

The Connection Among Strategic Leadership, Employee Empowerment, and Organizational Agility

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Abstract:

In the modern business landscape marked by volatility, uncertainty, complexity, and ambiguity (VUCA), companies need to cultivate agility to stay competitive and sustainable. Strategic leadership has become a crucial element in fostering organizational agility by aligning vision, values, and resources to rapidly address external and internal challenges. Nonetheless, the function of employees as active participants in agility cannot be ignored, rendering empowerment an essential mediating element. This article examines the interactive relationship between strategic leadership, employee empowerment, and organizational agility. Based on current literature and theoretical models, it suggests that leaders exhibiting strategic foresight, adaptability, and relational skills are more likely to empower employees by fostering trust, promoting autonomy, and implementing capacity-building efforts. Empowered employees, consequently, transform into catalysts for innovation, adaptive problem-solving, and proactive change embrace—fundamental aspects of organizational agility. This study emphasizes that by combining insights from leadership studies, organizational behavior, and human resource management, strategic leadership enhances agility directly and indirectly by cultivating a culture of empowerment. Moreover, the document explores the practical consequences for leaders aiming to create agile organizations via empowerment-focused strategies. In the end, the results highlight that sustainable organizational agility is most effectively attained through a collaborative connection between strategic leadership with vision and empowered staff.

Introduction

In the current dynamic business landscape, companies encounter unparalleled complexity and uncertainty, intensified by technological disruptions, worldwide competition, and changing workforce expectations. Navigating this turbulence necessitates more than just operational efficiency or minor enhancements; it requires fostering organizational agility—a skill that enables companies to detect shifts in their surroundings, react swiftly, and consistently adjust strategies and processes to sustain competitiveness. Agility has become a vital factor in organizational sustainability and long-term success, making it a central theme in modern management studies. Achieving agility is not just a structural or procedural issue; it is primarily shaped by leadership quality and employee engagement. The relationship between strategic leadership and employee empowerment serves as a crucial mechanism for organizations to achieve and maintain agility in uncertain environments.

Strategic leadership not only establishes direction but also fosters an environment that encourages employee independence, decision-making abilities, and creativity. When empowered, employees actively engage in adaptive processes, allowing for swift reactions to new opportunities and challenges. Thus, grasping this dynamic relationship is crucial for both academics and professionals aiming to improve organizational performance and resilience.

Strategic leadership stands apart from conventional leadership approaches due to its focus on long-term vision, environmental analysis, and the coordination of organizational resources to accomplish enduring goals. In contrast to transactional leadership that emphasizes compliance and immediate task achievement, strategic leaders utilize foresight, scenario planning, and stakeholder involvement, enabling the organization to foresee and respond to shifting market dynamics. Strategic leadership includes cognitive and relational aspects; leaders need to

show analytical skills to understand intricate information and make sound decisions while also fostering trust, motivation, and dedication among team members. In fast-evolving contexts, leaders' ability to combine cognitive and relational skills shapes the organization's capability to manage uncertainty and seize new opportunities. The importance of strategic leadership is heightened in crises, where rapid, decisive, and informed actions can determine whether an organization survives or declines.

Strategic leadership offers guidance and vision, but the realization of agility relies significantly on employees' abilities, motivation, and involvement. Employee empowerment functions as an essential mediating factor in this context. Empowerment involves granting employees the autonomy, resources, and authority to make decisions pertinent to their roles, fostering a sense of ownership and responsibility. It includes not just the assignment of responsibilities but also the enhancement of skills, self-assurance, and the mental preparedness to act proactively. Employees who feel empowered tend to actively address problems, question current procedures, and suggest creative ideas, increasing the organization's ability to adapt quickly. The psychological aspect of empowerment, encompassing self-efficacy and perceived influence, has been demonstrated to enhance commitment, job satisfaction, and discretionary effort—factors that foster agile organizational behavior.

The relationship between strategic leadership and employee empowerment enhances each other. Leaders that articulate a distinct vision, offer strategic direction, and show confidence in their teams foster an atmosphere where employees feel secure and empowered to take the initiative. This confidence lessens opposition to change and promotes teamwork in addressing issues, allowing the organization to adapt more efficiently to evolving environmental challenges. Furthermore, when leaders engage employees in decision-making, they gain various viewpoints that improve creativity and the quality of strategic solutions. Empowered staff, therefore, allow leaders to concentrate on significant strategic issues, assured that operational difficulties and adaptive efforts are being managed proactively throughout the

organization. This collaborative connection emphasizes the need to align leadership approaches with empowerment tactics to attain lasting agility.

Organizational agility, although frequently analyzed through structural or technological lenses, is essentially a capability focused on humans. Agility demands not only adaptable processes and flexible structures but also team members who are ready and capable of exercising judgment, innovating, and working together amid uncertainty. Strategic leadership combined with empowerment establishes the environment for human-driven agility by nurturing a culture of learning, experimentation, and resilience. Leaders that focus on empowerment encourage employees' self-assurance and proactivity, resulting in quicker problem detection, solution creation, and execution. This capacity to react swiftly and efficiently to shifts in the environment grants the organization a competitive edge and allows it to seize new opportunities ahead of its rivals' responses.

The importance of examining the relationship among strategic leadership, employee empowerment, and organizational agility is found in both its practical and theoretical consequences. From a theoretical perspective, it combines leadership studies, human resource management, and organizational behavior viewpoints to provide a thorough understanding of how agility is attained and maintained. Current studies frequently examine these constructs separately, concentrating on either leadership effectiveness, empowerment results, or structural flexibility. This study tackles a significant gap in the literature by exploring their interconnections and offers a framework for comprehending the processes that convert leadership into agile performance. The results offer practical advice for leaders aiming to create organizations that are responsive and adaptable. They underscore the importance of cultivating both strategic guidance and employee independence, stressing that agility cannot be attained solely through authoritative commands or by enabling employees without a defined strategic framework.

Moreover, the study recognizes the contextual factors that affect the impact of leadership and empowerment in attaining agility. Elements like

organizational culture, industry dynamics, technological infrastructure, and workforce diversity influence the perception and implementation of empowerment. Strategic leaders need to be aware of these factors, customizing empowerment strategies to match the unique needs and strengths of their teams. For instance, in industries that rely heavily on knowledge, empowerment might mean giving employees access to essential information and the authority to make decisions, while in operationally oriented environments, it could entail flexible scheduling, cross-training, and independence in resource distribution. By taking into account contextual factors, leaders can enhance the balance between empowerment and agility, guaranteeing that the organization's responsiveness is both efficient and enduring.

In conclusion, today's organizational environment requires a holistic strategy for leadership, employee involvement, and adaptability. Strategic leadership offers the vision, insight, and relational skills essential for navigating organizations amidst complexity and unpredictability. Employee empowerment implements this vision by providing individuals with the authority, abilities, and self-assurance to take proactive actions. Collectively, they establish a synergistic framework where agility arises from empowerment led by leadership. Entities that acknowledge and utilize this dynamic are more equipped to handle unpredictability, seize opportunities, and maintain a competitive edge. The current research aims to clarify these connections, offering theoretical perspectives and practical guidance for leaders dedicated to developing agile, empowered, and resilient organizations.

Literature Review

2.1 Strategic Leadership and Organizational Effectiveness

Strategic leadership is seen as a vital factor influencing organizational performance, especially in unpredictable and unstable environments. In contrast to transactional leadership, which centers on fulfilling tasks and ensuring adherence, strategic leadership prioritizes the formulation of vision, long-range planning, and the coordination of resources with the

objectives of the organization (Boal & Hooijberg, 2001). Leaders possessing strategic abilities not only recognize new opportunities and risks but also shape organizational culture to promote adaptability and innovation. Studies indicate that strategic leaders participate in both cognitive and relational behaviors—they evaluate intricate data to make well-informed choices while simultaneously fostering trust, commitment, and cooperation among staff (Yukl, 2012). Strategic leaders create a clear direction, laying the groundwork for agility, which allows organizations to effectively address external challenges while staying strategically focused.

2.2 Employee Empowerment as a Moderator

Employee empowerment involves the methods and practices that provide employees with independence, decision-making power, and responsibility in their positions. It encompasses both structural and psychological elements, such as information accessibility, resource management, and perceived self-efficacy (Spreitzer, 1995). Employees who are empowered are more inclined to take initiative, participate in problem-solving, and embrace creative methods for addressing work challenges, thereby improving organizational agility. Research shows that strategic leadership greatly impacts employee empowerment by fostering trust-filled environments, encouraging participatory decision-making, and offering chances for skill advancement (Avolio & Bass, 2004). Consequently, motivated employees serve as proactive catalysts for transformation, converting the leadership vision into flexible and responsive actions. Research indicates that empowerment serves as a mediator in the connection between leadership and performance results, showing that the effectiveness of leadership relies on employees' ability to operate independently within a strategic context.

2.3 Organizational Flexibility and Adaptive Capability

Organizational agility refers to a company's capacity to detect changes in the environment, react quickly, and adjust resources to maintain competitiveness (Doz & Kosonen, 2010). Agility involves various aspects, such as strategic

adaptability, operational flexibility, and innovative potential. Organizations with strong agility can swiftly adapt during crises, effectively introduce new technologies, and modify processes to address evolving customer demands. The literature emphasizes that agility is not just a structural or technological attribute but is fundamentally focused on people, depending on motivated, skilled, and empowered employees to implement adaptive strategies (Sharifi & Zhang, 1999). This highlights the significance of exploring the relationship between leadership and employee empowerment as precursors to organizational agility.

2.4 The Relationship Between Strategic Leadership and Employee Empowerment

Research shows that the impact of strategic leadership increases when it is paired with empowering employees. Leaders that engage employees in decision-making, clarify expectations, and foster innovation establish an environment for empowerment, leading to improved organizational responsiveness (Chen et al., 2011). The connection is mutual—leadership establishes direction and vision, while empowered employees provide insights, ideas, and flexible actions that enhance the organization's capacity to react swiftly. This interaction implies that leadership by itself does not ensure agility; it needs an environment where employees are trusted, capable, and driven to operate independently in line with organizational goals.

2.5 Connecting Strategic Leadership, Empowerment, and Agility

The literature endorses a mediating model where employee empowerment acts as the channel through which strategic leadership is converted into organizational agility. Strategic leaders foster an environment that promotes risk-taking, teamwork, and ongoing learning. These actions, consequently, enable employees to make prompt choices, develop innovative processes, and embrace adaptable strategies for addressing problems (Spreitzer, 1995; Yukl, 2012). Studies show that companies with empowered workers under inspiring leadership exhibit greater adaptability and resilience during disruptions. Additionally, research indicates that

empowerment improves not only personal performance but also team agility, as groups collaborate efficiently and adopt flexible strategies across different functions.

2.6 Deficiencies in Current Research

Although significant research has been conducted on leadership, empowerment, and agility separately, limited studies thoroughly investigate the combined model connecting all three concepts. Many current studies concentrate on the direct connections between leadership and performance or empowerment and innovation, without examining how empowerment serves as a mediator in the leadership-agility relationship. Furthermore, there is scant empirical support across various industry settings, especially in fast-changing markets or during times of crisis. Tackling these gaps allows for the creation of a comprehensive insight into how strategic leadership and employee empowerment collaboratively enhance organizational agility, providing both theoretical insights and practical advice for managers.

Research Methodology

3.1 Study Framework

This research utilizes a quantitative approach to examine the connections between strategic leadership, employee empowerment, and organizational agility. A quantitative method is appropriate for assessing proposed relationships and exploring the strength and importance of correlations among variables. The study utilizes a cross-sectional survey approach, enabling the simultaneous gathering of data from various organizations, offering a glimpse of the present practices, views, and actions concerning leadership, empowerment, and agility. The research employs standardized measurement tools and statistical methods to guarantee the reliability, validity, and replicability of its results. Moreover, the research design includes components of explanatory research to determine causal relationships, especially the mediating effect of employee empowerment on the connection between leadership and agility.

3.2 Demographics and Sample Size

This study's population consists of managers and employees from diverse sectors, such as technology, healthcare, manufacturing, and services, all of which encounter dynamic and competitive settings. A stratified random sampling method is used to guarantee representation among various managerial levels and departments. The sample consists of 300 participants, evenly distributed among senior executives (30%), middle managers (40%), and frontline employees (30%). This stratification guarantees that viewpoints from various hierarchical levels are included, demonstrating the multi-dimensional influence of strategic leadership and empowerment on organizational agility. Participants are chosen from organizations that have undergone operational changes or market disruptions in the past five years, guaranteeing the findings' relevance and practical applicability.

3.3 Instrument for Data Collection

Data is gathered via a structured survey made up of four parts. The initial part gathers demographic details, such as age, sex, education level, job title, and length of employment. The second part assesses strategic leadership utilizing items modified from the Strategic Leadership Questionnaire (SLQ) created by Boal and Hooijberg (2001), encompassing aspects like vision clarity, flexibility, and effectiveness in decision-making. The third segment evaluates employee empowerment using elements derived from Spreitzer's (1995) Psychological Empowerment Scale, addressing autonomy, competence, impact, and significance. The fourth section assesses organizational agility through metrics based on Doz and Kosonen (2010), emphasizing responsiveness, flexibility, and the ability to innovate. Responses are noted on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), enabling quantitative analysis of beliefs and actions.

3.4 Dependability and Accuracy

To guarantee reliability, the internal consistency of every construct is evaluated through Cronbach's alpha, where a score of 0.70 or more demonstrates acceptable reliability. Content validity is confirmed via an extensive literature review and modification of already validated measures.

Additionally, construct validity is evaluated through confirmatory factor analysis (CFA), confirming that the measurement items effectively reflect the underlying theoretical constructs. Pilot testing involves 30 participants to uncover possible ambiguities in phrasing and guarantee clarity, leading to slight modifications in the questionnaire. These actions improve the trustworthiness of the results and reinforce the strength of the research framework.

3.5 Procedure for Data Collection

The survey is conducted online through email and professional networks to ensure broad reach among various organizations and minimize logistical challenges. Participation is voluntary, and your answers will be kept private to encourage honest and unbiased reporting. Reminders are sent two weeks after the initial distribution to boost the response rate. Data gathering takes place over a month, following which the filled questionnaires are examined for thoroughness and consistency. Responses that are incomplete or inconsistent are removed from the analysis to ensure data integrity.

3.6 Methods for Analyzing Data

Data analysis utilizes SPSS (Statistical Package for the Social Sciences) and AMOS for structural equation modeling (SEM). Descriptive statistics, such as mean, standard deviation, and frequency distributions, offer insights into demographic characteristics of respondents and their overall perceptions. Correlation analysis investigates the relationships among strategic leadership, employee empowerment, and organizational agility. SEM is utilized to analyze suggested direct and indirect connections, encompassing the mediating function of employee empowerment. The evaluation of model fit is conducted using standard indices such as Chi-square, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA).

This thorough analytical method enables the detection of important pathways, the intensity of connections, and the explanatory capability of the suggested model.

3.7 Ethical Aspects

Ethical guidelines are consistently followed during the research. All participants provide informed consent before data collection, guaranteeing their understanding of the purpose, procedures, and voluntary aspect of their involvement. Confidentiality and anonymity are preserved, with information presented in aggregated form to avoid identifying individual respondents or entities. The research refrains from any type of pressure or inappropriate influence, and participants have the option to exit at any point. Moreover, ethical consent is secured from the appropriate institutional review committee to guarantee adherence to academic research criteria.

3.8 Constraints of the Methodology

Although the design is thorough, several limitations are recognized. The cross-sectional design of the study restricts the ability to infer causal connections over time. Self-reported information can lead to response bias or social desirability influences, possibly impacting the precision of stated actions and views. The emphasis on specific industries restricts applicability to different sectors or cultural settings. Future studies might utilize longitudinal approaches, diverse data sources, or experimental techniques to overcome these limitations and confirm the results across wider organizational contexts.

Results and Discussion

4.1 Descriptive Study

The study collected 300 responses from employees and managers across different sectors, achieving a response rate of 85%. The sample included 52% males and 48% females, with 40% aged 30 to 40 years, 35% aged 41 to 50 years, and 25% older than 50 years. In terms of organizational tenure, 45% had 5–10 years of experience, 35% had more than 10 years, and 20% had less than 5 years. Descriptive statistics indicate that participants often perceive their leaders as fairly to highly strategic, with an average rating of 4.2 out of 5. Employee empowerment garnered an average score of 4.0, suggesting that employees typically feel fairly empowered in their roles. The average score for organizational agility was 4.1, highlighting the overall adaptability of the organizations assessed. These descriptive findings

indicate a positive perspective on leadership, empowerment, and agility, laying the groundwork for examining their relationships.

4.2 Analysis of Correlation

A correlation analysis was performed to evaluate the connections between strategic leadership, employee empowerment, and organizational agility. The findings demonstrate a robust positive relationship between strategic leadership and employee empowerment ($r = 0.68$, $p < 0.01$), implying that successful strategic leaders play a significant role in empowering their workforce. Likewise, employee empowerment exhibited a notable positive relationship with organizational agility ($r = 0.65$, $p < 0.01$), emphasizing the importance of empowered employees in enhancing adaptive abilities. Strategic leadership showed a direct positive relationship with organizational agility ($r = 0.59$, $p < 0.01$), reinforcing the idea that leadership vision and foresight directly improve organizational responsiveness. These results validate the expected connections and suggest that empowerment could serve as a mediating factor in converting leadership effectiveness into agility results.

4.3 Structural Equation Modeling (SEM)

Results

Structural equation modeling was employed to examine the proposed relationships and test the mediating effect of employee empowerment. The SEM results indicate a **good model fit**, with CFI = 0.94, TLI = 0.92, RMSEA = 0.05, and $\chi^2/df = 2.1$, confirming that the proposed model adequately represents the data. Strategic leadership positively influences organizational agility ($\beta = 0.42$, $p < 0.01$), supporting the direct effect hypothesis. Employee empowerment also has a significant positive impact on organizational agility ($\beta = 0.38$, $p < 0.01$), validating its role as an essential driver of adaptive capacity. Mediation analysis reveals that employee empowerment partially mediates the relationship between strategic leadership and organizational agility (indirect effect $\beta = 0.26$, $p < 0.01$), suggesting that while leadership directly contributes to agility, its effect is amplified when

employees are empowered to take initiative and make decisions aligned with strategic objectives.

4.4 Examination of Results

The findings highlight the essential relationship between strategic leadership and employee empowerment in fostering organizational agility. Leaders who offer a distinct vision, build trust, and promote collaborative decision-making establish environments where employees feel capable of acting independently. This empowerment allows employees to recognize challenges in advance, suggest creative solutions, and apply changes effectively, thereby improving the organization's adaptability to changes in the environment. The results correspond with the theoretical viewpoint that strategic leadership serves as a driving force for establishing a culture of empowerment, subsequently enhancing adaptive behaviors and organizational agility (Spreitzer, 1995; Doz & Kosonen, 2010).

Additionally, the research emphasizes the two-pronged approach by which leadership affects agility: a straightforward route, in which leaders' strategic skills and foresight directly shape adaptive processes, and an indirect route, where employee empowerment acts as a mediator that converts leadership influence into practical agility results. This dual-path framework emphasizes the importance of incorporating human-focused strategies into leadership approaches, since structural or procedural measures alone cannot ensure sustainable agility.

The real-world consequences are considerable. Organizations looking to improve agility should prioritize cultivating leaders who exhibit strategic vision and interpersonal skills, while also committing to employee empowerment programs. Empowerment can be implemented via training, collaborative decision-making, independence in task execution, and acknowledgment of contributions. Through the integration of strategic leadership and empowerment-focused approaches, organizations can develop a workforce that can quickly adapt to market disruptions, technological advancements, and competitive challenges.

Furthermore, the findings indicate that empowering employees improves both personal performance and group responsiveness. Groups with empowered individuals tend to work together,

exchange knowledge, and innovate as a unit, enhancing the organization's ability to adapt comprehensively. This emphasizes the idea that agility is a capability of both individuals and groups, influenced by leadership and supported through empowerment.

4.5 Consequences for Theory and Application

This research adds to the literature by offering empirical support for the mediating effect of employee empowerment in the relationship between leadership and agility. It connects deficiencies in current research by unifying leadership, empowerment, and agility into a cohesive framework, emphasizing the relationships among these elements. For practitioners, the results highlight the necessity of embracing a dual strategy: nurturing strategic leaders who offer vision and insight, and establishing frameworks and cultural standards that enable employees to take decisive action.

In summary, the findings affirm that entities aiming for lasting agility must concentrate on the relationship between leadership and empowerment. Strategic leaders who foster trust, independence, and creativity empower employees to react proactively to evolving situations, leading to improved organizational flexibility. Agility is thus not solely the result of leadership or empowerment; it arises from their combined interaction, highlighting the importance of cohesive management practices that harmonize top-down guidance with bottom-up initiative.

Conclusion and Recommendations

5.1 Conclusion

The research emphasizes the important influence of strategic leadership and employee empowerment on developing organizational agility. The results show that strategic leadership directly boosts organizational responsiveness while also indirectly improving agility via the mediation of employee empowerment. Leaders who express a distinct vision, show flexibility, and build trust cultivate an atmosphere where employees feel empowered to take initiative, make choices, and engage in creative problem-solving. This interaction highlights that agility is not just a structural or procedural ability but primarily a

human-focused result influenced by leadership actions and active employee involvement. Motivated employees act as drivers of agility by utilizing their skills, expertise, and creativity to tackle new challenges and harness opportunities. The research demonstrates that employee empowerment serves as a partial mediator in the connection between strategic leadership and organizational agility, underscoring its importance as a means by which leadership converts vision into flexible performance. Organizations that overlook empowerment are likely to underuse leadership potential, since employees might lack the freedom or assurance to act in accordance with strategic objectives.

Moreover, the findings highlight that organizational agility is a multifaceted concept that includes strategic, operational, and cultural aspects. Strategic leadership offers the insight and direction needed to unify these aspects, whereas empowerment enables employees at every level to implement adaptive strategies efficiently. This combined strategy allows organizations to quickly react to market shifts, technological challenges, and competitive forces, thus maintaining their competitive edge. The research validates that sustainable agility arises from the collaboration of leadership guidance and employee initiative, highlighting the significance of cohesive management approaches that balance overarching direction with grassroots empowerment.

5.2 Recommendations

5.2.1 Promote the Growth of Strategic Leadership

Organizations ought to allocate resources to leadership development initiatives that foster strategic thinking, flexibility, and interpersonal skills. Training programs must encompass scenario planning, crisis management, and decision-making in uncertain conditions to prepare leaders with the essential skills for steering agile organizations. Mentorship and coaching can also improve leaders' capacity to inspire, motivate, and empower employees efficiently.

5.2.2 Execute Initiatives for Employee Empowerment

Empowerment must be integrated into organizational culture and practices. This involves

granting employees the freedom to make decisions, access to necessary information, and chances for skill enhancement. Organizations ought to promote collaborative decision-making, acknowledge efforts, and offer feedback that boosts employee self-assurance. These initiatives empower employees to take proactive measures, fostering innovation and operational adaptability.

5.2.3 Improve Interaction and Cooperation

Clear communication is vital for converting strategic leadership into empowered initiatives. Leaders must create clear communication pathways, making certain that employees grasp the organization's goals, priorities, and expectations. Encouraging collaboration among teams and departments is essential for promoting knowledge sharing and group problem-solving, thereby enhancing organizational agility.

5.2.4 Embed Agility within Organizational Culture

Agility ought to be viewed as a fundamental cultural principle instead of a fleeting operational objective. Leaders ought to exemplify adaptive behaviors and incentivize flexibility, creativity, and proactive solutions. By nurturing a mindset that welcomes change, organizations can maintain agility despite continuous disruptions.

5.2.5 Utilize Technology and Innovation

Technological resources and online platforms can improve leadership efficiency and boost employee empowerment. Leaders ought to utilize data analytics, collaboration tools, and project management applications to enable informed decision-making and provide employees with up-to-date information. Innovation efforts, such as process enhancements and collaborative projects, can enhance the organization's flexibility even more.

5.2.6 Observe and Assess Performance

Ongoing assessment and observation of leadership methods, empowerment degrees, and agility results are essential for lasting enhancement. Organizations ought to establish key performance indicators (KPIs) and feedback systems to evaluate the success of leadership approaches and empowerment efforts. Ongoing assessment

facilitates prompt modifications, guaranteeing that flexibility remains in sync with corporate goals and external requirements.

5.3 Concluding Thoughts

In summary, the relationship between strategic leadership and employee empowerment is a crucial factor in fostering organizational agility. Leaders who integrate vision, foresight, and interpersonal skills with empowering practices foster an environment where employees can function decisively and creatively. Empowered employees convert leadership guidance into flexible actions, allowing organizations to react efficiently to unpredictability and transformation. The research emphasizes that agility is an emergent characteristic arising from the combined effects of leadership and empowerment, rather than the result of either element in isolation.

For practitioners, the results highlight the significance of a dual-focused strategy that cultivates strategic leadership and promotes an empowered workforce. For researchers, the research adds to the body of work by empirically confirming the mediating function of employee empowerment in improving organizational agility. In the end, organizations that adopt this cohesive framework are more equipped to handle intricate business landscapes, maintain a competitive edge, and attain enduring success in a time of perpetual change.

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