Natural Resources for Human Health
eISSN: 2583-1194

Original Research

Received 11 July 2026
Revised 26 Aug 2026
Accepted 14 Sep 2026

Natural Resources for Human Health 2026, Vol. 6 (20s): 560–567

KEYWORDS:
Organisational Agility; Digital Leadership; Technological Transformation; Dynamic Business Environment.

The Influence of Digital Leadership on Organisational Agility Within a Dynamic Business Environment in China

[1*]Zhang Jingwei, [2]Dr. Amiya Bhaumik

1* PhD Scholar, DBA Lincoln University College Malaysia, Petaling Jaya,
Email: zhangj.phdscholar@lincoln.edu.my
ORCID: 0009-0001-9281-3804
2President (Chancellor), Lincoln University College
Email– amiya@lincoln.edu.my
ORCID ID- 0000-0002-9188-2269

ABSTRACT: The rapid development of technology and the uncertainty of the environment have impacted the way organisations operate to a great extent, particularly in developing nations such as China. In this regard, digital leadership has been identified as an important component that would assist organisations in dealing with technological shock, market volatility, and competition. Therefore, this research aimed to assess the impact of digital leadership on organisational agility in a dynamic business environment in China. The sample for this research was drawn from people working in organisations operating in a dynamic business environment in China. For the current research, the purposive sampling method was adopted, thus resulting in a valid sample size of 800 people. The tool adopted for data collection in this research included a structured questionnaire consisting of two parts, namely a demographic section and a 5-point Likert scale for digital leadership, organisational agility and dynamic business environment. The data were analysed using SPSS 25 and Microsoft Excel. Different statistical approaches, including descriptive analysis, factor analysis, the Kaiser-Meyer-Olkin (KMO) Test, Bartlett's Test of Sphericity, and analysis of variance (ANOVA), were employed to evaluate validity and relationships between variables. It was found that there is a statistically significant relationship between digital leadership and organisational agility in a dynamic corporate setting in China ($F = 108.231$, $p < 0.000$). The high KMO test value (0.983) and statistically significant Bartlett's test results ($p = 0.000$) indicate that the data are suitable for factor analysis. According to the results of the study, digital leadership plays a crucial role in promoting organisational agility through effective decision making, coordination, and efficient use of digital technology in dynamic conditions.

1. INTRODUCTION

The emergence of digital technology has resulted in a tectonic shift in the ways of functioning of organisations and gaining an advantage in today's dynamic market environment. The emergence of new technologies such as artificial intelligence (AI), big data analytics, cloud computing, and Internet of Things (IoT) has led to a rapid pace of development of digital technology, which has required companies to introduce new approaches to leadership that would make them flexible enough to adapt and continue to develop (Wang et al., 2022). Thus, digital leadership has become one of the crucial competencies of firms, helping them take advantage of digital technologies and create a collaborative and innovative culture in their organisations. Being agile has become one of the key determinants of competitive advantage and means being able to detect changes in the environment, react to uncertainties of the market and optimally distribute organisational resources. With increasingly turbulent business environments caused by technological disruption, changing customer demands and global economic uncertainty, organisations

need managers who can drive digital transformation and improve organisational adaptability towards new challenges (Cui, 2025).

China would provide an appropriate environment to examine this link owing to its fast digitisation process, government support of technology innovations, and high levels of competitiveness among corporations. Chinese organisations are under a lot of pressure to constantly innovate while adapting to different changes in the market conditions. Organisational agility has become an important strategic competency for businesses operating in such a dynamic environment. The link between digital leadership and organisational agility in such an environment could give useful information on how companies can remain competitive in the future (Shi et al., 2023). While there has been growing attention from academics towards digital leadership, there has not been enough research that has explored the effect of digital leadership on organisational agility in the changing environment, especially in China (Zheng et al., 2025). The impact of digital leadership on organisational agility in China's dynamic economy would be the focus of this research. The results should add to the current body of knowledge by showing how digital leadership may promote organisational agility strategically.

2. BACKGROUND OF THE STUDY

Companies throughout the world are facing a new reality as a result of the rapid digital revolution: they must constantly adjust to new technologies, shifting consumer tastes, and fiercer market rivalry. When it comes to being competitive and efficient, technological advancements like the IOT, cloud computing, AI, blockchain, big data analytics, and cloud computing are very essential. Hence, organisations have been moving away from traditional styles of management towards digitally-enabled leadership styles which encourage innovation, adaptability and quick decision-making (Jing et al., 2023). Digital leadership has emerged as a vital organisational competency which involves knowledge of technology along with leadership capabilities in order to thrive in an unpredictable business environment. The concept of organisational agility has been receiving much attention as organisations aim to improve their capability of anticipating changes in the market and responding to disturbances quickly. Organisational agility refers to the capability of an organisation to anticipate external changes, take quick strategic decisions and reorganise itself efficiently (Zheng et al., 2025). In today's ever-changing business atmosphere, where there is change brought about by technology, global competition, economic uncertainty, and shifting customer demands, organisational flexibility has become a necessity as opposed to a competitive strategy. Leaders who effectively employ digital technology have increasingly received credit for their role in making organisations more flexible, innovative, and resilient (Adhiatma et al., 2023).

China emerges as a highly relevant context to study the link between digital leadership and organisational agility. In China’s case, being one of the countries with the best digital economy, remarkable developments in the country in terms of technology have been brought about by the existence of certain policies like the Digital China policy and investment in digital technology. There is rapid digitalisation taking place in the firms that are in manufacturing, financial, retail, healthcare, and technology industries in order for them to survive amidst the growing volatile environment of business operations. The firms themselves experience extremely difficult times due to disruptions brought about by technology, changes in the law, global uncertainties in the supply chain, and increased customer demand (Zhang et al., 2025). Therefore, digital leadership is essential to foster organisational agility and ensure the sustainability of organisations. While there are findings to support that digital leadership contributes to improving the performance of an organisation, little empirical work has been done to investigate how such leadership contributes to fostering organisational agility. Environmental dynamism and its influence on the relationship between digital leadership and organisational agility have not received enough attention from previous studies, which mainly focus on outcomes of digital transformation or technology usage. Such a research gap calls for further investigation into the strategic role of digital leadership in coping with environmental dynamism (Wang et al., 2024).

With the Chinese economy thriving, this research aims to investigate the impact of digital leadership on organisational agility. The researchers hope that their findings will shed some light on the relationship between digital leadership and organisational agility, which would be helpful to both businessmen and policymakers in their attempt to become agile organisations.

3. PURPOSE OF THE RESEARCH

This research aimed to analyse how digital leadership influences organisational agility in the context of a dynamic economic setting in China. Digital leadership is increasingly becoming an important skill in ensuring flexibility and innovation in view of the dynamic nature of companies' environments, which are technologically driven. Digital leaders play an essential role in the adoption of digital technology, innovation, and fast decision-making, which help in increasing an organisation's capacity to

adjust to changes in the environment. The main aim of this research is to analyse how digital leadership helps in contributing to organisational agility through assisting organisations in predicting and addressing problems in a dynamic business environment. This relationship is important in the current scenario of China being one of the fastest-growing digital economies, characterised by technological innovations, changing customer preferences, and stiff competition. The objective of this research is to generate knowledge regarding the impact of changing dynamics of the business environment on the relationship between organisational agility and digital leadership. By highlighting the specific leadership approaches that promote organisational agility, the findings of the study will add to the existing literature on digital leadership and organisational agility. Additionally, this research will provide valuable guidance for managers and policy-makers who want to enhance organisational agility and competitive edge in the digital economy of China.

4. LITERATURE REVIEW

The digital form of leadership has become a critical organisational skill because of the fast pace at which technology is advancing and the complexities of doing business. Digital leadership refers to the leadership skills where one is able to blend strategic thinking, technology knowledge, innovation and change management. Unlike traditional leadership approaches, digital leadership stresses the proper use of digital technology in organisational ventures, along with cultivating a collaborative, learning and innovative culture (Liu et al., 2024). Recent researches have established the fact that digital leaders enhance organisational performance through information sharing, development of digital competencies, and strategic agility in competitive environments. Organisational agility has come to be an important variable for competitiveness in an increasingly dynamic corporate world. It is often clear that the ability of an organisation to sense environmental shifts, react quickly to opportunities and threats and continuously reorganise its resources, processes, and competencies. Agile firms show increased flexibility, resilience, and creativity, and thus perform exceptionally well in uncertain conditions. Researchers conducted before have proven time and again that firms with strong leadership qualities are much more likely to develop agile frameworks and adaptive decision-making practices (Alakaş, 2024).

In previous studies, the researchers Khattak et al. (2025) determined the contribution of digital leadership capability and knowledge management capability in improving the digital transformation performance in Chinese organisations. Organisational agility was shown to moderate the effect of digital leadership competence on digital transformation effectiveness in the study, which used structural equation modelling and a time-lagged survey of 328 respondents. The findings imply that digital leadership improves organisational agility by facilitating quicker decision-making, digital integration and coordination. However, while investigating the effect of digital transformation on organisational performance, the environmental dynamism context was largely overlooked (Khattak et al., 2025). In a similar vein, Zhang et al. (2025) examined the effects of digitalisation on organisational agility in Chinese firms through surveys and econometric modelling. It was found that digitalisation greatly enhances organisational agility through effective information flow and increased flexibility. Yet, this research paid attention to digitalisation at large, but not digital leadership, which creates the problem of knowledge regarding the role of digital leadership in increasing organisational agility (Zhang et al., 2025). In another study, the researchers Su et al. (2026) conducted a study on the association of leadership agility and organisational resilience in Chinese universities by surveying 445 senior administrators. The results revealed that leadership agility positively affects organisational adaptability, but this is further amplified when there is high organisational digital preparedness. This research focused only on the education field, and no commercial organisations were considered in the study or even organisational agility in business (Su et al., 2026).

Although there is an increasing amount of scholarly interest in the subject of organisational agility and digital leadership, there are not many empirical studies that look at how the two relate to China's constantly changing economic environment. The impact of digitalisation and organisational effectiveness has been the primary focus of previous research, but there are not many studies examining how the business environment's dynamics affect the connection between digital leadership and organisational agility. This research claims that since digital leadership and digitalisation facilitate coordination, reaction, and decision-making, they have a good relationship with organisational agility. However, prior research has not yet fully examined the impact of the dynamic corporate environment.

5. RESEARCH QUESTION

- What is the effect of digital leadership on the agility of organisations through dynamic business environments in China?

6. RESEARCH METHODOLOGY

Natural Resources for Human Health
eISSN: 2583-1194

6.1Research Design

This study employed a quantitative research method to explore the connection between digital leadership and the agility of organisations through dynamic business environment in China. The data were gathered via a structured questionnaire using the purposive sampling technique. The total number of respondents for this study was 800, and all of them belonged to a dynamic business environment. Demographic information was collected using a questionnaire, which included Likert scale items that evaluated the core constructs of the study.

6.2Sampling

The purposive sampling technique was used to choose the study's contestants. Using Krejcie and Morgan's algorithm through the RaoSoft calculator, the sample size of 800 was determined. There were 1000 questionnaires distributed, and 850 questionnaires were received back. Out of which 50 questionnaires were discarded because of incomplete answers. Finally, 800 questionnaires were used for this research.

6.3Data and Measurement

The researcher used a quantitative survey approach to gather primary data from employees working in companies operating in China's changing business environment through a structured questionnaire, aiming to investigate the impact of digital leadership on organisational agility. The survey was divided into two parts. Section 1 gathered the respondents' demographic data. The 5-point Likert scale was used in Section 2 to rate the different elements of offline and online networks.

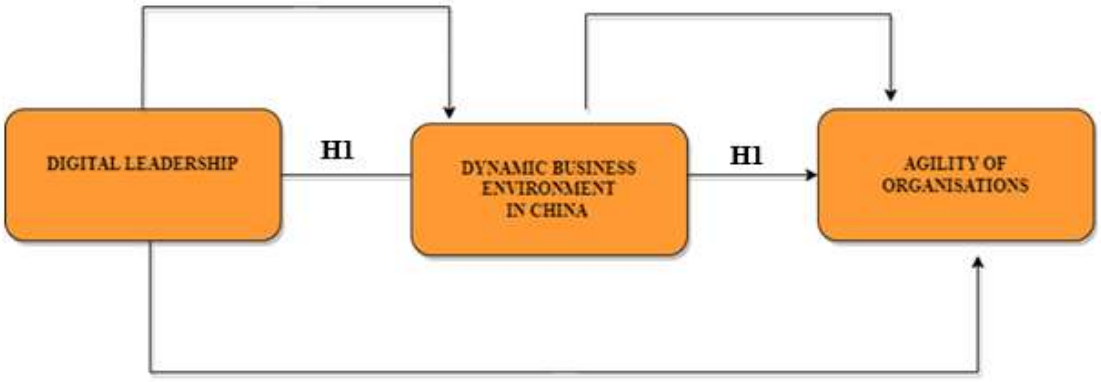
6.4Statistical Software

The researchers used SPSS version 25 along with Microsoft Excel to analyse the quantitative data.

6.5Statistical Tools

The researchers employed a descriptive statistical research methodology to have a more profound understanding of the key components of the quantitative data achieved. The study employed the ANOVA technique to examine the relationship between the variables. Factor analysis was used by the researcher to determine validity.

7. CONCEPTUAL FRAMEWORK



8. RESULT

•Factor Analysis

The factor analysis (FA) is a statistical procedure applied to find underlying patterns and relationships within data. The KMO test measures the correctness of the data for FA. The result obtained from the KMO test varies from 0 to 1, to be interpreted by the researcher. The sample size is considered adequate if the result is between 0.8 and 1.

The standards set up by Kaiser for adequacy are:

Poor 0.50 to 0.59, Unacceptable 0.60 to 0.69.

Acceptable point scores are 0.80 to 0.89. The score in the range of 0.90 to 1.00 is considered marvellous.

Testing for KMO and Bartlett's Sampling Adequacy Measured by KMO: 0.983

The findings of Bartlett's Test of Sphericity are as follows:

Approx. Chi-Square = 942

df = 190; sig = .000

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test[a]		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.983
Bartlett's Test of Sphericity	Approx. Chi-Square	942
	df	190
	Sig.	.000
a. Based on Correlations		

The researchers used Bartlett's Test of Sphericity to ascertain if the link was statistically significant. A high KMO index of 0.983 denotes the validity of the distributed survey questions. Based on a tiny p-value of around 0.00, the researchers determined the data's statistical significance.

- INDEPENDENT VARIABLE (Digital Leadership)

A leadership philosophy known as digital leadership provides businesses with digital tools for innovation and organisational transformation in response to quickly changing business contexts. This is exemplified in the ability of the leaders to create a digital strategic vision, to incorporate technology, inspire creativity, and transform the individual within the organisation. Digital leadership, unlike traditional leadership, is not just about hierarchy but includes technological skills and strategic management to foster flexibility and cooperation in business organisations. It is important to mention that digital leaders are vital in connecting the digital technology and organisational aspirations by making decisions based on data, improving communications, sharing knowledge, and integrating digital innovations in people (Mollah et al., 2024). This type of leader creates such a corporate culture that encourages learning, innovation, and adaptation to change in order to cope with new demands and technological developments in business. In this study, digital leadership is considered the ability of organisational leaders to employ digital technology, strategic thinking, and innovation-based leadership practices in order to make organisations more agile in the shifting Chinese business environment (Zhang & Hao, 2024).

- MEDIATING VARIABLE (Dynamic Business Environment in China)

A dynamic business environment refers to a business environment characterised by constant changes in terms of technology, markets, customer preferences, competition, government regulations, and economics. It requires companies to respond to such changes promptly without compromising efficiency and competitiveness. The pace at which digitalisation, globalisation, and innovation have happened over the years has made the business environment more uncertain and complex, requiring firms to develop more flexibility. In China, the factors that have led to the development of a dynamic business environment include rapid digitalisation, strong government support for technological development, growing regulations, stiff competition, both domestic and international, and changing customer preferences

(Suryani & Dwiputra, 2025). China, being one of the best economies in the digital sphere, has achieved significant progress in the realm of digital structure, e-commerce, AI, cloud computing, and smart manufacturing, which opens up various opportunities as well as challenges for businesses. Such developments demand from organisations constant innovation, restructuring organisational resources, and proper adaptation to changes in the marketplace and technologies. In this study, the dynamic nature of the business environment in China refers to the constantly changing external environment that

influences organisational activities and strategic decisions. The dynamic business environment sets the context for the positive impact of digital leadership on organisational agility (Wang et al., 2026).

 DEPENDENT VARIABLE (Agility of Organisations)

Agile organisations can react effectively to new possibilities and challenges, detect changes in the internal and external environment rapidly, and continually adjust their plans, procedures, and resources to stay competitive. Organisational agility is recognised as a strategic resource for success in the conditions of volatility, technological innovations, and changing demands of clients. Organisational agility includes decision-making agility, operational agility, innovation, and successful change management (Chang & Octoyuda, 2024). An agile organisation is characterised by proactive leadership, cooperative collaboration, effective communication, and skilful application of digital technology to make decisions quickly and competently. The capacity to adapt to external changes, realign skills, and foster a culture of ongoing innovation and learning is referred to as organisational agility. These attributes enable businesses to swiftly adjust to changes in the market, technology, and competition without sacrificing effectiveness. Organisational agility is defined in this research as the capacity of Chinese businesses to employ digital leadership to swiftly adjust to changes in a dynamic business environment. This means how well the organisations can enhance flexibility, responsiveness, creativity, and resilience to achieve sustainable competitive advantage in a fast-changing digital business environment (Zhang et al., 2024).

- Relationship between digital leadership and agility of organisations through dynamic business environment in China

Organisational agility and digital leadership are known to be crucial for businesses to thrive in quickly changing business contexts. The strategic thinking, technical know-how, and innovation-focused attitude that organisations need to cope with environmental instability are brought about by digital leadership. By encouraging the use of digital technologies, making data-driven choices, and collaborating, digital leaders improve an organisation's capacity to swiftly adjust to changing consumer demands and market conditions. The evolving business environment in China serves as an important context in which to understand this connection (Fang, 2023). The business environment in China is characterised by rapidly developing technology, changing regulatory environment, intense market competition and constant digitisation. Such external factors require that organisations remain flexible, innovative and responsive to sustain their competitive advantage. In this case, digital leadership increases organisational agility through facilitating the recognition of new opportunities, quick reaction to the changes in the environment and continuous reallocation of resources and business processes. Additionally, the dynamic nature of the corporate environment serves as a catalyst that influences the effectiveness of digital leadership in promoting organisational agility. The greater the level of environmental volatility, the more important it is to have digitally skilled leaders as part of the organisation's strategic approach in order to increase its resilience, speed up innovation and adaptation. Thus, the interaction between digital leadership and the dynamic corporate environment promotes organisational agility, which allows for achieving sustainable performance of Chinese organisations (Soomro & Khan, 2026).

As mentioned in the discussion, the hypothesis was developed with the consideration of examining the strong relationship between digital leadership and agility of organisations through dynamic business environment in China:

- H01: There is no significant relationship between digital leadership and agility of organisations through dynamic business environment in China.

- H1: There is a significant relationship between digital leadership and agility of organisations through dynamic business environment in China.

Table 2: H1 ANOVA Test

ANOVA					
Sum					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	45105.16	250	180.421	108.231	.000
Within Groups	915.40	549	1.667		
Total	46020.56	799			

The result is significant, and the value of F is 108.231, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the alternative hypothesis "H1: There is a significant relationship between digital leadership and agility of organisations through dynamic business environment in China" is accepted, and the null hypothesis is rejected.

9. DISCUSSION

The results of this study demonstrate that, because of China's dynamic economic environment, there is a significant correlation between digital leadership and organisational agility. The alternative hypothesis may be accepted since the ANOVA test findings (F=108.231, p =.000) show a high degree of statistical significance. It suggests that companies with good digital leadership are more likely to become more agile in fast-paced commercial settings. This finding is corroborated by that of Khattak et al. (2025), who argue that digital leadership capability contributes to the enhancement of organisational agility and leads to improved digital transformation performance. As it was mentioned in the study, digital leadership capability provides for better coordination, digital integration and quicker decisions. Although the authors paid attention primarily to digital transformation outcomes, this study differs from their findings in that it includes the influence of the dynamic business environment in China on the importance of digital leadership in improving organisational agility (Khattak et al., 2025). Similarly, the results conform to the conclusions made by Zhang et al. (2025), indicating that digitalisation increases organisational agility via better information flow and flexibility. Nonetheless, the research was based on digitalisation as such; the current study is particularly concerned about digital leadership being the principal driver of digitalisation. Thus, it becomes evident that organisational agility does not only have technological roots but also relies heavily on the ability of leadership to guide the digitalisation process in the dynamic environment (Zhang et al., 2025). According to Su et al. (2026), leadership agility can increase organisational adaptability, provided there is digital readiness. However, the research conducted by them was limited to the education sector only (Su et al., 2026). This study takes into account the experience gained from the above and expands it by examining business organisations in China, and hence provides more evidence of the importance of digital leadership for organisations. This study shall make contributions to existing literature by proving that digital leadership has positive impacts on organisational agility, especially in a highly dynamic environment. This research gap is bridged through the dynamic environment and business organisations in China.

10. CONCLUSION

The research looked into the impact of digital leadership on organisational agility in China in different economic environments. The findings from the ANOVA test proved that there was a significant relationship between digital leadership and organisational agility. It means that the organisations whose leaders have knowledge of digital technology can respond to the changes in the environment and remain competitive in the growing economic world. The findings of the research prove that digital leadership is important for enhancing organisational agility through digitalisation, faster decision-making and coordination of organisational activities. Digital leadership is more important in the dynamic economic environment of China because organisations are facing challenges like technological developments, unstable market conditions and tough competition. Organisations need to have agile talents for them to compete in such environments. Through this empirical study that looks at the combination of organisational agility, digital leadership, and dynamic environment as one empirical concept, the research contributes to the earlier literature on this topic. The study contributes to earlier literature through the focus on the changing business environment of China as a factor affecting the performance of the organisation. Organisational agility in a dynamic business environment is facilitated through digital leadership as per this research.

REFERENCES

[1] Adhiatma, A., Fachrunnisa, O., Nurhidayati, & Rahayu, T. (2023). Creating digital ecosystem for small and medium enterprises: the role of dynamic capability, agile leadership and change readiness. Journal of Science and Technology Policy Management, 14(5), 941-959.

[2] Alakaş, E. Ö. (2024). Digital transformational leadership and organizational agility in digital transformation: Structural equation modelling of the moderating effects of digital culture and digital strategy. The Journal of High Technology Management Research, 35(2), 100517.

[3] Chang, C. L., & Octoyuda, E. (2024). Driving digital transformation: how transformational leadership bridges learning agility and digital technology adoption in MSMEs. Emerging Science Journal, 8(4), 1583-1601.

[4] Cui, J. (2025). The Impact of Absorptive Capacity, Organizational Creativity, Organizational Agility, and Organizational Resilience on Organizational Performance: Mediating Role of Digital Transformation. Organizational Creativity,

Organizational Agility, and Organizational Resilience on Organizational Performance: Mediating Role of Digital Transformation (January 05, 2025).

[5] Fang, L. (2023). Examining the effects of digital leadership strategies on enhancing organizational innovation performance. Journal of Logistics, Informatics and Service Science, 10(4), 318-335.

[6] Jing, Z., Zheng, Y., & Guo, H. (2023). A study of the impact of digital competence and organizational agility on green innovation performance of manufacturing firms—the moderating effect based on knowledge inertia. Administrative Sciences, 13(12), 250.

[7] Khattak, S. I., Ali, M. I., Khan, M. M. A., & Kakar, A. S. (2025). Does digital leadership capability, knowledge management capability, and organizational agility foster digital transformation in China? A time-lagged survey-based assessment in digital transformation projects. Journal of Engineering and Technology Management, 76, 101873.

[8] Liu, Y., Guo, M., Han, Z., Gavurova, B., Bresciani, S., & Wang, T. (2024). Effects of digital orientation on organizational resilience: a dynamic capabilities perspective. Journal of Manufacturing Technology Management, 35(2), 268-290.

[9] Mollah, M. A., Al Masud, A., & Chowdhury, M. S. (2024). How does digital leadership boost competitive performance? The role of digital culture, affective commitment, and strategic agility. Heliyon, 10(23).

[10] Shi, J., Jiang, Z., & Liu, Z. (2023). Digital technology adoption and collaborative innovation in Chinese high-speed rail industry: does organizational agility matter?. IEEE Transactions on Engineering Management, 71, 4322-4335.

[11] Soomro, M. A., & Khan, A. N. (2026). Leadership in times of crisis: cultivating crisis management through digital transformation and organizational agility. Engineering, Construction and Architectural Management, 33(7), 5400-5417.

[12] Su, Y., Khan, M. T., Ullah, S., Kukreti, M., Sami, A., & Dangwal, A. (2026). Steering the digital transformation: How paradoxical leadership juggles innovation culture and organizational agility. Human Systems Management, 45(3), 396-407.

[13] Suryani, U., & Dwiputra, I. P. (2025). The impact of organizational innovation capability, organizational agility, and digital strategy on business resilience in food and beverage SMES: The mediating role of adaptability and the moderating role of transformational leadership. Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE), 8(1), 2941-2964.

[14] Wang, G., Mansor, Z. D., & Leong, Y. C. (2024). Linking digital leadership and employee digital performance in SMEs in China: The chain-mediating role of high-involvement human resource management practice and employee dynamic capability. Heliyon, 10(16).

[15] Wang, K., Xu, X., Mao, P., Deng, X., & Cao, D. (2026). Digital transformation and organizational readiness: evidence from Chinese construction SMEs with a dynamic managerial capabilities lens. Engineering, Construction and Architectural Management, 33(7), 5783-5819.

[16] Wang, T., Lin, X., & Sheng, F. (2022). Digital leadership and exploratory innovation: From the dual perspectives of strategic orientation and organizational culture. Frontiers in psychology, 13, 902693.

[17] Zhang, J., Li, H., & Zhao, H. (2025). The impact of digital transformation on organizational resilience: The role of innovation capability and agile response. Systems, 13(2), 75.

[18] Zhang, J., Zhang, S., Tan, X., & Zhao, H. (2025). The impact of digitalization on organizational agility: evidence from the enterprise survey for innovation and entrepreneurship in China. Humanities and Social Sciences Communications, 12(1), 1-15.

[19] Zhang, M., Chen, X., Xie, H., Esposito, L., Parziale, A., Taneja, S., & Siraj, A. (2024). Top of tide: Nexus between organization agility, digital capability and top management support in SME digital transformation. Heliyon, 10(10).

[20] Zhang, Y., & Hao, S. (2024). How digital collaboration capability affects incremental and radical service innovation in manufacturing firms: the mediating role of organizational agility. Journal of Business & Industrial Marketing, 39(12), 2759-2773.

[21] Zheng, H., Dai, J., & Li, B. (2025). Exploring the relationship between digital integration and agility: the role of organizational inertia and market information transparency. International Journal of Operations & Production Management, 45(8), 1602-1626.