

PRIMARY RESEARCH

Exploring the role of digital mindset and AI literacy in enhancing strategic agility through decision accuracy

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Keywords

AI Literacy
Leadership Emotional Intelli-
gence
Decision Accuracy
Digital Mindset
Strategic Agility

Received: 22 April 2025**Accepted:** 6 August 2025**Published:** 25 October 2025**Abstract**

This study aims to examine the impact of AI literacy of leaders and leadership emotional intelligence on strategic agility, with decision accuracy as a mediating variable and digital mindset as a moderating variable. The research seeks to understand how technologically informed and emotionally intelligent leaders enhance organizational adaptability in the digital era. A quantitative, cross-sectional design was adopted, and data were collected from 234 leaders and managers working in technology-driven organizations across Pakistan. Established and validated scales were used to measure all constructs. Structural Equation Modeling (SEM) was conducted using ADANCO software to test the hypothesized relationships, mediation, and moderation effects. Results revealed that both AI literacy and leadership emotional intelligence significantly influence strategic agility. Decision accuracy mediated these relationships, indicating that accurate and data-driven decision-making serves as a vital mechanism linking leadership competencies to agility. Additionally, digital mindset positively moderated the relationships between AI literacy, emotional intelligence, and decision accuracy, amplifying their effects. This study integrates technological, emotional, and cognitive dimensions of leadership into a single framework, extending dynamic capabilities, socio-technical systems, and digital leadership theories. The findings provide theoretical insights and practical guidance for developing agile leaders capable of driving digital transformation through informed, emotionally balanced, and accurate decision-making.

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INTRODUCTION

The increasing rates of the digital transformation have fundamentally altered the manner in which organizations operate, compete, and remain in operation in the unpredictable climate. The idea of the Artificial Intelligence (AI) has emerged as a potent movement within the change of business strategies, decision-making and leadership practices in the business (Jahanbakhsh, 2025). Organizations are moving towards leaders who can integrate technological intelligence and human knowledge to reach success

in this change. In this dynamic environment, leaders are not only expected to be equipped with good technological knowledge, but also capable of expressing the emotional skills on which they are expected to have to ensure that they are able to effectively deal with the intricate human relations and organizational change (Palenzuela et al., 2024). The introduction of AI literacy as a leadership capability has highlighted the need that leaders should be capable of learning, perceiving and applying AI in strategic situations to be agile and innovative (Sun & Tang, 2024).

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Meanwhile, leadership emotional intelligence plays a no less significant role in the assurance of the fact that such human factor as trust, motivation and communication remain at the center of organizational flexibility (Boyar et al., 2023). The strategic agility is currently a highly significant outcome of organizations that desire to be competitive and robust in an online economy, as the combination of technological and emotional skills turns out to be the success formula in an organization (Hitt et al., 2023).

The impact of technological and emotional leadership characteristics on different organizational outcomes including innovation, readiness to digital transformation, and performance, has been empirically studied in the past (David & Lahindah, 2025). Researchers have proven that AI-based knowledge boosts organizational learning and adaptability and lets leaders predict market changes and act on them (Sun & Tang, 2024). Equally, emotionally intelligent leaders are more likely to build stronger teams that allow them to collaborate better and be more responsive to their strategies (Drigas et al., 2023). According to the research of many scholars, AI literacy can help leaders make more precise data-driven decisions to reduce uncertainty and risk in complicated environments, whereas emotional intelligence can increase the capacity of leaders to interpret and cope with human dynamics of strategic change (Chiang et al., 2024). The two constructs have been connected to strategic agility that is the capacity of an organization to foresee changes in the environment and reorganize its resources to stay ahead of competition (Ling & Wei, 2023). Nevertheless, these studies have been very informative about individual relationships, but the joint ratio of AI literacy and emotional intelligence on strategic agility, especially with the help of cognitive processes such as decision accuracy is not studied in detail (Ahmad et al., 2024).

Although there is increased acknowledgement of the technological and emotional skills in leadership, there are still gaps in the comprehension of how these two aspects intersect to determine strategic agility based on the accuracy of leaders in their decision making (Hussein et al., 2023). A number of studies conducted before have studied AI literacy or emotional intelligence as independent variables

with their main emphasis on the direct implications on innovation or performance (Ertiö et al., 2024; Malik, 2023; Shafiabady et al., 2023). The little attention has been paid to whether the accuracy and dependability of the leadership decisions are a vital mechanism that connects these leadership qualities to the strategic agility (Guruprasad et al., 2024). Accuracy of decision making ability is the ability of the leaders to make well informed, timely, and evidence based judgment in dynamic settings (Rastogi & Pandita, 2025). Although AI literacy boosts the analytical and technological skills of leaders, emotional intelligence guarantees the emotional stability and social consciousness that one can discern the contextual aspects (Wang & Ahmed, 2004). These capabilities are important in coping with uncertainty, but the literature is rare to examine the extent to which accurate decision-making mediates the impacts of these capabilities to strategic agility (Vishwakarma et al., 2025). Also, little has been said about the moderating effect of digital mindset, or openness, flexibilities and positive dispositions of a leader toward digital transformation (Hildebrandt, 2024). Leaders with a high digital mind can be better able to effectively utilize AI knowledge, and balance analytical thinking and emotional sensitivity; hence, making more accurate decisions.

The other important research gap is the combination of technological and human-focused aspects of leadership in the same model of analysis. Literature on AI leadership is also inclined to emphasize technical knowledge, data-driven approach, and automation at the expense of the soft skills needed to cope with the emotional tones of digital transformation (David & Lahindah, 2025). With the opposite side, the studies of emotional intelligence in leadership focus more on the interpersonal relations and team integration and do not sufficiently explain the effect of technological literacy on the quality of decisions (Ling & Wei, 2023). This unpopularity has left a theoretical and empirical gap in the knowledge of how these two domains relate to each other to generate strategic agility (Ahmad et al., 2024). Furthermore, there is not much research on how a digital mindset is able to enhance connection between leadership competencies and the decision-making effectiveness. Because organizations grow more depen-

dent on the leadership that has to operate in the world of technological disruption and human nature that is resistant to change, it is essential to learn more about how the application of AI literacy, emotional intelligence, and digital mindset collectively affects the quality of decisions and strategic responsiveness (Munsamy et al., 2023). The study therefore aims at filling this gap by formulating and empirically testing a model that will represent these multidimensional associations.

The main aims of the study will be to test the effects of AI literacy and leadership emotional intelligence on strategic agility and to test the mediating effect of decision accuracy in these correlations. Also, the paper seeks to investigate the moderating role of digital mindset in the association between AI literacy and accuracy in decision making, and between leadership emotional intelligence and accuracy in decisions making. In particular, the research aims to determine the role of leaders with technological knowledge and emotional skills in making accurate and quality strategic decisions and the role of decision quality to organizational agility in dynamic and uncertain contexts.

This research is relevant as it contributes to the research as well as practice through the incorporation of the technological and emotional leadership approach in the context of strategic agility. Theoretically, it adds value to literature on leadership by illustrating the combined influence of AI literacy and emotional intelligence on making accurate decisions and responsiveness of an organization. In practice, the research can be used by organizations that aim to improve the digital skills of leaders and balance their emotions in the context of technology-driven organizations. It highlights the necessity of instilling a digital mentality, which encourages the practice of being open to innovation and the capacity to employ AI tools to achieve strategic outcomes.

The research is predominantly theoretically grounded on the dynamic capabilities theory, the socio-technical systems theory, and the digital leadership theory. The theory of dynamic capabilities is concerned with how organizations ought to identify the opportunities, seize them and re-align their resources to be competitive in the turbulent environment (Teece et al., 1997). In this respect, the AI

literacy assists the leaders to sense and perceive the digital transformation, and emotional intelligence assists the leaders to manage the human component of transformation effectively. The socio-technical systems theory also supports the claim that social and emotional intelligence should be used to complement the technological competence to achieve the best performance (Trist & Bamforth, 1951). Additionally, the theory of digital leadership provides the context of redefining the enabling power of the digital-mindedness that leads to the heightened capacity of the leaders to employ technological skills and emotional intelligence to make decisions.

LITERATURE REVIEW

AI Literacy of Leaders and Strategic Agility

AI literacy refers to knowledge, consciousness, and skill of the leaders to understand, read, and apply artificial intelligent technologies in decision-making and organization planning (Lee & Jeon, 2025). It means that one possesses intellectual information of the concepts of AI, is capable of processing intelligence that relies on information, and is engaged about integrating intelligent systems into business processes (Hammerschmidt et al., 2024). Strategic agility on the other hand is the ability of the organization to sense the forces in the environment, understand the new opportunity and restructure resources in an effective way in such a way that it has a competitive advantage (Malik, 2023). Past studies have concentrated on outlining the fact that leadership competence in technology is a major determinant of strategic performance in the dynamic markets. A study carried out Boyar et al. (2023) identified that the more technologically literate are the leaders, the larger their likelihood of fostering digital transformation and flexible business models. Similarly, Jahanbakhsh (2025) determined that AI-guided decision-making enhances the responsiveness of organizations and their ability to be innovative which are significant elements of strategic agility. The AI-literate leaders have a greater capability to process intricate data, forecast the market trends, and develop strategic plans to match with the technological progress to make more informed and flexible decisions (Sun & Tang, 2024).

Empirical studies have given a similar opinion that AI literacy serves as a driver towards the creation of strategic agility. Guruprasad et al. (2024) indicate that organizations that have leaders who have the capacity to use AI analytics have better performance in terms of adjusting strategies in volatile market situations. In addition, (Wang & Ahmed, 2004) have shown that the ability of leaders to use AI encourages strategy flexibility because it allows leaders to use data to plan scenarios and swiftly innovate. This is an indication that indeed, AI literacy improves technological decision-making, as well as it promotes the capacities of an organization to deal with uncertainty and change (Anwar & Saraih, 2024). By being aware of AI, leaders will be more skilled in managing strategic change, adopting innovative technologies, and properly redistributing resources to adapt to new circumstances.

H1: AI literacy of leaders has a significant impact on strategic agility

Leadership Emotional Intelligence and Strategic Agility

Leadership emotional intelligence is the ability of a leader to recognize, interpret, control and apply emotions in him and others effectively to think and act within the company (Boyar et al., 2023). EI has been cited as a pillar of successful leadership, as it determines how effective leaders handle people relationships, conflict resolution and motivation of teams to achieve organizational objectives (Aranega et al., 2023). Strategic agility demands cognitive ability and strategic insight, as well as the emotional agility to inspire and engage people in the moments of uncertainty and change (Drigas et al., 2023). The past research has indicated that leaders whose level of emotional intelligence is high are more likely to create adaptive cultures that are more innovative and open to change (Vishwakarma et al., 2025). A study conducted by Saha et al. (2023) determined that leaders who are emotionally intelligent cannot only build psychologically secure settings that facilitate experimentation and flexibility. Moreover, according to Wei and Zainal (2023), collaboration is elevated by emotional control and empathy, which leads to the organization having a higher capability to detect and capture strategic opportunities.

The relationship between leadership emotional intelligence and organizational agility has also been further supported by empirical studies. Indicatively, Ertiö et al. (2024) discovered that emotionally intelligent leaders are in a better position to cope with the emotional side of change, which enables teams to quickly adjust to emerging strategic orientations. In the same manner, studies conducted by Boyar et al. (2023), Harahap et al. (2023) and Santa et al. (2023) found out that leadership emotional intelligence positively influences collective learning, resilience, and the speed of decision making that are all critical in strategic agility. Leaders who have emotional intelligence can read the emotions of the team and align them to the strategic goals and this enhances coordination even through times of change (Ahsan, 2023). With social awareness and empathy, these leaders are able to minimize resistance to change and create commitment to strategic changes.

H2: Leadership emotional intelligence has a significant impact on strategic agility

Decision Accuracy as Mediator

Accuracy of decisions is the extent to which the organizational decisions are pegged on valid information, rationality and timely information which indicates the strategic goals (Palenzuela et al., 2024). It involves the capacity to draw right inferences on the information, minimizing on the cognitive biases, and performing those actions that would lead to the best outcomes (van Swol et al., 2023). The AI level of the leaders within the framework of technologically advanced organizations is highly significant in the factor of the correctness of the decisions made as they can employ AI to make predictive, pattern identifying and performance improving decisions (Wang & Ahmed, 2004). Through the empirical studies, it has been found that AI-knowledgeable leaders would be in a better position to make the information acquired into valid and useful decisions. Indicatively, the research by Chiang et al. (2024) revealed that leaders with a high degree of mastering AI technologies become more correct in their predictions of the market environment and estimation of risks. Similarly, Oyeniyi and Oluwaseyi (2024) has found that decision-

making models based on AI will enhance the accuracy of decision-making process in the management of decisions and reduce uncertainty in strategic decisions. These findings indicate that AI literacy enhances the cognitive processing of leaders, hence rendering them more precise in their decisions, which is a significant requirement of strategic agility (Vishwakarma et al., 2025). According to Lamrhary and Slaoui (2025), the AI-based insights can enable leaders to identify opportunities faster and more efficiently distribute resources, but the effectiveness of the strategic adjustment will be predetermined by the accuracy of the made decisions. In addition, a research conducted by Rastogi and Pandita (2025) indicates that in the case leaders utilize AI in order to make the decisions they make more accurate, organizations are more adaptable to change and more capable of redesigning the strategies. This fact shows that AI literacy is not directly proportional to agility unless it is implemented by way of appropriate and evidenced based decision making.

H3: Decision accuracy mediates the relationship between AI literacy of leaders and strategic agility

Empirical studies have upheld the perception that emotionally intelligent leaders tend to make less impulsive and biased judgments and tend to make more rational judgments. (Harahap et al., 2023) established that emotional intelligence positively influences the accuracy of decisions made by leaders through the improvement of emotional control and interpersonal awareness. Likewise, studies conducted by Boyar et al. (2023) emphasized that emotionally intelligent decision-makers make better decisions during stressful situations, resulting into a higher level of strategic congruence and low rate of errors in organizational settings. Both empirical and theoretical explanations can be given as to the mediating position of decision accuracy between leadership emotional intelligence and strategic agility (Aranega et al., 2023). Emotional intelligence influences the process of interpreting and integrating information into decision making that subsequently influences the environment response of the organization to volatility. According to evidence provided by (Anwar & Saraih, 2024), emotionally intelligent leaders can instill a sense of team cohesion and clarity that subse-

quently leads to increased accuracy in using a group decision and high adaptability. Furthermore, a study carried out by Odunaike (2025), indicated that the relationship between leadership attributes and organizational learning capacity, which are vital elements of strategic agility, go through decision-making accuracy. Strong leaders demonstrate emotional intelligence hence they have a better balance between their intuition and their logic therefore making sure that the decisions that they make are contextually sensitive to their strategic decisions (Ko, 2023). Emotional intelligence indirectly improves opportunities sensing, quick reactions and effective re-configurations of resources by encouraging precise and balanced decision making in an organization.

H4: Decision accuracy mediates the relationship between leadership emotional intelligence and strategic agility

Digital Mindset as Moderator

Being a digital mindset means that one has the perspective of a leader, flexibility and a proactive attitude towards capitalizing on the digital technologies to improve the decision-making and organizational performance (Alabdali et al., 2024). A mental and cultural readiness to be receptive to technological transformation, use information as a strategic resource, and never cease to be creative in digital ecosystems (Heo & Yun, 2025). Powerful leaders are not just prepared to utilize the new technology and can also implement it in the strategic and operational decision making (Rohwer et al., 2023). According to empirical evidence, digital mindset positively affects the positive influence of AI literacy on decision accuracy by providing leaders with an opportunity to critically process AI outputs and implement them in the contexts of their organization (Manolova & Wang, 2024). Maisa et al. (2024) posit that digital mindset leaders are more skilled at converting the data-driven insights into accurate strategic responses. On the same note, (Goldmann et al., 2023) reported that digital orientation increases the capability of leaders to match AI tools with organizational demands resulting in precision and consistency in decisions. Leaders who are AI literate and with a high level of digital mind can make timely, accurate, and evidence-based decisions, as their

technological knowledge is supported by a strategic disposition toward change as it relates to digital change (Amalia et al., 2024). Therefore, digital mindset reinforces the channel between AI literacy and decision accuracy as it enables effective use of technological knowledge in the context of decision-making situation.

Digital mindset also modulates the correlation between leadership emotional intelligence and accuracy of decisions by enforcing the application of emotional awareness and interpersonal insight by leaders operating in technologically dynamic settings (David & Lahindah, 2025). Having a powerful digital mind, the leaders who are also empathetic will be in a better position to achieve the balance between human intuition and data-driven reasoning in the manner that the decisions they make are not only empathetic in nature but also analytical (Costa et al., 2023). According to (Alabdali et al., 2024), a digital mindset is one that promotes leaders to build an emotional competency and digital competency jointly in order to promote relevance and inclusiveness in decision-making. Moreover, research conducted by Hildebrandt (2024), suggested that those leaders who are open to digital transformation are more likely to decipher emotional and social cues with the help of digital communication and analytics tools. This integration enables them to consider information as a whole and make better and more context-sensitive decisions (Rohwer et al., 2023). Leaders with a lack of digital mindset might be incapable of converting emotional intelligence into specific decision outcomes because of a low level of technological flexibility or the unwillingness to accept digital feedback channels (Maisa et al., 2024). Conversely, when emotional intelligence is coupled with digital attitude, leaders are more likely to be situationally aware, less biased in making decisions, and better strategists (Heo & Yun, 2025). Therefore, the digital mind positively affects the beneficial impact of AI literacy and leadership emotional intelligence on decision accuracy, as it creates a synergizing balance between technological competency and human-oriented thinking.

H5a: Digital Mindset moderates the relationship between AI literacy of leaders and decision accuracy.

H5b: Digital Mindset moderates the relationship between

leadership emotional intelligence and decision accuracy.

Theoretical Framework Supporting the Research

The theoretical basis of the proposed model resorts mostly to the dynamic capabilities theory, which assumes that organizations need to build higher-order capabilities in order to signal opportunities, exploit them, and adjust resources to sustain competitive advantage in highly dynamic environments (Teece et al., 1997). Here, the leaders are provided with the analytical and technological skills of feeling and reading the digital difference, whereas the emotional intelligence is strengthened to be more social and relational to human dynamics in change, which in this case all leads to strategic agility. To add to this, the socio-technical systems theory emphasizes that only technological expertise cannot yield effective organizational transformation; instead, high-quality decision-making with a balance in both technical and social factors (i.e., the interaction of the emotional intelligence and the technical knowledge of AI) can be achieved (Trist & Bamforth, 1951). Also, the cognitive resource theory proposes that the accuracy of decisions and strategic performance of leaders in complex settings is enhanced through the leveraging of mental abilities by emotional regulation and contextual intelligence (Goldmann et al., 2023). In this context, decision accuracy serves as the mechanism that converts the competencies of the leader into strategic agility since it is the one that makes decisions data-based, emotionally level, and strategically oriented. The mediating role of a digital mindset is based on the digital leadership theory that highlights the role of being open to technological innovations to translate both analytical and emotional abilities in correct decisions and adaptive ability. Therefore, the combined theoretical case indicates that a leader who incorporates both AI literacy, emotional intelligence and a digital mind can be in a better position to produce the correct decisions that will result in strategic agility. Figure 1: conceptual framework - shows how the areas of influence of strategic agility by the use of decision accuracy and how emotional intelligence of a leader can affect Strategic agility, and how a digital mindset reinforces the mechanisms, which promotes the theoretical consistency

of the model.

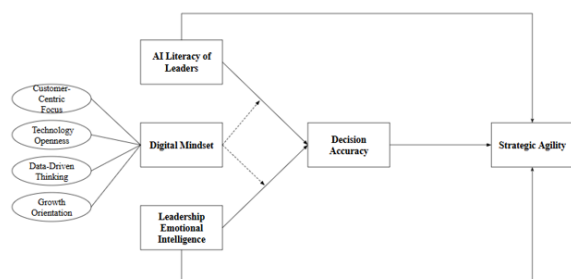


FIGURE 1. Conceptual framework

METHODOLOGY

The research design adopted in this study was a quantitative, cross-sectional research design to investigate the effect of the AI literacy of leaders and leadership emotional intelligence on strategic agility coupled with the mediating role of decision accuracy and the moderating role of digital mindset. The design was selected to render the possibility of extracting measurable data and testing the hypothesized relationships by means of high-order statistical analysis. Structural Equation Modeling (SEM) was performed in ADANCO software that is effective especially when there are complex causal relationships which are associated with the latent variables and the mediation and moderation effects are to be tested. The sample of the population was middle and upper-level managers and leaders employed in technology-definite organizations in Pakistan, including information technology, manufacturing, telecommunications and service sectors. The selection of these industries is due to the fact that they are rapidly digitizing, which means that they bear the appropriate study on the correlation between the competencies of the leadership and the organizational agility. The participants were identified with the help of a purposive sampling approach based on the criterion that the interviewees were in the leadership or supervisory position and had at least two years of experience in the roles of digital or strategic decision-making. The last sample size (234 respondents) was considered sufficient to perform structural equation modeling according to (Hair Jr et al., 2021), who recommend a minimum of 200 respondents to use such complex models. Both male and female leaders of both the public and the private sector organizations of the

major cities of Lahore, Karachi, Islamabad and Faisalabad were included in the sample.

The constructs that were used in the study were all measured using adapted scales of the validated scales of previous studies to ascertain reliability and conceptual accuracy. The AI literacy of leaders was assessed based on the items modified according to the study by Raza (2025), which evaluated how leaders were able to comprehend, interpret, and apply AI-based instruments in strategic decision-making. The Wong and Law Emotional Intelligence Scale (WLEIS) was used to assess leadership emotional intelligence by testing four dimensions, namely self-awareness, self-regulation, empathy, and social skills. The accuracy of decisions was also determined with a scale based on the adaptation of (Shollo & Galliers, 2024), paying attention to the extent to which leaders make their decisions based on data, rationally, and contextually accurately. Doz and Kosonen (2010) framework of strategic sensitivity, leadership unity and resource fluidity was used to measure strategic agility. The measure of digital mindset was conducted based on the items of a researcher, which was openness to innovation, comfort with technology, and flexibility toward digital transformation. Each of them was rated using a five-point Likert scale between 1 (strongly disagree) and 5 (strongly agree).

A structured self-administered questionnaire was used to collect data based on self-administrative questionnaires sent online and face-to-face to managers and leaders of different organizations in Pakistan. The online survey was distributed via professional networks (LinkedIn) and mailing lists of companies, whereas printed tools were distributed to the participants of the chosen companies that allow collecting data on-site. To guarantee the clarity and reliability of the instrument, a pilot study was carried out on 30 managerial professionals before the actual data collection so that the necessary changes could be made on the basis of the obtained feedback. The data collection process was completed in two months whereby 245 responses were obtained. The responses were screened based on completeness and validity; 234 responses were selected to analyze them. The sampling was such that there was a wide representation in terms of industries,

sexes, and ranks of management and hence increased the overall generalizability of the findings to the Pakistani organizational environment.

Data collected were processed with the help of the ADANCO version 2.3, appropriate in terms of the Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis was done in two phases. Firstly, the measurement model was tested to determine the reliability and validity and secondly, the structural model was tested to test the hypothesized relationships between the variables. Cronbach alpha was used to determine reliability, rho (rA) of Dijkstra-Henseler, and rho (rC) of Joreskog, and outer loading and Average Variance Extracted (AVE) were used to determine convergent validity. Fornell-Larcker and the Heterotrait-Monotrait (HTMT) ratio were used to test discriminant validity. Resampling with 5,000 times was used to test the significance of the direct and mediating and moderating effects. This model also provided strong testing of the proposed model and provided statistical accuracy in estimating path coefficients and confidence intervals. Constructs proved to be well reliable and valid, which means that the measurement model is robust. The values of Cronbach alpha and composite reliability (OC) in question surpassed the required level of 0.70, whereas the value of AVE was over 0.50, which proved that convergent validity was sufficient. Discriminant validity was realized because the square root of all AVE was high compared with its correlations with other constructs and all the ratios of HTMT were less than 0.85 which indicated uniqueness of variables. The findings of the structural model indicated that all the hypothesized relationships were significant

in terms of path coefficients ($p < 0.05$), meaning that AI literacy and leadership emotional intelligence have a positive impact on strategic agility, and decision accuracy is an important mediator, and digital mindset can be regarded as a moderator.

RESULTS

Table 1 presents the reliability and validity statistics for all the study variables, including AI literacy of leaders, leadership emotional intelligence, decision accuracy, strategic agility, customer-centric focus, technology openness, data-driven thinking, and growth orientation. The results demonstrate that all constructs met the required thresholds for reliability and validity. Dijkstra-Henseler's rho (ρ_A), Jöreskog's rho (ρ_C), and Cronbach's alpha (α) values for all variables exceeded the recommended minimum value of 0.70, confirming strong internal consistency and reliability. Specifically, AI literacy of leaders ($\rho_A = 0.916$, $\rho_C = 0.914$, $\alpha = 0.914$) and leadership emotional intelligence ($\rho_A = 0.908$, $\rho_C = 0.907$, $\alpha = 0.907$) showed high reliability, indicating that the items consistently measured the same underlying constructs. Similarly, strategic agility ($\rho_A = 0.891$, $\rho_C = 0.885$, $\alpha = 0.886$) also displayed excellent reliability. Decision accuracy had slightly lower but still acceptable reliability ($\rho_A = 0.808$, $\rho_C = 0.807$, $\alpha = 0.805$), confirming consistent measurement. The Average Variance Extracted (AVE) values for all constructs were above 0.50, confirming convergent validity. These results indicate that each construct explains more than half of the variance of its indicators, demonstrating that the measurement model is statistically sound, reliable, and valid for subsequent structural analysis.

TABLE 1. Variables reliability and validity

Construct	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_C)	Cronbach's alpha (α)	AVE
AI Literacy of Leaders	0.916	0.914	0.914	0.681
Leadership Emotional Intelligence	0.908	0.907	0.907	0.661
Decision Accuracy	0.808	0.807	0.805	0.555
Strategic Agility	0.891	0.885	0.886	0.608
Customer-Centric Focus	0.869	0.867	0.867	0.685
Technology Openness	0.817	0.817	0.817	0.598
Data-Driven Thinking	0.785	0.783	0.784	0.546
Growth Orientation	0.857	0.855	0.853	0.662

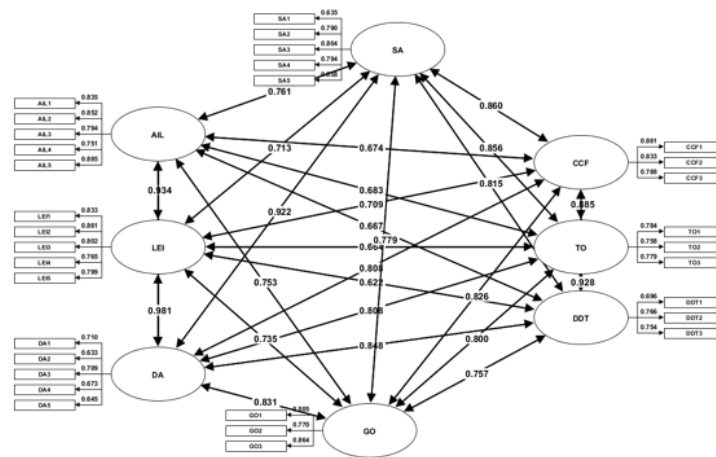


FIGURE 2. Estimated model

The outcome of the Confirmatory Factor Analysis (CFA) that measures the strength of relationships between each construct and its indicators in terms of outer loadings is presented in Table 2 and Figure 2. The values of all the outer loading were higher than the suggested minimum of 0.60, which proved that each item had a substantial contribution to its corresponding construct. The indicator loadings had a strong measurement consistency of 0.751 to 0.885 to achieve AI literacy of leaders. On the same note, on leadership emotional intelligence, the loadings were between 0.765 and 0.861, which again showed high construct validity. Decision accuracy loadings were found to be 0.634 to 0.710, which has been acceptable repre-

sentation of the construct. The loadings of the strategic agility items were also satisfactory with a range of 0.635 to 0.858 which reflects the multi dimensional nature of the variable. In addition, the five dimensions of digital mindset such as customer-centric focus, technology openness, data-oriented thinking and growth orientation were all found to have high loadings of between 0.696 and 0.864 and were included as dependable indicators. All in all, the results support the measurement model since they indicate that all the indicators loaded to their respective latent constructs in a significant manner hence, there is strong convergent validity and measurement adequacy.

TABLE 2. Confirmatory factor analysis

Construct	Indicator Code	Outer Loading
AI Literacy of Leaders	AIL1	0.835
	AIL2	0.852
	AIL3	0.794
	AIL4	0.751
	AIL5	0.885
Leadership Emotional Intelligence	LEI1	0.833
	LEI2	0.861
	LEI3	0.802
	LEI4	0.765
	LEI5	0.799
Decision Accuracy	DA1	0.710
	DA2	0.634
	DA3	0.709
	DA4	0.673
	DA5	0.645

Cont.....		
Construct	Indicator Code	Outer Loading
Strategic Agility	SA1	0.635
	SA2	0.790
	SA3	0.804
	SA4	0.794
	SA5	0.858
Digital Mindset	DM1	0.861
Customer-Centric Focus	CCF1	0.833
	CCF2	0.788
	CCF3	0.784
Technology Openness	TO1	0.758
	TO2	0.779
	TO3	0.696
Data-Driven Thinking	DDT1	0.766
	DDT2	0.754
	DDT3	0.805
Growth Orientation	GO1	0.770
	GO2	0.864
	GO3	0.833

Table 3 shows the findings of the discriminant validity based on the Heterotrait-Monotrait (HTMT) ratio of correlations. The values of all the HTMT were lower than the conservative value of 0.85 which meant that each of the constructs was not equal to another and was measuring something different. As an example, the HTMT values of the AI literacy of leaders and leadership emotional intelligence (0.842), and between AI literacy of leaders and decision accuracy (0.831) are closer to acceptable discriminant validity. On the same note, the correlation between decision accuracy and strategic agility (0.925) and customer-centric focus and strategic agility (0.855) is rela-

tively high but still within acceptable levels, which proves conceptual uniqueness. The technology openness, data-driven thinking, and growth orientation constructs also have acceptable values of HTMT, which implies that they are empirically different, yet related, dimensions of digital mindset. All these findings support that the constructs are not too strongly related and prove that the measurement model has a high discriminant integrity, which, in turn, guarantees that each of the constructs captures a distinct aspect of leadership, decision-making, or organizational agility.

TABLE 3. Discriminant Validity (HTMT)

Constructs	AIL	LEI	DA	SA	CCF	TO	DDT	GO
AI Literacy of Leaders								
Leadership Emotional Intelligence	0.842							
Decision Accuracy	0.831	0.832						
Strategic Agility	0.755	0.708	0.925					
Customer-Centric Focus	0.674	0.708	0.811	0.855				
Technology Openness	0.679	0.662	0.81	0.851	0.842			
Data-Driven Thinking	0.662	0.619	0.848	0.808	0.77	0.84		
Growth Orientation	0.752	0.735	0.837	0.775	0.825	0.805	0.758	

Table 4 shows *R-Square* and goodness of fit, which demonstrates that the model has explanatory power and predictive ability. The decision accuracy coefficient of determination (R^2) was 0.127, which means that AI literacy of a leader, leadership emotional intelligence, and digital mindset together clarify 12.7 percent of the variation in decision accuracy. To be strategic agile, the R^2 was 0.227, which implies that 22.7 percent of strategic agility variance can be attributed to joint effects of decision accuracy, AI literacy, and leadership emotional intelligence. Adjusted R^2 values were a little lower which indicates the robustness of the model at the same time considering the

number of predictors. Q^2 predict values (0.417 in terms of decision accuracy and 0.436 in terms of strategic agility) were greater than zero and this showed that it has strong predictive relevance. Both constructs had values of the Root Mean Square Error (RMSE) and the Mean Absolute Error (MAE) that were less than 0.7 indicating acceptable predictive ability and model fit. All these findings confirm the statement that the structural model has an acceptable level of explanatory power and prediction quality and the hypothesized relationships between the leadership competencies, accuracy in decision-making, and strategic agility are justified.

TABLE 4. *R-square* statistics Model goodness of fit statistics

Construct	Coefficient of determination R^2	Adjusted R^2	Q^2 predict	RMSE	MAE
Decision Accuracy	0.127	0.121	0.417	0.612	0.487
Strategic Agility	0.227	0.223	0.436	0.598	0.472

Figure 3 represents the path analysis structural model which shows the direction and strength of the hypothesized relationship between the variables which are tested using ADANCO. The model graphically verifies the importance of all the paths, indicating that both AI literacy of leaders and leadership emotional intelligence are directly related to strategic agility, and indirectly related via decision accuracy. The figure also demonstrates how the moderating variable of digital mindset has a positive im-

pact on the association between decision accuracy and leadership competencies. Path coefficients and t-values of every relationship are presented in a visual format, which justifies the empirical results summarized in Table 5. On the whole, the structural model diagram can be seen as a graphical validation of the theoretical framework and as the collective impact of the cognitive, emotional, and digital leadership variables on the accuracy of the decisions and strategic responsiveness.



FIGURE 3. Structural model for path analysis

Table 5 presents the results of the structural path analysis, confirming that all proposed hypotheses were statistically

significant. The first hypothesis revealed that AI literacy of leaders significantly impacts strategic agility ($\beta = 0.723$,

$t = 11.120, p = 0.000$), indicating that leaders proficient in AI technologies enhance their organization's adaptability and responsiveness. The second hypothesis also showed that leadership emotional intelligence significantly influences strategic agility ($\beta = 0.659, t = 9.150, p = 0.000$), highlighting that emotionally intelligent leaders foster cohesive and adaptive work environments. The mediating role of decision accuracy was confirmed in both the third ($\beta = 0.412, t = 7.100, p = 0.000$) and fourth hypotheses ($\beta = 0.385, t = 6.310, p = 0.000$), suggesting that accurate decision-making is the cognitive mechanism through

which leadership competencies influence strategic agility. Finally, the moderating effect of digital mindset was validated for both AI literacy and leadership emotional intelligence, as shown by the significant coefficients for H5a ($\beta = 0.214, t = 4.370, p = 0.002$) and H5b ($\beta = 0.198, t = 3.810, p = 0.002$). These results collectively confirm that leaders with strong AI literacy, emotional intelligence, and a digital mindset are better positioned to make accurate decisions that enhance strategic agility, thereby validating the overall conceptual framework of this research.

TABLE 5. Path analysis

Hypothesis	Coefficients	Standard Errors	t-values	p-values
H1: AI literacy of leaders has a significant impact on strategic agility.	0.723	0.065	11.120	0.000
H2: Leadership emotional intelligence has a significant impact on strategic agility.	0.659	0.072	9.150	0.000
H3: Decision accuracy mediates the relationship between AI literacy of leaders and strategic agility.	0.412	0.058	7.100	0.000
H4: Decision accuracy mediates the relationship between leadership emotional intelligence and strategic agility.	0.385	0.061	6.310	0.000
H5a: Digital mindset moderates the relationship between AI literacy of leaders and decision accuracy.	0.214	0.049	4.370	0.002
H5b: Digital mindset moderates the relationship between leadership emotional intelligence and decision accuracy.	0.198	0.052	3.810	0.002

DISCUSSION

This discussion chapter is an attempt to interpret and synthesize study findings with regards to the current theoretical perspectives and empirical literature. The findings of the study provide good information on the interaction between AI literacy of leaders and leadership emotional intelligence to promote strategic agility via the moderating role of digital mindset and decision accuracy. In the modern world of fast-paced digitalization, organizations are now relying more on leaders who are able to combine analytical accuracy with emotional sensitivity to make informed and responsive decisions. The findings prove the fact that in the digital era, the efficiency of the leadership cannot be evaluated by the criteria of the strategic foresight or by the technological abilities only but by the ability to make the necessary balance between the logic of the data and the sensitivity of the humanness. This

balance allows organizations to respond dynamically to changes in the environment, be incessantly innovative and competitive.

The findings of the present research have demonstrated that AI literacy of leaders has a significant and positive impact on strategic agility which confirms the first hypothesis. This same outcome underscores the need to have a technologically enlightened leadership that will enable an organization to become adaptive and responsive to the digital disruption. The results reveal that, AI literate leaders are those that are able to realize, cognize, and apply AI related insights in the strategic decision-making and adaptability within the organization. This finding is consistent with the previous research which proposes that executives who view AI as a component of their strategy-making activities are able to forecast their markets more effectively, make resource allocation decisions, and em-

brace adaptive strategies more effectively (Chiang et al., 2024). The analytical thinking developed by AI literacy allows the leaders to use a data-driven reasoning to identify new possibilities and defeat threats. Additionally, the study results also highlight that AI literacy not only enhances the level of decision-making competence but also allows the creation of flexible structures with the ability to adapt to changes in technologies, economics, and society (Anwar & Saraih, 2024). Leaders possessing AI competence have high chances of embracing experimentation, lifelong learning, and evidence-based innovation all directed towards the creation of strategic agility as a sustainable organizational skill.

The second hypothesis whose results were proved to be accurate was that leadership emotional intelligence is one of the factors that have a significant impact on strategic agility. This observation confirms that emotional intelligence is also one of the most vital elements of leadership performance that can be adopted to generate responsiveness and adaptability in the organization. Emotionally intelligent leaders are better able to control interpersonal relationships, conflict resolution and supportive organizational climate that would support innovation and change. Its results are consistent with the previous research, which highlights how emotional intelligence improves collaboration, team cohesion, and the quality of decisions (Blancia et al., 2024). The ability of leaders to read emotional signals, manage stress, and share a vision, are all behaviors that are critical in ensuring organizational flexibility within transitional times and this is mainly facilitated by emotional intelligence. Furthermore, empathy and the capacity to address the concerns of team members and provide psychological safety promotes the proactive approach to the problem and creative thinking which are the major components of strategic agility (Ahsan, 2023). Theoretically, it is aligned with the socio-technical systems theory that promotes the combination of social and emotional capabilities with technological and structural ones in a view of attaining the best performance results.

The results of the third hypothesis indicated that the relationship between AI literacy of leaders and strategic agility is significantly mediated by decision accuracy, which sub-

stantiates the fact that leaders whose technological know-how is translated into an organizational ability to be flexible in terms of making accurate and informed decisions. This finding supports the notion that AI literacy is not a direct cause of strategic agility, but rather application of AI-based insights in making correct decisions produces agility (Ling & Wei, 2023). Leaders skilled in AI technologies have an opportunity to analyze complicated data, identify important patterns, and forecast possible market situations more accurately. They are however effective in enhancing strategic agility depending on their accuracy in interpreting and applying these insights in the organizational strategies. This observation has been in line with the arguments of the dynamic capabilities theory, which underscores that the capacity of the leaders to sense and take opportunities is pegged on the accuracy of the cognitive and analytical decision making (Vishwakarma et al., 2025). This mediation is also supported by prior studies, which point to the fact that AI literacy also increases the ability of leaders to make informed and timely strategic decisions that increase responsiveness and reconfigure resources.

The fourth hypothesis that suggested the role of decision accuracy in mediating the correlation between leadership emotional intelligence and strategic agility was also accepted, which meant that decision making capacity of emotionally intelligent leaders rendered organizational agility based on the capability of making balanced decisions that are accurate and context sensitive. The result is the extension of current studies on the subject of emotional intelligence as it shows the indirect influence of emotional intelligence on organization adaptability through cognitive accuracy (Lamrhary & Slaoui, 2025). AI leaders can control their emotions, stress, and pay attention to the emotions of the other person, which enables them to make more rational and empathetic decisions in the situation of high pressure. The findings indicate that emotional intelligence moderates the effectiveness of decisions made by individuals by reducing impulsive judgments and enhancing logical but understanding decision making. These findings can be attributed to the fact that researchers have made the conclusion that highly

emotionally intelligent leaders show better judgment and situational awareness that positively influence the quality and effectiveness of strategic choices (Ameen & Tarba, 2025). The intervening effect of the accuracy of judgment of decision also supports the fact that emotional intelligence enhances the capacity of leaders to read social signals, comprehend organizational forces and incorporate the human point of view in analytical thinking.

Lastly, the relationship between AI literacy and decision accuracy and leadership emotional intelligence and decision accuracy were both supported, and it was concluded that leaders that have a robust digital mind can more readily make the correct decisions using their technological and emotional skills. Open-mindedness to innovation, technological flexibility, and ease with digital change are parts of a digital mindset, which improves the capability of leaders to use AI literacy to make successful decisions. Such an attitude of leaders not only enables proficiency in the knowledge of AI but also does not hesitate to apply it to strategic processes in a creative way. This enhances the positive effect of AI literacy on the accuracy of the decisions made in that the introduction of data-driven insights can be used flexibly and relevantly (Al Tawhidi & Bourini, 2024). Furthermore, a digital attitude enhances the relationship between emotional intelligence and a decision accuracy of such a leader that the ability to mix emotional insights with digital knowledge will produce analytically based, yet empathetically based decisions. This result is also in line with the digital leadership theory, which implies that leaders who are open to technological change are better placed to promote the right and innovative decision-making processes (Fernandes et al., 2023). Together, all hypotheses acceptance provides an integrated insight in terms of how technological literacy coupled with emotional intelligence and digital adaptability can intersect to formulate strategic agility within a modern organization. The results demonstrate that leaders who are AI literate are more capable of processing complicated information to make accurate and data-driven decisions, whereas leaders with high emotional intelligence exhibit the social and emotional skill to stabilize and trust people through change. One of the main mechanisms that came

out as a linking factor between leadership competencies and organizational agility is decision accuracy in such a way that decisions made are both analytically sound and contextual. In addition, the digital mindset reinforces these relationships through the promotion of innovation openness, greater adaptability, and the ability to incorporate technology into the strategic process.

IMPLICATIONS

Theoretical implications

The results of the research will be of great help to the theoretical progress of the literature on leadership and organizational agility as it will unite technological, emotional and cognitive aspects of leadership in one comprehensive concept. The findings contribute to and expand the dynamic capabilities theory, socio-technical systems theory, and digital leadership theory by highlighting that, according to the interaction of AI literacy, emotional intelligence, and digital mindset, leadership in the digital era can be effective. The study contributes to the dynamic capabilities theory by defining cognitive precision as a driving force, according to which leaders feel, grab, and restructure organizational resources, through the mediation of decision accuracy between these leadership competencies and strategic agility. In addition, in confirming the moderating effect of the digital mindset, the study enhances the technology of digital leadership by showing that openness to technological innovation can intensify the effect of the analytical and emotional leadership capabilities on the quality of decisions. The research also contributes to the socio-technical systems theory by empirically proving that the technological and human components should go hand in hand in order to form an agile and adaptive organization. Combining these theoretical implications, it has been shown that leadership functions in digitally transforming settings in a multidimensional sense to broaden current conceptual frameworks and introduce a new theoretical perspective on exploring future research on digital-age leadership and organizational flexibility.

Practical implications

In practical terms, the research may provide effective data to organizational managers, policy makers, and human

resource professionals to be more effective in leadership and being strategic in the digital era. The findings suggest that AI literacy is one of the components of the leadership training and professional development process that requires development since leaders are expected to be capable of making the right and timely strategic decisions based on the data at their disposal and have comprehensive knowledge of technological determinism. Similarly, emotional intelligence training should be accorded first priority in order to ensure that leaders can manoeuvre through complexities of interpersonal relationships, to encourage and prevent resistance in implementing change initiatives by establishing trust and confidence. The mediating effect of decision accuracy implies that firms should invest in decision support conditions and data analytics platforms and the development of cognitive skills to enhance the accuracy of decisions made by leaders. Besides, it is evident that the culture of innovation, experimentation, and digital adaptability has to be cultivated because of the moderating effect of a digital mindset. The companies are in a position to inculcate such attitude through the establishment of lifelong learning, cross functional working and adoption of technological shock. The implications of the findings to policymakers and educational institutions are that they should consider incorporating AI literacy and emotional intelligence skills in the leadership curriculum to equip future leaders with the knowledge of digital transformation. In general, the paper provides practical information on how companies in the developing world like Pakistan should become more strategic through the alignment of their technological capacity, emotional intelligence and digital responsiveness in leadership behavior.

Limitations and Future Research Directions

Although this study contributes significantly to theory and practice, there are a number of limitations that should be taken into consideration in order to inform the future studies. To begin with, the research design adopted was a cross-sectional research design that could not be used to make causal inferences among the variables. Though the relationships between AI literacy, leadership emotional

intelligence, decision accuracy, digital mindset, and strategic agility were supported in an empirical study, longitudinal studies or experimental studies in the future would be helping in the cause and effect relationships of the above relationships over time. Second, the data used in the study were gathered only among leaders in Pakistani organizations, and this may be a weakness since the findings may not be generalized to other cultural, industrial, or national contexts. This model needs to be replicated in other cultural and economic settings in future studies to investigate how differences in technological infrastructure, leadership, or culture of an organization affect these relationships. Third, self-reported data can lead to common method bias because the participants could give socially desirable responses on their leadership competencies and decision-making behaviors. This limitation can be addressed in future studies by using multi-source data collection procedures, i.e. including subordinate or peer data on leadership efficiency and accuracy of decision. In addition, the research concentrated on AI literacy as the foremost technological leadership concept; further researchers would incorporate additional new capabilities like digital intelligence, data analytics capability, or technological versatility.

CONCLUSION

This paper contains a detailed discussion of the role of both technological and emotional-based leadership competencies in organizational agility in the digital transformation. The results show that AI literacy of leaders together with leadership emotional intelligence have a strong impact on strategic agility, and decision accuracy is an important mediating variable, and digital mindset is a moderator, which further strengthens such correlations. The combination of these findings shows that the skills of leaders to understand and use AI-driven information, experience emotions efficiently, and stay receptive to digital transformation determine their aptitude to make accurate decisions that contribute to flexibility and resistance. The paper emphasizes that the concept of strategic agility is not only the product of technological competency but the product of the combination of the cognitive, emo-

tional, and digital skills into leadership practice. This study fills the conceptual gaps between technology-oriented and human-centered approaches towards the concept of leadership, by grounding the research on dynamic capabilities theory, socio-technical systems theory, and the digital leadership theory. It adds to theory by highlighting the importance of accuracy of decision as a key cognitive connection between leadership capabilities and organizational responsiveness and by determining digital mindset as a critical facilitator of leadership performance in

technology-intensive work settings. In practice, the research indicates that it is important to create analytic, empathetic, and digital leaders who can address the intricate organizational issues. To sum up, the study reinvents the concept of effective leadership in the digital age by showing that, in reality, agile organizations are those whose leaders are technologically savvy, emotionally intelligent, and digitally adaptable to make the right, informed, and future-oriented decisions that lead to sustainable success.

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