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The Effect of Perceived Spiritual Leadership on Organizational Agility: A Field Study

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THE EFFECT OF PERCEIVED SPIRITUAL LEADERSHIP ON ORGANIZATIONAL AGILITY: A FIELD STUDY

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Abstract

The current scenario compels businesses to adopt an agile structure to navigate unprecedented changes and to help employees adapt effectively. This study was conducted to support the hypothesis that spiritual leaders can guide employees in adapting to changes and enhancing organizational agility. Spiritual leadership can improve organizational agility by increasing employees' trust and commitment, making it easier for them to adjust to change. Data were collected from 405 employees in both top- and bottom-level positions within the manufacturing industry in the Malatya and Kayseri provinces of Turkey. This quantitative research model was developed and tested using correlation and regression modeling techniques. The findings revealed a significant relationship and interaction between spiritual leadership and organizational agility ($r = 303$; and $r = 504$, $p < 0.05$) [$R^2: 028$; $p: 001$. Business agility is achieved through adaptation to change, which necessitates that employees also adapt effectively to these changes.

Keywords: Spiritual Leadership; Organizational Agility; Manufacturing Businesses.



A. Introduction

At the onset of the industrial revolution, business managers primarily concentrated on increasing production by focusing on internal factors. However, as competitive conditions evolved, production processes also had to adapt, requiring managers to shift their focus to external factors. In today's business environment, companies must not only achieve speed, cost efficiency, quality, and meet customer expectations, but also rapidly adapt to environmental changes. To address this demand, the concept of organizational agility has emerged, enabling businesses to swiftly respond to changing conditions.

One significant factor that can enhance organizational agility is the implementation of spiritual leadership (Rismayanti et al., 2022). Spiritual leadership can foster increased organizational commitment among employees, and create a trust-based work environment where individuals can fully express their skills and abilities (Guillory, 2000). The core objective of spiritual leadership is to cultivate an environment that aligns with the vision and values of the organization, thereby enhancing employee productivity and commitment (Fry et al., 2005; Syufa'at et al., 2023).

Considering the significant amount of time employees spend in the workplace, it is unlikely that their spiritual life at work would differ from their spiritual life outside of work (Crossman, 2011). The spiritual leadership model can be an effective tool for activating the spiritual values of employees. Therefore, this study investigates the level of interaction and relationship between organizational agility and spiritual leadership. Notably, no prior research has addressed these two concepts together in the literature. The literature review section of this study was developed by examining various studies on the subject. To test hypotheses that could reveal the relationship and effect between these variables, research was conducted on employees in the manufacturing sector in the Malatya and Kayseri provinces of Türkiye, and the empirical part of the study was completed.

The concept of organizational agility is understood as the ability of businesses to quickly detect environmental changes and respond appropriately. This agility allows organizations to develop successful



strategies in a timely manner (Ganguly et al., 2009). The foundations of organizational agility can be traced to fundamental capabilities, organizational adaptation, and flexibility approaches (Sherehiy et al., 2007; Syaikhu et al., 2022).

Charles et al., (2014) define organizational agility as the strategic arrangement of talents in various forms, with a focus on core competencies, while Tsourveloudis and Valavanis (2002) describe it as the ability to operate effectively with high-quality performance in a rapidly changing and fragmented global market (Moch. Khoirul Anwar et al., 2024; Wahyudi et al., 2021).

Key factors like speed, cost, responsiveness, flexibility, quality, and customer needs are critical in shaping the business landscape, as highlighted in Table 1. These facts are factors that change the general course of the business world. The basic principles considered to be the origins of organizational agility definitions are presented in the Table 1 below.

Table 1. Based fundamentals in agility definitions

Researchers	Year	Speed/ time	Cost	Responsive ness	Flexibili ty	Qualit y	Customer needs
Iacocca/ Lehigh	1991	*		*	*		*
Goldman et al., Kumar ve	1995 1995			*	*		*
Motwani Cho et al.,	1996	*		*			*
Fliedner and Voruka	1997	*	*			*	*
Yusuf et al., Dove	1999 2001	*	*	*	*	*	*
Menor Sambamurthy et al.,	2001 2003	*	*	*	*	*	*
Gartner Research Group (Ashrafi)	2005	*		*			*
Raschke and David	2005	*		*	*		*
Mathiyakalan	2005	*		*			*

Source: (Ganguly et al., 2009)

In the literature, organizational agility is examined across various dimensions. Researchers often focus on products, human resources,



activities, and people when addressing these dimensions. Despite the variety of approaches, the most widely accepted framework was proposed by Sharifi and Zhang (1999), who categorized organizational agility into four key capabilities: responsiveness, competence, flexibility, and speed.

In our view, organizational agility is closely tied to a company's ability to adapt to competitive conditions. Through organizational agility, businesses can identify changes in environmental factors and prepare to respond effectively, thereby positioning themselves to seize potential opportunities (Cegarra-Navarro et al., 2016; Sherehiy & Karwowski, 2014). To achieve this, Chung et al., (2014) suggest that businesses must equip themselves with the necessary knowledge and skills. This preparation requires necessary to first research basic skills, use new technologies, increase the knowledge level of employees, and stretch organizational structures effectively in terms of time and cost (Seo & La Paz, 2008).

To succeed in a competitive environment, elements such as flexibility, quality, and talent development can be pursued either independently or through integrated management practices (Hasanudin et al., 2024; Supriyadi et al., 2023). Researchers in the literature generally focus on meeting these requirements. In our view, the overall perception of business agility emerges from the activities undertaken to achieve these objectives. This perspective is supported by Mehdibeigi et al., (2016), who state that "organizational agility is a concept that has gained prominence as a response to the pressures created by dynamic market conditions due to global changes, enhancing the potential for competition".

Organizational agility should not be viewed solely as the ability to adapt to competitive conditions. It is essential to consider the organizational system or managerial changes as a matter of strategic coherence (Shin et al., 2015).

Spirituality involves aligning with one's core values, and spiritual leadership is defined as a leadership style that taps into an individual's inner drive, helping them understand their purpose and shaping their attitudes and behaviors in a way that fosters personal development (Bothwell, 1986). The spiritual leadership model encompasses four fundamental elements:



body, mind, emotion, and spirit, which are seen as the core and essence of leadership (Moxley, 2000). Based on these principles, researchers suggest that spiritual leadership enhances elements such as organizational vision, commitment, productivity, and performance (Fry et al., 2007) while adding meaning to the work by instilling a sense of working toward shared goals (Sanders et al., 2005).

For the moral leadership model to be effective, business owners and managers must first recognize that their employees are the most valuable resource and act accordingly (Mitroff & Denton, 1999). The primary task of spiritual leaders is to understand the business vision and act accordingly. Spiritual leaders must understand the business vision and align their actions with it. By doing so, they can shape the attitudes and behaviors of their subordinate employees (Fry, 2003; Fry et al., 2010) and support employees' development and career goals (Thoms, 1996; Keyes et al., 1999). This approach enables employees to work better, more efficiently, and more effectively (Jurkiewicz & Giacalone, 2019; Eisler & Montuori, 2003; Sass, 2000).

Some studies indicate that employees seek managers and leaders who create a deeper sense of meaning and satisfaction in their work (Fry, 2003). In this context, leaders who address both the basic and moral needs of their followers can be considered spiritual leaders (Smith et al., 2018). Employees in businesses often hold diverse beliefs and values (Krishnakumar et al., 2015), requiring leaders who can unite them within the corporate culture (Pfeffer, 2010). Such leaders must motivate employees internally, foster a sense of competence and connection (Meng, 2016), and positively impact work quality and job satisfaction (Pio & Tampi, 2018).

Spiritual leaders are capable of influencing employees' emotions and thoughts, particularly in fostering their desire to make a meaningful difference in their lives (Wahid & Mohd. Mustamil, 2017). As previously discussed, the perception of organizational agility can spread positively throughout the workforce, and spiritual leaders may play a crucial role in shaping this perception. Thus, the following hypotheses were developed for this study:



- H₁: There is a positive relationship between spiritual leadership and organizational agility.
- H₂: Perception of spiritual leadership positively impacts the perception of organizational agility.

B. Method

In this study, a survey method, one of the quantitative research approaches, was employed. The survey form included questions designed to measure the demographic characteristics of the participants and their perceptions of the organizational agility and spiritual leadership variables outlined in the research model. Reliability and factor analyses of the scales, as well as frequency, correlation, and regression analyses of the collected data, were conducted using IBM SPSS 21.0. To assess the structural validity of the survey items, the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett's test of sphericity were examined.

The conceptual framework of the research was developed based on findings from the survey, analysis, and literature review. The manufacturing industry was selected for this study due to its reputation as one of the sectors that most rapidly adapts to technological and environmental changes, demonstrating a high level of organizational agility. Data were collected from employees in manufacturing enterprises located in Kayseri, ranked 18th, and Malatya, ranked 40th in terms of development in Türkiye. The survey method was used for data collection, with the survey forms distributed and collected in person by the researchers. Additional support for data collection was provided by the local chambers of industry.

The businesses where the survey was conducted were selected through random sampling from manufacturing companies registered with the chamber of industry. Verbal consent was obtained from middle-level managers to distribute the survey forms. To encourage participation, managers informed participants that the research findings would be shared with their organizations after publication. Participants were also informed that their involvement in the study was voluntary. A total of 475 survey forms were distributed, and 405 correctly completed forms were analyzed.

The quantitative part of the research was conducted based on the findings and data obtained through the literature review. The study was finalized with recommendations and a conclusion based on the results.

The target population for this research consisted of approximately 9,690 individuals employed in the manufacturing sector in the Malatya and Kayseri provinces. To ensure a representative sample, the study aimed to reach 370 participants, based on a 95% confidence level and a 5% margin of error. A total of 475 questionnaires were distributed to employees selected through random sampling. Of these, 422 responses were received, resulting in an 88.8% response rate. After excluding 17 incomplete questionnaires, 405 fully completed responses were included in the analysis.

The questionnaire used in this study consists of three sections. The first section contains questions aimed at identifying the demographic characteristics of the participants, including “gender”, “marital status”, “age”, “education”, and “years of work experience”.

In the second part of the study, the Organizational Agility Questionnaire, developed by Sharifi and Zhang (1999) and adapted into Turkish by Akkaya and Tabak (2018), was used to assess perceptions of organizational agility in line with the study’s objectives. While the original version of the questionnaire included 20 items, 3 items were removed during the adaptation process, resulting in a final version with 17 items. The adapted version by Akkaya and Tabak (2018) was used for this research. (Sample question item: “Our business has a strategic vision to achieve its long-term goals”). The survey is divided into four dimensions: items 1–8 represent the competence dimension, items 9–11 represent the flexibility dimension, items 12–14 represent the responsiveness dimension, and items 15–17 represent the speed dimension. None of the scale items are reverse-coded. Responses are measured using a five-point Likert scale, ranging from “strongly agree” to “strongly disagree”.

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In order to measure the second variable of the study, the perception of spiritual leadership, the Spiritual Leadership Scale, originally developed by (Fry, 2003) and adapted into Turkish by (Kurtar, 2009), was used. There are a total of 40 question propositions in the scale. (Sample question item 1: Leaders in my organization act as they speak, the essence of our leaders is the same). The scale was used faithfully to its original dimensioning and consists of 9 dimensions. Questions 18-26-28 and 30 are the vision sub-dimension, questions 8-15-16 and 36 are the hope/effort sub-dimension, questions 1-10-12-22 and 31 are the devotion sub-dimension, questions 2-14-17 and 23 are the sub-dimension of dedication. Questions are the meaning sub-dimension, questions 3-9-21 and 32 is the membership sub-dimension, questions 5-13-25-34 and 38 are the spiritual life sub-dimension, and questions 4-7-11-37 and 39 are the institutional commitment sub-dimension. Questions 19-20-29 and 33 are called the productivity sub-dimension, and finally questions 6-24-27-35 and 40 are called the life satisfaction sub-dimension. There are no reverse coded expressions in the scale items. In the scale, the quality level expressed by each mine ranges from "strongly agree" to; It is measured using the five-point Likert method ranging from "strongly disagree" to "strongly disagree".

C. Result and Discussion

Before we discuss the results of this study, let's first understand what has been discovered through this research about the impact of



spiritual leadership on organizational agility. The study gathered data from 405 employees working at various levels in the manufacturing industry in Malatya and Kayseri provinces, Turkey. Through the developed quantitative model, correlation and regression analyses have shown a significant relationship between spiritual leadership and organizational agility, affirming that spiritual leadership can enhance an organization's adaptability and responsiveness to environmental changes effectively. These results not only strengthen the initial hypothesis but also provide new insights into how spiritual values can be integrated into management practices to support competitive advantage.

1. Result

a. Demographic feature

The demographic characteristics of the participants are presented in Table 2, based on the analysis of the data collected.

Table 2. Demographic feature findings (n:405)

Age	N	%	Marital status	N	%
Under 20	103	25,4	Married	185	45,7
21-30	155	38,2	Single	220	54,3
31-40	76	18,8	Gender	N	%
41-50	39	9,7	Male	217	53,6
51-60	32	7,9	Female	188	46,4
Education	N	%	Working Experience (years)	N	%
Secondary education	46	11,4	1 month - 1 year	126	31,1
High school	118	29,2	1-5 Years	176	43,4
Associate degree	110	27,1	6-10 Years	78	19,3
Undergraduate	115	28,4	11-15 Years	17	4,3
Postgraduate	16	3,9	16 Years +	8	1,9

When analyzing the age distribution of the sample group, the highest participation rate was observed in the 21-30 age group (38.2%), followed by participants under 20 years old (25.4%). The least represented age group was the 51-60 age group (7.9%). Regarding educational status, the highest rate was among participants with a high school education (29.2%), while the lowest rate was among those with postgraduate degrees (3.9%). Examining marital status,

45.7% of the participants were married, and 54.3% were single. In terms of gender distribution, 53.6% of the participants were male, and 46.4% were female. Lastly, regarding work experience, the highest rate was among participants with 1-5 years of experience (43.4%), while the lowest was among those with 16 or more years of experience (1.9%).

b. Confirmatory Factor Analysis and Reliability Findings

The findings indicate that the survey data are compatible. Cronbach’s Alpha values were examined for the reliability of the question groups and sub-dimensions. It was determined that the Cronbach’s Alpha value for the organizational agility scale was .729, while for the spiritual leadership scale, it was .786. The results of the analysis are presented in Table 3 and Table 4.

Table 3. Confirmatory factor and scale reliability analysis results of the organizational agility questionnaire

Dimensions	Questi ons	Explained Variance	Total Variance	Cronbach’s Alpha	Total Cronbach’s Alpha
Competency Dimension	1-8	25,74		,723	
Flexibility Dimension	9-11	18,36	77,78	,736	,729
Responsiveness Dimension	12-14	17,20		,770	
Speed Dimension	15-17	16,48		,771	
Kaiser Meyer Scale Reliability			,766		
Bartlett’s Test of Sphericity			959,008		
Sd			136		
P Value			,000		

The organizational agility questionnaire used in this study consists of 17 questions, divided into 4 sub-dimensions: competency, flexibility, responsiveness, and speed. Questions 1 to 8 fall under the “competency dimension”, questions 9 to 11 under the “flexibility dimension”, questions 12 to 14 under the “responsiveness dimension”, and questions 15 to 17 under the “speed dimension”. These categorizations follow the original naming conventions from previous research.



The factor loadings for the questions the “competency dimension” of the organizational agility questionnaire were as follows; ,724; ,758; ,775; ,625; ,773; ,647; ,761 and ,633. This dimension explains 25,74 % of the total variance, with a reliability value of ,723. The factor loadings for the questions in the “flexibility dimension” of the organizational agility questionnaire were ,807; ,802 and ,644. This dimension explains 18,36 % of the total variance, with a reliability value is ,736.

For the “responsiveness dimension,” the factor loadings were ,767; ,778; and ,785. This dimension can explain 17,2 % of the total variance, with a reliability value is ,770. The “speed dimension” had factor loadings of ,768; ,714; and ,785. This dimension explains 16,48 % of the total variance, with a reliability value of ,771.

The overall reliability level of the organizational agility questionnaire is ,729 (KMS: ,766; Chi-Square: 959,008; sd: 136; p: ,000). The questionnaire explainx 77.8% of the total variance across all sub-dimensions. Based on these findings, the questionnaire demonstrates an acceptable level of validity for social sciences research.

Table 4. Confirmatory factor and scale reliability analysis results of spiritual leadership questionnaire

Dimensions	Questions	Explained Variance	Total Variance	Cronbach's Alpha	Total Cronbach's Alpha
Vision Dimension	16-26-28-30	12,69	76,3	,712	,786
Hope/ Effort Dimension	5-8-15-16-36	9,95		,697	
Devotion/ Sacrifice Dimension	1-10-12-22-31	9,86		,783	
Meaning Dimension	2-14-17-23	7,73		,709	
Membership Dimension	3-9-21-32	7,52		,746	
Spiritual Life Dimension	5-13-25-34-38	7,36		,788	
Organizational Commitment Dimension	4-7-11-37-39	7,20		,703	
Productivity Dimension	19-20-29-33	7,02		,771	
Life Satisfaction	6-24-27-35-	6,97		,699	

Dimensions	Questions	Explained Variance	Total Variance	Cronbach's Alpha	Total Cronbach's Alpha
Dimension	40				
Kaiser Meyer Scale Reliability			,815		
Bartlett's Test of Sphericity			3866,197		
Sd			780		
P Value			,000		

The spiritual leadership questionnaire used in the study consists of 40 questions divided into 9 sub-dimensions: vision, hope, devotion, meaning, membership, spiritual life, organizational commitment, productivity, and life satisfaction. The questions are categorized as follows: the 16th, 26th, 28th, and 30th questions fall under the "vision dimension"; the 5th, 8th, 15th, 16th, and 36th questions are grouped under the "hope dimension"; the 1st, 10th, 12th, 22nd, and 31st questions are classified as the "devotion dimension"; 2nd, 14th, 17th, and 23rd questions are in the "meaning dimension"; the 3rd, 9th, 21st, and 32nd questions fall under the "membership dimension"; the 5th, 13th, 25th, 34th, and 38th questions make up the "spiritual life dimension"; the 4th, 7th, 11th, 37th, and 39th questions are part of the "organizational commitment dimension"; the 19th, 20th, 29th, and 33rd questions form the "productivity dimension"; and finally, the 6th, 24th, 27th, 35th, and 40th questions are classified under the "life satisfaction dimension," as defined in the literature.

It was determined that the questions in the "vision dimension" of the spiritual leadership questionnaire had factor loadings of ,602; ,774; ,778; and ,644. This dimension explains 12,7 % of the total variance, with a reliability value of ,712. The "hope/ effort dimension" had factor loadings of ,672; ,656; ,734; ,779 and ,701; explaining 9,95 % of the total variance, with a reliability value of ,697. In the "devotion/ sacrifice dimension", the factor loadings were ,755; ,792; ,703; ,723 and ,651, explaining 9,86 % of the total variance, with a reliability value of ,783.

For the "meaning dimension", the factor loadings were ,709; ,710; ,722; and ,673 explaining 7,73 % of the total variance, with a reliability



value of ,709. In the “membership dimension”, the factor loadings were ,669; ,743; ,716; and 689, explaining 7,52 % of the total variance, with a reliability value of ,746. The “spiritual life dimension” had factor loadings of ,619; ,722; ,700; ,768 and ,771, explaining 7,36% of the total variance, with a reliability value of ,788.

For the “organizational commitment dimension”, the factor loadings of ,706; ,799; ,733; ,729 and ,770, explaining 7,2% of the total variance, with a reliability value of ,703. The “productivity dimension” had factor loadings of ,688; ,694; ,703 and ,671, explaining 7,02% of the total variance, with a reliability value of ,771. Lastly, the “life satisfaction dimension” had factor loadings of ,806; ,783; ,721; ,765 and ,775, explaining 6,97% of the total variance, with a reliability value of ,699.

The overall reliability of the spiritual leadership questionnaire is ,786 (KMS: ,815; Chi-Square: 3866,197; sd: 780; p:,000). All the sub-dimensions explain a total of 76,3% of the total variance.

c. Correlation Results: Relationships Between Variables

To examine whether organizational agility and its sub-dimensions affect spiritual leadership and its sub-dimensions, a correlation analysis was conducted to identify any relationship between the variables. Pearson’s correlation coefficient was used, as the data followed a parametric distribution. The result of the analysis are presented in Table 5.

Table 5. Correlation analysis results between organizational agility and spiritual leadership variables

Variables/ Sub-dimensions	1	2	3	4	5	6	7	8	9	10	11	12	13
Organizational Agility	Competency (1)	1											
	Flexibility (2)	,384**	1										
	Responsiveness (3)	,398**	,505**	1									
	Speed (4)	,336**	,314**	,351**	1								
Spiritual Leadership	Vision (5)	,381**	,363**	,411**	,453**	1							
	Hope-Effort (6)	,360**	,504**	,362**	,455**	,374**	1						
	Devotion (7)	,409**	,404**	,425**	,358**	,368**	,460**	1					
	Meaning (8)	,402**	,338**	,455**	,388**	,414**	,484**	,300**	1				
	Membership (9)	,467**	,355**	,459**	,383**	,442**	,562**	,453**	,422**	1			

Variables/Sub-dimensions	1	2	3	4	5	6	7	8	9	10	11	12	13
Spiritual Life (10)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000			
	,315**	,384**	,371**	,326**	,302**	,333**	,327**	,317**	,308**	1			
Organizational commitment (11)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000			
	,303**	,344**	,305**	,315**	,445**	,381**	,341**	,351**	,318**	,309**	1		
Productivity (12)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000		
	,319**	,388**	,322**	,341**	,405**	,442**	,365**	,330**	,365**	,394**	,346**	1	
Life satisfaction (13)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	
	,326**	,345**	,393**	,358**	,490**	,471**	,423**	,391**	,353**	,404**	,336**	,353**	1
	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000

**Correlation is significant at the 0.01 level (2-tailed). (* $p < 0,01$, * $p < 0,05$)

A low-level, positive, and significant relationship was found between the competency dimension of organizational agility and the sub-dimensions of spiritual leadership (ranging from $r = ,303$; to $r = ,467$, $p < 0.00$). Similarly, a low-level, positive, and significant relationship was observed between the flexibility dimension of organizational agility and the sub-dimensions of spiritual leadership (ranging from $r = ,344$ to $r = ,504$; $p < 0.00$). There was also a low-level, positive, and significant relationship between the responsiveness dimension of organizational agility and the sub-dimensions of spiritual leadership (ranging from $r = ,305$; to $r = ,459$, $p < 0.00$). Finally, a low-level, positive, and significant relationship was found between the speed dimension of organizational agility and the sub-dimensions of spiritual leadership (ranging from $r = ,315$; to $r = ,455$; $p < 0.00$).

In summary, there is a low-level, positive, and significant relationship between the sub-dimensions of organizational agility and the sub-dimensions of spiritual leadership. Based on these results, Hypothesis 1, which stated, “There is a positive relationship between spiritual leadership and organizational agility” was accepted.

d. Regression results for variables

Based on the evaluation of the correlation findings, it was determined that the sub-dimensions of the variables had positive and significant relationships with each other. However, to assess whether perceptions of spiritual leadership could influence perceptions of organizational agility, a regression analysis was conducted. The results of the regression analysis are presented in Table 6.

Table 6. Regression analysis results between organizational agility and spiritual leadership variables

Model	Coefficient			Mean	St.Dev.
	Beta (β)	t	Sig.		
Spiritual Leadership R ² = ,028 F= 11,787, p= ,001 a. Predictors (Contant), Organizational Agility Anova ^a :Sig.,,000 ^b	,169	3,433	,001	3,722	,468

According to the regression analysis conducted to test the second hypothesis of the study, it was found that 28% of the variance in the dependent variable, organizational agility perception, was explained by the independent variable, spiritual leadership perception. This indicates that spiritual leadership has a significant and positive effect on organizational agility, with $[(\beta = ,169), (p < 0.05)] (R^2: ,028; p: ,001)$.

Based on these findings, Hypothesis 2, which stated, "Perception of spiritual leadership has a positive effect on the perception of organizational agility" was accepted.

2. Discussion

The purpose of this study is to examine the effectiveness of spiritual leadership in organizational agility practices. It proposes a nomological network of relationship using various integrated theoretical approaches, including leader-member interaction theory, structural contingency theory, resource-based view, core competencies, organizational adaptability, and organizational flexibility. The study tests these relationships empirically using data from 405 employees in the manufacturing industry in Kayseri and Malatya, Türkiye. It contributes to the literature by discussing the hypotheses and findings within the research model. Theoretical implications are as follows:

Considering organizational agility solely as flexibility and the ability to adapt to the environment may lead to incomplete practices for businesses. Research shows that when leaders establish positive relationships with their followers, they can influence employee behavior and contribute to the development of effective team members (Sparrowe & Liden, 2005).

Additionally, it has been argued that employees may go beyond their formal roles in contributing to the organization (Hui et al., 1999). It is expected that the positive interaction between a spiritual leader and employee will directly enhance the employee's performance and work engagement.

Secondly, as with other leadership styles, spiritual leaders are expected to uphold values and principles, strengthen employees' sense of commitment, create shared values and visions, act in alignment with them, and support the development and career goals of their employees (Thoms, 1996; Keyes et al., 1999). The basic capabilities assumption suggests that businesses gain value and strength through the integration of technology and knowledge (Petts, 1997). In this process, the most important resource is the employees who contribute intellectual and cultural capital (Hafeez et al., 2002). Therefore, it is crucial for spiritual leaders to support employees' individual development and career aspirations.

Thirdly, human resources, considered one of the most crucial elements in today's competitive environment, play a significant role in the strategic success of businesses (Schuler & Jackson, 2005; Ulum & Ulum, 2023). Research also supports the finding that human resources are key contributors to organizational performance (Chênevert & Tremblay, 2009) (Youndt et al., 1996). If organizational agility is a tool for achieving strategic success, it follows that it should be supported by spiritual leadership. Spiritual leaders help individuals develop by tapping into their life force, helping them understand their purpose, and influencing their spiritual values, attitudes, and behaviors (Bothwell, 1986; Wijaya, 2022). When employees feel valued, they are more focused on strategic goals and can provide a competitive advantage to the business (Barney, 1991).

Fourthly, a key characteristic of organizational agility is its ability to amplify the impact of both people and information (Sheridan, 1993; Devor et al., 1997). Businesses aiming to succeed in adaptability, flexibility, and coping with uncertainty must focus on enhancing organizational agility (Sanchez & Nagi, 2001; Ambrose & Morello, 2004; Jahanzaib et al., 2013; Hayati & Mujib, 2022). A



critical factor in achieving this is unlocking the potential of employees. Therefore, it is essential to create environments that enable employees to add value, particularly through the support of spiritual leadership.

This study supports the generalizability of many existing theories. Spiritual leaders can foster a sense of working toward shared goals, bring meaning to the work process, and enhance productivity and efficiency (Sanders et al., 2005). The findings show that perceptions of spiritual leadership are positively related to perceptions of organizational agility, with each influencing the other.

D. Conclusion

This study offers insights into how the spiritual leadership model, when applied to human resource management, can support both competitive advantage and organizational agility, enabling businesses to adapt to environmental changes. Since no previous studies have examined these two variables together, the findings could not be compared with other research.

First, managers should consistently act as spiritual leaders and provide extensive research and development opportunities for their subordinates. To support this, it is recommended to offer training that promotes employees' professional development, supplement this training with practical applications, and reward participants. Second, while the literature emphasizes the importance of monitoring changes in the business environment and adapting to them as a competitive necessity, it overlooks how difficult it has become to keep pace with these rapid changes.

Third, regardless of which post-modern approaches are adopted, it is crucial to understand that a holistic approach is necessary for their successful implementation. If a common perception does not emerge from business owners, managers, leaders, and all employees, these approaches may fail. Therefore, it is recommended to first cultivate positive perceptions among employees, as these will guide their attitudes and behaviors. Finally, factors such as leaders' personality traits, leadership styles, behaviors, and attitudes can influence employees' individual perceptions, emotions, and behaviors.



This study was based on the idea that employees' individual perceptions, emotions, and behaviors are key factors in corporate agility and moral leadership. The findings suggest that the positive interaction between spiritual leaders and employees can enhance employee performance and work engagement, ultimately contributing to organizational agility. The results indicate a significant positive relationship between organizational agility and spiritual leadership perceptions (ranging from $r=.303$; to $r=.504$; $p < 0.00$). Furthermore, spiritual leadership perceptions can explain 28% of the variance in organizational agility perceptions, with an impact of 18% [$(\beta = .169)$, ($p < 0.05$)] ($R^2: 0.28$; $p: 0.001$).

As with most empirical studies, this research has several limitations. First, it was conducted within a specific cross-sectional framework, which limits the ability to make broad generalizations. Future research could benefit from longitudinal or experimental designs and by incorporating other leadership approaches. Using multiple data sources and testing similar models in different countries could also enhance the generalizability of the findings. Additionally, supporting the factors that influence perceptions with interviews and diverse techniques in future studies may lead to more accurate results.

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