0.787

Table 5 shows the direct and indirect relationship results

Hypothesis	Direct Relationship	Path Coefficient	T Values	P Values
H ₁	Idealized Influence-> Organizational Agility	0.600	5.904	0.000
H ₂	Inspirational Motivation-> Organizational Agility	0.347	2.325	0.019
H ₃	Intellectual Stimulation-> Organizational Agility	0.533	3.246	0.000
H ₄	Individualized Consideration-> Organizational Agility	0.346	2.237	0.021
H ₅	Idealized Influence-> Change Readiness	0.593	6.352	0.000
H ₆	Inspirational Motivation-> Change Readiness	0.312	4.079	0.000
H ₇	Intellectual Stimulation-> Change Readiness	0.392	2.655	0.023
H ₈	Individualized Consideration-> Change Readiness	0.486	2.424	0.027
H ₉	Change Readiness-> Organizational Agility	0.456	2.110	0.038
H ₁₀	Idealized Influence-> Change Readiness-> Organizational Agility	0.270	13.402	0.000

Hypothesis	Indirect Relationship	Path Coefficient	T Values	P Values
H ₁₁	Inspirational Motivation-> Change Readiness-> Organizational Agility	0.142	8.606	0.000
H ₁₂	Intellectual Stimulation-> Change Readiness-> Organizational Agility	0.178	5.602	0.000
H ₁₃	Individualized Consideration -> Change Readiness-> Organizational Agility	0.221	5.114	0.000

In order to determine the mediation effect of change readiness on the relationship between transformational leadership constructs and organizational agility, the classification of mediation effects as proposed by Awang (2014) and shown in table 6 was applied. Based According to the table, partial mediation was observed for all tested relationships, since both direct relationships and indirect relationships between idealized influence, inspirational motivation, intellectual stimulation and individualized consideration, with organizational agility are significant.

Table 6 shows the classification of mediation effect

Direct Relationship	Indirect Relationship	Mediation effect
Significant	Significant	Partial
Significant	Not significant	No mediation
Not significant	Significant	Full mediation

Next, the effect of the moderating variable which is cultural agility was tested. The results of the moderating effects analysis are shown in table 7. The findings proof that cultural agility significantly moderates the relationship between idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and organizational agility.

Table 7 shows the result of Moderating Effects

Hypothesis	Relationship	Path Coefficients	T values	P values
H ₁₄	Idealized Influence* Cultural Agility-> Organizational Agility	0.401	2.906	0.010
H ₁₅	Inspirational Motivation* Cultural Agility -> Organizational Agility	0.282	2.603	0.020
H ₁₆	Intellectual Stimulation* Cultural Agility -> Organizational Agility	0.284	1.988	0.048
H ₁₇	Individualized Consideration* Cultural Agility -> Organizational Agility	0.232	2.234	0.031
H ₁₈	Change Readiness* Cultural Agility -> Organizational Agility	0.361	2.512	0.010

DISCUSSIONS

The primary objective of this research is to study the relationship between four transformational leadership elements, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, and organizational agility. Furthermore, the research investigates change readiness as a mediator and cultural agility as a moderator of these associations. Self-administered questionnaires were administered to employees of the UAE Ministry of Interior Affairs (MoI). The finding indicates that there is a strong positive correlation between the four dimensions of transformational leadership namely, idealized influence, inspirational motivation, intellectual stimulation and individualized consideration and organizational agility. In so doing, this study supports the significance of adopting the transformational leadership behaviors in increasing agility within an organization. It further supports the studies conducted by others that highlighted direct correlation between transformational leadership and organizational agility (Akkaya and Tabak, 2020; Veisheh et al., 2014). Another distinct contribution of this study is that the current study dissects all the elements of transformational leadership in isolation, in contrast to previous researches where

transformational leadership was regarded as one construct. The findings suggest that the combination of all four transformational leadership behaviors collectively enhances organizational agility, indicating a multi-dimensional approach is most effective in fostering agility.

The findings also reveal that change readiness and cultural agility significantly mediate the relationship between idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, and organizational agility. This underscores the importance of fostering a workplace culture where leaders consistently promote readiness for change among the workforce. A culture where employees are consistently prepared and willing to embrace change at any time will result in an organization is more agile. Thus, this study enhances the understanding of how the four elements of transformational leadership can effectively cultivate organizational agility by integrating change readiness as a mediator.

Another important contribution of this study is the establishment of the moderating relationships between idealized influence, inspirational motivation, intellectual stimulation, individualized consideration with organizational agility, as well as between change readiness and organizational agility. This study addresses the gap and enhances the current theoretical framework on transformational leadership, change readiness and organizational agility by introducing cultural agility as a moderating factor. The findings justify that transformational leadership behaviors can effectively enhance an organization's agility, especially when change readiness is present. In addition, the interaction between all these variables and cultural agility offers a novel insight, contributing to both theoretical advancements and practical applications in dynamic organizational contexts.

Theoretical Contributions

Theoretically, this study contributes towards the body of knowledge by discovering the effects of transformational leadership behaviors; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, on organizational agility. Additionally, this study also enhances the existing literature by exploring the mediating and moderating effect of change readiness and cultural agility, addressing the gaps and present new insights into how these factors interact with transformational leadership to foster organizational agility. The research also provides a platform on which future researchers may continue exploring the complex correlation between leadership behavior, change orientation and culture in building organizational flexibility.

Practical Contributions

In terms of practical contributions, this study highlights how government authorities and policymakers can enhance the agility of government agencies by improving the quality of leaders, not only within the UAE's Ministry of Interior but across other ministries as well. Leaders should embody transformational leadership behaviors including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, in order to nurture and enhance agility in organizations. In order to develop these competencies, policymakers may conduct focused training programs such as leadership development workshop and cultural agility training. In addition, establishing a supportive environment that empower leaders to effectively respond towards changes and challenges would further enhance organizational adaptability and improve public service performance.

Suggestions for Future Research and the Conclusions

One of the limitation of this study is it focus solely on transformational leadership behaviors. There are many other leadership styles such as transactional, autocratic or servant leadership that were not considered. Testing the model with the other leadership style or incorporating multiple leadership styles may provide a more comprehensive understanding of the factors that drives organizational agility. Another limitation of this study is that data were collected from employees within the Ministry of Interior Affairs in the United Arab Emirates, excluding respondents from other government agencies. This limited sample diversity may affect the generalizability of the findings to other government entities. Future studies may broaden the scope of the study by involving

respondents from diverse background, capturing a more comprehensive perspective not only from governmental organizations, but also from private sector too. This would afford a more profound examination of transformational leadership, change readiness, cultural agility and organizational agility in various organizations.

In conclusion, it is crucial that the leaders in the public organizations exhibiting transformational leadership behaviors to enhance the organizations agility. It also stresses the significance of developing organizational readiness for change, and improving cultural intelligence of leaders within the context of growing cultural issues in the evolving environment of public administration. The implementation of these elements can help organizations address social and economic challengers and enhance an aspect of organizational performance and innovation.

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