

ACCELERATING DIGITAL TRANSFORMATION SUCCESS THROUGH AGILE LEADERSHIP: THE MEDIATING ROLES OF ORGANIZATIONAL AGILITY AND MULTI-GENERATIONAL TEAM MANAGEMENT IN THAI BUSINESSES

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ABSTRACT

Purpose – This research aimed to examine the influence of agile leadership on digital transformation success in Thai business organizations, particularly the mediating roles of organizational agility and multi-generational team management.

Methodology – This research employed a quantitative design. Data were collected from 385 executives, supervisors, and employees across various industries in Thailand using validated survey instrument. Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to assess the measurement model and test the hypothesized relationships.

Results – The structural model results indicated that agile leadership had a significant positive effect on digital transformation success ($\beta = 0.150, p < .05$), organizational agility ($\beta = 0.746, p < .001$), and multi-generational team management ($\beta = 0.729, p < .001$). Organizational agility ($\beta = 0.324, p < .001$) and multi-generational team management ($\beta = 0.240, p < .01$) also had significant positive effects on digital transformation success. Mediation analysis confirmed that both variables partially mediated the relationship between agile leadership and digital transformation success, suggesting that leadership influences digital transformation not only directly but also through organizational and managerial mechanisms. The model explained 42.4% of the variance in digital transformation success ($R^2 = 0.424$).

Implications – The research findings suggest that Thai organizations should systematically develop agile leadership capabilities while strengthening organizational agility and multi-generational team management practices. Emphasizing decentralized decision-making, adaptive structures, and inclusive management across generational differences may enhance digital transformation outcomes.

Originality/Value – This research contributes to leadership and digital transformation literature by clarifying the structural pathways through which agile leadership drives digital transformation success in the context of Thai organizations characterized by hierarchical structures and generational diversity.

Keywords: Agile leadership, Organizational agility, Multi-generational team management, Digital transformation success

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INTRODUCTION

Digital transformation initiatives have faced persistently high failure rates, with studies reporting that the majority failed to achieve their intended outcome (Oludapo et al., 2024). These failures have been attributed to managerial and organizational factors—such as ineffective leadership,

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resistance to change, and limited organizational adaptability-rather than technological constraints alone (Ibrahimi & Benchekroun, 2023). Accordingly, digital transformation success requires the integration of leadership capability, organizational agility, and effective workforce management (Rialti & Filieri, 2024; Weritz et al., 2024).

In the Thai context, although the government has actively promoted the Thailand 4.0 policy to accelerate the transition toward a digital and innovation-driven economy, many organizations continued to face significant barriers to digital readiness. Reports indicated persistent challenges in change management, digital skill development, and hierarchical organizational structures that constrain rapid decision-making (Office of the National Digital Economy and Society Commission, 2026). Additionally, Thai organizations increasingly consist of multi-generational workforces, where differences in values, digital competencies, and working styles may hinder cross-generational collaboration and organizational adaptability (Lazar et al., 2023; Pietrantonio et al., 2025).

Although prior studies have examined agile leadership (Kaya, 2023; Rialti & Filieri, 2024), organizational agility (Gurbuz & Hatunoglu, 2022; Hartaningtyas et al., 2024), and multi-generational team management (Lazar et al., 2023; Pietrantonio et al., 2025) independently, limited research has integrated these constructs within a unified structural framework-particularly in developing-country contexts such as Thailand. Moreover, empirical evidence explaining the mediating mechanisms through which leadership influences digital transformation success remains scarce (Ibrahimi & Benchekroun, 2023; Weritz et al., 2024).

Therefore, this research investigated the effects of agile leadership, organizational agility, and multi-generational team management on digital transformation success in Thai business organizations. By examining both direct and mediating relationships, this research extended digital transformation literature beyond technological readiness and highlighted the complementary roles of structural agility and cross-generational coordination in achieving sustainable digital transformation outcomes.

LITERATURE REVIEW

Agile Leadership (AL)

Agile leadership plays a crucial role in modern organizations that have experienced ongoing digital transformation. Business organizations operate in highly uncertain environments. The management approach, such as a hierarchical structure and centralized decision-making, tends to respond ineffectively to complex change. Agile leadership emphasizes flexibility, adaptability, and collaboration within the organization, enabling personnel to promptly respond to rapid change.

Conceptually, agile leadership can be explained within the framework of Dynamic Capabilities Theory, which indicates that an organization's long-term competitive advantage arises from strategic adaptability rather than reliance on existing structures (Teece, 2020). In this context, agile leadership functions as a behavioral driver that facilitates the strategic adaptation process at the operational level without reliance on strict hierarchical control.

Kaya (2023) suggests that agile leadership consists of key dimensions such as result orientation, team collaboration, competency, flexibility, responsiveness, and change orientation. These dimensions reflect the role of leaders in creating a balance between strategic direction and enabling employees to decide, learn, and continuously adapt. These dimensions constitute crucial conditions for the implementation of digital transformation initiatives under high uncertainty.

Empirical evidence from previous studies supports the role of agile leadership in shaping organizational and employee outcomes. Porkodi (2024) found that leaders with agile characteristics enhance employee motivation and engagement, thereby reducing resistance to change and increasing organizational readiness for technology adoption. Rialti and Filieri (2024) suggest that agile leadership enables organizations to adjust strategies flexibly under environmental uncertainty and increase the likelihood of digital transformation success significantly.

In the context of Thai business organizations, which often face hierarchical structural constraints and resistance to change, agile leadership plays a significant role in reducing such resistance through decentralization of decision-making, supporting learning, and an inclusive work environment with openness to diverse opinions. These practices facilitate cross-generational collaboration and allow organizations to adapt to digital transformation.

Based on the literature review, this research proposed that agile leadership is an antecedent variable that directly influences digital transformation success and plays a significant role in facilitating organizational agility and multi-generational team management (H1–H3), and indirectly influences digital transformation success mediated by both variables (H6–H7).

Organizational Agility (OA)

Organizational agility is a strategic capability that plays a significant role in organizational survival and growth in a turbulent environment. Rigid organizational structures and complex decision-making processes tend to face limitations in responding to technological and market changes. Organizational agility reflects systemic adaptive capability rather than solely operational speed (Doz & Kosonen, 2010).

Within the framework of Dynamic Capabilities Theory, organizational agility can be viewed as a structural and process-related outcome arising from resource management, decision-making, and flexible internal coordination (Teece, 2020). However, in this research, organizational agility is not conceptualized as a theoretical construct overlapping with leadership, but is viewed as an organizational mechanism that transforms the leadership vision and direction into practice.

Gurbuz and Hatunoglu (2022) proposed that organizational agility consists of key dimensions, including responsiveness, radicalness, proactiveness, and adaptiveness. These dimensions reflect organizational capability in resource reallocation, process modification, and flexible decision-making under time and information constraints.

Empirical research confirms that organizations with high agility are positively associated with organizational performance and digital transformation success. Weritz et al. (2024) found that an agile organization can transform internal resources and capabilities into business outcomes effectively. Hartaningtyas et al. (2024) indicate that operational and market agility promote technology adoption, even under regulatory constraints. Rialti and Filieri (2024) emphasize that agile leadership contributes to the development of organizational agility, which in turn facilitates digital transformation success.

Therefore, this research proposed that organizational agility directly influences digital transformation success (H4) and mediates the relationship between agile leadership and digital transformation success (H6).

Multi-Generational Team Management (MTM)

Multi-generational team management is a social mechanism that plays an important role in organizations in the digital era, since there are different generations with different experiences, communication styles, digital skills, and attitudes toward change within modern organizations (Lazar et al. 2023). Such differences may create conflicts and opportunities to create value, depending on the organizational management mechanisms within organizations.

From a theoretical perspective, multi-generational team management can be explained through Social Identity Theory (Tajfel & Turner, 1986), which suggests that generational identity differences may lead to group division within organizations when organizations lack integration and collaboration mechanisms. However, when they design a work system that promotes positive interaction, such differences may become a source of knowledge and innovation (Pietrantonio et al., 2025).

In this research, multi-generational team management is viewed as a coordination mechanism consisting of cross-generational communication, knowledge transfer, intergenerational learning, constructive conflict management, and an inclusive work environment. These components enable employees from different generations to work together effectively and reduce resistance to change arising from misunderstandings between generations.

Empirical evidence supports the role of multi-generational team management in organizational outcomes. Říhová et al. (2019) found that teams that integrate perspectives from multiple generations have higher innovation levels, whereas Lazar et al. (2023) and Nyamboga (2025) report that creating an inclusive work environment reduces conflict and significantly increases employee engagement.

In the context of digital transformation, multi-generational team management thus functions as a mechanism that connects agile leadership and transformation success by enabling technological knowledge transfer and strategic experience to occur smoothly. This research proposed that multi-generational team management has a direct effect on digital transformation success (H5) and serves as a mediator in the relationship between agile leadership and digital transformation success (H7).

Digital Transformation Success (DTS)

Digital transformation success is a critical issue in contemporary management research. Although organizations have been investing heavily in technology, many transformation initiatives fail to achieve intended strategic outcomes (Oludapo et al., 2024). This phenomenon suggests that digital transformation success does not depend solely on technology but involves managerial, organizational, and human factors.

In this research, digital transformation success is viewed as an integrated outcome arising from the integration of technical and social systems within the organization. This perspective is consistent with Sociotechnical Systems Theory, which focuses on the alignment of technology, work processes, and human behavior. Successful transformation should reflect improvements in operational performance, data-driven decision-making, and the development of new organizational capabilities.

Based on the framework of Weritz et al. (2024) and Oh et al. (2022), digital transformation success can be reflected through key dimensions, including access to data and collaboration tools, fostering a digital-centric mindset, digitalization of work processes, and employee capability development. These dimensions reflect the organizational capability to transform technology into sustainable business value.

Based on the literature review, this research suggests that digital transformation success is directly influenced by agile leadership, organizational agility, and multi-generational team management (H1, H4, H5). Digital transformation success is also mediated by organizational agility and multi-generational team management, which transmit the influence of agile leadership into concrete outcomes (H6–H7).

Conceptual Framework and Hypothesis

Based on the review of the literature on the influence of agile leadership, organizational agility, and multi-generational team management on digital transformation success, the conceptual research framework was developed as shown in Figure 1. The research hypotheses are presented below.

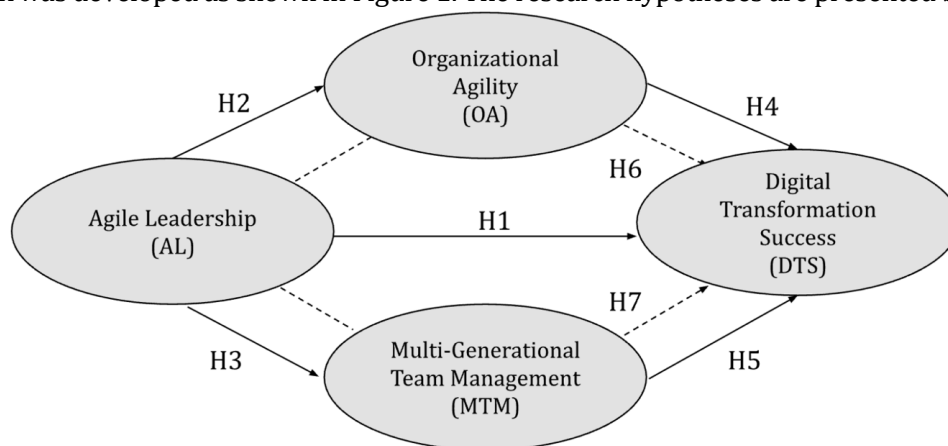


Figure 1. Conceptual Framework

The research hypotheses were drawn as follows:

- H1: Agile leadership has a positive influence on digital transformation success.
- H2: Agile leadership has a positive influence on organizational agility.
- H3: Agile leadership has a positive influence on multigenerational team management.

H4: Organizational agility has a positive influence on digital transformation success.

H5: Multigenerational team management has a positive influence on digital transformation success.

H6: Agile leadership positively influences digital transformation success through organizational agility.

H7: Agile leadership positively influences digital transformation success through multigenerational team management.

METHODOLOGY

For Sample and Data Collection

This research focused on employees and executives in Thai business organizations that had implemented digital transformation initiatives. The sample consisted of personnel at all organizational levels who participated in digital transformation initiatives within the past three years. This criterion was applied to ensure that respondents had sufficient understanding and experience relevant to the research context.

The sample size was determined using Cochran's (1953) formula for an unknown population size at a 95% confidence level with a 5% margin of error, yielding a minimum sample size of 385. The sample size also exceeded the recommended threshold for PLS-SEM analysis (Hair et al., 2013). A non-probability sampling method using purposive sampling was employed based on the following criteria: eligible respondents were employees in Thai business organizations that implemented digital transformation initiatives currently or within the past three years.

Data were collected through an online questionnaire using Google Forms. The questionnaire was distributed through professional networks and online platforms related to the target population. After data screening, a total of 385 usable questionnaires were obtained.

The research instrument was a self-administered questionnaire consisting of 54 items divided into five sections. Section 1 of the questionnaire collected respondents' demographic information, including gender, age, education level, job position, work experience, industry type, and organizational size, and included two screening questions to ensure that respondents were involved in digital transformation initiatives within their organizations.

Section 2 to 5 measured the research's key variables, including agile leadership, organizational agility, multi-generational team management, and digital transformation success. These variables were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The measurement scales for each variable were developed and validated in previous studies. Agile leadership was adapted from Kaya (2023). Organizational agility was based on Gurbuz and Hatunoglu (2022). Multi-generational team management was adapted from Hernaus and Pološki Vokić (2014) and Pietrantonio et al. (2025). Digital transformation success was based on Oh et al. (2022) and Weritz et al. (2024).

Sample questionnaire items used to measure the variables included "My boss supports cross-departmental collaboration within the organization" for agile leadership, "My organization quickly responds to new opportunities arising from customer needs" for organizational agility, "I feel cross-generational communication in my team is clear and reduces work obstacles" for multi-generational team management, and "My organization uses customer and real-time operational data in decision-making" for digital transformation success.

The questionnaire was assessed for content validity by three experts in management and research. Index of Item-Objective Congruence (IOC) values for all items exceeded 0.80. In addition, a pilot test was conducted with 30 participants to assess the reliability of the instrument, and Cronbach's alpha values for all variables exceeded 0.70.

Data analysis was divided into two parts. The first part was descriptive statistics which were used to describe the general characteristics of the sample and the research variables using frequency, percentage, mean, and standard deviation. The second part was inferential statistics

conducted to test the research hypotheses. Pearson's correlation coefficient was used to examine relationships among variables, and subsequently structural equation modelling was performed using Partial Least Squares Structural Equation Modelling (PLS-SEM).

Multicollinearity and potential common method bias were examined using Variance Inflation Factor (VIF) values, which ranged from 1.406 to 2.769—well below the threshold of 5.0 (Hair et al., 2013) This indicates that neither multicollinearity nor common method bias posed significant concerns in this study.

PLS-SEM was selected as the appropriate analytical method because the research aims to predict and explain digital transformation success, the model includes complex mediation relationships, and PLS-SEM is robust to non-normal data and complex structural models. PLS-SEM analysis was conducted using SmartPLS 4.0. The measurement model was evaluated through indicator reliability (factor loadings > 0.70), internal consistency reliability (Cronbach's alpha and composite reliability > 0.70), and convergent validity (AVE > 0.50), while discriminant validity was assessed using the Fornell–Larcker criterion and Heterotrait–Monotrait ratio (HTMT < 0.85).

For the structural model, explanatory power (R^2), predictive relevance (Q^2), and path coefficients were assessed. Hypothesis testing was performed using bootstrapping with 5,000 resamples to obtain standard deviation and confidence intervals. Indirect effects were considered statistically significant when the 95% confidence interval did not include zero, following recommended guidelines (Hair et al., 2013).

RESULTS

Sample Characteristics

The sample comprised 385 respondents who were employees and executives in Thai business organizations with experience in digital transformation initiatives. The majority were female (56.36%), aged 25–34 years (42.86%), and held a bachelor's degree (68.05%). Most respondents were operational employees (62.86%), followed by managers or supervisors (36.62%), with only a small proportion being top-level executives (0.52%). In terms of work experience, the largest group had more than 10 years of experience (31.43%). Most respondents were from the service industry (36.88%), followed by information technology (28.05%) and manufacturing (21.82%). Regarding organizational size, the majority were from medium-sized organizations (44.16%), followed by small (30.65%) and large organizations (25.19%). The descriptive analysis indicated favorable perceptions across all research constructs, with mean scores ranging from 3.88 to 4.02 on a 5-point Likert scale, as presented in Table 1.

Table 1. Mean and Standard Deviation for Latent Variables

Latent Variable	Mean	Standard Deviation	Agreement Level
Agile Leadership (AL)	4.02	0.90	Agree
Organizational Agility (OA)	3.95	0.89	Agree
Multigenerational Team Management (MTM)	4.01	0.86	Agree
Digital Transformation Success (DTS)	3.88	0.90	Agree

Descriptive statistics indicated that respondents held positive perceptions across all studied constructs, with all variables rated at the “agree” level. Agile leadership and multi-generational team management received the highest mean scores, highlighting the perceived importance of leadership support and effective cross-generational coordination within organizational settings. Organizational agility and digital transformation success were also positively evaluated, although their mean scores were comparatively lower than those of the other constructs, suggesting a moderate level of organizational readiness in terms of structural adaptability, process flexibility, and digital implementation.

Measurement Model Assessment

The measurement model was evaluated in terms of internal consistency reliability, convergent validity, and discriminant validity. Reliability was assessed using Cronbach's alpha and composite reliability (CR), and all values exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency. Convergent validity was examined through factor loadings and average variance extracted (AVE); all indicator loadings met the acceptable criteria, and AVE values were above 0.50, confirming adequate convergent validity. Discriminant validity was assessed using the HTMT criterion, and all values were below the recommended threshold, supporting adequate discriminant validity. The detailed results of the measurement model assessment are presented in Table 2.

Table 2. Factor Loading, Cronbach's Alpha Coefficient (CA), Composite Reliability (CR) and Average variance extracted (AVE) for Measurement Model

Latent Variable	CA	CR	AVE	Indicators	Loads
Agile Leadership(AL)	0.941	0.944	0.501	TM1	0.676
				TM2	0.640
				TM3	0.634
				CO1	0.706
				CO2	0.616
				CO3	0.674
				FX1	0.771
				FX2	0.771
				FX3	0.612
				QK1	0.736
				QK2	0.784
				QK3	0.716
				RO1	0.769
				RO2	0.746
				RO3	0.591
				CC1	0.728
				CC2	0.753
				CC3	0.764
OrganizationalAgility (OA)	0.922	0.93	0.564	RP1	0.791
				RP2	0.818
				RP3	0.775
				RA1	0.555
				RA3	0.680
				PR1	0.761
				PR2	0.748
				PR3	0.744
				AD1	0.825
				AD2	0.787
				AD3	0.740
Multi-Generational Team Management (MTM)	0.904	0.909	0.538	IC3	0.705
				KS1	0.571
				KS2	0.739
				KS3	0.744
				CM1	0.723
				CM2	0.745
				CM3	0.764
				INC1	0.756
				INC2	0.763

Table 2. (Cont.)

Latent Variable	CA	CR	AVE	Indicators	Loads
Digital Transformation Success (DTS)	0.92	0.922	0.556	DA1	0.710
				DA2	0.721
				DA3	0.762
				DFM1	0.759
				DFM2	0.740
				DFM3	0.777
				DPO1	0.755
				DPO2	0.787
				DPO3	0.756
				ET1	0.726
				ET2	0.706

Note: Items RA2, IC1, IC2, and ET3 were dropped from the scale after measurement purification.

Table 3. Discriminant Validity

Variables	AL	DTS	MTM	OA
AL	0.707			
DTS	0.567	0.746		
MTM	0.729	0.586	0.733	
OA	0.746	0.612	0.731	0.751

Note: The value in main diagonal were square roots of AVE.

Discriminant validity of the measurement model was assessed using the Fornell-Larcker criterion, as shown in Table 3, and the results showed that the square roots of AVE, reported in the diagonal elements of the matrix, exceeded the recommended threshold and were greater than the correlations among latent variables, indicating that each latent variable was empirically distinct and that adequate discriminant validity was established (Fornell & Larcker, 1981).

Additionally, discriminant validity was further assessed using the Heterotrait–Monotrait ratio (HTMT) criterion to evaluate the distinctiveness among latent variables. The results indicated that HTMT values between variable pairs were below the recommended threshold of 0.85, indicating that the measurement model had adequate discriminant validity and all latent variables were clearly distinguishable (Henseler et al., 2015).

Analysis of Structural Model and Hypothesis Testing

Structural model analysis showed that the explanatory power (R^2) for digital transformation success (DTS) was 0.424, indicating that agile leadership, organizational agility, and multi-generational team management accounted for 42.4% of the variance in DTS.

Regarding the mediating variables, the results showed that explanatory power (R^2) for organizational agility was 0.557, and R^2 for multi-generational team management was 0.531, indicating that agile leadership demonstrated moderate to substantial explanatory power for both mediating variables.

Predictive relevance was further assessed via the blindfolding-based Q^2 statistic. The Q^2 values were 0.550 for organizational agility, 0.522 for multi-generational team management, and 0.313 for digital transformation success, all exceeding zero, confirming adequate predictive relevance (Hair et al., 2013).

Overall, the research model adequately explained the relationships among variables and supported the hypotheses regarding both direct and indirect effects as specified in the conceptual framework.

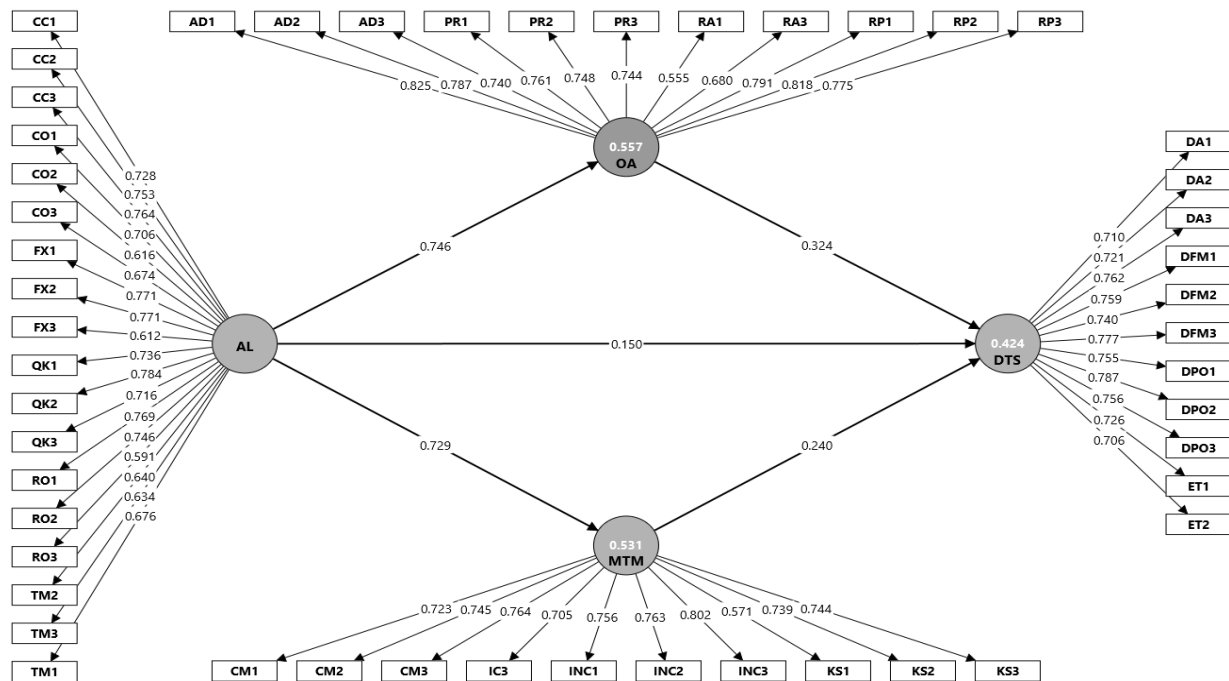


Figure 2. The results of testing the structural model of the theoretical framework

Table 4. Structural Model

Hypothesis	β	t statistics	p-value	Result
H1: AL → DTS	0.150	2.175	.030*	Supported
H2: AL → OA	0.746	23.72	.000***	Supported
H3: AL → MTM	0.729	20.893	.000***	Supported
H4: OA → DTS	0.324	4.336	.000***	Supported
H5: MTM → DTS	0.240	3.299	.001**	Supported
H6: AL → OA → DTS	0.242	4.228	.000***	Supported
H7: AL → MTM → DTS	0.175	3.183	.001**	Supported
Total Effect				
AL → DTS	0.567	11.406	.000***	Supported

Note: * $p < .05$; ** $p < .01$; *** $p < .001$ (two-tailed test)

The results of structural model testing (Figure 2 and Table 4) showed that all hypotheses (H1–H7) were significantly supported. agile leadership (AL) had a direct positive effect on digital transformation success (DTS) ($\beta = 0.150, p < .05$), and also had significant positive effects on organizational agility (OA) ($\beta = 0.746, p < .001$), and multi-generational team management (MTM) ($\beta = 0.729, p < .001$).

Additionally, organizational agility (OA) ($\beta = 0.324, p < .001$) and multi-generational team management (MTM) ($\beta = 0.240, p < .01$) had direct positive effects on digital transformation success (DTS), thereby supporting H4 and H5.

For indirect effects, the results showed that organizational agility (OA) served as a partial mediator in the relationship between agile leadership (AL) and digital transformation success (DTS) ($\beta = 0.242, p < .001$). Meanwhile, multi-generational team management (MTM) also served as a partial mediator ($\beta = 0.175, p < .01$), thereby supporting H6 and H7.

Regarding the total effect, agile leadership (AL) had a significant total effect on digital transformation success (DTS) ($\beta = 0.567, p < .001$), demonstrating that agile leadership exerted a substantial overall influence on digital transformation success through both direct and mediated pathways.

DISCUSSION AND IMPLICATIONS

This research aimed to explain organizational mechanisms that link agile leadership, organizational agility, and multi-generational team management to digital transformation success in the context of Thai business organizations. The empirical findings indicated significant positive relationships among all key variables, suggesting that digital transformation success did not result solely from technology investments but rather resulted from the integrated mechanisms of leadership, organizational structure, and people management.

The hypothesis testing results confirmed that agile leadership had a direct positive effect on digital transformation success, in line with Kaya (2023) and Rialti and Filieri (2024), indicating that leaders who are open to change and focus on value-driven outcomes can drive digital transformation effectively, compared with leaders who rely on hierarchical structures and centralized control. In the context of Thai business organizations, which still have hierarchical structures, this finding reflects that leadership plays a crucial role in reducing resistance to change and enhancing employees' behavioral readiness to adopt digital work practices.

Furthermore, the findings revealed that agile leadership had a strong effect on organizational agility and multi-generational team management, which supports the theoretical perspective that leadership capability serves as a foundation for the development of organizational capabilities in practice. The findings are consistent with Dynamic Capabilities Theory, which explains that organizational adaptation does not occur automatically but requires leadership-driven processes through the adaptation of decision-making processes, decentralization of power, and support for collective learning. When leaders create an enabling environment for flexibility and experimentation, organizational agility can be developed effectively.

Meanwhile, the influence of agile leadership on multi-generational team management reflects the role of leadership in managing workforce diversity, which is a critical issue in Thai organizations with a multi-generational workforce. This finding is consistent with Pietrantonio et al. (2025) and Hernaus and Pološki Vokić (2014), indicating that effective multi-generational team management requires openness to communication, knowledge sharing, and constructive conflict management rather than relying on traditional power structures.

The results further confirmed that both organizational agility and multi-generational team management had direct positive effects on digital transformation success, reflecting that digital transformation is a systemic process requiring both structural and human mechanisms. Organizational agility enables organizations to quickly adapt work processes and respond to technological changes, while multi-generational team management reduces the skill and perspective gaps among employees, which constitute major barriers to digital initiatives.

The findings highlight the role of organizational agility and multi-generational team management as mediating variables between agile leadership and digital transformation success. This finding explains that agile leadership cannot generate digital outcomes independently, but must transmit its influence through the development of organizational structures, processes, and collaborative work practices. This finding extends the framework of Dynamic Capabilities Theory by showing that leadership capabilities must be transformed into organizational and social capabilities, thereby generating sustainable digital value.

A particularly noteworthy pattern in the structural model results is that the indirect effect of agile leadership on digital transformation success transmitted through organizational agility (H6: $\beta = 0.242$) was substantially larger than the direct effect (H1: $\beta = 0.150$) and also exceeded the indirect effect through multi-generational team management (H7: $\beta = 0.175$). This pattern suggests that organizational agility constitutes the dominant transmission channel through which agile leadership generates digital transformation outcomes, rather than agile leadership acting alone or primarily through human-centered coordination. From a practical standpoint, this finding carries clear resource-allocation implications: when Thai organizations face limited resources for digital transformation, prioritizing the parallel development of agile leadership capabilities and organizational agility—including structural and process flexibility—is likely to yield greater returns than investing in either dimension in isolation. In other words, agile leaders

generate substantially greater digital transformation value when they operate within an agile organizational structure that can rapidly convert their direction and decisions into practice.

From a practical perspective, the findings indicate that Thai business organizations should emphasize agile leadership along with the design of structures and work processes that facilitate agility and multi-generational collaboration. Investment in technology alone is not sufficient without the development of leaders who can integrate technology with work behavior and organizational culture. Organizations should adopt a holistic strategy by integrating leadership development, agility, and people management as a systemic strategy to drive digital transformation rather than relying on isolated technical initiatives.

LIMITATIONS AND FUTURE RESEARCH POSSIBILITIES

Although this research systematically explained the roles of agile leadership, organizational agility, and multi-generational team management in influencing digital transformation success in the context of Thai business organizations, several limitations should be acknowledged and directions for future research are proposed.

Importantly, this research employed a cross-sectional quantitative research design, which reflects relationships among variables at a single point in time, whereas digital transformation is a continuous and dynamic process that varies across organizational and business environments. Future research should adopt longitudinal studies and time-series data to evaluate the extent to which agile leadership, organizational agility, and multi-generational team management influence sustainable digital transformation success.

Additionally, a limitation of this research is that the measurement of the variables relied on respondents' self-assessments, which may be subject to self-report bias, although the instrument demonstrated reliability and validity. Future research should integrate performance measures such as operational performance, innovation performance, or return on digital investment to better capture the business value of digital transformation.

From a contextual perspective, this research, although covering samples across multiple industries, did not conduct a comparative analysis based on digital transformation intensity, industry type, or organization size. As a result, the current model could not detect sector- or size-specific patterns—for example, variations between service, information technology, and manufacturing firms, or between small, medium, and large organizations—that may have differed across the sample. Future research may extend this contextual analysis to develop digital transformation models that are appropriate for specific industries and organization sizes, including the integration of additional variables, such as innovation culture and digital capability, to enhance the explanatory and predictive power of digital transformation success at the organizational level.

Overall, future research in this direction will enhance the depth of knowledge in leadership and organizational management in the digital era and increase the practical applicability of research findings in business organizations in developing countries more effectively.

CONCLUSION

This research explains the integrated relationships among agile leadership, organizational agility, and multi-generational team management in driving digital transformation success in the context of Thai business organizations. The findings confirm that agile leadership serves as a primary antecedent influencing both structural and social mechanisms, thereby directly affecting digital transformation success, and indirectly influencing it through organizational agility and multi-generational team management as mediating variables.

Structural model analysis revealed that technology investment alone is not sufficient to achieve sustainable digital transformation success without organizational adaptability and aligned human resource management. Organizational agility serves as an important mechanism that translates leadership vision and capabilities into practice, while multi-generational team management reduces resistance to change and facilitates knowledge integration among employees with diverse experience and digital skills.

From a theoretical perspective, the findings support the notion that digital transformation success is an outcome of the integration of technical and social dimensions of organizations, extending the understanding of agile leadership as a catalyst for dynamic capabilities and cross-generational collaboration. From a practical perspective, the findings provide guidance for executives in Thai business organizations to develop leadership that fosters flexibility, participation, and collective learning alongside the development of agile organizational structure and an inclusive work environment.

In conclusion, this research demonstrates that digital transformation success does not result from technology alone, but requires appropriate leadership, flexible organizational mechanisms, and effective people management. Collectively, the findings help bridge theoretical knowledge and managerial practice and open avenues for future research on organizational development in the digital era, particularly in developing countries such as Thailand.

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CONFLICTS OF INTEREST

The authors declare that there are no conflicts of interest found in this research.

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