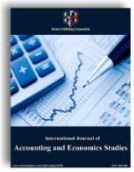
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Research paper



Enhancing Organizational Performance through Agile Coaching: The Role of Organizational Agility Neurological Dominance, Spirituality and Culture

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Abstract

This study examines the impact of Agile Coaching on Organizational Agility and Organizational Performance, with particular attention to the moderating roles of Neurological Dominance, Spirituality in the Workplace, and Organizational Culture. Using a quantitative research design, the study applies Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the direct relationships among the constructs and the moderating effects within the proposed model. Data were collected from 160 volunteers and employees of the Halaqah Silsilah Ilmiah (HSI) Foundation in Indonesia who participated in the Agile Hijrah Coaching program conducted in collaboration with the International Open University. The findings indicate that Agile Coaching significantly enhances both Organizational Agility and Organizational Performance. Organizational Agility also shows a significant positive association with Organizational Performance. Moreover, Neurological Dominance and Spirituality significantly moderate the effects of Agile Coaching on agility and performance, thereby strengthening coaching effectiveness. In contrast, Organizational Culture does not exhibit a significant moderating effect. Although the study is limited to a single organizational context, the results offer important implications for both theory and practice. Organizations are encouraged to implement agile coaching initiatives with greater awareness of cognitive and spiritual diversity to improve adaptability and performance, while aligning cultural values more deliberately with agile principles. This study contributes to the literature by highlighting the roles of cognitive and spiritual factors as key contextual moderators in agile coaching, providing a comprehensive perspective on agile transformation in dynamic organizational environments.

Keywords: *Agile Coaching; Organizational Agility; Organizational Performance; Neurological Dominance; Workplace Spirituality; Organizational Culture.*

1. Introduction

In the contemporary business landscape, organizations are increasingly confronted with the challenges of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). These elements have disrupted traditional management approaches, compelling businesses to adapt and respond to rapid changes and unpredictable scenarios. (Bennett & Lemoine, 2014). The ever-evolving technological landscape, coupled with global competition and economic uncertainty, demands that organizations be more responsive and adaptive. (McKinsey, 2023). A key factor in navigating these challenges is organizational agility, which is the capacity of an organization to swiftly respond to dynamic market changes and emerging opportunities. (Atanassova et al., 2025). Research has shown that organizations with a higher degree of agility are more likely to achieve superior performance, especially in industries facing post-pandemic challenges. (Devie et al., 2023; Nguyen et al., 2024)

Organizational agility has become an essential determinant for success in today's volatile environment. (Alhadid, 2016). Previous studies have highlighted that agility plays a crucial role in enhancing organizational performance by fostering competitive advantage and a culture of innovation. (Çakmak, 2021). Alhadid (2016) Research emphasized that agility in human resources, information technology, and innovation are fundamental elements that contribute to organizational performance. As organizations continue to evolve, methods that promote agility, such as Agile methodologies, have become essential tools for improving performance.

The rise of Agile coaching presents a solution to address these challenges. Agile coaching involves guiding organizations through the adoption of agile practices, fostering a culture of continuous improvement, and supporting teams in becoming more responsive and adaptable (AgileVelocity, 2024). Research has shown that agile methodologies, particularly when supported by agile coaches, can lead to

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improved team performance, faster decision-making, and better alignment with business goals (Rigby et al., 2016). Notably, companies like Ericsson, Spotify, and Barclays have successfully implemented agile methodologies to enhance their innovation, speed of delivery, and customer satisfaction (Denning, 2016).

Despite its widespread adoption, implementing agile methodologies presents several challenges, including resistance to change, a lack of understanding of agile principles, and difficulties in fostering a culture that supports agile values. (Forbes, 2024). Agile coaching plays a pivotal role in overcoming these barriers. Studies indicate that organizations that invest in agile coaching experience measurable performance improvements. (Leybourn et al., 2022). Specifically, agile coaches help organizations shift towards an agile mindset, empowering teams, improving collaboration, and enhancing the overall agility of the organization.



Fig. 1: Impact of an Agile Coach

Source: State (Leybourn et al., 2022).

While a substantial body of literature has examined the benefits of agile practices and agile coaching, limited attention has been given to how agile coaching directly influences organizational agility and organizational performance within a single integrated model. Most prior studies emphasize the adoption of agile methods but do not sufficiently examine the role of agile coaching as a distinct managerial intervention shaping agility and performance outcomes (Bäcklander, 2019). In addition, existing research has rarely incorporated individual-level cognitive characteristics and value-based factors that may condition the effectiveness of agile coaching interventions.

In the context of agile coaching, IC-Agile is recognized as a leading global accreditation body supporting professional development in agile methodologies. Through certifications such as the IC-Agile Certified Professional in Agile Coaching (ICP-ACC), IC-Agile equips practitioners with competencies in facilitation, mentoring, coaching, and teaching required to support agile teams effectively (IC-Agile, 2024). These programs emphasize behavioral and mindset transformation as central components of agile coaching.

In Indonesia, Hijrah Coach plays a distinctive role as the only organization licensed to deliver the ICP-ACC certification through the Agile Certified Hijrah Coach (ACHC) program. Conducted in Indonesian, the ACHC program integrates agile coaching principles with an additional emphasis on neurological dominance, derived from applied neuroscience. This approach enables participants to understand cognitive preferences and psychological processes that influence learning, decision-making, and behavioral change in agile environments (Hijrah-Coach, 2019).

To further deepen this cognitive orientation, Hijrah Coach also offers the Certified Hijrah Mind Practitioner (CHMP) program, accredited by MyBrain UK and the International Coaching Federation (ICF). This program prepares practitioners to interpret the Hijrah Mind profile, which integrates psychological and neurological perspectives to understand how individuals process information and respond to change (ICF, 2024). These programs provide a unique empirical setting for examining how cognitive characteristics interact with agile coaching practices.

Building on this context, the present study extends agile coaching research by examining the moderating roles of Neurological Dominance, Spirituality in the Workplace, and Organizational Culture. Neurological dominance reflects differences in cognitive processing that may influence how individuals respond to coaching interventions (Goleman, 2013). Spirituality has been associated with resilience, motivation, and meaningful work, which may strengthen engagement with agile practices (Thomas, 2020). Organizational culture, particularly values related to collaboration and learning, may further shape how agile coaching affects agility and performance (Arifin & Purwanti, 2023).

Accordingly, this study seeks to address the following research questions:

1) How does Agile Coaching influence Organizational Performance?
2) How does Agile Coaching influence Organizational Agility?
3) What is the relationship between Organizational Agility and Organizational Performance?
4) How do Neurological Dominance, Spirituality, and Organizational Culture moderate the relationship between Agile Coaching and Organizational Performance?
5) How do these moderating factors influence the relationship between Agile Coaching and Organizational Agility?

The objectives of this study are to:

1) Examine the direct effects of Agile Coaching on Organizational Agility and Organizational Performance.
2) analyze the direct relationship between Organizational Agility and Organizational Performance;
3) investigate the moderating roles of Neurological Dominance, Spirituality, and Organizational Culture in the relationships between Agile Coaching and organizational outcomes; and
4) Provide empirical evidence on how cognitive and value-based factors condition the effectiveness of agile coaching.

This research offers important theoretical and practical contributions. Theoretically, it extends agile coaching literature by integrating cognitive and spiritual dimensions as contextual moderators within a direct-effects framework. Practically, the findings provide guidance for organizations seeking to optimize agile coaching initiatives by aligning coaching practices with cognitive diversity, spiritual values, and organizational context to enhance agility and performance.

2. Literature Review

2.1. Organizational performance

Organizational performance is a central construct in management research, representing the extent to which an organization achieves its strategic objectives. It encompasses both financial and non-financial dimensions, including profitability, growth, efficiency, innovation, customer satisfaction, and employee engagement (Kaplan & Norton, 1996). Financial performance is commonly assessed using indicators such as return on investment (ROI), return on assets (ROA), and market share, while non-financial performance emphasizes qualitative outcomes such as customer loyalty, process innovation, and internal development (Pagell & Gobeli, 2009).
According to the Balanced Scorecard framework, performance evaluation should integrate both financial and non-financial metrics to provide a holistic assessment of organizational effectiveness (Kaplan & Norton, 1996). This multidimensional perspective enables firms to remain competitive and sustain long-term success in dynamic environments (Ellitan & Suhartatik, 2023). Consequently, organizational performance is not merely an outcome but also a reflection of how effectively an organization aligns its strategies, processes, and people to adapt to environmental challenges.

2.2. Agile coaching

Agile Coaching (AC) refers to the process of guiding individuals and teams in implementing and improving agile practices to enhance performance and adaptability (Sutey, 2023). It plays a pivotal role in helping organizations transition from traditional management models toward more flexible, collaborative, and iterative approaches, allowing for faster responses to customer needs and market shifts (Augner & Schermuly, 2024). Agile coaches serve multiple roles, including facilitator, mentor, and trainer, helping teams adopt frameworks such as Scrum and Kanban to improve collaboration and delivery speed (Stray et al., 2020). Empirical studies suggest that agile coaching significantly improves organizational performance by enhancing team productivity, accelerating decision-making, and fostering continuous improvement (Hofman et al., 2023). Frameworks developed by IC-Agile (2024). Highlight core competencies in facilitation, mentoring, and professional coaching as essential for sustaining agile transformations. In parallel, the ADKAR model (Hiatt & Hiatt, 2006) provides a structured guide for managing change through awareness, desire, knowledge, ability, and reinforcement. When applied in agile contexts, this model helps ensure that individuals not only understand and accept change but also possess the skills and motivation to sustain it. Overall, agile coaching enables organizations to cultivate a responsive and resilient workforce capable of thriving in a volatile business landscape.

2.3. Organizational agility

Organizational agility (OA) represents an organization's ability to sense, respond, and adapt to environmental changes rapidly and effectively (Felipe et al., 2017). It involves the capability to modify strategies, structures, and processes in response to both internal and external challenges (Devie et al., 2023). Rooted in dynamic capabilities theory, agility emphasizes the continuous renewal and reconfiguration of organizational resources to maintain competitiveness (Shams et al., 2021). Agility is commonly characterized by responsiveness, flexibility, competence, and speed, which collectively determine how effectively an organization can cope with uncertainty (Gligor et al., 2019). Prior studies show that agile organizations achieve superior performance because they can adapt faster to shifting market conditions and technological disruptions (Rahimzadeh, 2018). Agile coaching contributes directly to this agility by promoting collaboration, iterative learning, and adaptive planning (Bäcklander, 2019). Within the dynamic capabilities framework, agile coaching catalyzes developing agility as a core organizational competence (Alzoubi & Yanamandra, 2020), bridging the gap between leadership intent and operational flexibility.

2.4. Neurological dominance science

Neurological Dominance Science (NDS) explores how hemispheric brain dominance influences individual cognitive processing, learning preferences, and behavioral tendencies (Meisuri & Hartati, 2023). Individuals with left-brain dominance tend to excel in analytical, logical, and structured tasks, while those with right-brain dominance are more intuitive, creative, and holistic in their thinking (Li et al., 2022). Understanding these neurological preferences allows organizations to align roles, tasks, and learning methods with individuals' cognitive strengths, improving collaboration and overall performance. In agile contexts, NDS provides valuable insights into how coaching approaches can be personalized to enhance team effectiveness. By identifying the dominant cognitive styles within teams, agile coaches can design interventions that accommodate diverse learning preferences, fostering engagement and adaptability (Srigouri & Muduli, 2024). Integrating NDS into agile coaching thus promotes innovation and problem-solving by leveraging cognitive diversity, enabling organizations to build more adaptive and high-performing teams (Meisuri & Hartati, 2023)

2.5. Spirituality in the workplace

Spirituality in the workplace reflects a sense of purpose, interconnectedness, and shared values that guide employee behavior and decision-making. According to spiritual leadership theory, spirituality can enhance intrinsic motivation, emotional well-being, and organizational commitment, leading to improved performance (Fry, 2003; Biswakarma, 2018). A spiritually supportive environment fosters trust, compassion, and authenticity, all of which strengthen interpersonal relationships and collaborative work dynamics (Aboobaker et al., 2020).
Within the agile context, spirituality can act as a moderating factor that enhances the effectiveness of agile coaching. Employees who find meaning and alignment between personal values and organizational goals are more open to change and exhibit greater resilience (Chawla, 2016). Incorporating spirituality into agile coaching encourages mindfulness, ethical conduct, and shared responsibility, creating a workplace culture conducive to innovation and sustainable performance improvements.

2.6. Organizational culture

Organizational culture encompasses the shared values, norms, and practices that shape how people interact and make decisions within an organization (Trinidad, 2024). A culture grounded in trust, collaboration, openness, and continuous learning supports innovation and adaptability (Ghimire et al., 2021). In agile environments, culture becomes a decisive factor for success, as agile practices rely on transparency,

experimentation, and psychological safety (Mirzayi & Motaghi, 2024). Empirical evidence suggests that organizations with strong adaptive cultures are more likely to succeed in implementing agile methodologies (Setiabudi et al., 2021). Agile coaches play a crucial role in fostering these cultural attributes by reinforcing behaviors aligned with agility, such as empowerment, iterative feedback, and knowledge sharing. Hence, organizational culture operates not only as an enabler of agility but also as a moderating factor that influences how effectively agile coaching translates into improved organizational performance.

2.7. Conceptual framework and hypotheses development

Based on the literature synthesis and theoretical reasoning, the conceptual model of this study proposes a set of direct and moderating relationships among the key variables: Agile Coaching (AC), Organizational Agility (OA), Organizational Performance (OP), Neurological Dominance (ND), Spirituality (SP), and Organizational Culture (OC). The model is designed to examine how agile coaching influences organizational outcomes and how individual and contextual factors condition these effects. Specifically, Agile Coaching is expected to exert direct effects on both Organizational Agility and Organizational Performance. Organizational Agility is also proposed to have a direct positive relationship with Organizational Performance, reflecting the role of adaptive capability in supporting performance outcomes. In addition, the model incorporates Neurological Dominance, Spirituality, and Organizational Culture as moderating variables that influence the strength of the relationships between Agile Coaching and Organizational Agility, as well as between Agile Coaching and Organizational Performance. Accordingly, the conceptual relationships among variables are described as follows: Agile Coaching enhances Organizational Agility and Organizational Performance, while Organizational Agility contributes directly to improved performance. At the same time, Neurological Dominance and Spirituality are expected to strengthen the effects of Agile Coaching on both agility and performance by shaping cognitive engagement and value-driven behavior. Organizational Culture, meanwhile, may either support or constrain these relationships depending on its alignment with agile principles.

Based on these theoretical linkages, the following hypotheses are formulated:

H1: Agile Coaching (AC) positively affects Organizational Agility (OA).
H2: Agile Coaching (AC) positively affects Organizational Performance (OP).
H3: Neurological Dominance (ND) positively affects Organizational Agility (OA).
H4: Neurological Dominance (ND) positively affects Organizational Performance (OP).
H5: Organizational Agility (OA) positively affects Organizational Performance (OP).
H6: Organizational Culture (OC) positively affects Organizational Agility (OA).
H7: Organizational Culture (OC) positively affects Organizational Performance (OP).
H8: Spirituality (SP) positively affects Organizational Agility (OA).
H9: Spirituality (SP) positively affects Organizational Performance (OP).
H10: Neurological Dominance (ND) moderates the relationship between Agile Coaching (AC) and Organizational Agility (OA).
H11: Neurological Dominance (ND) moderates the relationship between Agile Coaching (AC) and Organizational Performance (OP).
H12: Spirituality (SP) moderates the relationship between Agile Coaching (AC) and Organizational Agility (OA).
H13: Spirituality (SP) moderates the relationship between Agile Coaching (AC) and Organizational Performance (OP).
H14: Organizational Culture (OC) moderates the relationship between Agile Coaching (AC) and Organizational Agility (OA).
H15: Organizational Culture (OC) moderates the relationship between Agile Coaching (AC) and Organizational Performance (OP).

3. Research Method

This study adopts a quantitative research design aimed at examining the effects of Agile Coaching (AC) on Organizational Agility (OA) and Organizational Performance (OP), as well as the moderating roles of Neurological Dominance (ND), Spirituality (SP), and Organizational Culture (OC). The research employs a descriptive and explanatory approach to test the proposed direct relationships and moderation effects among the study constructs, following established methodological guidelines for variance-based structural modeling (Hair et al., 2019). Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 3.0. PLS-SEM was selected due to its strong emphasis on prediction and variance explanation, making it suitable for analyzing complex models involving multiple constructs and interaction effects. Unlike covariance-based SEM, PLS-SEM focuses on evaluating the model's explanatory power through R^2 values and the significance of path coefficients, rather than relying on global goodness-of-fit indices (Hair et al., 2019). The constructs were measured using multi-item Likert-scale questionnaires designed to capture the dimensions of Agile Coaching, Organizational Agility, Organizational Performance, Neurological Dominance, Spirituality, and Organizational Culture. The study population consisted of 567 volunteers and employees of the Halaqah Silsilah Ilmiah (HSI) Foundation in Indonesia, all of whom had participated in the Agile Hijrah Coaching Program organized by Hijrah Coach in collaboration with the International Open University. Given the specific characteristics of the population, a purposive sampling technique was applied to ensure that respondents possessed direct experience with agile coaching practices.

The study employed a cross-sectional design, with data collected once between January and March 2025. Sample size adequacy followed the PLS-SEM guideline, which recommends a minimum sample size of ten times the maximum number of structural paths directed at any endogenous construct. Based on this criterion, 160 valid responses were obtained, satisfying the minimum requirements for robust PLS-SEM analysis (Hair et al., 2019). Data analysis proceeded in two main stages: measurement model evaluation and structural model assessment. The measurement model was evaluated by examining convergent validity, discriminant validity, and reliability. Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE), with loading values exceeding 0.50 and AVE values above 0.50 indicating acceptable validity. Reliability was evaluated using Composite Reliability (CR) and Cronbach's Alpha (CA), both exceeding the recommended threshold of 0.70. Discriminant validity was established using the Fornell–Larcker criterion, ensuring that each construct was empirically distinct. The structural model assessment focused on testing the hypothesized direct and moderating relationships among constructs. Model explanatory power was evaluated using R^2 values, while the strength and direction of relationships were assessed through standardized path coefficients (β). Statistical significance was determined using a bootstrapping procedure with 5,000 resamples, where paths were considered significant when the T-statistic exceeded 1.96, and the p-value was below 0.05. Moderating analysis was conducted by incorporating interaction terms between Agile Coaching and each moderating variable (Neurological Dominance, Spirituality, and Organizational Culture) to examine their conditioning effects on Organizational Agility and Organizational Performance. This analytical approach aligns with the variance-based nature of PLS-SEM and supports the study's objective of explaining how agile coaching outcomes are influenced by cognitive, spiritual, and cultural factors.

4. Results

4.1. Measurement model evaluation

To ensure that the measurement model meets the required validity and reliability standards, each construct was evaluated using convergent validity, discriminant validity, and reliability tests. Table 1 summarizes the results of these analyses, including the outer loading values for each indicator, the Average Variance Extracted (AVE), Cronbach's Alpha (CA), and Composite Reliability (CR). These measures collectively confirm whether the indicators accurately represent their constructs and whether the constructs themselves demonstrate adequate reliability for further structural analysis (Hair et al., 2019).

Table 1: Measurement Model Assessment

Construct	Items	Loading	AVE	CA	CR
Agile Coaching (X)	AC1–AC10	0.755 – 0.897	0.700	0.952	0.956
Organizational Agility (Z)	OA1–OA8	0.838 – 0.959	0.815	0.967	0.969
Neurological Dominance (M1)	ND1–ND8	0.767 – 0.824	0.608	0.908	0.912
Spirituality (M2)	SP1–SP8	0.573 – 0.927	0.645	0.917	0.940
Organizational Culture (M3)	OC1–OC14	0.595 – 0.891	0.525	0.928	0.937
Organizational Performance (Y)	OP1–OP8	0.795 – 0.904	0.728	0.946	0.948

Sources: SmartPLS Output (2025); Hair et al. (2017, 2019).

As shown in Table 1, all constructs meet the recommended thresholds for validity and reliability. The outer loading values for all indicators exceed 0.50, confirming good convergent validity, with most items showing strong loadings above 0.75. The Average Variance Extracted (AVE) values are all greater than 0.50, indicating that more than half of the variance in each construct is explained by its indicators. Furthermore, both Cronbach's Alpha and Composite Reliability values surpass 0.70, demonstrating high internal consistency across all constructs. Overall, these results confirm that the measurement model is valid and reliable, and all constructs—Agile Coaching, Organizational Agility, Neurological Dominance, Spirituality, Organizational Culture, and Organizational Performance—are appropriate for further structural equation modeling (SEM) analysis.

The discriminant validity of the constructs was assessed using the Fornell–Larcker criterion, which compares the square root of each construct's Average Variance Extracted (AVE) with its correlations with other constructs. Table 2 presents the results of this assessment.

Table 2: Fornell–Larcker Criterion Results for Discriminant Validity

Construct	AC	ND	OA	OC	OP	SP
Agile Coaching (AC)	0.836					
Neurological Dominance (ND)	0.514	0.780				
Organizational Agility (OA)	0.658	0.692	0.903			
Organizational Culture (OC)	0.459	0.313	0.424	0.725		
Organizational Performance (OP)	0.852	0.439	0.680	0.332	0.853	
Spirituality (SP)	0.526	0.689	0.710	0.329	0.456	0.803

Notes: AC = Agile Coaching; ND = Neurological Dominance; OA = Organizational Agility; OC = Organizational Culture; OP = Organizational Performance; SP = Spirituality. Diagonal values (in bold) represent the square roots of the Average Variance Extracted (AVE). Discriminant validity is achieved when each diagonal value exceeds the corresponding off-diagonal correlations.

As presented in Table 2, most constructs meet the Fornell–Larcker criterion, indicating acceptable discriminant validity. The diagonal values—representing the square roots of the AVE—are greater than the off-diagonal correlations for Agile Coaching (0.836), Organizational Agility (0.903), Organizational Culture (0.725), and Organizational Performance (0.853), confirming that these constructs are empirically distinct. The correlation between Neurological Dominance (0.780) and Spirituality (0.803), however, is moderately high (0.689) but still below the respective diagonal values. This indicates that the two constructs are related yet sufficiently distinct to maintain acceptable discriminant validity. Overall, the measurement model demonstrates strong discriminant validity across constructs, ensuring that each represents a unique theoretical dimension within the model.

4.3. Structural model evaluation

The inner model, also referred to as the structural model, represents the hypothesized relationships between latent variables based on substantive theory. The R-squared (R^2) value serves as a key indicator of the model's explanatory power, reflecting the proportion of variance in the dependent construct explained by the independent constructs. According to Hair. et al. (2019), higher R^2 values indicate stronger explanatory power and greater model robustness.

Table 3: R-Squared (R^2) Values for the Structural Model

Variable	R^2
Organizational Agility	0.685
Organizational Performance	0.808

Sources: SmartPLS Output (2025).

The R^2 value of 0.685 for Organizational Agility indicates that approximately 68.5% of the variance in this construct is explained by its predictors within the model. This demonstrates a substantial explanatory power, suggesting that the selected independent variables effectively capture the main determinants of organizational agility. However, around 31.5% of the variance remains unexplained, implying that external or unmodeled factors may also influence agility. For Organizational Performance, the R^2 value of 0.808 shows that 80.8% of the variance is explained by the independent variables. This represents a very strong explanatory power and indicates that the structural model successfully captures the key antecedents influencing performance outcomes. To examine the proposed relationships among constructs, hypothesis testing was conducted using the bootstrapping procedure in SmartPLS. The results provide estimates of standardized path coefficients (β), along with their corresponding T-statistics and significance levels, to determine the strength and direction of each hypothesized relationship. Table 4 presents the results of the hypotheses.

Table 4: Hypotheses Results

Path Relationship	β	M	STDEV	T-stat	Sig.	Remarks
Direct effects						
AC → OA	0.430	0.423	0.084	5.141	0.000	Supported
AC → OP	0.892	0.906	0.079	11.347	0.000	Supported
ND → OA	0.067	0.066	0.031	2.181	0.030	Supported
ND → OP	0.995	0.995	0.002	553.700	0.000	Supported
OA → OP	0.264	0.239	0.105	2.512	0.012	Supported
OC → OA	0.083	0.082	0.052	1.595	0.111	Not Supported
OC → OP	-0.066	-0.067	0.044	1.513	0.130	Not Supported
SP → OA	0.157	0.157	0.062	2.542	0.011	Supported
SP → OP	0.392	0.400	0.074	5.307	0.000	Supported
Moderation effects						
ND × AC → OA	0.415	0.424	0.245	3.658	0.000	Supported
ND × AC → OP	0.378	0.277	0.174	2.717	0.007	Supported
SP × AC → OA	0.286	0.277	0.056	5.081	0.000	Supported
SP × AC → OP	0.249	0.252	0.052	4.822	0.000	Supported
OC × AC → OA	-0.106	-0.099	0.074	1.425	0.154	Not Supported
OC × AC → OP	0.072	0.069	0.070	1.023	0.307	Not Supported

Notes: AC = Agile Coaching; ND = Neurological Dominance; OA = Organizational Agility; OC = Organizational Culture; OP = Organizational Performance; SP = Spirituality.
β = Standardized path coefficient; M = Sample Mean; STDEV = Standard Deviation; T-stat = T Statistic; Sig. = Significance level; Remarks = Hypothesis test result.

As presented in Table 4, the direct effect of Agile Coaching (AC) on Organizational Agility (OA) is positive and statistically significant (H1: $\beta = 0.430$, $T = 5.141$, $p < 0.001$), indicating that higher levels of agile coaching are associated with greater organizational adaptability. Likewise, Agile Coaching exerts a strong positive influence on Organizational Performance (OP) (H2: $\beta = 0.892$, $T = 11.347$, $p < 0.001$), confirming its role as a key driver of performance outcomes. Neurological Dominance (ND) demonstrates a positive and statistically significant effect on Organizational Agility (H3: $\beta = 0.067$, $p = 0.030$) and an exceptionally strong effect on Organizational Performance (H4: $\beta = 0.995$, $p < 0.001$), supporting both hypotheses. In addition, Organizational Agility positively affects Organizational Performance (H5: $\beta = 0.264$, $p = 0.012$), indicating that organizations with higher agility tend to achieve better performance outcomes. In contrast, Organizational Culture (OC) does not exhibit significant direct effects on either Organizational Agility (H6: $\beta = 0.083$, $p = 0.111$) or Organizational Performance (H7: $\beta = -0.066$, $p = 0.130$). Therefore, H6 and H7 are not supported, suggesting that general cultural attributes alone are insufficient to directly enhance agility or performance without explicit alignment with agile principles. Conversely, Spirituality (SP) shows significant positive effects on both Organizational Agility (H8: $\beta = 0.157$, $p = 0.011$) and Organizational Performance (H9: $\beta = 0.392$, $p < 0.001$), indicating its contribution to both adaptive capacity and performance outcomes. The unusually high standardized path coefficient observed for the ND → OP relationship ($\beta = 0.995$) warrants careful interpretation. Although statistically significant and robust across bootstrap resampling, this coefficient suggests a near-linear association that may reflect strong conceptual alignment between the neurological dominance construct and the performance indicators employed in this study. Multicollinearity diagnostics (VIF < 3.5 for all predictors) indicate that this result is not attributable to statistical redundancy. Nevertheless, the finding should be interpreted cautiously and validated in future research using alternative samples and longitudinal designs. Regarding moderation effects, Neurological Dominance significantly moderates the relationships between Agile Coaching and Organizational Agility (H10: $\beta = 0.415$, $p < 0.001$) and between Agile Coaching and Organizational Performance (H11: $\beta = 0.378$, $p = 0.007$). Similarly, Spirituality significantly moderates the effects of Agile Coaching on Organizational Agility (H12: $\beta = 0.286$, $p < 0.001$) and Organizational Performance (H13: $\beta = 0.249$, $p < 0.001$). In contrast, Organizational Culture does not significantly moderate the relationship between Agile Coaching and Organizational Agility (H14: $\beta = -0.106$, $p = 0.154$) or Organizational Performance (H15: $\beta = 0.072$, $p = 0.307$). Overall, these results indicate that Agile Coaching, Neurological Dominance, and Spirituality play central roles in explaining variations in organizational agility and performance, whereas Organizational Culture exhibits a limited direct and moderating influence within the proposed model.

5. Discussion

The findings confirm that Agile Coaching (AC) has significant and positive effects on both Organizational Agility (OA) and Organizational Performance (OP) (H1–H2). These results indicate that coaching-oriented agile practices embed core agile principles—such as continuous learning, feedback orientation, and experimentation—thereby enhancing adaptability, collaboration, and responsive decision-making. Through such mechanisms, organizations are able to move away from rigid hierarchical arrangements toward more flexible and iterative modes of operation, which support superior performance outcomes in dynamic environments (Temitope, 2022; Kołodziejczak, 2015).

Consistent with this logic, Organizational Agility positively influences Organizational Performance (H5), confirming its role as a mechanism through which adaptability is converted into tangible outcomes, including innovation capability, operational effectiveness, and service quality. This finding reinforces prior research that positions agility as a critical determinant of sustainable competitive advantage (Alhadid, 2016).

Beyond the core relationships, Neurological Dominance (ND) exhibits significant direct effects on both OA and OP (H3–H4), suggesting that cognitive preferences shape how individuals and teams internalize agile practices and translate them into performance. While the statistical strength of the ND → OP path should be interpreted cautiously due to potential inflation of t-statistics in PLS-SEM estimation, the result nonetheless highlights the relevance of cognitive alignment in agile transformation processes. In parallel, Spirituality (SP) shows significant positive direct effects on OA and OP (H8–H9), indicating that shared purpose, intrinsic motivation, and collective meaning function as internal resources that support adaptive behavior and sustained performance.

In contrast, Organizational Culture (OC) does not demonstrate significant direct effects on either OA or OP (H6–H7). This suggests that general cultural attributes—such as trust, learning orientation, and empowerment—are insufficient to enhance agility or performance unless they are explicitly aligned with agile values. In organizational contexts characterized by hierarchical norms, culture may therefore constrain rather than reinforce agile initiatives.

The moderating analysis further reveals that both Neurological Dominance and Spirituality strengthen the relationships between Agile Coaching and Organizational Agility as well as Organizational Performance (H10–H13). These findings indicate that agile coaching

becomes more effective when aligned with individual cognitive characteristics and supported by shared spiritual values, which together enhance engagement, learning, and commitment to agile practices. Conversely, Organizational Culture does not significantly moderate the effects of Agile Coaching on either OA or OP (H14–H15), implying that cultural alignment requires more deliberate integration with agile principles to reinforce coaching effectiveness.

Overall, the results demonstrate that Agile Coaching enhances Organizational Agility and Organizational Performance both directly and indirectly, with agility serving as a mediating mechanism and Neurological Dominance and Spirituality acting as key moderators, while Organizational Culture, in its general form, does not exert a comparable reinforcing role. These findings extend existing literature by emphasizing the interplay of behavioral, cognitive, and value-based dimensions in agile transformation and offer practical insights for organizations seeking to improve adaptability and performance through agile coaching initiatives.

6. Conclusion

Based on the study's analysis and results, it can be concluded that Agile Coaching has a significant and positive effect on both Organizational Agility and Organizational Performance. The findings demonstrate that agile coaching directly enhances organizational adaptability and contributes meaningfully to improved performance, reaffirming the relevance of agile practices in helping organizations respond effectively to dynamic and uncertain business environments. In addition, Neurological Dominance and Spirituality exhibit significant direct effects on agility and performance, highlighting the importance of cognitive characteristics and value-based factors in shaping organizational outcomes.

The study also emphasizes the role of contextual factors in influencing coaching effectiveness. While Organizational Culture is widely regarded as a critical organizational element, the results indicate that it does not exert a significant direct effect on either Organizational Agility or Organizational Performance. This finding suggests that cultural attributes alone may be insufficient to drive agility and performance unless they are explicitly aligned with agile principles and practices.

Regarding moderation effects, the findings reveal that Neurological Dominance and Spirituality significantly strengthen the impact of Agile Coaching on both Organizational Agility and Organizational Performance. This indicates that organizations that acknowledge cognitive diversity and foster spiritual alignment within the workplace are better positioned to maximize the benefits of agile coaching initiatives. In contrast, Organizational Culture does not significantly moderate the relationship between Agile Coaching and organizational outcomes, suggesting that cultural alignment with agility may require deeper structural or behavioral integration.

From a practical perspective, these results suggest that organizations should adopt a more holistic approach to Agile Coaching by integrating cognitive and spiritual dimensions alongside agile methodologies. Agile coaches are encouraged to complement technical expertise with an understanding of psychological and neurological factors in order to tailor coaching interventions more effectively. Such an approach can enhance collaboration, accelerate adaptation, and improve overall performance.

Finally, while Organizational Culture did not demonstrate a significant role in this model, it remains an important consideration for long-term transformation. Organizations are encouraged to cultivate cultures that support collaboration, learning, and empowerment to better support agile initiatives. Future research should continue to explore how Agile Coaching, when combined with cognitive and spiritual factors, can be optimized to enhance organizational agility and performance in VUCA environments.

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