



Entrepreneurial leadership and organizational agility in the context of global uncertainty: The case of small firms in Rivers State

Godwin Wonah Ogar¹ 
Eneyi Margaret Odibu² 
Raluchukwu Andrew Isienyi³ 



^{1,2}Department of Business Management, University of Calabar, Nigeria.

¹Email: Godwinogar139@gmail.com

²Email: Eneyi.odibu@gmail.com

³Department of Management, University of Nigeria, Enugu, Nigeria.

³Email: raluchukwuandrewisienyi@gmail.com

Abstract

The purpose of the study was to examine entrepreneurial leadership and organizational agility in the context of global uncertainty. This study employs a quantitative research design with a cross-sectional survey approach. The target group for this study includes managers, supervisors, and high-level employees in small-scale enterprises. The study used a stratified random sampling method to ensure proper representation of various levels of management and functions. The sample size of the study was 250 respondents. Data analysis involved descriptive and inferential analysis. Regression weight of structural equation modeling (SEM) was employed to test the hypothesized effects of entrepreneurial leadership dimensions on organizational agility. It revealed that entrepreneurial leadership has a significant positive effect on organizational agility via visionary thinking, proactivity, flexible strategies, and decision-making under uncertainty, rather than risk-taking. The study concluded that entrepreneurial leadership is a significant antecedent of organizational agility. The implications of the research findings for policymakers, educators, and SME support agencies are that they need to consider developing entrepreneurship and leadership programmes that improve cognitive adaptability and learning-oriented leadership, which ultimately improves organizational agility in uncertain and volatile business environments.

Keywords: Entrepreneurial leadership, Organizational agility, Risk-taking propensity, Strategic flexibility, Visionary orientation.

JEL Classification: L26; M10.

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Contribution of this paper to the literature

The study validated data to ensure credibility using structural equation model. It examined entrepreneurial leadership and organizational agility in the context of global uncertainty. It contributes to a more detailed understanding of the role of entrepreneurial leadership in organizational agility and renewal in Africa's uncertain future.

1. Introduction

In Africa, organizations today are at the crossroads of local disruptions and global uncertainty, where economic, technological, policy, and market volatility converge and intersect. For small organizations, these disruptions have been particularly challenging because, with limited resources, they are even more vulnerable to disruptions and have fewer strategic options. At this crossroads, leadership has emerged as a critical factor that can make the difference between organizations that merely react to disruptions and organizations that can change and adapt to disruptions to ensure organizational survival and sustainability. Entrepreneurial leadership has emerged as an important leadership style that can address disruptions and uncertainty by integrating opportunity recognition, innovation, and adaptability (Leitch & Volery, 2017; Pauceanu, Rabie, Moustafa, & Jiroveanu, 2021). At the crossroads of local and global disruptions, organizational transformation and change for Africa's future are not only about organizational and policy reforms; they are also about leadership capable of facilitating organizational adaptability and responding to disruptions and continuous change.

For small firms in Nigeria, especially those located in Rivers State, this challenge is further complicated by economic dependence on the extractive industry, infrastructural challenges, regulatory environment, and fluctuations in the global market. The ability of organizations to sense changes, make decisions, and be flexible is now the key to organizational success, especially in the context of the Nigerian environment (Appelbaum, Calla, Desautels, & Hasan, 2017; Ibrahim & Rashid, 2019). Entrepreneurial leadership is also critical in this regard because it serves as the link between the environment and the organization, hence the ability of the organization to transform as opposed to being stagnant.

Entrepreneurial leadership is commonly defined as a multi-dimensional construct that includes behaviors that are characterized by opportunity-driven action and strategic influence over people and processes (Bagheri & Harrison, 2020; Harrison, Burnard, & Paul, 2018). The key characteristics of entrepreneurial leadership include visionary orientation, risk-taking propensity, proactiveness, strategic flexibility, and decision-making under uncertainty. Visionary orientation enables leaders to create a future vision and maintain organizational commitment in the face of environmental turbulence (Klösel, 2021; Sibeko & Barnard, 2020). The risk-taking propensity is the propensity to commit resources under uncertain conditions, which is particularly important for entrepreneurs in turbulent markets (Salmony & Kanbach, 2022; Tipu, 2017). Proactiveness is another characteristic that differentiates entrepreneurial leaders from other leaders by their tendency to engage in proactive behavior and anticipate change rather than merely reacting to it (Fontana & Musa, 2017).

Strategic flexibility and decision-making in an uncertain environment are particularly important in a disrupted environment. Strategic flexibility allows an organization to make changes to its business model, allocate resources, and modify strategic objectives in response to changing circumstances (Brozovic, 2018; Chanphati & Thosuwanchot, 2023). Decision-making in an uncertain environment, on the other hand, refers to a leader's ability to make decisions in an environment characterized by incomplete information, ambiguity, and time constraints, which define an entrepreneurial environment (De Winnaar & Scholtz, 2020; Townsend, Hunt, McMullen, & Sarasvathy, 2018). Researchers have suggested that entrepreneurial leaders use experiential knowledge, judgment, and learning orientation to make decisions in an uncertain environment, which influences organizational flexibility and adaptability (Chaniago & Efawati, 2024; ul Haque, 2025).

While previous literature has established positive relationships between entrepreneurial leadership and organizational agility across different settings (Jan & Maulida, 2022; Khalid, Madhakomala, & Purwana, 2020; Sari & Ahmad, 2026), these have generally focused on Asian and/or Middle Eastern countries. There has been little empirical examination of sub-national settings within Nigeria. The literature on Nigerian SMEs has focused on performance outcomes and/or risk-taking behavior in isolation (Adim & Bassey, 2022), while the impact of specific entrepreneurial leadership dimensions on organizational agility remains underexplored. This study is especially focused on Rivers State, where small firms are faced with multiple uncertainties stemming from both localized disruptions and global economic trends. It is in this context that this study aims to investigate the effect of visionary orientation, risk-taking propensity, proactiveness, strategic flexibility, and decision-making under uncertainty on organizational agility in small firms in Rivers State, Nigeria. By placing the analysis in the broader context of the theme on transforming organizations at the crossroads of local and global disruptions, this study hopes to contribute to a more detailed understanding of the role of entrepreneurial leadership in organizational agility and renewal in Africa's uncertain future.

2. Literature Review

2.1. Entrepreneurial Leadership

A leadership style that encourages behavior of opportunity-seeking and the ability to mobilize people and resources in the face of uncertainty is termed entrepreneurial leadership. Leitch and Volery (2017) define entrepreneurial leadership as a process that helps leaders mobilize people and resources in the face of uncertainty to identify opportunities that can be exploited. This definition of entrepreneurial leadership is important in the context of small and growing firms, where the entrepreneurial leadership process is dynamic and situational. According to Bagheri and Harrison (2020), entrepreneurial leadership is a multidimensional construct that encompasses several leadership behaviors that are critical in the entrepreneurial process of the organization. From a decision-oriented perspective, ul Haque (2025) defines entrepreneurial leadership as the capacity of leaders to make decisions in the face of uncertainty in the environment, where the decisions are made by combining judgment, experience, and learning in the context of volatility and disruption in the business environment. According to Townsend et al. (2018), entrepreneurial leadership can also be understood in the context of action in the face of uncertainty, where the

entrepreneurial leader acts in the face of knowledge constraints by creatively interpreting the available information to create opportunities through action. Building on this understanding, Chaniago and Efawati (2024) stated that entrepreneurial leadership is a style of leadership that evokes innovation and adaptive behavior in followers. These perspectives on entrepreneurial leadership suggest that entrepreneurial leadership is a relational and adaptive form of leadership that allows organizations to remain agile and innovative in turbulent environmental conditions.

2.2. Organizational Agility

Organizational agility is the organization’s capacity to sense changes in the environment, make timely decisions, and quickly adapt and change in response to the uncertainties and disruptions in the environment. According to Appelbaum et al. (2017), organizational agility is a dynamic organizational capability that helps the organization respond quickly and effectively to changes in the market environment, technological changes, and competitive pressures. Organizational agility is all about speed, flexibility, and responsiveness. Following this perspective, Ibrahim and Rashid (2019) describe organizational agility as the capacity of the organization to adapt structures, strategies, and operations in alignment with changes in the environment. According to the authors, organizational agility is largely driven by the leadership style that promotes flexibility and quick response. Khalid et al. (2020) describe organizational agility as a multidimensional construct that includes sensing, decision-making, and acting capabilities. The authors note that agile organizations create cultures that are adaptive in nature. From the sustainability point of view, organizational agility has been conceptualized by Jan and Maulida (2022) as the ability of organizations, especially SMEs and social enterprises, to remain resilient and innovative by continually matching internal organizational capabilities with evolving stakeholder and environmental pressures. Sari and Ahmad (2026) have also conceptualized organizational agility as a strategic organizational ability that links leadership orientation with competitive advantage, emphasizing that organizational agility enables organizations to not only react to environmental pressures but also to act on and shape their environments. These conceptualizations of organizational agility collectively suggest that organizational agility is an integrative organizational ability that incorporates awareness, flexibility, and execution, and enables organizations to survive and thrive in environments that are volatile and uncertain.

2.3. Entrepreneurial Leadership and Organizational Agility

Entrepreneurial leadership has been recognized as an important factor that contributes to organizational agility, particularly in a world that is characterized by uncertainty and disruptions at the global level. The concept of visionary orientation, which forms part of entrepreneurial leadership, allows organizational leaders to define a sense of direction while dealing with ambiguity. Entrepreneurial visionary leadership, therefore, allows organizations to make sense of an ambiguous world, where disruptions and uncertainties are seen as an opportunity to innovate rather than a threat to stability, as noted by Leitch and Volery (2017) and Sibeko and Barnard (2020). The visionary orientation, therefore, enhances organizational sensing, which allows organizations to sense changes in the business environment and respond to them, as noted by Appelbaum et al. (2017). Empirical research findings show that organizations that use entrepreneurial leadership, particularly visionary leadership, are able to respond to a changing business environment, a factor that contributes to organizational agility, as noted by Ibrahim and Rashid (2019) and Khalid et al. (2020). Entrepreneurial leadership, therefore, allows organizations to be agile, particularly in an uncertain business environment, as noted by Townsend et al. (2018) and Chaniago and Efawati (2024).

Entrepreneurial leaders with a higher risk-taking propensity are more likely to encourage experimentation, invest in unproven ideas, and make decisions on time despite the absence of complete information (Salmony & Kanbach, 2022; Tipu, 2017). These actions make organizations more flexible and help them respond quickly to environmental uncertainties. Proactiveness works in conjunction with risk-taking because it helps organizations take the initiative to make changes rather than responding to external forces, thus improving strategic responsiveness and competitiveness (Bagheri & Harrison, 2020; Sari & Ahmad, 2026). However, organizational agility is maintained not only by action orientation but also by strategic flexibility and decision-making under uncertainty. Strategic flexibility helps organizations change strategies, structures, and processes according to the changing environment, which is heavily dependent on entrepreneurial leadership behaviors (Brozovic, 2018; Hensellek, Kleine-Stegemann, & Kollmann, 2023). At the same time, there is a need for decision-making under conditions of uncertainty, which requires that leaders find a balance between speed and discernment, being resolute and able to change as new information becomes available (De Winnaar & Scholtz, 2020; ul Haque, 2025). Research has indicated that when entrepreneurial leaders are able to infuse visionary orientation, risk-taking, proactiveness, and flexibility in decision-making, the organization will be able to attain and sustain its agility in the face of volatility and unpredictability (Jan & Maulida, 2022; Khalid & Firdaus, 2021).

Figure 1 illustrates the proposed hypotheses based on the literature reviewed. It shows that visionary orientation, risk-taking propensity, proactiveness, strategic flexibility and decision-making under uncertainty have effects on organizational agility.

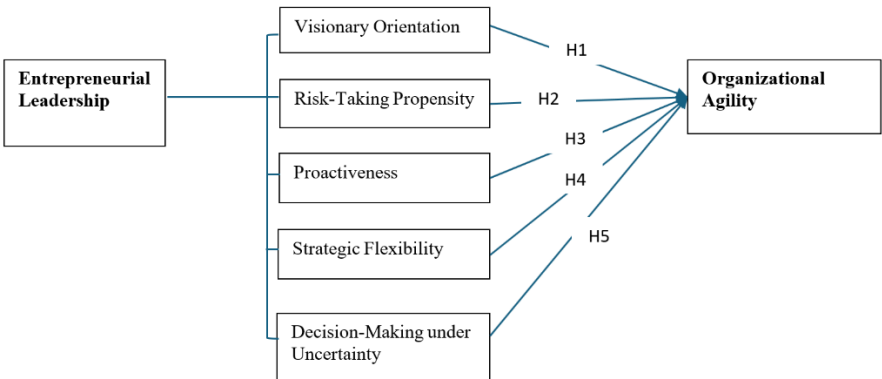


Figure 1. Conceptual Framework on Entrepreneurial Leadership and Organizational Agility.

3. Methodology

3.1. Research Design

This study employs a quantitative research design with a cross-sectional survey approach. This design is appropriate because it allows data collection at a single point in time, which is relevant when studying leadership behavior and organizational capabilities in a dynamic and uncertain environment.

3.2. Population and Sample

The target group for this study includes managers, supervisors, and high-level employees in small-scale enterprises, since these organizations are highly vulnerable to environmental volatility and need to respond effectively to changing leadership (Jan & Maulida, 2022; Sari & Ahmad, 2026). Small-scale enterprises are also identified as a fertile ground for entrepreneurial leadership practices (Leitch & Volery, 2017). The study used a stratified random sampling method to ensure proper representation of various levels of management and functions. The sample size of 250 respondents is based on statistical guidelines for multivariate analysis and hypothesis testing (Hair, Anderson, Babin, & Black, 2010).

3.3. Data Collection Instrument

The study used a structured questionnaire to gather data. The questionnaire was designed using scales developed in previous research, such as visionary style, risk-taking preference, and proactivity (Bagheri & Harrison, 2020; Tipu, 2017). Strategic flexibility is measured using items developed by Brozovic (2018) and Chanphati and Thosuwanhot (2023), while decision-making under uncertainty is measured using conceptual frameworks developed by Townsend et al. (2018) and De Winnaar and Scholtz (2020). The third section measures organizational agility, using dimensions such as sensing, decision-making, and acting, as suggested by Appelbaum et al. (2017) and Khalid et al. (2020). All the dimensions are measured using a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.”

3.4. Validity and Reliability

In order to ensure content validity, the items in the questionnaire were modified from highly established and peer-reviewed research studies. A few experts reviewed the questionnaire items. They were from academia and practiced in entrepreneurship and leadership. They ensured clarity and appropriateness. For construct validity, a factor analysis was conducted; reliability was checked through Cronbach's alpha coefficients with a score of 0.70 and above being considered acceptable (Hair, Hult, Ringle, & Sarstedt, 2022). A pilot study was conducted before carrying out the main study to refine the questionnaire and to identify any ambiguities that may arise.

Table 1. Constructs' validity and reliability.

Indicator Variable	Loading	AVE	CR	Cronbach's (α)
VON1	0.781	0.592	0.769	0.749
VON2	0.794			
VON3	0.734			
VON4	0.772			
VON5	0.765			
RTP1	0.842	0.659	0.812	0.786
RTP2	0.834			
RTP3	0.798			
RTP4	0.709			
RTP5	0.866			
PRV1	0.822	0.580	0.762	0.745
PRV2	0.785			
PRV3	0.744			
PRV4	0.728			
PRV5	0.725			
SRF1	0.764	0.590	0.768	0.739
SRF2	0.773			
SRF3	0.749			
SRF4	0.752			
SRF5	0.801			
DMU1	0.882	0.647	0.805	0.780
DMU2	0.815			
DMU3	0.748			
DMU4	0.745			
DMU5	0.825			
ORA1	0.806	0.659	0.812	0.783
ORA2	0.786			
ORA3	0.862			
ORA4	0.759			
ORA5	0.841			

Note: Visionary Orientation = VON; Risk-Taking Propensity= RTP; Proactiveness= PRV; Strategic Flexibility= SRF; Decision-Making Under Uncertainty= DMU; Organizational Agility= ORA.

Table 1 shows the results of the measurement model assessment, with particular reference to indicator loadings, convergent validity, and internal consistency reliability for all constructs included in the study. With respect to indicator loadings, it is evident that all standardized factor loadings are above 0.70, which is the recommended threshold, thus implying that all indicators have sufficiently represented their respective constructs. With respect to convergent validity, it is evident that Visionary Orientation (VON), Risk Taking Propensity (RTP), Proactiveness (PRV), Strategic Flexibility (SRF), Decision Making under Uncertainty (DMU), and Organizational Agility (ORA)

have all exhibited satisfactory convergent validity, as implied by satisfactory Average Variance Extracted (AVE) values ranging from 0.580 to 0.659, thus exceeding the recommended 0.50 threshold. With respect to reliability, it is evident that Composite Reliability (CR) values range from 0.762 to 0.812, while Cronbach’s alpha reliability values range from 0.739 to 0.786, thus exceeding the recommended 0.70 threshold, implying that all indicators have exhibited satisfactory reliability. Therefore, it is evident that all measurement scales have exhibited satisfactory reliability and validity, thus providing a satisfactory platform for subsequent structural model analysis and hypothesis testing.

3.5. Data Analysis Techniques

Data analysis involved descriptive and inferential analysis. Regression-weighted structural equation modeling (SEM) was employed to test the hypothesized effects of entrepreneurial leadership dimensions on organizational agility. This method is appropriate to apply in this study as it can examine several relationships simultaneously and reduce any errors in measures (Hair, Black, Babin, & Anderson, 2019).

3.6. Data Analyses

This section presents covariance, model fit and hypothesis testing.

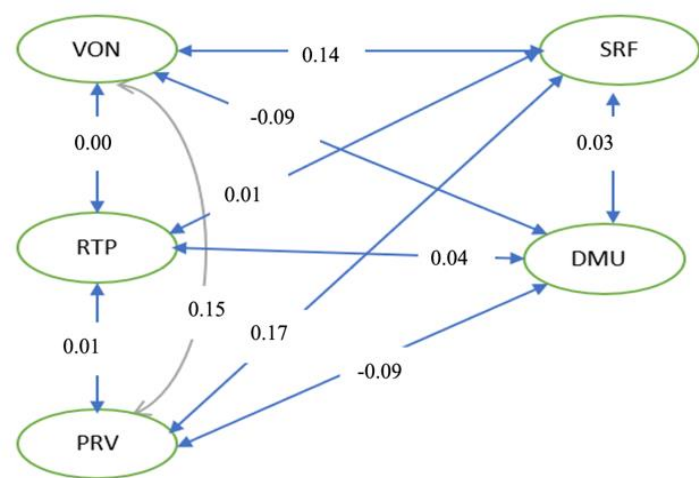


Figure 2. Covariance of latent variables.

Figure 2 shows that there are no issues with covariances. The result shows that all the variables have estimated values less than 0.5.

Table 2. Model fit.

Fit Indices	Model	Default Model	Saturated Model	Independence Model
CMIN	NPAR	60	325	25
	CMIN	526.339	0.000	10067.396
	DF	265	0	300
	P	0.000	—	0.000
	CMIN/DF	1.986	—	33.558
RMR, GFI	RMR	0.061	0.000	0.565
	GFI	0.857	1.000	0.267
	AGFI	0.825	—	0.206
	PGFI	0.699	—	0.247
Baseline Comparisons	NFI (Delta1)	0.948	1.000	0.000
	RFI (rho1)	0.941	—	0.000
	IFI (Delta2)	0.973	1.000	0.000
	TLI (rho2)	0.970	—	0.000
	CFI	0.973	1.000	0.000
Parsimony-Adjusted Measures	PRATIO	0.883	0.000	1.000
	PNFI	0.837	0.000	0.000
	PCFI	0.860	0.000	0.000
NCP	NCP	261.339	0.000	9767.396
	LO 90	199.910	0.000	9442.966
	HI 90	330.553	0.000	10098.167
FMIN	FMIN	2.114	0.000	40.431
	F0	1.050	0.000	39.226
	LO 90	0.803	0.000	37.924
	HI 90	1.328	0.000	40.555
RMSEA	RMSEA	0.063	—	0.362
	LO 90	0.055	—	0.356
	HI 90	0.071	—	0.368
	PCLOSE	0.004	—	0.000
AIC	AIC	646.339	650.000	10117.396
	BCC	660.330	725.785	10123.225
	BIC	857.626	1794.475	10205.432
	CAIC	917.626	2119.475	10230.432
ECVI	ECVI	2.596	2.610	40.632
	LO 90	2.349	2.610	39.329
	HI 90	2.874	2.610	41.961
	MECVI	2.652	2.915	40.656

Table 2 shows that the default model has an acceptable and good fit to the data relative to the saturated and independence models. The significance of the chi-square value is evident, given that $CMIN = 526.339$, $p < 0.001$. This is typical in SEM research using large sample sizes. Moreover, the relative chi-square value of 1.986, or $CMIN/DF$, is less than 3.0, suggesting that the model has an adequate fit. The absolute and relative goodness-of-fit measures are also supportive of the model. The RMR value of .061 is acceptable, and the goodness-of-fit values are fairly high, given $GFI = 0.857$ and $AGFI = 0.825$. The baseline comparison values are excellent, as suggested by $NFI = 0.948$, $IFI = 0.973$, $TLI = 0.970$, and $CFI = 0.973$, all of which are substantially higher than the baseline independence model. The value of 0.063 for RMSEA falls within the acceptable range, given that the value falls within a narrow confidence interval of 0.055 and 0.071. The result holds despite the significance of $PCLOSE = 0.004$. The fact that the parsimony-adjusted indices of goodness of fit ($PNFI = 0.837$, $PCFI = 0.860$) are quite satisfactory indicates that the model strikes a nice balance between goodness of fit and model complexity. Lastly, the fact that the information criteria values for the default model are lower than those of the independence model for the AIC, BIC, and ECVI indices further confirms the goodness of fit of the model, and the fact that the model specified is a statistically and theoretically adequate representation of the data.

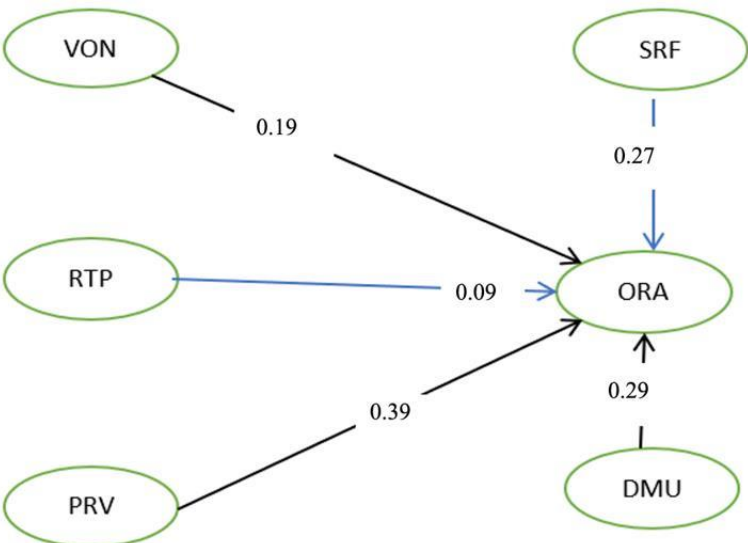


Figure 3. SEM on entrepreneurial leadership and organizational agility.

Figure 3 shows that visionary orientation, risk-taking propensity, proactiveness, strategic flexibility, and decision-making under uncertainty have positive effects on organizational agility. The magnitude of these effects is clearly shown in Table 3.

Table 3. Regression weight on entrepreneurial leadership and organizational agility.

			Estimate	S.E.	C.R.	P-value	Decision
ORA	<---	VON	0.187	0.046	4.043	***	Accept
ORA	<---	RTP	0.094	0.073	1.293	0.196	Reject
ORA	<---	PRV	0.358	0.053	6.719	***	Accept
ORA	<---	DMU	0.288	0.068	4.258	***	Accept
ORA	<---	SRF	0.266	0.051	5.254	***	Accept

Note: *** = $p < 0.001$.

Table 3 displays the regression analysis results for testing the impact of entrepreneurial leadership dimensions on organizational agility and indicates a differentiated pattern of influence. Visionary orientation (VON) is positively related to organizational agility and is statistically significant ($\beta = 0.187$, $C.R. = 4.043$, $p < 0.001$), suggesting that leaders' orientation towards the future enhances organizational agility in response to environmental changes. Proactiveness (PRV) is found to be the most important predictor of organizational agility, with a β value of 0.358, a Critical Ratio of 6.719, and $p < 0.001$, thus underscoring the importance of taking initiative and seeking opportunities in the development of organizational agility. Decision-making under uncertainty (DMU) also presents a significant positive relationship with organizational agility ($\beta = 0.288$, $C.R. = 4.258$, $p < 0.001$), implying that the ability of leaders to make effective decisions in uncertain situations enhances organizational agility. Strategic flexibility (SRF) also has a significant positive effect on organizational agility ($\beta = 0.266$, $C.R. = 5.254$, $p < 0.001$), implying the importance of flexible strategies and resource allocation. Conversely, risk-taking propensity (RTP) has no significant effect on organizational agility ($\beta = 0.094$, $C.R. = 1.293$, $p = 0.196$), implying that risk-taking behavior may not necessarily be converted into organizational agility.

4. Discussion

Findings revealed that entrepreneurial leadership has a significant positive effect on organizational agility via visionary thinking, proactivity, flexible strategies, and decision-making under uncertainty, rather than risk-taking. This finding also supports the current perspective on entrepreneurial leadership, which emphasizes sense-making, opportunity recognition, and adaptiveness, rather than risk-taking (Leitch & Volery, 2017; ul Haque, 2025). The ability of entrepreneurial leadership to create a compelling vision also helps the entrepreneur articulate a sense of direction, thus helping the organization respond to environmental turbulence. This finding is consistent with previous studies linking entrepreneurial vision and organizational agility and excellence (Hijjawi, 2021; Klösel, 2021; Sibeko & Barnard, 2020). Moreover, the significant positive relationship between entrepreneurial leadership and organizational agility via proactivity is consistent with previous studies, which revealed the importance of proactivity, including acting before competitors and changing the business environment, as an antecedent of

entrepreneurial leadership and agility and innovation (Chaniago & Efawati, 2024; Fontana & Musa, 2017; Ibrahim & Rashid, 2019). The importance of decision-making under uncertainty further supports the findings of entrepreneurial cognition theory, which suggests that successful entrepreneurial action is not based on risk-seeking behavior, but rather on the ability to interpret incomplete information and act decisively even when uncertain (De Winnaar & Scholtz, 2020; Townsend et al., 2018). The findings indicate that agility is driven by cognitive and strategic leadership behaviors rather than risk-taking behavior.

The non-significant effect of risk-taking propensity is particularly noteworthy, as it qualifies and to a certain degree, contradicts certain aspects of the entrepreneurship literature that highlight risk-taking as a key and driving factor in influencing entrepreneurial outcomes (Scafarto, Poggesi, & Mari, 2019; Tipu, 2017). Although certain studies did reveal positive relationships between risk-taking and business growth or performance (Adim & Bassey, 2022; Salmony & Kanbach, 2022) it appears that, in a volatile and complex business setting, risk-taking needs to be accompanied by strategic flexibility and decision-making skills to achieve agility, a notion that is consistent with strategic flexibility research that highlights resource reconfigurability and strategic optionability as a more certain basis for business agility (Brozovic, 2018; Chanphati & Thosuwanchot, 2023; Hensellek et al., 2023). These findings also align with research that found that entrepreneurial leadership affects organizational agility through integrative mechanisms such as learning, innovation climate, and adaptive strategy rather than through behavioral characteristics (Jan & Maulida, 2022; Khalid & Firdaus, 2021; Sari & Ahmad, 2026). Overall, the findings of this study are significant as they shed light on how entrepreneurial leadership impacts agility and that organizations facing uncertain environments benefit from entrepreneurial leadership characterized by vision, proactivity, flexibility, and cognitive ability rather than risk-taking as a stand-alone trait.

5. Conclusion and Recommendations

In conclusion, this study reveals that entrepreneurial leadership is a significant antecedent of organizational agility; however, its impact is contingent on the leadership dimensions rather than risk-taking per se. The study reveals that the effect of entrepreneurial leadership on organizational agility is mediated by the key mechanisms of visionary orientation, proactive behavior, strategic flexibility, and sound decision-making under uncertainty. Although the construct of risk-taking is central to the domain of entrepreneurship, this study reveals that its effect on organizational agility is indirect, mediated by the broader construct of strategic and cognitive leadership.

Based on the findings of this research, it is recommended that organizations that aim to improve their organizational agility should focus on developing entrepreneurial leadership skills that extend beyond developing risk-taking abilities. Leadership development programmes should be designed to improve visionary thinking skills, which allow organizational leaders to set clear organizational goals that are focused on the future, helping them to sense environmental changes and respond appropriately. Organizational agility should also be improved through strategic flexibility, which involves developing flexible structures, decentralized decision-making processes, and dynamic resource reconfiguration, as well as developing decision-making skills in uncertain situations through scenario planning, data-based decision-making, and experiential learning. The implications of the research findings for policymakers, educators, and SME support agencies are that they need to consider developing entrepreneurship and leadership programmes that improve cognitive adaptability and learning-oriented leadership, which ultimately improves organizational agility in uncertain and volatile business environments.

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