

THE EFFECT OF PERCEIVED ORGANIZATIONAL AGILITY ON LEADER-MEMBER EXCHANGE: AN APPLICATION AT AZERBAIJAN STATE UNIVERSITY OF ECONOMICS

ALGILANAN ÖRGÜTSEL ÇEVİKLİĞİN LİDER-ÜYE ETKİLEŞİMİ ÜZERİNDEKİ ETKİSİ:
AZERBAIJAN DEVLET EKONOMİ ÜNİVERSİTESİ UYGULAMASI

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ARTICLE INFO	ABSTRACT
<p>Received 22.02.2026</p> <p>Revized 13.03.2026</p> <p>Accepted 24.03.2026</p> <p>Article Classification: Research Article</p> <p>JEL Codes M00 M10 M20</p>	<p>The aim of this study is to examine the impact of employees' perceptions of organizational agility on their perceptions of leader-member exchange among staff at the Azerbaijan State University of Economics, and to investigate whether perceived organizational agility has a positive effect on leader-member exchange. Within the scope of the study, employees' perception levels of organizational agility and leader-member exchange were also examined, along with whether these levels differed significantly according to employees' gender, position, age, and length of work experience. First, individual literature reviews were conducted on the concepts of organizational agility and leader-member exchange, and the sub-dimensions of these concepts were explained from various perspectives. The data collection phase of this study was conducted among 228 academic and administrative staff members working at the Baku campus of the Azerbaijan State University of Economics. The results of the study revealed that participants reported high levels of perceived organizational agility and leader-member exchange. The results indicated that employees' perceived levels of organizational agility differed significantly based on gender, age, and length of experience. However, no statistically significant difference was observed with respect to position. Conversely, employees' perceived levels of leader-member exchange were found not to differ significantly by gender, position, age, or length of experience. A statistically significant positive relationship was found between organizational agility and leader-member exchange.</p> <p>Keywords: Organizational Agility, Leader-Member Exchange, Perceived Organizational Agility, Perceived Leader-Member Exchange</p>

MAKALE BİLGİSİ	ÖZ
<p>Gönderilme Tarihi 22.02.2026</p> <p>Revizyon Tarihi 13.03.2026</p> <p>Kabul Tarihi 24.03.2026</p> <p>Makale Kategorisi Araştırma Makalesi</p> <p>JEL Kodları M00 M10 M20</p>	<p>Bu çalışmanın amacı, Azerbaycan Devlet Ekonomi Üniversitesi çalışanlarının örgütsel çevikliğe ilişkin algılarının lider-üye etkileşimine yönelik algıları üzerindeki etkisini incelemek ve algılanan örgütsel çevikliğın lider-üye etkileşimi üzerinde pozitif bir etkisinin olup olmadığını araştırmaktır. Çalışma kapsamında, çalışanların örgütsel çeviklik ve lider-üye etkileşimine ilişkin algı düzeyleri incelenmiş; ayrıca bu algı düzeylerinin çalışanların cinsiyeti, pozisyonu, yaşı ve çalışma süresine göre anlamlı bir farklılık gösterip göstermediği araştırılmıştır. Bu çalışmanın veri toplama aşaması, Azerbaycan Devlet Ekonomi Üniversitesi Bakü kampüsünde görev yapan 228 akademik ve idari personel arasında gerçekleştirilmiştir. Araştırma sonuçları, katılımcıların algılanan örgütsel çeviklik ve lider-üye etkileşimi düzeylerinin yüksek olduğunu ortaya koymuştur. Elde edilen bulgular, çalışanların algılanan örgütsel çeviklik düzeylerinin cinsiyet, yaş ve çalışma süresine göre istatistiksel olarak anlamlı farklılıklar gösterdiğini ortaya koymuştur. Buna karşın, pozisyon değişkeni açısından istatistiksel olarak anlamlı bir farklılık saptanmamıştır. Öte yandan, çalışanların algılanan lider-üye etkileşimi düzeylerinin cinsiyet, pozisyon, yaş ve çalışma süresine göre istatistiksel olarak anlamlı bir farklılık göstermediği belirlenmiştir. Örgütsel çeviklik ile lider-üye etkileşimi arasında istatistiksel olarak anlamlı ve pozitif bir ilişki bulunmuştur.</p> <p>Anahtar Kelimeler: Örgütsel Çeviklik, Lider-Üye Değişimi, Algılanan Örgütsel Çeviklik, Algılanan Lider-Üye Etkileşimi</p>

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Introduction

In today's rapidly changing and highly competitive business environment, organizations are required to respond quickly to environmental uncertainties, technological developments, and evolving customer expectations. In this context, organizational agility has emerged as a critical capability that enables organizations to adapt, innovate, and maintain sustainable competitive advantage. At the same time, the quality of relationships between leaders and employees has become increasingly important for organizational effectiveness. Leadership approaches that emphasize trust, communication, and reciprocal relationships play a key role in supporting organizational adaptability and employee engagement. Therefore, examining the relationship between organizational agility and leader–member exchange (LMX) has become an important topic in contemporary organizational research.

The concept of organizational agility is known to have emerged as a result of a 1991 study conducted by Goldman, Preiss, Nagel, and Dove at Lehigh University in the United States. This study was a government-requested report outlining the strategies of U.S. industrial institutions for the 21st century (Sucu, 2020, p.23). The report argued that the existing mass production system was insufficient to support development and enable organizations to keep pace with global competition, particularly as American firms lagged behind Asian companies that had developed notable competencies in flexibility. The findings emphasized that organizational agility was necessary for organizations to remain competitive in an increasingly dynamic market environment. As a result of these findings, the Agile Manufacturing Enterprise Forum was established, supporting the concept of organizational agility and emphasizing the need for a new production system in American firms. By the mid-1990s, the concept of agility had been adopted by major American companies, particularly those operating in the information technology and telecommunications sectors (Gönülölmez, 2019, p.12).

In the literature on organizational agility, various definitions of the concept have been proposed. Some of these definitions are presented below:

- According to the definition of the Iacocca Institute at Lehigh University, organizational agility refers to the ability of firms, through their technology, human resources, trained managers, and knowledge, to respond to rapidly changing market needs such as speed, flexibility, innovativeness, and quality (Felipe, Roldan ve Rodriguez, 2016).
- Christian et al. (2001) defined organizational agility as an organization's ability to develop effective strategies, establish an efficient internal communication system, act innovatively, collaborate with customers and suppliers, and capitalize on market opportunities (Araza ve Aslan, 2016).
- Wandler (2014) defines organizational agility as the possession of reconfigurable resources that enable firms to deliver customer-oriented products and services in a rapidly changing and highly competitive environment, and the successful establishment of foundations that provide competitive advantage through integrating these resources with best practices such as speed, flexibility, innovation, proactiveness, quality, and profitability.
- Charbonnier and Viorin (2011) defined organizational agility as the ability of organizations to respond effectively to uncertainty and complexity in order to remain effective in environments characterized by ambiguity and rapid change (Araza ve Aslan, 2016).
- Yang and Liu (2012) defined organizational agility as a business's ability to reconfigure and integrate its resources, processes, and knowledge in order to perceive unexpected changes, threats, and opportunities in its environment and respond to them rapidly while generating value.

- Gunasekaran (1999) defined organizational agility as the ability of businesses to efficiently and effectively configure their resources, capabilities, and strategies in order to perceive environmental changes and respond rapidly.
- The Advanced Research Projects Agency (ARPA) and the Agility Forum (AF) defined organizational agility as the ability to operate and compete within a dynamic, continuous, and often unexpected environment of change (Appelbaum ve diğerleri, 2017). Goldman et al. (1995) defined organizational agility as an organizational structure capable of profitably managing continuously and unpredictably changing customer behaviors within a competitive environment (Ganguly, Nilchiani ve Farr, 2008).

The Leader–Member Exchange (LMX) theory is one of the most prominent theoretical frameworks examined in studies focusing on leader–follower relationships. The theory primarily focuses on the dyadic relationship and interaction between the superior and the subordinate (Soldner, 2009). Unlike traditional leadership approaches that focus on leadership behaviors in a general sense, the LMX theory emphasizes the bilateral relationships formed between leaders and their subordinates. The LMX theory was initially developed by Graen and his colleagues and was first referred to as the Vertical Dyad Linkage (VDL) model. Over time, however, it became widely known as the Leader–Member Exchange theory (Dienesch & Liden, 1986).

The Leader–Member Exchange theory is a relationship-based leadership model that develops through social interactions between managers and their subordinates. According to the model, mutual loyalty and reciprocity constitute the core elements of these relationships. Subordinates are willing to assume responsibilities beyond their standard job descriptions, while leaders reciprocate these contributions by providing greater support and opportunities. Leader–Member Exchange therefore refers to an approach that evaluates the parties involved in mutual interaction and their interdependent behavioral patterns, examining the relational system formed through reciprocal exchanges that contribute to shared culture and organizational values.

Murphy et al. (2003) state that leaders tend to establish high-quality, positive relationships with some subordinates based on trust, affection, and mutual respect, whereas with other subordinates they maintain more formal and lower-quality relationships that do not extend beyond official role definitions and may sometimes even be perceived as negative. In contrast to traditional leadership theorists who advocate the “average leadership approach,” which assumes that leaders behave consistently and equally toward all subordinates, the Leader–Member Exchange theory proposes that leaders develop relationships of varying quality with each subordinate and exhibit different behaviors accordingly (Ordun & Aktaş, 2014, p. 122).

However, despite the growing body of literature on organizational agility and leader–member exchange, studies examining the relationship between these two concepts remain relatively limited. In particular, there is insufficient empirical evidence regarding how organizational agility relates to leader–member exchange and how this relationship may contribute to organizational outcomes in different organizational contexts. Therefore, this study aims to examine the relationship between organizational agility and leader–member exchange and to contribute to the existing literature by providing empirical evidence on how these concepts interact within organizational settings.

1. Conceptual Framework

1.1. The Concept of Organizational Agility

The concept of organizational agility emerges within an organization through the implementation of agile approaches by individuals collectively brought together to generate commercial value. Within this context, the concept of organizational agility can be defined as

the ability to quickly adapt to changes occurring inside or outside the organization by developing an agile approach and to generate solutions to problems arising from these changes. It is also known that, in the literature, the concept of organizational agility is sometimes used interchangeably with terms such as agility and organizational nimbleness. Although there are numerous definitions of agility in the literature, these definitions are not contradictory. Within this context, when definitions that use agility in the sense of organizational agility are examined and their origins are considered, organizational agility is defined as the ability to respond quickly and effectively to changes occurring in the business environment and to turn these changes into opportunities (Dahmardeh, Banihashemi, 2010, pp.179-180). A review of the literature, studies, and scales developed on the concept of organizational agility reveals that there are several key dimensions of corporate agility. For instance, according to the research conducted by the 'Turkish Measurement Tools Index,' the sub-dimensions of the scale developed on 'Organizational Agility' are identified as speed, flexibility, competence, and responsiveness, respectively. Similarly, in a study conducted by Sharifi and Zhang, a model was developed on the concept of organizational agility. As a result of this study, the sub-dimensions of organizational agility were identified as responsiveness, competency, flexibility, and speed (Hosseini, Zhang, 1999, p.11). In this context, based on the findings obtained from existing scales developed within this scope and from previous studies on the concept of agility in the literature, the main sub-dimensions of organizational agility to be examined are speed, responsiveness to change, flexibility, and competence.

Speed Dimension. In the current context, while the competence to perform a task is an important indicator, the speed at which tasks are carried out is equally a significant measure. One of the key indicators of organizational agility is the organization's demonstrated ability to respond effectively to ongoing changes. The faster this response time is, the greater the likelihood of capitalizing on existing opportunities. In this context, demonstrating an agile approach enables the firm to enhance its current performance and reach its predetermined goals more quickly; therefore, speed emerges as one of the most important indicators of organizational agility. When reviewing the existing literature on the relationship between organizational agility and speed, Martin Christopher suggests that achieving speed enables a firm to become more responsive to market demands. In this way, it provides the firm with maneuverability and agility (Christopher, 2000, p.37). Thus, he emphasized the extent to which the speed factor serves as a critical indicator of a firm's agility. Similarly, another study comparing the competitive environment of the past with that of the present indicated that competition is significantly more intense today, and that in order for firms to sustain their life cycles, adopting a customer-oriented approach and accelerating new product development represent highly important advantages. Thus, it has been emphasized that firms can gain a competitive advantage in the current market and, by maintaining these advantages, achieve a long-term sustainable competitive position (Afonso et al., 2008, pp.559- 560).

Responsiveness to Change Dimension. It is known that companies adopting an agile organizational culture are customer-oriented rather than investor-oriented. For this reason, companies that have adopted an agile organizational culture must possess the capability to respond to changes according to the demands of their customer portfolio. In today's world, where rapid changes occur in almost every field, firms can sustain their existence by adapting to this fast-evolving environment. Today's businesses have the capability, if necessary, to proactively manage changes in social, cultural, economic, and various other domains, identify opportunities within these processes, and turn ongoing changes to their advantage. (Güçlü, Şehitoğlu, 2006, p.240). The concept of agility denotes the necessity for a company to be able to respond to unforeseen changes in the market or in customer demands. The dimension of responsiveness to change represents a distinct capability that goes beyond mere flexibility for agile enterprises (Vokurka & Fliedner, 1998, pp.170-171). In this context, having enterprises

that possess the capability to respond to current or potential market changes and to evolving customer needs constitutes one of the essential characteristics of agile organizations.

The flexibility dimension. Another prominent aspect of agility, the concept of flexibility, is one of the key capabilities that organizations must possess in order to achieve organizational agility. At the same time, the concept of flexibility provides significant advantages to the enterprise in enhancing overall organizational performance. Agile companies perceive themselves as “option creators” and, as a result, exhibit a flexible behavioral structure. Agile companies that offer products with a flexible structure can, due to this flexibility, provide adaptable products or services according to their customers’ specific demands. A prime contemporary example of this is Oticon, a Denmark-based hearing aid manufacturer, which, thanks to its flexible structure, has surpassed even the so-called giants of its market, such as Philips and Siemens (Sekman, Utku, 2017). When examining the conceptual meaning of flexibility in businesses, it is evident that flexibility is a critical factor in determining a firm’s strategic structure. Flexibility is a concept that stands in opposition to being locked into a rigid framework. The concept of flexibility refers to the ability to achieve integration with changing environmental conditions. If firms functionally adapt to changing environmental conditions, they exhibit an integrated structure, due to becoming flexible and gaining the ability to combine the various elements of the organization (Tomer, 1995, pp.412-413).

The competence dimension. Firms that possess dynamic capabilities have the potential to systematically address and resolve existing problems. Within this context, dynamic enterprises not only possess the capability to anticipate emerging opportunities and threats and make timely, market-oriented decisions, but also demonstrate the competence to reconfigure their resource-based assets (Barreto, 2010, p.271). There are numerous definitions of the concept of competence in the literature. When examining some of these definitions, the concept of competence—one of the key elements of agility capacity—has been defined as a firm’s ability to efficiently and effectively achieve outcomes aligned with its goals and objectives (Hossein , Zhang, 1996, p.17). In another definition, competence is described as a critical dimension that, on an individual level, encompasses knowledge, skills, attitudes, and behaviors, and, on a collective level, involves demonstrating team, process, and organizational capabilities within the relevant organization, thereby enabling sustainable competitive advantage and delivering observable performance to the organization (Athey & Orth, 1999, p.216). In another definition, competencies are described as the attitudes through which employees apply their full range of knowledge and skills to enable the organization to fulfill its mission (Devisch, 1998, p.62). The concept of competence is one of the fundamental values necessary for the presence of elements that enable an organization to be evaluated as agile. Therefore, elements that enable an organization to be agile, such as speed, proactiveness, and flexibility, can be considered interdependent with the concept of competence.

1.2. Leader–Member Exchange

The Leader–Member Exchange theory is derived from role theory and social exchange theory (Aslan and Özata 2009, p. 98, citing Liden & Maslyn, 1998). The development of differentiated vertical relationships within an organization involves the complex formation of roles within the cultural and social structure of the organization, as well as the process of social exchange (Özutku 2007, p. 81, citing Varma et al. 2005). In organizations, particularly during the initial period when employees join, leaders and these employees naturally do not know each other very well. Therefore, in the early stages of the relationship, the closeness between the leader and employees is shaped by the presence or absence of similarities in demographic or personality characteristics. Graen and Scandura refer to this stage as the “role-taking” phase. The subsequent stage is the “role-making” phase, which, in other words, represents the development of the relationships (Bolat, 2011-2, p. 67). In the role-making phase, an employee’s efforts and achievements influence the development and quality of the leader–

member exchange. According to social exchange theory, employees believe that the social interactions they endure will yield corresponding returns. Social exchange fosters the development of personal obligations, gratitude, and trust—elements that economic interactions alone cannot generate (Göksel ve Aydın, 2012, p. 250).

In light of all this information, it can be stated that the Leader–Member Exchange theory is a framework that examines the individuals involved in social exchange, the process through which their relationships develop, and the quality of these relationships.

Traditionally, leader–member exchange has been regarded as a common measure of the overall quality of interaction between a superior and a subordinate (Bolat, 2011, p. 168). Researchers who believe that there is no single dimension defining the nature of the relationship between leaders and subordinates (such as Dienesch, Liden, Maslyn, Graen, Uhl-Bien, Schriesheim, Castro, Coglisier, and Scandura) have developed approaches consisting of three to six dimensions to explain the various aspects of leader–member relationships (Kaşlı 2009, p. 39, citing Arslantaş 2007). Liden (1986) defined leader–member exchange within the framework of three dimensions: perceived contribution, loyalty (commitment), and affect (liking). Later, Liden and Maslyn (1998) added a fourth dimension, which they termed professional respect (Yıldız et al., 2008, p. 97).

The contribution dimension. Dienesch and Liden defined contribution as the perception of the positive quality reflected in the amount, direction, and quality of work-oriented activities carried out by each organizational member with their leader toward achieving mutual goals and interaction objectives. At the initial stage of leader–member exchange, the leader will evaluate subordinates' performance by taking into account the level at which the assigned tasks are completed. Subordinates who perform their tasks at the level expected by their leader are likely to establish higher-quality and more effective interactions with the leader than those who fail to reach the same level of performance. As the quality of interaction improves, the quality of the tasks assigned by the leader and the resources provided to the subordinate will likewise increase. If this quality increases, the interaction of members who are given the opportunity to perform critical tasks will correspondingly improve (Liden & Maslyn, 1998).

Loyalty Dimension. Loyalty is the dimension that emerges when leaders and members support and endorse each other's attitudes in the same way and demonstrate this approval publicly within the group. In the same context, loyalty offers the leader input for deciding how tasks should be assigned to the subordinate (Cevrioğlu, 2007). Commitment, in the context of interaction, refers to the mutual defense of each other against the external environment within the social circles of the interacting pair. Indicators of this commitment include behaviors such as maintaining confidentiality, being prudent, and exercising discretion during interactions with individuals outside the organization. Leaders and subordinates should be especially vigilant regarding these behaviors in one another (Dienesch ve Liden, 1986). Subordinates with a high level of loyalty are more likely to be preferred by leaders for tasks requiring independent judgment and responsibility compared to other members. A leader who believes that subordinates must demonstrate and sustain high levels of commitment through continuous effort as they continuously develop is inclined, based on evaluations accumulated over this extended period, to ensure the continuity and further development of interactions with those subordinates (Liden, 1986).

Influence Dimension. The influence dimension, also described by Dienesch and Liden (1986) as “mutual liking,” refers to the communication and emotional interaction between the leader and the subordinate that is based on personal attractiveness rather than professional requirements or professional values. The creation of a friendly, sincere, and warm work environment is one of the factors influencing the influence dimension. In leader–subordinate interactions established solely through obligatory work-related communication, the influence factor is of little or no significance; however, in interactions based on interpersonal attraction,

such as mutual liking, interest, and sympathy, it can be sufficiently important to solely determine the quality of the interaction (Liden ve Maslyn, 1998, p. 46-50).

Professional Respect Dimension. This refers to the perceived degree of a member's reputation in their work within the organization or in external professional interactions. This perception may arise from past information about the individual, such as personal experiences with the person, comments made about them within or outside the workplace, or the awards and other forms of recognition they have received. Therefore, professional respect can develop even before an individual begins working at the organization or has direct interactions within it (Uğurluoğlu et al., 2013, p.4).

2. Research

2.1. Purpose and Significance of the Study

The purpose of this study is to determine the effect of employees' perceptions of organizational agility on their perceptions of leader-member exchange at Azerbaijan State University of Economics.

During the literature review, it was observed that studies addressing each of the two variables separately have been conducted in both Turkish and international literature. However, no studies were found in the literature that examine the two variables together and aim to measure the relationship between them. For this reason, this study, which aims to determine the impact of employees' perceptions of organizational agility on their perceptions of leader-member exchange, is expected to contribute to the relevant literature. It is thought that the study can serve as a basis for, and provide support to, research examining the relationship between organizational agility and leader-member exchange, particularly within the Azerbaijani literature.

2.2. Research Model

The study was designed using quantitative research methods. Based on the conducted literature review, a research model was developed. In the research model, organizational agility is considered the independent variable, while leader-member exchange is regarded as the dependent variable.

Figure 1: *The Research Model*



2.3. Research Questions and Hypotheses

Hypotheses regarding the relationships presented in the model were developed, and it was examined whether these hypotheses were supported.

1. H1. There is a significant relationship between perceived organizational agility and leader-member exchange.
2. H2. Perceived organizational agility has a positive effect on leader-member exchange.

Additionally, the study will seek to answer the following questions:

- a) What are the levels of employees' perceptions regarding organizational agility and leader-member exchange?

b) Do participants’ perceptions of organizational agility and leader–member exchange show statistically significant differences according to employees’ gender, position, age, and length of work experience?

2.4. Population and Sample of the Study

The population of the study consists of academic and administrative staff working at the Baku campus of Azerbaijan State University of Economics. A total of 228 employees, reached through a random sampling method, constitute the sample of the study.

2.5. Data Collection Instruments

In this study, the 'Organizational Agility' scale developed by Sharifi and Zhang (1999) was used to determine participants’ perception levels of organizational agility, while the 'Leader–Member Exchange' scale developed by Liden and Maslyn (1998) was employed to identify employees’ perceptions regarding leader–member exchange.

“Organizational Agility” Scale. The Organizational Agility Scale consists of four dimensions: competence, flexibility, responsiveness, and speed. The scale includes a total of 20 items, with the first 10 items measuring competence, items 11–14 measuring flexibility, items 15–17 measuring responsiveness, and the remaining 3 items measuring speed. In the survey, a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree) was used for each item. The Cronbach’s alpha coefficient for the Organizational Agility Scale was found to be .96.

The four-dimensional structure of the 20-item Organizational Agility Scale was tested through Confirmatory Factor Analysis (CFA) using the AMOS 23 software. One item belonging to the competence dimension was removed from the scale due to a factor loading value below 0.50.

The primary values to be considered in confirmatory factor analysis are Chi-square, degrees of freedom (df), and the probability level (P). The criteria for excellent and acceptable model fit indices are presented in Table 1 (Karagöz, 2017, p. 466):

Table1: *Criteria for Good and Acceptable Model Fit Indices*

Model Fit Criterion	Good Fit	Acceptable Fit
χ^2 Fit Test	$0.05 < p \leq 1$	$0.01 < p \leq 0.05$
CMIN/SD	$\chi^2/sd \leq 3$	$\chi^2/sd \leq 5$
Comparative Fit Indices		
NFI	$0.95 \leq \text{NFI}$	$0.90 \leq \text{NFI}$
CFI	$0.97 \leq \text{CFI}$	$0.90 \leq \text{CFI}$
RMSEA	$\text{RMSEA} \leq 0.05$	$\text{RMSEA} \leq 0.08$
Absolute Fit Index		
GFI	$0.90 \leq \text{GFI}$	$0.85 \leq \text{GFI}$

The regression loadings obtained from the CFA of the Organizational Agility Scale are presented in Table 2.:

Table 2: *Organizational Agility Regression Coefficients*

competence10	<---	competence	.780
competence9	<---	competence	.763
competence8	<---	competence	.821
competence7	<---	competence	.733
competence6	<---	competence	.459
competence5	<---	competence	.773
competence4	<---	competence	.712
competence3	<---	competence	.858
competence2	<---	competence	.758
competence1	<---	competence	.755
flexibility4	<---	flexibility	.700
flexibility3	<---	flexibility	.769
flexibility2	<---	flexibility	.781
flexibility1	<---	flexibility	.802
responsiveness3	<---	responsiveness	.858
responsiveness2	<---	responsiveness	.859
responsiveness1	<---	responsiveness	.791
speed3	<---	speed	.855
speed2	<---	speed	.829
speed1	<---	speed	.883

As can be seen in Table 2, only one item (competence6) had a factor loading below 0.50.

After this item was removed from the scale, the factor loadings of the remaining items are presented in Table 3.

Table 3. *Organizational Agility Regression Coefficients*

competence 10	<---	competence	.778
competence 9	<---	competence	.764
competence 8	<---	competence	.819
competence 7	<---	competence	.731
competence 5	<---	competence	.773
competence 4	<---	competence	.712
competence 3	<---	competence	.857
competence 2	<---	competence	.757
competence 1	<---	competence	.760
flexibility 4	<---	flexibility	.700
flexibility 3	<---	flexibility	.769
flexibility 2	<---	flexibility	.782
flexibility 1	<---	flexibility	.803
responsiveness 3	<---	responsiveness	.858

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responsiveness 2	<---	responsiveness	.859
responsiveness 1	<---	responsiveness	.791
speed 3	<---	speed	.855
speed 2	<---	speed	.829
speed 1	<---	speed	.883

The model fit indices obtained from the CFA of the Organizational Agility Scale were examined, and the goodness-of-fit values of the scale are presented in Table 4.

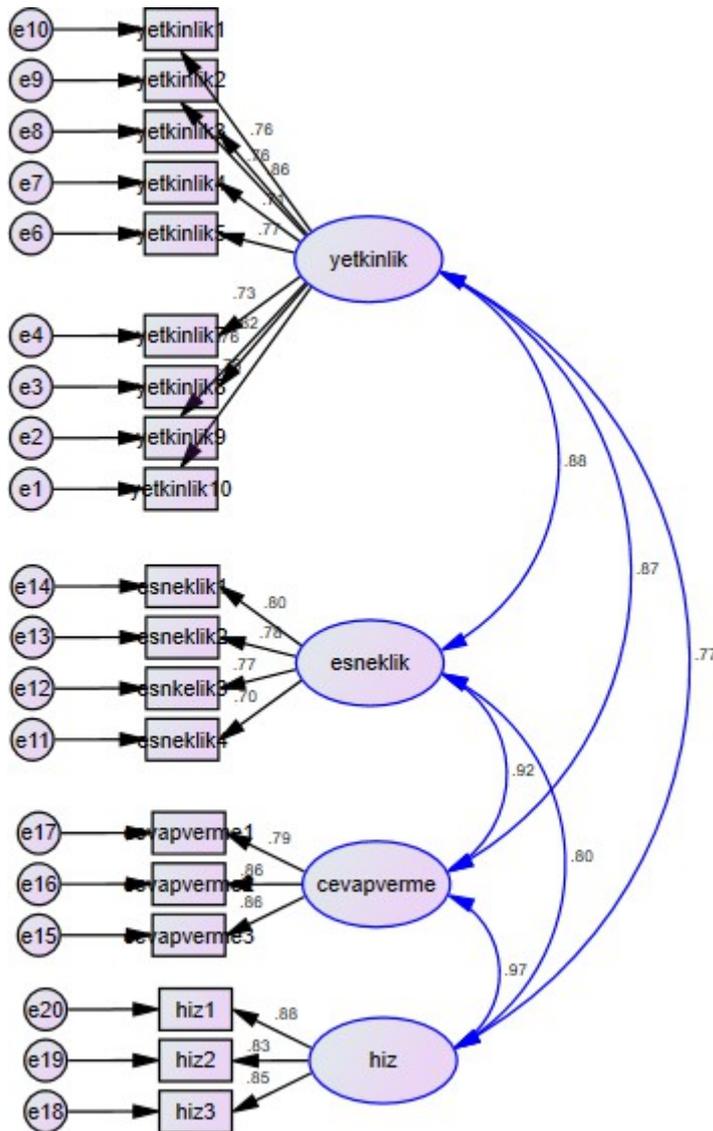
Table 4: Goodness-of-Fit Values of the Organizational Agility Scale

X^2/sd	CFI	GFI	NFI	RMSEA
2.554	0.933	0.873	0.912	0.078

It was determined that the CMIN/DF value falls within the good fit range, while the CFI, GFI, NFI, and RMSEA values fall within the acceptable fit range.

The path diagram of the Organizational Agility Scale is presented in Figure 2:

Figure 2: Path Diagram of the Organizational Agility Scale



Leader–Member Exchange Scale. The Leader–Member Exchange Scale consists of four dimensions: affect, loyalty, contribution, and professional respect. The scale includes a total of 11 items—three items for the affect dimension, three for loyalty, two for contribution, and four for professional respect.

It is a five-point Likert-type scale, rated as 'Strongly Disagree,' 'Disagree,' 'Partly Agree,' 'Agree,' and 'Strongly Agree.' The Cronbach's alpha coefficient for the Leader–Member Exchange Scale was found to be .93, indicating a high level of internal consistency.

The four-dimensional structure of the 11-item Leader–Member Exchange Scale was tested through Confirmatory Factor Analysis (CFA) using the AMOS 23 software. Since the two items measuring the contribution dimension prevented the performance of CFA, an Exploratory Factor Analysis (EFA) was conducted, and it was observed that both items had excessively low factor loadings. For this reason, these two items were removed from the scale, and the scale was retested using CFA. The results are presented in the tables below, with the regression loadings shown in Table 5.

Table 5: *Leader–Member Exchange Regression Coefficients*

affect3	<---	affect	.709
affect2	<---	affect	.923
affect1	<---	affect	.844
loyalty3	<---	loyalty	.675
loyalty2	<---	loyalty	.845
loyalty1	<---	loyalty	.823
respect3	<---	respect	.908
respect2	<---	respect	.852
respect1	<---	respect	.921

As can be seen in Table 5, there are no items with factor loadings below 0.50.

The model fit indices obtained from the CFA of the Leader–Member Exchange Scale were examined, and the goodness-of-fit values of the scale are presented in Table 6.

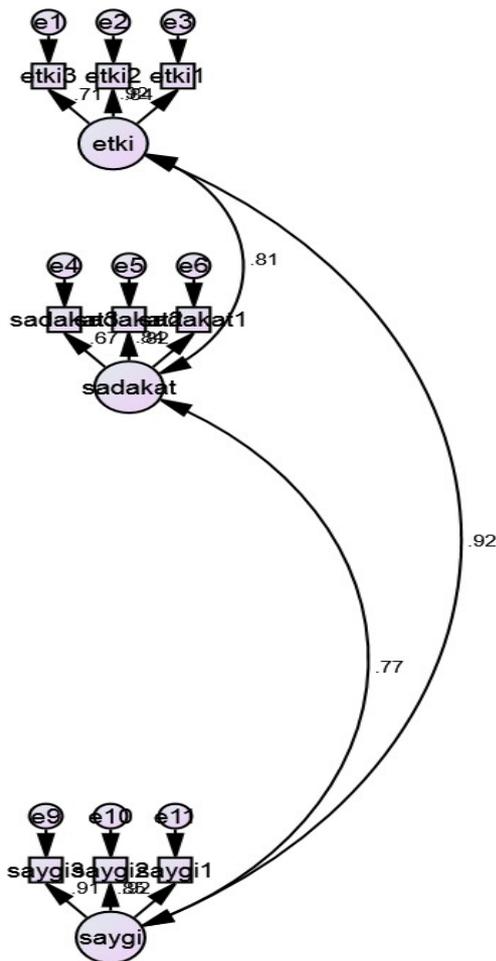
Table 6: *Goodness-of-Fit Values of the Leader–Member Exchange Scale*

χ^2/sd	CFI	GFI	NFI	RMSEA
4.098	0.954	0.903	0.941	0.084

As a result of the CFA, it was determined that the CMIN/DF, CFI, GFI, NFI, and RMSEA values were within acceptable fit ranges.

The path diagram of the Leader–Member Exchange Scale is presented in Figure 3.

Figure 3: Path Diagram of the Leader-Member Exchange Scale



2.6. Data Collection and Analysis

After obtaining the necessary permissions from the university administration, the questionnaires were distributed to the participants via e-mail. It was assumed that the participants accurately understood the statements in the questionnaire and that their responses genuinely reflected their opinions. Participants were informed that the collected data would be used exclusively within the scope of the study and would not be disclosed to any third parties or organizations. The data obtained through the questionnaire were analyzed using SPSS for Windows 22.0 and AMOS 23. Cronbach's Alpha reliability analysis was conducted to determine the internal consistency of the research results, and confirmatory factor analysis (CFA) was performed to assess the validity of the scales. Frequency analysis was conducted to determine the distribution of participants' demographic characteristics, arithmetic means were calculated to assess participants' perception levels regarding the variables, and independent samples t-tests and one-way ANOVA were employed to examine whether participants' perceptions of both scales differed according to demographic variables. Correlation analysis was conducted to examine the relationships among the variables, and simple regression analysis was performed to evaluate the effect of the independent variable on the dependent variable. The resulting data are presented in the "Findings" section.

3. Result and Discussion

In this section of the study, the findings obtained will be presented in tables and subsequently interpreted.

3.1. Findings on the Demographic Characteristics of the Participants

The demographic characteristics of the questionnaire participants, such as gender, age, position, and length of experience, are presented in Table 7.

Table 7: *Demographic Characteristics of Participants*

<i>Variable</i>	<i>N</i>	<i>%</i>	
Gender	Female	194	85.1
	Male	34	14.9
	Total	228	100
Age	18-25	10	4.4
	26-35	78	34.2
	36-45	63	27.6
	46-55	45	19.7
	Over 55 years	32	14.0
	Total	228	100
Your Position	Faculty Member	167	73.2
	Administrative Staff	61	26.8
	Total	228	100
Deneyim süresi	1-5 years	71	31.1
	6-10 years	37	16.2
	11-15 years	31	13.6
	16-20 years	40	17.5
	20 years+	49	21.5
	Total	228	100

As shown in Table 7, a total of 228 employees participated in the study. Among the participants, 194 (85.1%) were female and 34 (14.9%) were male. Considering the participants' ages, 10 of them were between 18 and 25 years old, 78 were between 26 and 35, 63 were between 36 and 45, and 45 were between 46 and 55 years old. A total of 32 employees were aged over 55. Among the participants, 167 were faculty members and 61 were administrative staff. In terms of work experience, 71 employees (31.1%) had between 1 and 5 years of experience, 37 (16.2%) had between 6 and 10 years, 31 (13.6%) had between 11 and 15 years, 40 (17.5%) had between 16 and 20 years, and 49 (21.5%) had more than 20 years of experience.

3.2. Findings Concerning the Research Questions and Hypothesis Tests

The perception levels of the academics regarding both variables were examined, and the results are presented in Table 8.

Table 8: *Participants' Perception Levels Regarding Organizational Agility and Leader-Member Exchange*

Scale	<i>N</i>	\bar{X}	<i>Ss</i>
Organizational Agility	228	4.00	.98
Leader-Member Exchange	228	3.79	.91

In interpreting the participants' relative perceptions of the variables, the following intervals were used: "1.0–1.80" as very low, "1.81–2.60" as low, "2.61–3.40" as moderate, "3.41–4.20" as high, and "4.21–5.0" as very high.

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As shown in Table 8, the participants’ perception levels regarding both organizational agility and leader–member exchange are high.

To determine whether the data obtained within the scope of the study would be subjected to parametric or non-parametric analysis methods, the normality of the data was first examined.

If the skewness and kurtosis coefficients fall within the ± 3 range, the data can be interpreted as normally distributed (Kline, 2011; cited. Abasli, 2018, p.104). Table 9 presents the results of the normality tests for organizational agility and leader–member exchange.

Table 9: *Normality Test Results for the Scales*

Scale	Skewness Values	Kurtosis Values
Organizational Agility	-.744	.127
Leader–Member Exchange	-.827	.561

After examining the results, it was concluded that parametric tests should be used. An independent samples t-test was conducted to determine whether the participants’ perception levels of both variables differed according to gender. The results are presented in Table 10.

Table 10: *T-Test Results of Participants’ Perception Levels of Organizational Agility and Leader–Member Exchange by Gender*

Variable	Groups	\bar{X}	Ss	Sd	T	p
Organizational Agility	Female	4.06	.71	40.444	2.339	.024
	Male	3.67	.91			
Leader–Member Exchange	Female	3.82	.80	41.654	1.528	.134
	Male	3.56	.95			

$p < .05$

The employees’ perception levels of organizational agility showed a statistically significant difference according to gender ($p < .05$), whereas their perception levels of leader–member exchange did not show a statistically significant difference by gender ($p > .05$).

An independent samples t-test was conducted to determine whether the participants’ perception levels of both variables differed according to their positions. The results are presented in Table 11.

Table 11: *T-Test Results of Participants’ Perception Levels of Organizational Agility and Leader–Member Exchange by Position*

Variable	Groups	\bar{X}	Ss	Sd	T	p
Organizational Agility	<u>Faculty Member</u>	4.05	.77	225	1.438	.152
	<u>Administrative</u>	3.89	.69			
	<u>Staff</u>					
Leader–Member Exchange	<u>Faculty Member</u>	3.78	.81	225	-.288	.773
	<u>Administrative</u>	3.81	.89			
	<u>Staff</u>					

p<.05

The employees’ perception levels of both organizational agility and leader–member exchange did not show a statistically significant difference according to their positions ($p > .05$).

A one-way ANOVA was conducted to determine whether the participants’ perception levels of both variables differed according to age and length of experience. The results are presented in Table 12.

Table 12: *ANOVA Results of Participants’ Organizational Agility and Leader–Member Exchange Variations by Age*

Scale	Variable	N	Sd	F	p
Organizational Agility	18-25	10		5.594	.000
	26-35	78			
	36-45	63	4-223		
	46-55	45			
	Over 55 years	32			
	Age				
Leader–Member Exchange	18-25	10		.747	.561
	26-35	78			
	36-45	63	4-223		
	46-55	45			
	Over 55 years	32			
	Age				

p<.05

As shown in Table 12, the participants’ perceptions of the organizational agility variable differ significantly according to age ($p < .05$). The participants’ perceptions of the leader–member exchange variable did not differ significantly according to age ($p > .05$). A Tukey test was conducted to determine between which groups the differences occurred (as the variances were homogeneously distributed). According to the Tukey test results, there were significant differences in the perception levels of organizational agility between faculty members aged 26–35 and those aged 36–45 ($p = 0.037 < 0.05$), between faculty members aged 26–35 and those

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 aged 46–55 ($p = 0.002 < 0.05$), and between faculty members aged 26–35 and those over 55 ($p = 0.002 < 0.05$).

Table 13: ANOVA Results for Participants’ Organizational Agility and Leader–Member Exchange Variables by Length of Experience

Scale	Variable	N	Sd	F	p
Organizational Agility	1-5 years	71	4-223	4.997	.001
	6-10 years	37			
	11-15 years	31			
	16-20 years	40			
	Over 20 years	49			
Leader–Member Exchange	1-5 years	71	4-223	1.404	.234
	6-10 years	37			
	11-15 years	31			
	16-20 years	40			
	Over 20 years	49			

$p < .05$

As shown in Table 13, the participants’ perceptions of the organizational agility variable do not show a statistically significant difference according to their length of experience ($p > .05$). Similarly, the participants’ perceptions of the leader–member exchange variable do not differ significantly based on length of experience ($p > .05$). A Tukey test was conducted to determine between which groups the differences occurred (as the variances were homogeneously distributed). According to the Tukey test results, significant differences were observed in organizational agility perception levels between employees with 1–5 years of experience and those with over 20 years ($p = 0.001 < 0.05$), and between employees with 6–10 years of experience and those with over 20 years ($p = 0.032 < 0.05$).

The Pearson correlation coefficient was calculated to examine whether a statistically significant relationship exists between organizational agility and leader–member exchange, and the results are presented in Table 14.

Table 14: Pearson Correlation Coefficient Between Variables

Variable	1	2
1 Organizational Agility	1	.598**
2 Leader–Member Exchange	.598**	1

The following ranges were used as reference points in evaluating correlations between variables: 0–0.29 as weak, 0.30–0.70 as moderate, and 0.71–1.0 as strong.

As shown in Table 14, there is a moderate positive and statistically significant relationship between organizational agility and leader–member exchange (significant at the 0.01 level).

Simple linear regression analysis was conducted to examine whether organizational agility affects leader–member exchange, and the results are presented in Table 15.

Table 15: *Regression Analysis Results on the Effect of Organizational Agility on Leader–Member Exchange*

Model	Unstandardized Coefficients		Standardized Coefficients	T	Significance Level
	Beta	Standard Error	Beta		
Constant	1.154	.239		4.834	.000
Organizational Agility	.657	.059	.598	11.210	.000
Dependent Variable: Leader–Member Exchange; R = .598a; R ² = .357; Adjusted R ² = .354; F for the model = 125.663, p = .000b					

Organizational agility exerts a positive and statistically significant effect on leader–member exchange ($p < 0.05$). In other words, organizational agility appears to be a positive predictor of leader–member exchange. Organizational agility accounts for 35.7% of the variance in participants' perceptions of leader–member exchange.

3.3. Result

Both hypotheses that we aimed to test were supported by the research findings. It was determined that there is a moderate positive and statistically significant relationship between organizational agility and leader–member exchange (at the 0.01 level), and that organizational agility has a positive and statistically significant effect on leader–member exchange.

Moreover, the research also provided answers to the questions posed. Specifically, it was observed that the participants' perception levels of both organizational agility and leader–member exchange were high.

It was determined that employees' perception levels of organizational agility differed significantly according to gender, whereas their perception levels of leader–member exchange did not show a statistically significant difference by gender. It was observed that employees' perception levels of both organizational agility and leader–member exchange did not differ significantly according to their positions.

While the participants' perceptions of the organizational agility variable showed a significant difference according to age, their perceptions of the leader–member exchange variable did not show a significant difference based on age. While the participants' perceptions of the organizational agility variable showed a significant difference according to age, their perceptions of the leader–member exchange variable did not show a significant difference based on age.

Finally, based on the results of the research, the following recommendations can be made:

- i. Different initiatives can be undertaken in organizations to enhance the levels of organizational agility and leader–member exchange.
- ii. The perceptions of academics regarding the variables can be investigated in larger and more diverse samples.
- iii. A study on the same topic can be conducted across public, private, and foundation universities, allowing the results to be compared.
- iv. Other variables related to both organizational agility and leader–member exchange can be identified, and joint studies can be conducted.

3.4. Discussion

It has been determined that there is a moderate, positive, and statistically significant relationship (at the 0.01 level) between organizational agility and leader–member exchange (LMX). The LMX–work performance relationship is mediated by communication satisfaction and work engagement, while the LMX–work engagement relationship is mediated by communication satisfaction. This indicates that higher levels of organizational agility are associated with higher-quality relationships between leaders and subordinates. Furthermore, it suggests that agile organizations that prioritize flexibility, rapid communication, and responsiveness to change tend to foster stronger relational interactions based on trust, respect, and mutual support (Santalla-Banderali & Alvarado, 2022).

In our study, no significant difference was found between the demographic variables of gender and age and the perceptions of LMX. Similar results were also obtained by Liang and Fang Yin (2024), who found no statistically significant differences in LMX perceptions across age groups. This suggests that organizational and relational factors play a more dominant role than demographic characteristics in shaping LMX.

Conversely, the participants' perceptions of organizational agility show significant variation according to age. Younger employees tend to be more responsive to change, cope more effectively with rapid processes, and display a more positive outlook toward organizational practices related to agility, consistent with findings by Şahin and İşçi (2025).

Our findings also indicate that employees' perceived levels of LMX and organizational agility do not differ significantly according to their positions. LMX quality primarily depends on the relational and dyadic interactions between leaders and subordinates, rather than formal hierarchical status (Volmer & Niessen, 2011). Organizational agility, similarly, is a collective attribute of the organization, arising from shared structures, technologies, and communication mechanisms rather than individual authority or rank (Dehaghil, 2016).

Additionally, perceptions of organizational agility vary according to employees' levels of experience. Less experienced employees are more open to agile practices and responsive to institutional support for agility, whereas this effect diminishes with longer tenure (Permatasary & Abadi, 2024). In contrast, employees' perceptions of LMX remain stable across experience levels, supporting Bauer and Green's (1996) conclusion that the quality of leader–member relationships stabilizes early and depends more on relational dynamics than tenure.

Practical Implications for Organizations

Based on these findings, the study offers several recommendations for practitioners to enhance organizational agility and LMX quality:

1. Promote Agile Practices Across All Age Groups

Implement training and change-management programs that engage both younger and older employees, ensuring that agility-related initiatives are inclusive and adapted to different experience levels.

2. Strengthen Leader–Member Interactions

Encourage leaders to focus on building trust, respect, and reciprocity with subordinates. Since LMX quality depends on relational dynamics rather than formal position, targeted coaching and feedback programs can enhance interpersonal exchanges across all organizational levels.

3. Leverage Experience While Encouraging Openness

Recognize the value of both experienced and newer employees in agile initiatives. While newer employees may adapt more quickly, experienced employees can provide stability and institutional knowledge. Structured mentorship programs can balance these contributions.

4. Enhance Communication and Engagement

Given the mediating role of communication satisfaction, organizations should ensure transparent, frequent, and two-way communication channels. Initiatives such as regular team check-ins, agile boards, and digital collaboration tools can support engagement and performance.

5. Design System-Based Agility Interventions

Organizational agility should be approached at the system level rather than focusing solely on individual roles. Investing in collaborative technologies, flexible processes, and cross-functional teams can strengthen the organization's overall agility.

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