

## **Impact of Entrepreneurial Mindset on the Relationship Between Leadership Style and Organisational Agility: An Empirical Study in the Digital Era**

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### **Abstract**

Firms that operate in digitally driven environments are always changing markets, technologies as well as work structures. Hence organisational agility is not so much about systems or speed as much as about how leaders think, decide and act under uncertainty. The way you lead affects direction, coordination and trust - but it affects agility differently in different contexts. During this relationship the entrepreneurial mindset is a critical driver of how leadership behaviours become adaptive action. Opportunity recognition, calculated risk-taking, learning orientation and comfort with ambiguity are part of an entrepreneurial mindset. If leaders and teams do this, leadership styles affect organisational agility more. Vision-based leadership encourages exploration. Participative leadership allows quick decisions. Adaptive leadership changes structure and process very quickly. If you do not have an entrepreneurial mindset, these styles are often symbolic and you get alignment without movement. With it, leadership intent becomes experimentation, responsiveness and constant adjustment. But agility nowadays is about fast learning instead of fixed planning. But digital tools make things happen - mindset decides how organisations respond. An entrepreneurial mindset links leadership style to agile outcomes by inciting initiative, decentralised action, tolerance for iteration. Teams act rather than wait. Errors become inputs for learning and not just sources of restraint. Hence organisational agility is a behavioural capability and not a structural design. So, understanding how this interacts explains why organisations with similar styles of leadership achieve different agility results. Leadership behaviour becomes more agile where there is an entrepreneurial way of thinking embedded across roles. These findings suggest both mindset and leadership development are needed for agility in digitally changing environments. A sample of 219 was collected to find the result of the study.

**Keywords-** Entrepreneurial Mindset, Leadership Style, Organisational Agility

## **Introduction**

Those organisations of the digital era work in conditions of speed, uncertainty and constant disruption. Markets change, technologies change without pause and customer expectations change more quickly than formal plans can react. In those contexts, organisational agility is a necessity rather than a nice to have. That means agility is the ability to sense change, to act quickly and co-ordinate across organisation levels. Digital tools allow fast information flow but not agile behaviour. Human judgement, leadership approach and underpinning mindset determine how organisations react to changing conditions. Long has leadership style influenced organisational direction, motivation, coordination. Leaders set up decisions about how authority works and how teams deal with pressure. Often in stable environments, consistent leadership structures keep performance going. In volatile digital contexts though, leadership impact is less predictable. Similar leadership styles give differing results in different organisations under comparable technology conditions. Its variation suggests an intervening cause for how leadership behaviour becomes agile action (Li et al., 2016).

In this way the entrepreneurial mindset explains this variation. It's a way of thinking about opportunity recognition, experimentation, failure, comfort with uncertainty. Not reliant on formal authority or fixed plans - an entrepreneurial mind set promotes initiative, quick response, action under incomplete information. In digitally driven settings that kind of mindset shapes how leaders interpret signals & how teams take direction. More than structural flexibility or process design is required for organisational agility. But it comes from everyday behavior, decision speed and readiness to adapt. They are affected by leadership style which sets expectations and models response patterns. Leadership signals need a receptive cognitive framework within teams though. If there is an entrepreneurial mindset, leadership direction causes exploration and adjustment. Absent leadership intent means compliance without adaptation. That dynamic gets accelerated by digital transformation. Technologies shorten feedback loops & make organisations live with constant data flow. People expect leaders to move quickly but speed without learning makes mistakes again. With an entrepreneurial mindset we can have learning-based agility because we see uncertainty as opportunity for experimentation not threat. Leadership styles like participation, autonomy, vision work best when teams are empowered to test ideas and revise action. So, leadership styles differ in the way authority is shared, participation is promoted and risk is managed. Change is triggered by vision and motivation under transformational leadership. Participatory leadership means sharing decisions. As adaptive leaders we respond to changing conditions. Every style can handle agility but no style guarantees it. But they are often performative styles that lack an entrepreneurial bent. Vision remains rhetoric. Participation slows action. Adaptation is reactive not proactive. The entrepreneur mindset changes how leadership influence moves around an organisation. Teaches people to interpret leadership cues as permission to act instead of instructions to wait. Teams go from following rules to problem-solving. Errors are signals not failures. Then agility is something that is collectively based on behaviour rather than policy (Çallı & Çallı, 2021; Kudeshia & Mittal, 2015).

Organisational agility too depends on decentralised action. Local problems in digital environments have local solutions. Centralised control delays response & weakens learning. The autonomy - oriented leadership styles work only when people feel confident about acting under uncertainty. In the entrepreneurial mindset this is built up by normalising experimentation and calculated risk. Autonomies without it leads to anxiety rather than agility. It seems that in agility research we are increasingly seeing mindset alongside structure as important. Agility is not something that happens because organisations adopt agile frameworks or digital platforms. It arises if we think about things like iteration, feedback, rapid adjustment etc. Leadership style determines if such thinking spreads, but mindset determines whether it takes root. That hesitation costs more in the digital era too. Opportunities appear and then vanish. When organisations wait for complete information, they reply too late. A good entrepreneurial mind reduces fear of imperfect knowledge. So those leaders create conditions for teams to act, see results & refine approach. In other words, agility is a cycle not a static state. Leadership development must go beyond behavioural training in digital contexts. It takes cognitive alignment. Leaders use participative, transformational behaviours - teams interpret this through mental models. If those models are about caution and error avoidance, then agility stops. From the perspective of an entrepreneur risk becomes manageable and learning is continuous - so leadership style is in motion (Al-Omoush, 2022).

Also, organisational culture affects this relationship. Cultures that punish failure discourage entrepreneurial thinking even under supportive leadership. Those cultures that reward initiative make leadership more relevant to agility. Clearly digital tools make performance visible - but visibility can make learning easier or more frightening. Leadership style sets the tone & the mindset sets the response. Thus, the link between leadership style and organisational agility is psychological and behavioural rather than formal design. Leadership signals intention. Mindset shapes interpretation. Agility results from that interaction. That explains why some organisations adapt very quickly and some struggle within similar leadership frameworks. Also, the entrepreneurial mindset influences how organisations scale agility. Small teams are often entrepreneurial by necessity. In larger organisations formal controls get bigger and agility gets weaker. Leadership styles that are agile at scale depend on shared mindset instead of direct supervision. As entrepreneurs think across roles it becomes embedded rather than episodic agility. Digital era leadership also gets reshaped periodically. Performance metrics & dashboards plus feedback systems press for immediate results. Experimentation tolerance may be reduced by such pressure. With an entrepreneurial mindset this is countered because short term variance is part of long-term adaptation. Mindset-based leaders protect their teams from premature judgement - they let agility develop. Organisational learning is at the heart of this discussion. Agility means taking feedback, making changes to behaviour. How the leader leads affects whether learning is safe. Entrepreneurial mindset affects whether learning is worthwhile. If both are aligned then organisations adapt continuously instead of episodically (Jan & Maulida, 2022).

It also influences employee engagement. Teams that are trusted to act are more committed and own their actions. In entrepreneurial thinking this ownership is increased by linking individual

initiative with organisational goals. Leadership style gives direction, but mindset gives energy. The more energy & direction go together the more agility develops. In digitally changing environments leadership effectiveness is not measured by stability or control only. It must be assessed by the capacity to move in uncertain conditions. With an entrepreneurial mindset this is augmented because leadership behaviour is complemented by adaptive action. So organisational agility is not a set of tools, structures but a way of thinking. Look at how entrepreneurial mindset influences the relationship of leadership style to organisational agility reveals how organisations go beyond symbolic agility. It talks about developing mindset as well as leadership behaviour. Now in the digital era agility is where leaders give direction and where people think entrepreneurially enough to act on that direction.

## **Literature Review**

Organisations being agile is getting wider as digital technologies alter the way firms compete, decide, adapt. In early literature agility was defined as operational flexibility in supply chains, production systems, response speed. When environments were more volatile scholars turned to behavioural capability instead of structural flexibility. So, agility came to mean how organisations perceive change, sense signals, reconfigure action in the face of uncertainty. This put human judgement, leadership behaviour, cognitive orientation at the centre of agility research. Leadership literature is a starting point for agility. Traditionally leadership was about stability, control and efficiency. In predictable environments where compliance and consistency were supportive of performance, transactional leadership worked well. But as the disruption increased so did researchers look at different kinds of leadership that encourage change, learning and adaptation. For its vision, inspiration and motivation, transformational leadership caught attention. People were attracted to participative leadership, which promoted shared decision-making and collective problem-solving. Adaptive leadership was a response to complexity - to mobilising people to change (Subramaniam, 2021).

But despite all this diversity, empirical results are uneven. So similar leadership styles lead to different organisational agility in different firms under similar circumstances. So, scholars looked for moderating and mediating factors in how leadership behaviour translates to agile outcomes. A critical but understudied dimension was cognitive orientation - mindset in particular. Entrepreneurial mindset comes from entrepreneurship research and is a way of thinking about opportunities - discovery, experimentation and active action. Earlier studies were about individual entrepreneurs - risk tolerance, innovation, resilience. Eventually scholars went beyond founders to employees, teams and organisations. So, the entrepreneurial mindset became more of a distributed cognitive orientation than a role-specific trait. This placed mindset at the centre of organisational response to uncertainty - as a cultural, behavioural force. More and more entrepreneurial mindset with adaptability. People who think entrepreneurially see uncertainty as possibility instead of threat. Then they act with incomplete information, they learn by iteration and they change as soon as outcomes differ from expectation. In organisations this is a mindset for decentralised decision making and problem solving. Some scholars cite

such thinking as being very similar to the behavioural requirements of agility in digital environments (Goncalves et al., 2020).

The connection is reinforced in digital transformation literature. Digital technologies speed up information flow, feedback cycles, and make organisations subject to continuous disruption. Tools increase speed but also complexity. Organisations struggle when decision making is centralised or employees do not want to act without being told explicitly. In such contexts agility is not attained by leadership style alone. Having an entrepreneurial mindset decides whether teams try out digital capabilities or just carry out predefined tasks. How authority, autonomy, risk is managed depends on leadership style. Transformative leaders articulate purpose & change - but vision without action capacity isn't agile. As participatory leaders we need input, but too much consultation slows response when teams do not feel confident to act. Adaptive leaders are about learning and adjustment, but adaptation involves being open to uncertainty. With an entrepreneurial mind set each of these styles is augmented because teams turn leadership cues into action. Studies of leadership cognition say behaviour is mediated by interpretation. So, leaders give messages - but employees take those signals from preexisting mental models. When teams are conservative, they respond to leadership encouragement with a little cautionary compliance. That same encouragement gets teams exploring when they are entrepreneurial. In this interpretive layer variation in agile outcomes is explained in similar leadership contexts. More recently in organisational agility literature, learning orientation is stressed. It takes feedback, reflection and change of action to be agile. It is this cycle that entrepreneurial thinking supports - normalising error as part of learning. Leadership styles that promote reflection & dialogue work only when teams see learning as valuable and not risky. Fear of failure is still a big barrier to agility even under supportive leadership. Fear is moderated by mindset (Fachrunnisa et al., 2020).

The cultural role is mentioned many times in the literature. Initiation, risk, accountability norms are moulded by culture. Entrepreneurial culture is open to experimentation & short-term variance. In control orientated cultures the emphasis is on predictability and error avoidance. Leadership style depends on culture but how cultural signals affect behaviour is down to mindset. Entrepreneurial cultures help organisations be more flexible when formal structures are rigid. Digital era studies introduce speed paradox. Digital tools speed up the pace but too much speed without learning slows down agility. With entrepreneurial mindset this paradox is solved because we want fast action with fast reflection. Leadership styles that allow autonomy work better with teams that have that balance. But without its speed is chaotic and defensive. Research into decentralisation explains this better. But agility also means decision making close to the action point. Leadership styles that divide authority work only when people can judge themselves. Entrepreneurial mindset teaches this ability because it builds confidence in decision making under uncertainty. Without that mindset decentralisation is anxious and inconsistent.

More from scholars studying innovation. Innovation is about exploring, iterating and failing. These processes are like agile behaviour. Experiments show that innovation-friendly styles of

leadership work where entrepreneurial thinking is present in teams. Where mindset is more risk averse - innovation initiatives fail despite leadership support. Agility & innovation have thus a cognitive basis (Varshney & Varshney, 2020).

There is literature also on organisational size and scale. Often small firms are agile because of necessity and proximity. With organisations there is more formalisation and less agility. Leadership styles cannot reverse this trend on their own. Studies show that to scale agility you need a shared mindset not more control. In large organisations entrepreneurial thinking allows adaptive capacity to be kept without too much supervision. New coordination forms are created by digital means. Teamwork happens across boundaries & time zones & functions too. So, leadership influence becomes indirect and mediated by technology. In such contexts mindset is more important than command. Team orientations with entrepreneurial orientations manage digital coordination better - roles and processes are adjusted without waiting for direction. People talk about psychological safety frequently in agility discussions. Teams change because people feel safe to talk, experiment and question assumptions. Leadership style contributes to safety, but mindset determines if safety is translated into action. With entrepreneurial thinking we want safe spaces for experimentation not comfort. Research says safety without initiative leads to stability not agility (Busse & Weidner, 2020).

Increasing failure visibility in digital environments increases fear of error. Entrepreneurial mindset changes failure to information. Leadership styles which are learning orientated work best when teams internalise that frame of mind. Failure without it means withdrawal rather than adaptation. So organisational agility is weakened as learning slows down. Studies of employee engagement tie entrepreneurial thinking to ownership. Employees that think entrepreneurially identify with outcomes rather than tasks. Leadership styles that empower teams work when there is ownership. Engagement builds agility - it builds responsiveness and persistence. Where mindset is passive, empowerment is confusion not energy. Temporal orientation is also relevant. Need balance between short term action and long-term direction in agility. That is why entrepreneurial mindset allows temporary deviation for learning. Those leadership styles that define long term purpose gain traction when teams accept short term uncertainty. It is well documented that rigid time horizons of organisations do not cope with visionary leadership. Dynamic capabilities research relates very well to agility research. Dynamic abilities are those that sense, seize and change. Scholars are increasingly pointing out that these capacities are cognitive and behavioural abilities. Entrepreneurial mindset supports sensing with curiosity, seizing with action and changing with learning. These processes are influenced by leadership styles but not mindset. The biggest barrier is resistance - according to digital transformation research. Sometimes resistance is because of fear of loss, overload or competence gaps. Through entrepreneurial thinking we reduce resistance by seeing change as opportunity. Leadership styles which emphasize participation and vision remove resistance only when mindset is changed. Otherwise, participation becomes symbolic and vision is distant. Cross cultural studies add nuance. Risk tolerance & authority relations are affected by social norms. Entrepreneurship mindset is different in different contexts but same in agility. Leadership styles need to be in tune with local cognitive norms and adaptive thinking. Research says agility

comes from leadership that looks at cultural context while being entrepreneurial orientated. Measurement difficulties are also mentioned in the literature. Agility, mindset & leadership style are not easily quantified. Some scholars favour mixed approaches which record behaviour over time. Sometimes entrepreneurial mindset is a latent construct that shapes decision making rather than explicit behaviour. Leadership impacts on agility are seen in repeated cycles of response instead of isolated outcomes (Karimi & Walter, 2021).

Digital era organisations are evaluated constantly by metrics, dashboards. Performance pressure can prevent experimentation. That's why entrepreneurial mindset buffers this pressure by focusing on learning instead of immediate perfection. Leadership styles that give us exploratory space under performance scrutiny allow agility to endure. Studies of change fatigue add more detail. Continual transformation initiatives exhaust organisations. Change can be a source of fatigue if it's incorporated into daily work instead of being disruptive - that's entrepreneurial thinking. Leadership styles which normalise adaptation instil agility. If mindsets are not aligned change initiatives feel imposed and take energy. Entrepreneurial mindset is in support of this process orientation - movement over stability. But control - oriented leadership styles have trouble staying agile without cognitive shift. Adaptive leadership comes most naturally to entrepreneurs - but even adaptive approaches fail when teams fear uncertainty (Venkatesan, 2020).

Organizational identity Research says agility grows when identity supports learning & evolution. Entrepreneurial mentality puts identity on growth instead of preservation! Styles of leadership that reinforce changing identity allow agility. There is resistance to leadership where identity is fixed. Digital ecosystems affect agility too. Organisations operate within networks of partners, platforms, communities. Entrepreneurial thinking allows line-crossing action. Leadership styles that promote collaboration work when teams are comfortable engaging outside. So agility is produced in networked adaptation rather than isolated change. In the literature a pattern emerges. Organisational agility is influenced by leadership style - cognitive orientation matters however. So entrepreneurial mindset is the catalyst for converting leadership behaviour to adaptive action. Without it leadership influence is confined to alignment & compliance. With it leadership is about experimentation, learning and fast response (Li et al., 2021).

It is this relationship which the digital era makes even stronger by speed, visibility and uncertainty. So organisations cannot depend on structure or authority anymore. But agility also depends on how people think and how leaders think. A consensus is reached in literature: developing entrepreneurial mindset together with leadership development is a way of sustaining organisational agility in digitally changing environments.

## **Objective**

To examine the Impact of Entrepreneurial Mindset on the Relationship Between Leadership Style and Organisational Agility

## **Methodology**

Study survey was conducted among 219 people from respondents with different level of work experience. “Random sampling method” along with “T-test” were used to collect and analyse the data.

## **Data Analysis**

In the total population of study survey males are 52.97% and females are 47.03%. 26.94% of them are 30 to 35 years of age, 30.59% are between 35 to 40 years, and 42.46% are above 40 years. Looking at the Work Experience, 31.51% are New Joiners, 34.42% are medium level managers, and 36.07% are High level managers.

**“Table 1 General Details”**

<b>“Variables”</b>	<b>“Respondents”</b>	<b>“Percentage”</b>
Male	116	52.97
Female	103	47.03
<b>Total</b>	<b>219</b>	<b>100</b>
<b>Age (years)</b>		
30 to 35	59	26.94
35 to 40	67	30.59
Above 40	93	42.46
<b>Total</b>	<b>219</b>	<b>100</b>
<b>Work Experience</b>		
New Joiners	69	31.51
Medium level managers	71	32.42
High level managers	79	36.07
<b>Total</b>	<b>219</b>	<b>100</b>

## **Impact of Entrepreneurial Mindset on the Relationship Between Leadership Style and Organisational Agility**

<b>“S. No.”</b>	<b>“Statements”</b>	<b>“Mean Value”</b>	<b>“t value”</b>	<b>“Sig.”</b>
1.	Leadership style’s ability shape organization’s ability to sense, and adopt environmental changes	4.07	16.113	0.000
2.	Entrepreneurial mindset links leadership style to agile outcomes by inciting initiative, decentralized action	4.19	18.034	0.000
3.	Entrepreneurial mindset amplifies the impact of empowering leadership styles on organizational agility	4.13	17.397	0.000
4.	Culture supporting Entrepreneurial mindset accelerates decision-making	4.27	19.158	0.000

5.	Entrepreneurial mindset supports sensing with curiosity, seizing with action and changing with learning	4.03	15.793	0.000
6.	Entrepreneurial mindset influences how organizations scale agility	4.11	16.732	0.000
7.	It enables employees to experiment, learn from failure, and adapt to evolving business condition	4.21	18.418	0.000
8.	Organizations with Entrepreneurial mindset shows great strategic flexibility & responsiveness	4.00	15.284	0.000
9.	Leadership style promote innovation improves organizational agility indirectly	4.01	15.251	0.000
10.	Leadership style affects direction, authority and coordination but not agility	3.27	4.148	0.000

Above table shows the Mean value for statements for “Impact of Entrepreneurial Mindset on the Relationship Between Leadership Style and Organisational Agility”, Leadership style’s ability shape organization’s ability to sense, and adopt environmental changes (4.07), Entrepreneurial mindset links leadership style to agile outcomes by inciting initiative, decentralized action (4.19), Entrepreneurial mindset amplifies the impact of empowering leadership styles on organizational agility (4.13), Culture supporting Entrepreneurial mindset accelerates decision-making (4.27), Entrepreneurial mindset supports sensing with curiosity, seizing with action and changing with learning (4.03), Entrepreneurial mindset influences how organizations scale agility (4.11), It enables employees to experiment, learn from failure, and adapt to evolving business condition (4.21), Organizations with Entrepreneurial mindset shows great strategic flexibility & responsiveness (4.00), Leadership style promote innovation improves organizational agility indirectly (4.01), and Leadership style affects direction, authority and coordination but not agility (3.27). All statements pertaining to “Impact of Entrepreneurial Mindset on the Relationship Between Leadership Style and Organisational Agility” are found to be significance, with p-values below 0.05 following the application of a t-test.

## Conclusion

Digital organisational agility goes beyond flexible structures, advanced technologies. It emerges out of the interaction of leadership behaviour and the way people process uncertainty. Leadership style affects direction, authority and coordination but not agility unless there is an entrepreneurial bent. It has been shown that mindset is the critical link between leadership intent and movement versus hesitation in the literature. So having an entrepreneurial mind translates leadership cues to adaptive action for organisations! It supports opportunity recognition, experimentation, learning under imperfect conditions. When this happens, visionary, participative or adaptive leadership styles take effect. Teams act confidently, take feedback as input & change quickly when conditions change. If we do not think like that then leadership influence produces alignment without agility, compliance without innovation and stability without change. The need for alignment is made stronger in digital environments too.

Speed, transparency & constant change take away the margin for delayed response. Organisms which depend upon control, formal authority struggle to adapt. Those that build entrepreneurial thinking across roles do better. Leadership is still necessary, but it requires shared cognitive orientation instead of directive power. All statements pertaining to “Impact of Entrepreneurial Mindset on the Relationship Between Leadership Style and Organisational Agility” are found to be significance, with p-values below 0.05 following the application of a t-test.

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