



# The Impact of Transformational Leadership on Organizational Agility in Saudi Banks: The Mediating Role of Knowledge Sharing

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**Abstract.** This study investigates the impact of transformational leadership on organizational agility in Saudi banks, emphasizing the mediating role of knowledge sharing. In the context of rapid digital transformation and Vision 2030, the ability of banks to remain agile is increasingly critical. Drawing from transformational leadership theory and knowledge management literature, a conceptual model was developed and tested using data collected from 378 employees across major Saudi banking institutions. Structural equation modeling (Smart PLS 4.0) was employed to examine the direct and indirect relationships among the variables. The findings reveal that transformational leadership significantly and positively influences both knowledge sharing behavior and organizational agility. Moreover, knowledge sharing behavior was found to partially mediate the relationship between transformational leadership and agility, suggesting that the effect of leadership is transmitted not only through direct influence but also through fostering a collaborative and knowledge-driven environment. The results highlight the strategic importance of transformational leadership in promoting open communication, trust, and innovation—all of which contribute to enhanced agility. This research contributes theoretically by integrating leadership and knowledge-sharing constructs to explain agility and offers practical implications for managers seeking to enhance adaptability in the banking sector. The study concludes by offering recommendations for leadership development and knowledge-sharing strategies in line with the evolving demands of the financial industry in Saudi Arabia.

**Keywords:** Digital transformation, Knowledge sharing, Leadership behavior, Organizational agility, Saudi banks, Transformational leadership.

## 1. INTRODUCTION

In the current volatile and unpredictable business landscape, firms face continual pressure to swiftly adjust to technical innovations, market changes, and escalating client demands. This reality has heightened focus on organizational agility (OA), defined as an organization's ability to perceive external shifts and respond adeptly through swift decision-making, innovation, and adaptable resource allocation. In the financial services sector, particularly banking, agility has emerged as a crucial strategic capability as organizations confront digital transformation and regulatory reforms. Attaining and maintaining agility is not merely a question of process or structure; it is profoundly contingent upon leadership. Transformational Leadership (TL), defined by idealized influence, inspirational motivation, intellectual stimulation, and customized concern (Bass & Riggio, 2006), is recognized as a vital catalyst for organizational flexibility and innovation. Unlike transactional leadership, which emphasizes compliance and routine performance, transformational leadership is future-oriented and intentionally designed to empower employees and foster readiness for change. In banking institutions, particularly in developing economies such as Saudi Arabia, transformational leadership has the capacity to enhance agility by fostering a flexible organizational culture and enabling employees to make decisive actions in uncertain circumstances (Khattak et al., 2025; Alakaş, 2024). A primary mechanism by which TL affects OA is knowledge sharing (KS). TL cultivates a psychologically secure atmosphere that encourages employees to disclose both explicit and tacit knowledge without apprehension of criticism or retaliation (Al-husseini & Elbeltagi, 2016; Khalili, 2021). Leaders who engage in intellectual stimulation and provide personalized support foster a culture that promotes collaboration, innovation, and ongoing learning (Mayastinasari & Suseno, 2023). These behaviors directly affect employees' propensity to participate in information exchange, thus improving organizational responsiveness and learning capacity—both critical for attaining agility (Meng & Han, 2020; Al Halbusi et al., 2024; Fakhfakh et al., 2025).

Despite the expanding literature on TL and OA, there is a paucity of empirical information about the mediating role of KS, especially in the banking sector of the Middle East. Current research has predominantly examined these variables in isolation or within the framework of digital transformation. The link between TL and OA, mediated by KS, remains inadequately explored in culturally distinctive and industry-sensitive contexts such as Saudi Arabia. In light of Saudi Vision 2030, which prioritizes economic diversification, innovation, and the establishment of a knowledge-based economy, it is essential to comprehend the role of leadership practices in fostering organizational agility within financial institutions. Saudi Arabian banks, positioned at the front of this transition, provide a pertinent and strategic framework for analyzing this triadic relationship. This study's primary research challenge focuses on elucidating the influence of transformational leadership on organizational agility, mediated by the process of information sharing. This results in multiple critical research inquiries:

- RQ1: What is the impact of transformative leadership on knowledge sharing among employees in Saudi banks?
- RQ2: In what manner does knowledge sharing affect organizational agility?

- RQ3: Does knowledge sharing serve as a mediator in the interaction between transformational leadership and organizational agility?

The primary aims of this study are:

- To investigate the influence of transformational leadership on knowledge dissemination.
- To evaluate the impact of information sharing on organizational agility.
- To examine the mediating function of knowledge sharing in the correlation between transformational leadership and organizational agility.

This study holds considerable importance for both theoretical and practical purposes. It theoretically enhances the literature on leadership and knowledge management by amalgamating the notions of transformational leadership, knowledge sharing, and organizational agility into a unified conceptual framework. It empirically addresses a contextual void by concentrating on Saudi banks, which are experiencing swift digital and organizational transition. The findings will provide essential insights to policymakers and bank executives about the design of leadership development and knowledge-sharing initiatives that promote agility and sustained competitiveness.

## 2. CONCEPTUAL MODEL

### 2.1. Transformational Leadership

Transformational Leadership (TL) denotes a leadership style distinguished by the capacity to inspire, intellectually engage, and personally nurture the growth of followers to attain organizational objectives that transcend immediate self-interest. According to Bass and Riggio (2006), transformational leadership encompasses four fundamental dimensions: idealized influence, inspirational motivation, intellectual stimulation, and customized concern. Leaders that demonstrate these characteristics cultivate trust, inspire colleagues via vision, promote innovative problem-solving, and facilitate personal development. Empirical research indicates that transformational leaders play a crucial role in fostering adaptive, flexible, and knowledge-oriented work cultures (Al-husseini & Elbeltagi, 2016; Khalili, 2021). Within the framework of dynamic and digital economies, exemplified by Saudi Arabia's banking sector, transformational leadership (TL) functions as a pivotal facilitator of organizational responsiveness and ongoing innovation, establishing it as a fundamental variable in fostering organizational agility and strategic renewal (Khattak et al., 2025; Alakaş, 2024).

### 2.2. Knowledge Sharing

Knowledge Sharing (KS) is the process by which individuals exchange both tacit and explicit knowledge within and between organizational units to improve performance, learning, and decision-making. It encompasses behaviors like knowledge donation (dispensing knowledge) and knowledge collection (gathering knowledge) that are essential for maintaining competitive advantage in rapidly evolving situations. Knowledge Sharing (KS) is affected by various organizational and psychological elements, such as leadership style, trust, corporate culture, and individual motivation (Khalili, 2021; Mayastinasari & Suseno, 2023). Transformational leadership cultivates knowledge sharing by promoting psychological safety, intellectual stimulation, and empowerment, leading to a more collaborative and responsive workforce (Meng & Han, 2020; Al Halbusi et al., 2024). In knowledge-intensive and service-oriented sectors such as banking, knowledge sharing serves as a strategic facilitator of agility and innovation.

### 2.3. Organizational Agility

Organizational Agility (OA) denotes a company's capacity to swiftly perceive, react to, and adjust to internal and external changes in a proactive and strategic fashion. It encompasses abilities like as rapid decision-making, structural and procedural adaptability, and response to customer and market fluctuations. OA enables organizations to thrive amid uncertainty, technological disruption, and evolving stakeholder demands. Research demonstrates that agility is not merely an operational characteristic, but also a dynamic capability grounded in leadership practices, cultural alignment, and information dissemination (Alavi et al., 2020; Salehzadeh et al., 2017; Saini et al., 2024). Transformational leadership is essential in fostering agility by establishing a culture of adaptability and innovation, while knowledge sharing enhances agile competencies through immediate information exchange and interdisciplinary collaboration (Ramadan et al., 2023; Akkaya & Tabak, 2022). In the Saudi banking sector, which is presently experiencing digital and organizational transformation, agility is essential for sustaining competitiveness and aligning with Vision 2030 objectives.

## 3. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 3.1. Transformational Leadership and Knowledge Sharing

Transformational leadership has become an essential leadership style in knowledge-driven firms because of its capacity to promote cooperation, trust, and creativity. It is typically characterized by four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and customized consideration (Bass & Riggio, 2006). Leaders that exhibit these behaviors are recognized for cultivating organizational settings that

facilitate knowledge sharing and ongoing learning. Numerous empirical investigations have established a robust positive correlation between transformative leadership and knowledge sharing. In Iraqi public institutions, transformational leadership strongly affects knowledge donation and collecting, with intellectual stimulation seen as the most influential dimension (Al-husseini & Elbeltagi, 2016). Research on SMEs in the digital era indicates that transformational leadership improves employee involvement in information sharing, hence fostering innovation and enhancing corporate success (Fatmawaty et al., 2023). Furthermore, transformational leaders foster a psychologically safe environment, which is crucial for transparent knowledge sharing. Leaders who offer intellectual stimulation and personalized support foster trust-based settings that enable people to share their views (Mayastinasari & Suseno, 2023). This is shown in the research by Meng and Han (2020), who highlighted the mediating functions of affective commitment and interpersonal trust in the relationship between leadership and knowledge sharing.

Psychological empowerment has been identified as a crucial mediator in this relationship. Khalili (2021) and AlMulhim (2023) both discovered that when transformational leaders cultivate a sense of autonomy, competence, and purpose, employees exhibit increased motivation to share information, both formally and informally. This intrinsic motivation manifests as proactive knowledge activities across several departments. A robust learning culture and a conducive organizational climate enhance the impact of transformative leadership. Leaders that function within or contribute to the establishment of a knowledge-centric culture are more effectively equipped to institutionalize knowledge-sharing activities (Al Halbusi et al., 2024; Jaiswal & Dhar, 2015). Such surroundings render the interchange of knowledge not merely accepted but anticipated as an integral aspect of daily life.

From a strategic standpoint, transformational leadership influences both tacit and explicit knowledge dissemination. Leaders who advocate for vision, empowerment, and intellectual curiosity diminish communication barriers and enhance collaboration (Son et al., 2020; Purwanto et al., 2021). Moreover, confidence in leadership and employee engagement have been demonstrated to buffer this link, underscoring the significance of relational leadership behaviors (Al-Kumaim et al., 2024). Finally, numerous studies have shown that transformational leadership enhances organizational outcomes indirectly by influencing knowledge sharing. Iqbal et al. (2021) and Alrowwad et al. (2020) established that knowledge sharing mediates the association between transformational leadership and workforce efficiency or organizational performance.

*Hypothesis 1:* There is a significant positive relationship between transformational leadership and knowledge sharing among employees.

### 3.2. Knowledge Sharing and Organizational Agility

Recent literature emphasizes that knowledge sharing is a vital catalyst for organizational agility, especially in dynamic and uncertain contexts. Knowledge sharing facilitates the exchange of both explicit and tacit knowledge among employees, hence enhancing organizational responsiveness to internal and external changes. Work groups characterized by elevated information sharing demonstrate increased agility, hence augmenting their adaptability and enhancing overall performance across diverse sectors (Marjerison et al., 2022). Moreover, corporate culture is essential in facilitating information sharing and, subsequently, agility. Studies indicate that in public institutions, information sharing markedly influences organizational agility, particularly when fostered within a culture that prioritizes cooperation and transparency (Wicaksana & Hanifah, 2022). This indicates that firms aiming to enhance their adaptability must foster a robust internal culture that encourages information sharing.

Moreover, features of organizational architecture, including leadership, strategy, and structure, are shaped by information sharing, which subsequently fosters agility. A study in Iran established a substantial correlation between information sharing and organizational agility, highlighting its beneficial effects on strategic planning, adaptive structures, and collective leadership identities (Samani et al., 2017). Empirical research from small and medium-sized firms indicates a causal relationship, wherein organizational culture fosters information exchange, hence enhancing agility and resulting in improved performance outcomes. In this context, information sharing is regarded as a strategic asset that enables enterprises to enhance their flexibility and competitiveness (Salehzadeh et al., 2017). Furthermore, within the framework of digital transformation, the exchange of knowledge assumes heightened significance. The integration of digital tools with a robust knowledge-sharing ecosystem enhances organizational responsiveness and agility (Alavi et al., 2020). Supporting this, other study corroborates that knowledge sharing connects digital capabilities with agile processes, enabling organizations to function efficiently in the digital era (Asanga et al., 2021).

Moreover, it has been contended that the incorporation of information systems amplifies the strategic significance of knowledge sharing, facilitating expedited decision-making and resource alignment, thereby enhancing organizational agility (Nwankpa & Datta, 2023). Tacit exchange of knowledge has been recognized as a connection between learning culture and agility. Organizations that promote a culture of transparency and acceptance of errors experience enhanced contextual information transfer, facilitating flexible responses to difficulties (Kucharska et al., 2024). It has been established that internal communication and readiness for change mediate the relationship between knowledge sharing and agility, particularly in firms undergoing digital transformation. These findings substantiate the perspective that information sharing is both an independent

activity and a fundamental mechanism for attaining organizational agility (Mahmoud et al., 2023; Alshurideh et al., 2024).

*Hypothesis 2:* There is a significant positive relationship between Knowledge Sharing and Organizational Agility.

### 3.3. Transformational Leadership and Organizational Agility

Transformational Leadership (TL) has become a crucial element in promoting Organizational Agility (OA), especially in volatile and uncertain economic contexts. As businesses encounter increasing pressure from technological innovations, global competition, and consumer-oriented markets, the capacity to change swiftly and efficiently is essential for survival and success. Transformational leaders, characterized by their visionary perspective, inspirational communication, intellectual stimulation, and personalized attention, are crucial in steering organizations towards agility. These leaders motivate teams to surpass self-interest, cultivate creativity, and adopt continuous learning, all of which are essential characteristics of an agile organization. Numerous studies highlight the pivotal importance of transformational leadership in fostering organizational readiness and resilience. Digital leadership capacity (DLC), a manifestation of transformative behavior, greatly impacts digital transformation outcomes by improving strategic thinking, knowledge integration, and technology adoption (Khattak et al., 2025). Organizational agility acts as a mediating factor in this interaction, converting leadership and knowledge skills into concrete transformation outcomes. This discovery underscores that agility is not simply a structural characteristic, but a dynamic one cultivated via proficient leadership.

Furthermore, TL cultivates a culture of adaptation and ongoing development, which are essential to organizational agility. Alakaş (2024) asserts that transformational leaders empower people by cultivating dynamic capabilities—such as identifying opportunities, embracing change, and reallocating resources—that allow firms to adapt effectively in difficult environments. Jamil et al. (2023) assert that transformational leadership favorably influences employee agility by fostering proactive, adaptive, and resilient behaviors. Such leaders generate psychologically safe settings that foster creativity and risk-taking, so enabling teams to adapt swiftly and effectively to organizational difficulties. In the domain of digital transformation and knowledge-driven innovation, TL persists in showcasing its significance. Ramadan et al. (2023) discovered that transformational leadership (TL) substantially enhances organizational agility (OA) by fostering conditions that promote learning, facilitate effective information transfer, and enable strategic responsiveness. This connection is especially vital in knowledge-intensive sectors, where the rate of adaptation frequently dictates competitive advantage. Moreover, TL has demonstrated the capacity to foster sustainable adaptability in relation to new technologies like the metaverse. Saini et al. (2024) assert that transformational leaders who foster digital readiness and synchronize technical projects with long-term strategic objectives enable their firms to sustain agility and competitiveness in dynamic digital environments.

The function of TL in facilitating OA is also apparent in sector-specific research. Akkaya and Tabak (2022) discovered in their research on scientific parks that transformational leadership accelerates decision-making, encourages transparent communication, and boosts adaptability to environmental changes. This research substantiates the claim that transformational leadership enhances internal motivation and innovation while also bolstering an organization's external adaptability. The literature consistently indicates that TL is a fundamental driver of OA. Transformational leadership fosters the mindset and competencies essential for agile operation by prioritizing vision, empowerment, learning, and innovation. As modern organizations increasingly face complex and volatile environments, the strategic integration of TL practices becomes not just beneficial—but essential—for achieving and sustaining organizational agility.

*Hypothesis 3:* There is a significant positive relationship between transformational leadership and organizational agility.

### 3.4. The Mediating Role of Knowledge Sharing

The mediating function of knowledge sharing (KS) has garnered heightened interest in the organizational behavior and leadership literature, especially in research exploring the effects of transformational leadership (TL) on organizational outcomes like agility. Transformational leadership promotes an environment favorable to knowledge exchange by intellectual stimulation, trust cultivation, and personalized attention. This leadership approach fosters settings in which employees are motivated to exchange insights, experiences, and best practices—both formally and informally—across organizational boundaries (Bass & Riggio, 2006; Al-husseini & Elbeltagi, 2016). Empirical research substantiates that transformational leadership favorably influences knowledge-sharing behavior, particularly when leaders foster psychologically safe environments and grant individuals' autonomy and purpose (Khalili, 2021; AlMulhim, 2023). These psychological factors subsequently augment intrinsic motivation for information exchange, hence strengthening the mediating influence of knowledge sharing on overarching organizational skills.

In this context, KS serves as a dynamic channel through which TL impacts organizational agility (OA). By enabling the transfer of both tacit and explicit knowledge, knowledge sharing allows firms to swiftly adapt to market needs, customer expectations, and technology advancements. Research indicates that knowledge-centric

cultures, bolstered by transformational leaders, institutionalize sharing behaviors that enhance organizational responsiveness and adaptability (Al Halbusi et al., 2024; Jaiswal & Dhar, 2015). As KS integrates into daily operations, it facilitates the connection between leadership objectives and actionable agility through real-time decision-making, cross-functional cooperation, and strategy alignment (Purwanto et al., 2021; Son et al., 2020). Furthermore, the existence of interpersonal trust and affective commitment among employees enhances this mediation mechanism (Meng & Han, 2020). The amalgamation of information systems and digital tools enhances this phenomenon, especially within the realm of digital transformation, where swift adaptation is crucial (Nwankpa & Datta, 2023; Asanga et al., 2021).

Consequently, KS acts not just as a standalone activity, but as a strategic facilitator of agility that transforms leadership-driven vision into flexible organizational processes. Numerous researches indicate that transformational leadership indirectly improves organizational ambidexterity by influencing knowledge-sharing behavior (Iqbal et al., 2021; Alrowwad et al., 2020). Consequently, in the dynamic context's characteristic of contemporary knowledge-based economies, knowledge sharing serves as a vital mediating variable in the transformational leadership–organizational agility link, underscoring the significance of fostering both social and informational networks within businesses.

*Hypothesis 4:* Knowledge sharing mediates the relationship between transformational leadership and organizational agility.

#### 4. RESEARCH MODEL

This study's approach examines the direct and indirect impacts of transformational leadership on organizational agility, with knowledge sharing acting as a mediating variable. Rooted in Transformational Leadership Theory and organizational learning perspectives, the model delineates how leadership behaviors, including intellectual stimulation, inspirational motivation, and individualized consideration, cultivate an environment favorable to information exchange and innovation. Prior research has shown that transformational leaders improve employee engagement, foster psychological safety, and cultivate trust, all of which are critical for facilitating knowledge sharing (Bass & Riggio, 2006; Khalili, 2021; Al-husseini & Elbeltagi, 2016). Knowledge sharing is acknowledged as a strategic tool for enhancing organizational agility, allowing organizations to adjust rapidly to internal and external changes. It enables employees to disseminate tacit and explicit knowledge across departments, facilitating expedited decision-making, adaptability, and collaborative problem-solving (Alavi et al., 2020; Nwankpa & Datta, 2023). Knowledge sharing serves as a mediating construct that connects the impact of leadership on agility by converting leadership-driven vision into adaptive and innovative behaviors throughout the business. This paradigm is especially pertinent to the Saudi banking sector, where digital transformation and economic diversification in accordance with Vision 2030 necessitate adaptable capabilities and robust leadership. The suggested research paradigm includes four hypotheses designed to elucidate the direct and indirect effects of transformational leadership on organizational agility, mediated by knowledge sharing.

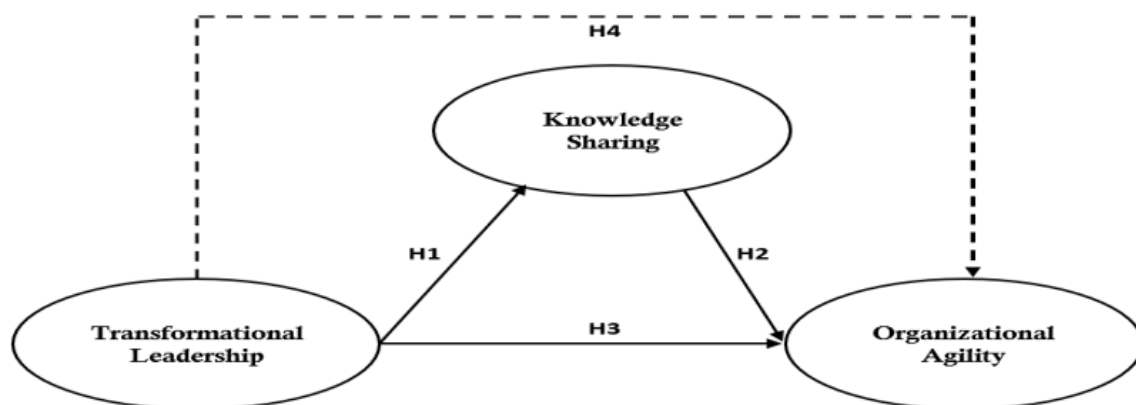


Figure 1: Research model.

#### 5. METHODOLOGY

This study used a quantitative research approach to investigate the correlations among transformational leadership, sharing knowledge, and organizational agility within the Saudi banking sector. A structured survey instrument was employed to gather primary data, owing to its efficacy in capturing perceptual metrics across a wide sample. The questionnaire was disseminated both electronically and manually to employees of prominent commercial banks in the Kingdom of Saudi Arabia. These encompass prominent institutions such as Al Rajhi Bank, Saudi National Bank (SNB), Riyadh Bank, and others engaged in digital transformation as part of Vision 2030.

### 5.1. Measures

All constructs were assessed via reflecting indicators derived from validated measures. Responses were obtained via a five-point Likert scale, with 1 denoting "strongly disagree" and 5 indicating "strongly agree." Transformational Leadership (TL) was assessed using eight modified items from Dai et al. (2013), encompassing essential leadership qualities like inspiring motivation, intellectual stimulation, and individualized consideration. Knowledge Sharing (KS) was evaluated using items based on Al-husseini and Elbeltagi (2016), concentrating on behaviors related to knowledge giving and knowledge gathering. Organizational Agility (OA) was assessed by six variables derived from Martínez-López (2022), corresponding to agile decision-making, adaptability to change, and capacity for innovation. All measuring items underwent evaluation for reliability and construct validity through Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) during the analysis.

### 5.2. Collecting Data and Sample

The survey method was employed for primary data gathering, aligning with previous research on leadership and organizational behavior. The target group comprised full-time employees in Saudi banks, specifically those in management, operational, and IT positions—roles that are generally subject to leadership behaviors and participate in digital transformation initiatives. A non-probability purposive sampling method was utilized to guarantee that participants had pertinent exposure to the study constructs. The surveys were disseminated electronically through email and internal communication platforms (e.g., HR portals) as well as manually at professional training sessions and organizational events. In accordance with sample size guidelines for structural equation modeling (SEM), and presuming medium effect sizes and adequate power levels, a minimum sample of 300 participants was aimed for. To improve robustness, a total of 400 distributed questionnaires were utilized, anticipating non-responses or missing data. Following the data cleansing procedure, which involved the elimination of straight-lining instances, outliers, and responses with significant missing values, \_\_\_ valid responses were retained for analysis (to be completed after data collection). Descriptive statistics were produced to encapsulate the demographic attributes of the sample, encompassing gender, age, department, experience level, and bank membership.

**Table 1:** Sample description.

Variable	Classification	Frequency	Percentage (%)
Gender	Male	212	56.0%
	Female	166	44.0%
	Total	378	100.0%
Age	Under 25 years old	52	13.8%
	25–34 years old	146	38.6%
	35–44 years old	103	27.2%
	45–54 years old	58	15.3%
	55 years and above	19	5.0%
	Total	378	100.0%
Education Level	Diploma or below	51	13.5%
	Bachelor's degree	198	52.4%
	Postgraduate degree	129	34.1%
	Total	378	100.0%
Monthly Income	Less than 5,000 SAR	42	11.1%
	5,000 – 10,000 SAR	174	46.0%
	10,000 – 15,000 SAR	98	25.9%
	More than 15,000 SAR	64	16.9%
	Total	378	100.0%
Bank	Al Rajhi Bank	142	37.6%
	Saudi National Bank (SNB)	119	31.5%
	Riyad Bank	73	19.3%
	Other Banks (e.g., SABB, NCB)	44	11.6%
	Total	378	100.0%

Table 1 delineates the demographic characteristics of 378 participants from Saudi banks. The gender distribution indicates that males constitute 56% of the sample, and females comprise 44%. The majority of participants are aged 25 to 34 (38.6%) or 35 to 44 (27.2%), suggesting that the sample predominantly consists of mid-career professionals. Concerning educational qualifications, 52.4% of respondents possess a bachelor's degree, while 34.1% hold postgraduate degrees, indicating a highly educated workforce. Regarding income, 46% of participants earn between SAR 5,000 and 10,000 monthly, while 25.9% earn between SAR 10,000 and 15,000. In terms of organizational representation, Al Rajhi Bank constitutes the biggest share of the sample at 37.6%, followed by Saudi National Bank at 31.5% and Riyad Bank at 19.3%. This distribution represents a varied yet pertinent sample of personnel from major financial institutions, assuring consistency with the study's emphasis on transformational leadership, information sharing, and organizational agility within Saudi Arabia's banking sector.

### 5.3. Data Analysis

This research utilizes Smart PLS 4.0 software and the partial least squares structural equation modeling (PLS-SEM) technique to assess the measurement and structural models and to evaluate the study's hypotheses. PLS-SEM is highly appropriate for exploratory research and models that encompass several variables and intricate interactions, particularly with small to medium sample sizes. Quoquab et al. (2021) observed that PLS-SEM efficiently diminishes unexplained variance in endogenous variables. This research selected it for its adaptability, prediction precision, and capacity to assess intricate causal linkages without necessitating stringent assumptions regarding data normalcy (Hair et al., 2019). This technique evaluated both direct and indirect benefits of transformational leadership, information sharing, and organizational agility.

## 6. RESULTS

### 6.1. Assessment of the Reflective Measurement Model

The reflecting measurement model incorporated a second-order factor for Sustainable Performance and was assessed based on indicator consistency, internal consistency, reliability, convergent validity, and discriminant validity (Figure 2). Table 1 delineates the criteria and ranges employed to assess the reflective measurement model in this investigation, as per Hair et al. (2019).

**Table 2:** Measurement items of the first-order constructs.

Construct and Items	Standardized Loading (sig.)	Alpha	CR	AVE
<i>Transformational Leadership (TL)</i>		0.885	0.910	0.591
TL1: Team leader communicates a clear and positive vision of the future.	0.745**			
TL2: Team leader treats staff as individuals, supports and encourages their development .	0.766**			
TL3: Team leader gives encouragement and recognition to staff.	0.775**			
TL4: Team leader fosters trust, involvement and cooperation among team members.	0.761**			
TL5: Team leader encourages thinking about problems in new ways and questions assumptions.	0.788**			
TL6: Team leader is clear about his/her values and practices what he/she preaches.	0.760**			
TL7: Team leader instills pride and respect in others and inspires me by being highly competent.	0.787**			
<i>Knowledge Sharing Behavior (KSB)</i>		0.887	0.912	0.596
KSB1: My work team usually shares knowledge about our work with each other.	0.736**			
KSB2: My work team spends a lot of time-sharing knowledge.	0.802**			
KSB3: I usually share my knowledge with the other members of my team.	0.781**			
KSB4: I often share the reports and official documents from my work with the members of my team.	0.790**			
KSB5: I believe that other members of my work team share their knowledge with me.	0.738**			
KSB6: I believe that other members of my work team share information about our work with me.	0.756**			
KSB7: I always share my knowledge when asked by the members of my team.	0.799**			
<i>Organizational Agility (OA)</i>		0.923	0.940	0.722
OA1: Our bank is capable of quickly responding to changes in customer needs and expectations.	0.825**			
OA2: We are able to swiftly adjust our service operations in response to changes in customer demand.	0.852**			
OA3: We can effectively manage and resolve unexpected issues with vendors or service providers.	0.861**			
OA4: We implement decisions promptly to address shifts in market conditions.	0.879**			
OA5: We constantly explore innovative ways to redesign or improve our internal processes and service models.	0.824**			
OA6: We view market changes as strategic opportunities to enhance performance and competitiveness.	0.856**			

**Note:** \*\*: P < 0.01. Alpha denotes Cronbach's alpha; CR denotes composite reliability; and AVE is the average variance extracted.

Table 2 displays the standardized factor loadings and reliability metrics for the study's first-order constructs: transformational leadership, knowledge-sharing behavior, and organizational agility. All constructs exhibited robust internal consistency, with Cronbach's alpha values surpassing the advised level of 0.70 (Hair et al., 2019). The alpha values varied from 0.885 (Transformational Leadership) to 0.923 (Organizational Agility), demonstrating exceptional reliability. Composite reliability (CR) scores exceeded 0.90 for all constructs—Transformational Leadership (0.910), Knowledge Sharing Behavior (0.912), and Organizational Agility (0.940)—indicating strong internal consistency. Moreover, all dimensions attained average variance extracted (AVE) values over the 0.50 threshold, with Organizational Agility exhibiting the highest value of 0.722, so affirming convergent validity. All standardized loadings were statistically significant at  $p < 0.01$  and surpassed 0.70, so reinforcing the construct validity of the measuring items. The results substantiate the reliability and validity of

the measurement model, affirming its appropriateness for subsequent structural model assessment via PLS-SEM.

**Table 3:** Descriptive statistics and correlations between constructs (Fornell-Larcker method).

No.	Construct	1	2	3
1	Transformational Leadership (TL)	<b>0.769**</b>		
2	Knowledge Sharing Behavior (KSB)	0.692**	<b>0.772**</b>	
3	Organizational Agility (OA)	0.639**	0.666**	<b>0.850**</b>
	Mean	3.493	3.689	3.572
	Standard Deviation	0.771	0.738	0.647

Note: \*\*: P < 001; The square root of AVE is typed in bold italic along the diagonal.

Table 3 displays the descriptive statistics, inter-construct correlations, and the square roots of the Average Variance Extracted (AVE) for each construct according to the Fornell–Larcker criterion. The square roots of the AVE values are presented in bold along the diagonal and surpass the respective inter-construct correlations. The square root of AVE is 0.769 for Transformational Leadership (TL), 0.772 for Knowledge Sharing Behavior (KSB), and 0.850 for Organizational Agility (OA), demonstrating robust internal validity. The values surpass all off-diagonal correlations between constructs (e.g., TL → KSB = 0.692; TL → OA = 0.639), thereby affirming the empirical distinctiveness of each concept (Fornell & Larcker, 1981). Additionally, all correlations are significant at the 0.001 level, corroborating the theoretical linkages postulated in the conceptual model. These findings confirm the discriminant validity of the measurement model and reinforce the rationale for advancing with structural path analysis.

**Table 4:** Heterotrait-monotrait (HTMT) criterion values.

No.	Construct	1	2	3
1	Transformational Leadership (TL)			
2	Knowledge Sharing Behavior (KSB)	0.779		
3	Organizational Agility (OA)	0.699	0.726	

Table 4 presents the Heterotrait-Monotrait Ratio (HTMT) values, a sophisticated metric of discriminant validity that assesses the connections among constructs. Henseler et al. (2015) assert that HTMT values must be below 0.90 to establish sufficient discriminant validity. The data presented in Table 4 indicate that all HTMT levels are well below the established threshold. The HTMT values are as follows: 0.779 between Transformational Leadership (TL) and Knowledge Sharing Behavior (KSB), 0.699 between TL and Organizational Agility (OA), and 0.726 between KSB and OA. These results validate that the notions are empirically unique and that multicollinearity or construct overlap is absent. Alongside the Fornell–Larcker criterion results, these values furnish compelling evidence for the discriminant validity of the measurement model.

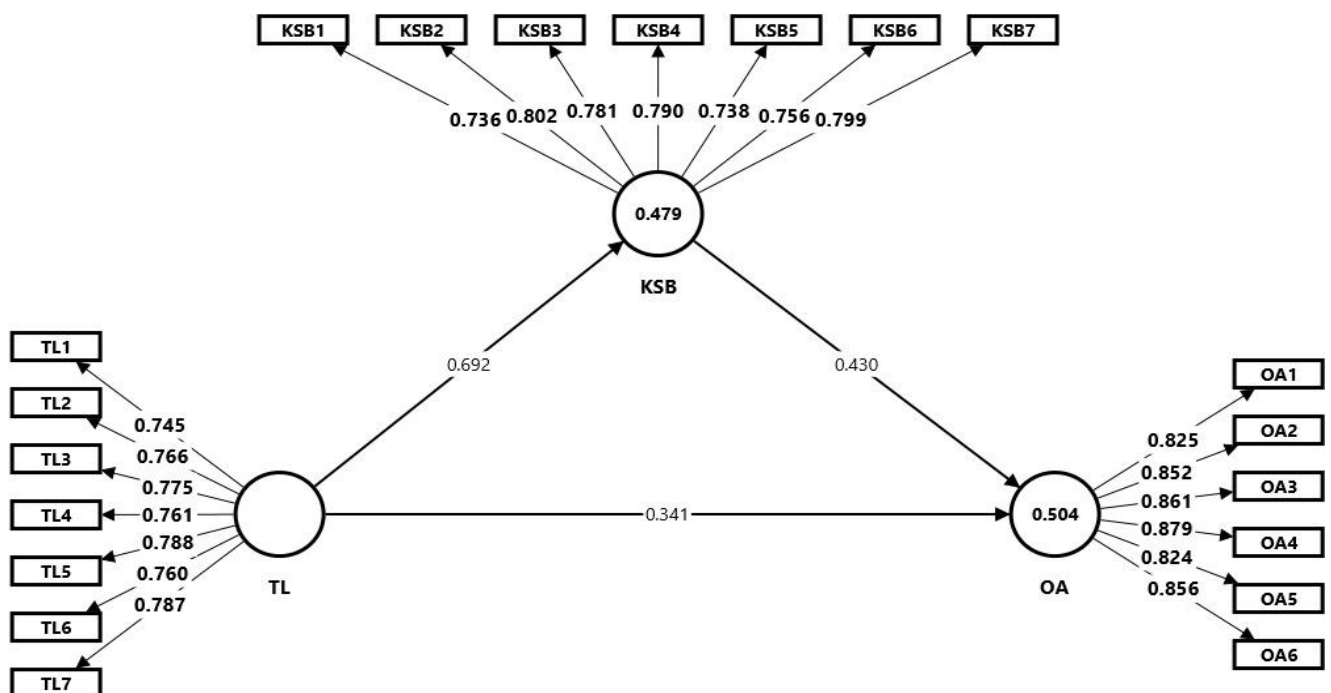


Figure 2: The reflective measurement model.

### 6.2. Evaluating the Structural Model

To evaluate the structural model shown in Figure 3, we used the variance inflation factor (VIF), effect size

( $f^2$ ), and coefficient of determination ( $R^2$ ) to assess the explained variance. The results of these three criteria are presented in Table 4.

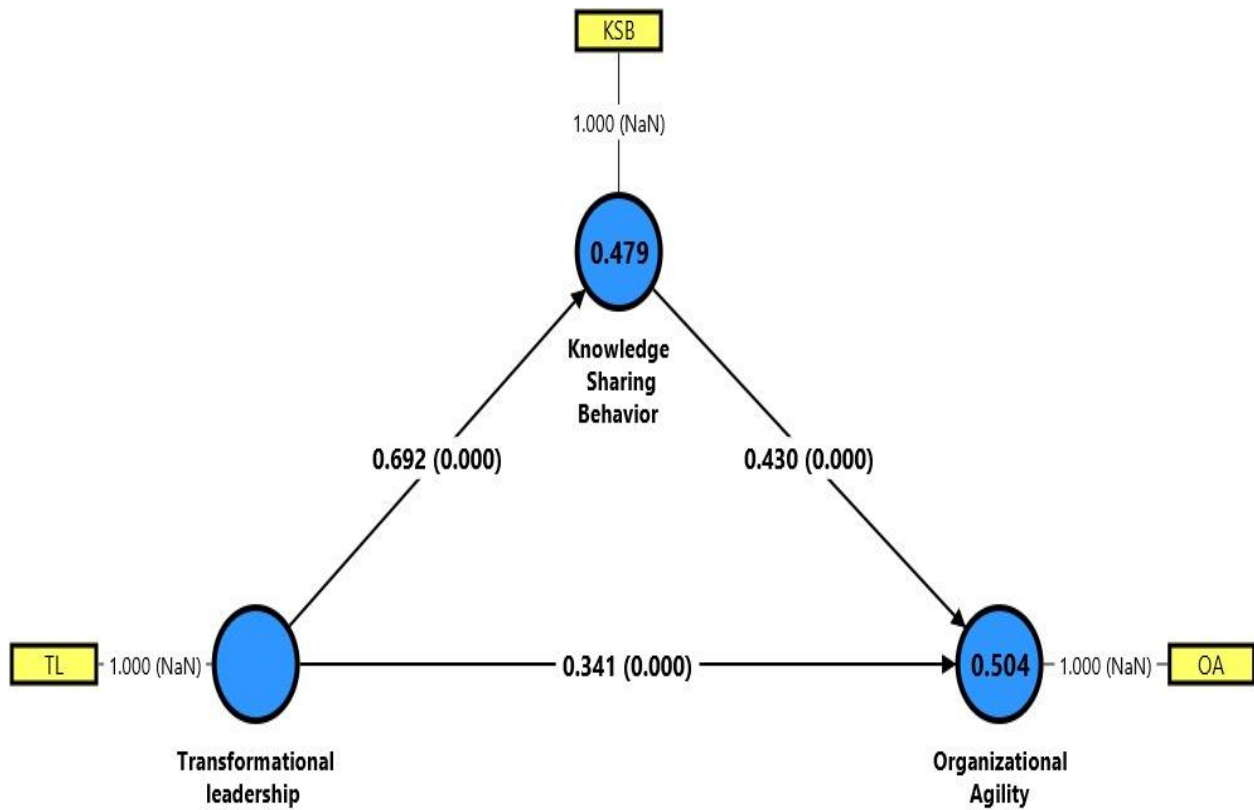


Figure 3: The structural model.

The structural model results show that Transformational Leadership significantly influences both Knowledge Sharing Behavior ( $\beta = 0.692$ ,  $p < 0.001$ ) and Organizational Agility ( $\beta = 0.341$ ,  $p < 0.001$ ). Knowledge Sharing also significantly impacts Organizational Agility ( $\beta = 0.430$ ,  $p < 0.001$ ), confirming its mediating role. The model explains 47.9% of the variance in Knowledge Sharing and 50.4% in Organizational Agility, supporting all proposed hypotheses.

Table 5: Structural model evaluation.

Construct	Variance Inflation Factor (VIF) Collinearity Assessment	Confidence Intervals 95% (BCa) Bootstrap		F <sup>2</sup> Effect Size	Level of R <sup>2</sup>
		2.5%	97%		
Transformational Leadership (TL)	1.000 1.920	0.612 0.214	0.753 0.462	0.920 0.122	
Knowledge Sharing Behavior (KSB)	1.920	0.320	0.536	0.194	0.479
Organizational Agility (OA)					0.504

Table 5 confirms that all constructs exhibit acceptable collinearity, with VIF values below the recommended threshold of 5.0 (Hair et al., 2019), indicating no multicollinearity concerns. The bootstrapped 95% bias-corrected confidence intervals do not cross zero, confirming the statistical significance of all paths. Effect sizes ( $f^2$ ) show that Transformational Leadership has a strong effect on Knowledge Sharing Behavior ( $f^2 = 0.920$ ) and moderate effects on Organizational Agility ( $f^2 = 0.122$ ), while Knowledge Sharing also shows a moderate effect on Agility ( $f^2 = 0.194$ ). The model explains 47.9% of the variance in Knowledge Sharing and 50.4% in Organizational Agility, reflecting good explanatory power.

### 6.3. Hypotheses Tests

Table 6: Structural model estimates.

Hypothesis	$\beta$	Critical ratio	P-Value	Results
H1 Transformational Leadership (TL) → Knowledge Sharing Behavior (KSB)	0.692	19.427	<0.01	Supported
H2 Knowledge Sharing Behavior (KSB) → Organizational Agility (OA)	0.430	7.664	<0.01	Supported
H3 Transformational Leadership (TL) → Organizational Agility (OA)	0.341	5.320	<0.01	Supported
H4 Transformational Leadership (TL) → Knowledge Sharing Behavior (KSB) → Organizational Agility (OA)	0.297	6.633	<0.01	Partial mediation

Table 6 summarizes the results of hypothesis testing based on standardized path coefficients ( $\beta$ ), critical ratios, and p-values. The direct effect of Transformational Leadership (TL) on Knowledge Sharing Behavior (KSB) was significant ( $\beta = 0.692$ ,  $CR = 19.427$ ,  $p < 0.01$ ), supporting H1. Similarly, KSB had a significant direct effect on Organizational Agility (OA) ( $\beta = 0.430$ ,  $CR = 7.664$ ,  $p < 0.01$ ), validating H2. Transformational Leadership also demonstrated a significant direct impact on Organizational Agility ( $\beta = 0.341$ ,  $CR = 5.320$ ,  $p < 0.01$ ), confirming H3. Regarding mediation, the indirect path from TL to OA through KSB was also significant ( $\beta = 0.297$ ,  $CR = 6.633$ ,  $p < 0.01$ ), indicating partial mediation and supporting H4. These findings collectively confirm that both direct and mediated relationships exist among the study variables and highlight the critical role of knowledge sharing as a partial mediator between transformational leadership and organizational agility.

## 7. DISCUSSION

This study investigated the direct and indirect effects of transformational leadership on organizational agility in Saudi banks, with knowledge sharing behavior acting as a mediating variable. The results of the structural equation modeling supported all proposed hypotheses, confirming the theoretical model and highlighting the central role of transformational leadership in shaping agile organizational practices through knowledge-driven behavior.

First, the results confirmed that transformational leadership has a strong positive effect on knowledge sharing behavior (H1:  $\beta = 0.692$ ,  $p < 0.01$ ), indicating that when leaders demonstrate trust, support, and motivation, employees are more willing to exchange knowledge and collaborate across units. This finding is consistent with previous studies by Al-husseini and Elbeltagi (2016) and Khalili (2021), who noted that transformational leaders create an open climate that fosters communication and innovation. Within the context of Saudi banks, where organizational hierarchies are often rigid, the presence of transformational leaders appears to reduce barriers to knowledge flow and promote a culture of learning and responsiveness.

Second, the study found that knowledge sharing behavior has a significant positive impact on organizational agility (H2:  $\beta = 0.430$ ,  $p < 0.01$ ). This suggests that employees' willingness to share knowledge—whether procedural, experiential, or strategic—enables their organizations to respond more quickly to changes in the market and to implement adaptive strategies effectively. This is in line with prior findings by Son et al. (2020) and Alavi et al. (2020), who emphasized the strategic role of knowledge sharing in building agile capabilities in dynamic environments.

Third, transformational leadership also had a direct and positive effect on organizational agility (H3:  $\beta = 0.341$ ,  $p < 0.01$ ). This reinforces the idea that leadership behavior rooted in vision, empowerment, and innovation can directly influence the flexibility, speed, and decision-making ability of an organization. Similar to the findings of Alakaş (2024) and Jamil et al. (2023), this study demonstrates that transformational leaders play a key role in shaping agile structures and cultures, especially when dealing with digital transformation in the financial sector.

Most importantly, knowledge sharing was shown to partially mediate the relationship between transformational leadership and organizational agility (H4:  $\beta = 0.297$ ,  $p < 0.01$ ). This indicates that part of the influence of transformational leadership on agility occurs through its ability to promote knowledge exchange among employees. This mediating role aligns with the findings of Meng and Han (2020), who emphasized that knowledge sharing is a critical mechanism through which leadership translates into improved organizational outcomes. The mediation effect observed also supports the theoretical proposition that leadership behaviors shape employee practices, which in turn affect organizational capabilities such as agility.

Together, these findings provide valuable insights into how leadership styles and internal knowledge behaviors interact to foster agile organizations. The study confirms that knowledge sharing is not just a by-product of leadership but a strategic bridge linking leadership and agility. Within the context of Saudi Arabia's rapidly evolving banking sector and national transformation initiatives under Vision 2030, such agility is a prerequisite for innovation, digital readiness, and long-term competitiveness.

## 8. CONCLUSION

This study aimed to examine the impact of transformational leadership on organizational agility in the context of Saudi banks, while investigating the mediating role of knowledge sharing behavior. Grounded in transformational leadership theory and knowledge management literature, a conceptual model was proposed and tested using data collected from 378 employees working across various banking institutions in Saudi Arabia. The results obtained through structural equation modeling using Smart PLS 4.0 provided strong empirical support for all proposed hypotheses. The findings confirmed that transformational leadership significantly and positively influences both knowledge sharing behavior and organizational agility. Furthermore, knowledge sharing was found to play a partial mediating role in the relationship between transformational leadership and agility, indicating that the influence of leadership on agility is transmitted both directly and indirectly through organizational knowledge processes.

The analysis revealed that transformational leaders—by fostering trust, articulating a clear vision, encouraging innovative thinking, and supporting the personal development of their followers—cultivate a work

environment that encourages employees to share their expertise and knowledge openly. Such behavior enhances the organization's collective ability to respond to change, reconfigure resources, and implement rapid decisions, which are core components of organizational agility. These results align with and extend previous findings in the literature, emphasizing that leadership behavior is instrumental not only in driving employee engagement but also in establishing the necessary cultural and behavioral foundation for agile performance.

The role of knowledge sharing as a mediating mechanism provides a deeper understanding of how leadership translates into agility. While transformational leadership can independently foster agility, its effectiveness is further amplified when it creates the psychological safety and motivation necessary for open communication and collaboration. In knowledge-intensive and change-driven environments like the banking sector—especially within the framework of Saudi Arabia's Vision 2030—these capabilities are not optional but strategic imperatives.

Overall, this study contributes to both theory and practice by offering a comprehensive explanation of how transformational leadership and knowledge-sharing behavior interact to drive organizational agility. The results underscore the need for banking institutions to invest in leadership development programs that enhance transformational competencies. Simultaneously, fostering a knowledge-sharing culture can be a critical lever for ensuring that leadership strategies are effectively translated into agile action across departments and functions.

Future research may extend these findings by exploring industry comparisons, longitudinal data, or cross-cultural validations to examine whether these relationships hold across different organizational and cultural contexts. In conclusion, the study offers timely insights for researchers and practitioners seeking to understand the human and relational dynamics that underpin organizational agility in an era of rapid transformation.

### 8.1. Theoretical and Managerial Implications

This study contributes to the growing literature on leadership, organizational behavior, and agility by offering a theoretically grounded and empirically validated model that explains how transformational leadership affects organizational agility, both directly and indirectly through knowledge sharing. Theoretically, the study extends transformational leadership theory by integrating knowledge sharing as a key behavioral mechanism through which leadership translates into adaptive capabilities. While previous studies have examined the direct influence of leadership on agility, this research advances the discussion by empirically demonstrating the mediating role of knowledge sharing in this relationship within the context of Saudi Arabia's banking sector.

From a managerial perspective, the findings emphasize the importance of developing transformational leadership competencies among managers and supervisors. Bank leaders should be trained to adopt transformational behaviors—such as articulating a clear vision, empowering employees, encouraging innovation, and providing individualized support—as these traits not only enhance employee engagement but also enable the organization to become more agile and responsive. Managers must also be aware that promoting a culture of knowledge sharing is not incidental but essential for achieving agility. Therefore, leadership and knowledge management should be viewed as interconnected levers in strategic HR and organizational development planning.

### 8.2. Practical Implications

This study offers several practical implications for decision-makers in the banking industry, particularly in the context of rapid digital transformation and economic diversification under Saudi Vision 2030. First, banks should prioritize leadership development programs that foster transformational leadership attributes. These programs should focus on enhancing skills related to communication, vision-building, and empowering teams to experiment and innovate. Second, banks should institutionalize knowledge-sharing mechanisms such as collaborative digital platforms, cross-functional teams, and reward systems that encourage employees to share their insights and best practices. Creating an environment where knowledge flows freely will accelerate decision-making, increase innovation, and enhance the organization's ability to adapt to regulatory, technological, and market shifts. Finally, executives should recognize that agility is not achieved solely through structural or technological change but through cultivating the right leadership and behavioral culture. By aligning leadership practices with knowledge strategies, banks can build resilient, flexible, and high-performing organizations capable of sustaining competitive advantage in volatile environments.

### 8.3. Limitations and Future Research Directions

While this study provides valuable insights, it is not without limitations. First, the data were collected using a cross-sectional design, which limits the ability to establish causal relationships among the constructs. Future research could employ longitudinal methods to capture the evolution of leadership practices and agility over time. Second, the study focused solely on the banking sector in Saudi Arabia, which may limit the generalizability of the findings to other sectors or cultural contexts. Future research could replicate this model in other industries such as healthcare, technology, or manufacturing, or in different countries to enhance external validity. Third, the study relied on self-reported data, which may be subject to common method bias. Although steps were taken to reduce this risk (e.g., ensuring respondent anonymity), future studies may benefit from incorporating objective performance data or multi-source assessments. Lastly, future research could explore additional mediating or

moderating variables—such as organizational culture, digital readiness, or psychological safety—to deepen understanding of the pathways through which transformational leadership fosters agility.

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