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The impact of leadership style on organizational strategic agility, an application to the General Organization for Export and Import Control

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Abstract:

The objective of this research is to investigate the impact of leadership styles (democratic, autocratic and laissez-faire) in adopting organization strategic agility. To achieve the research objective, the researcher designed a questionnaire to collect primary data from the study sample. The study population included all employees working in the General organization for Export and Import Control in Alexandria, the sample size was about (359) participants. Hypotheses were tested using the Statistical Package for Social sciences (SPSS). The results reveal that there is a statistically significant relationship between leadership style and adopting organization strategic agility at General organization for Export and Import Control. Democratic leadership style was ranked in the first place, followed by autocratic leadership style and finally laissez-faire leadership style was ranked in the last place. The results reveal one of the best leadership styles is democratic leadership since it empowers people to voice their thoughts, engage in all processes, and trust that their voices will be heard. While the autocratic leadership style is preferable for a team where team members ' expertise and training are lacking. While, the Laissez-Faire leadership style is relevant for companies who support independence and creativity. Moreover, the results show a significant relationship between the strategic agility dimensions (strategic sensitivity, core capabilities, clarity of vision, speed of response, and setting strategic objectives) and the appropriate leadership style. The research recommended that organizations in order to achieve their strategic goals, organizations must be led by people who use the appropriate leadership style according the situation, have certain qualities and characteristics, have distinct capabilities and skills, and believe in the importance of implementing strategic agility. This requires leaders formulating a clear comprehensive vision, setting strategic goals, making optimal use of core capabilities, responding effectively to changes and challenges that face organization, and carefully analyzing the organization's internal and external environment; support strengths, treat weaknesses, seize available opportunities, and confront potential threats.

Keywords: Strategic Agility, Leadership, Leadership Styles.

1. Introduction:

The success of any organization is no longer due to the low costs and high quality of its products or services alone, but rather it comes in a large and important part through the possession of effective leaders who exercise the appropriate leadership style in directing subordinates in order to accomplish the organizational goals efficiently and effectively. Accordingly, the modern competitive trend suggests that the appropriate leadership styles are the basis for rivalry within firms. When it comes to developing new goods or services that are made available to internal or external clients, being strategically agile means either being a pioneer or a quick follower. Strategically agile leaders can perceive and react to developments more quickly than their competitors.

Therefore, the leadership style is an essential source of adopting the organization's strategic agility. Strategic agility is the basic assistant and driver for business excellence. Therefore, using the appropriate leadership style is considered as a source of enhancing organization's competitive advantage (Hosseini, et al, 2013, 61).

Leadership styles and strategic agility deserve research because of their importance in developing any organization and making it competent over its competitors, in a very dynamic market, which requires applying the appropriate leadership style and its impact on adopting the organization excellence and a to be in a leading position.

The objective of this study to discuss the impact of the adoption of the appropriate leadership style of the surveyed organization to the models in building strategic agility. The study based upon one side that treated with theoretical framing of dimensions and variables of leadership models and strategic capabilities, according to the hypothetical framework based on the problem of the study and its goals. In examining the model, a number of statistical techniques have been used to conclude a number of conclusions and suggesting a number of recommendations that concentrated on the impact of leadership styles in building strategic agility of organizations.

2. Literature review:

2.1 Leadership:

Leadership is important and necessary for achieving organization's prosperity, activity, effectiveness, excellence, and existence. The presence of administrative leaders who are aware of their roles, responsibilities and use the modern scientific management methods that enable them to control production factors can reach customer satisfaction and hence achieve the organization's goals (Odhiambo, G. 2014).

A group of changing factors, such as the environment, political conditions, social and cultural factors, the national context, and desired goals to be achieved influences defining the concept of leadership. No one denies the importance of



selecting the appropriate leadership style in the appropriate situation. There are many definitions for the concept of leadership that can be summarized as follows:

Moman, L. (2014) defined leadership as the "process by which a person can arouse and release subordinates energies and direct them toward the desired goals". Robbins, S. P., & Judge, T. A. (2018) defined it as "the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team". Ordway (2020) defined it as "the ability to influence a group of individuals to cooperate to achieve a common desired goal." Hussain, et al., (2017) defined it as "the art to motivate individuals and groups to achieve desired goals."

From the previous leadership definitions, there are essential component of the leadership process as follows:

- The existence of subordinates (a group of individuals working in a specific organization).
- A leader who is able to influence subordinates' behavior and guide them.
- A common goal that the group seeks to achieve.
- A social environment and context.

Therefore, it can be concluded from the previous definitions that leadership is "the ability to influence the behavior of a group of employees, which enables the leader to direct them in the correct direction to achieve the desired and agreed goals in light of good human relations between the leader and his followers."

2.2 Leadership Styles

A. *Leadership style*: It is the method followed by the leader to influence the behavior of group of employees in order to achieve the goals of the organization. (AlSalibi, M., & Al-Saud, R., 2010), and among the most famous leadership styles according to the behavioral school that focuses on identifying and classifying leadership styles based on observed behaviors and interactions between leaders and their followers are:

B. *Democratic leadership style*: A leadership style that depends on the participation of subordinates in making decisions, distributing responsibilities, developing human relations, and delegating authority. Everyone has the chance to contribute under this leadership style, ideas are freely shared, and discussion is encouraged (Avolio, 2019, p. 53). The democratic leader is still in place to provide direction and control even though this method tends to emphasize group equality and the free exchange of ideas. This type of leadership can be applied to any organization, either in private or public sectors. This style is also

known as participatory leadership, and it encourages cooperation, open communication, and the active participation of employees in shaping the direction of the organization. According to research, one of the most successful and effective leadership styles is democratic style, which boosts morale among the group, higher productivity, and member contributions (Amanchukwu RN, et.al., 2015: 6-14)The main features of the democratic leadership style are as follows: (Khoshhal KI, and Guraya SY., 2016:37)

- **Collaboration:** Democratic group leaders truly encourage members to voice their thoughts and opinions. Though the team leader has the last word in choices, they do take team members' input into account.
- **Engagement:** Members of the group feel much more involved in the process when this leadership style is used.
- **Creativity:** Moreover, creativity and invention are valued and encouraged under this style of leadership.

Effective democratic leaders typically possess particular qualities including being fair-minded, flexible, team players, and involved in the process. Trust and respect are fostered among supporters of strong democratic leaders. These are real leaders who base their choices on their principles. Additionally, they frequently seek out different viewpoints and do not work to silence opposing or unpopular viewpoints. Consequently, those that follow are motivated to act and support the group (St. Thomas, 2018).

There are many advantages of the Democratic leadership style include opportunity for more ideas and creative solutions for problems facing organization due to a greater variety of ideas and opinions. Additionally, a group member is more committed as he is given the opportunity to participate and care about the final results, high productivity, better working relationship between employees and managers, and improve the overall group morale. While this style has, some disadvantages including communication failures, poor decision-making by unskilled groups, minority or individual opinions overridden and potential security issues (Romi MV, at., al, 2022).

C. Autocratic leadership style: Leaders who possess ultimate control and influence over others are commonly referred to as autocratic or authoritarian leaders. These leaders frequently don't listen to their team or solicit feedback from others, instead making decisions solely based on their own opinions. The situation, the nature of task the group is working on, and the traits of the team members are some factors that can all affect when and where the authoritarian approach is most helpful. If any leader frequently uses this kind of leadership style in group settings, it might be beneficial to him to learn more about it and the situation, subordinates and task nature in which it works best. (Yildirim, K. E., Caki, C., &Harmanci, Y.,2020).

The following are some of the main traits of authoritarian leadership: (Wang H, and Guan B., 2018)

- Allows little or no feedback from other group members
- Demands that leaders make practically all of the decisions.



- . Gives managers the power to impose workflows and procedures.
- Gives the group the impression that they aren't trusted to make judgments or handle significant duties.
- Creates guidelines that are often well-defined and conveyed.
- Tends to create working environment that is extremely rigid and highly structured.
- Discourages creativity and unconventional thoughts or ideas.

The autocratic style can be beneficial in certain situations include making decisions quickly, especially under pressure, and provides a clear chain of command or oversight, directive leadership is needed but also has its pitfalls and it is inappropriate in some situations and with certain groups. This style suppresses or undermines the expertise and innovative ideas of subordinates, inhibits collective contributions, and lowers morale and fosters discontent. If this is the manager leadership style, there are a few things he should think about whenever he is in a position of authority. (St. Thomas, 2018)

D. Laissez-Faire Leadership style: also known as, permissive leadership; Laissez-faire leadership is a style of leadership wherein leaders take a backseat and let group members make decisions. It is the antithesis of autocratic leadership, concentrating mostly on assigning numerous tasks to team members and offering minimal to no supervision. Since a laissez-faire leader does not spend a lot of time closely supervising staff, they frequently have more time for other projects (Al-Malki and M, Juan W., 2018). When every member of the team is highly skilled, well-trained, and doesn't need much supervision, managers may choose to take a laissez-faire style. It may, however, result in a decline in output if staff members are unclear about their boss's objectives or if certain team members require constant direction and boundaries in order to function well. According to research, group members that follow this leadership style typically have the lowest levels of productivity. (Amanchukwu RN, et al., 2015).

Here are some characteristics of laissez-faire leadership:

- Leaders give all guidance and assistance
- Hands-off approach
- Workers make all decisions
- Leaders are comfortable with errors
- Leaders are ultimately accountable

Although the term "laissez-faire" suggests a totally detached style, many group leaders really stay accessible to members of the group for advice and comments. At the start of a project, they might offer guidance, but after that, they might let group members work independently with little supervision.

Laissez-Faire Leadership promotes responsibility, innovation, and a laid-back atmosphere at work, all of which frequently result in greater rates of employee

retention. However, it has a few shortcomings: For new hires, this approach usually does not work effectively because they first require direction and hands-on assistance. Some staff members might not feel adequately assisted (Barling J, and Frone MR., 2017:211-222).

2.3 Strategic Agility:

The concept of strategic agility was first evolved in a survey conducted by the Lacocca Institute at The LaHaye University in the United States in 1991. It focused on capacity-based production, as well as the flexibility needed to meet rapidly changing market needs. The definition was expanded to refer to the ability to continuously and unexpectedly transform customer attitudes into ability in a competitive environment, progressing and surviving in a changing and unpredictable environment. Hence, the agility of an organization is the capacity to recognize possible dangers, reduce risks, and take advantage of new opportunities. Therefore, strategically agile businesses are able to overcome obstacles in marketing, break into new markets, modify operational strategies as necessary, or create new goods to satisfy consumer demand (Kale, et al, 2019, p. 278).

Al-Qurashi (2017, p18-19) defined strategic agility as "the active response, accompanied by speed and flexibility of thinking. Agile organization not only have the ability to adapt to environmental changes, but in addition, it has the ability to innovate and benefit from the opportunities that accompany changes." Maghawry(2016, p140) defined it as "it is practices and methods that allow the organization to keep pace with change and quickly deal with it effectively and innovatively and benefit from it to improve its competitive ability in line with the challenges of competitive environment."Hilal (2021, p. 266) defined it as "the organization's ability to effectively manage and apply knowledge to quickly adapt to changes, and create innovative solutions to achieve competitive edge through producing high-quality innovative products and services. Schnackenberg et al. (2011, pp. 2-3) defined it as "It is a set of organizational capabilities that allow it to feel the changes in the work environment effectively, and respond to those changes, through continuous alignment between capabilities and resources effectively, and achieving efficiency, taking into account the cost factor."

2.4 Importance of Strategic Agility:

Strategic agility is one of the basic requirements for any organization to excel today and to ensure its survival and sustainability. There are many benefits of strategic agility including:

- Increasing the organization's ability to respond to environmental changes and adapt to them in order to achieve its current and future goals. (Harraf, et al, 2015, p. 675)
- Giving the organization a comprehensive competitive advantage related to all its components, such as technological, workforce, operations, and decision-making agility(Trinh, et al, 2012, p. 171)



- Enhancing the competitiveness of the organization, and helping it to survive, and achieve excellence in rapidly changing environments.
- Providing employees with the desired knowledge and skills, and restructuring the organizational structure and processes using new technology.
- Developing organizational performance by improving operations, activities, organizational efficiency, achieving stability, increasing the ability of the organization in responding to the needs of customers, and thus achieving its goals.
- Anticipating threats and opportunities, quickly taking decisions to deal with them, working on continuous improvement and risk management.
- Overcoming constraints by adopting flexible structures, providing an appropriate climate for experimentation, innovation and joint learning, and achieving efficiency and effectiveness. (Moshki&Teimouri, 2013, p. 63)

2.5 Strategic Agility Dimensions:

Strategic agility has a set of dimensions mentioned in some literature and adopted by researchers due to their suitability to the nature of the selected organization and its study objectives. According to Mavengere (2013) the strategic agility has main dimensions strategic sensitivity, strategic response and collective capabilities. Strategic sensitivity is further classified as strategic foresight and strategic insight. Strategic response is viewed from an internal response orientation and external response orientation. And collective capabilities are made up of human resources capabilities, infrastructure resources capabilities and information resources capabilities.

While Doz Y and L Kosonen M (2010) argue that Strategic agility can be conceptualized by three Meta capabilities, namely strategic sensitivity, leadership unity, and resource fluidity. Strategic sensitivity is the sharpness of perception and the intensity of awareness and attention in developing strategies. Unity leadership can be implemented in various ways such as dialogue activities, giving subordinates motivation, discussing before making decisions, giving attention and so on. Resource fluidity is an internal ability to utilize resources efficiently and effectively, such as re-configuring resources or moving resources quickly.

According to Bernard (2018), the degree of agility of an organization can vary along each of the following dimensions: Operations agility, Research & Development agility, and Transformation agility. Operation agility is the ability to quickly increase or decrease the operations' throughput or shift from manufacturing or supplying one set of products and services to another in a manner that has no significant penalty on time, cost, quality, and functionality. Research & Development agility is the ability to quickly develop and market new or improved products and services that meet evolving customer demands in terms of price, quality and functionality. While Transformation agility is the ability to quickly and effectively make lasting changes to the functioning and assets of the

organization and bring about changes in the external environment of the organization.

Moreover, according researchers Haniyeh (2016) the most frequent dimensions used by researchers (strategic sensitivity, core capabilities, clarity of vision, speed of response, and setting strategic objectives). According to Alsharah (2020), the most common of strategic agility dimensions are (Strategic sensitivity, Strategic Goals Selection, Clarity of Vision, Shared responsibility, Collective Commitment)

This study used the most common of strategic agility dimensions, namely:

- **Strategic sensitivity:** refers to the ability of managers to identify and respond to changes in the external environment that may influence the organization's strategy and seizing ongoing opportunities faster than competitors (Doz and Kosone, 2018, p. 102).
- **Core Capabilities:** in order to respond to the environmental change, it must take into account its internal capabilities on which it will depend. Therefore, any organization must identify its strengths and weaknesses. Technical expertise, technical skills, business process expertise, and business skills are examples of core competences. The things that a company excels at doing better than its rivals are its distinct talents (Kohtamaki, Farmar, 2017, p. 2).
- **Clarity of Vision:** The vision is one of the basic steps in the strategic planning process. Organizations cannot achieve their important creative achievements without having a clear vision, in addition to having strong leadership, formulating exceptional strategies and applying them in developing this vision (Al-Faqih, 2020, pp. 181-182). To have clarity of a vision means to have clearly identified actions or steps to make the vision happen. If you are, a leader clarity of vision is having a clearly communicated vision from top downwards. Having a vision does not mean that it is agile, but its clarity, commitment to it, and focus on adopting it helps make the organization more agile, provided that the vision is realistic. A clearly defined vision is crucial to organizational success. As it provides leaders and employees with the ultimate goal of their effort (Omar, 2020, p. 62).
- **Speed of Response:** It shows the extent to which the organization can operate quickly at a given moment, such as an available opportunity to introduce a new product. The function of this dimension is to keep the organization in a continuous state of movement, and this falls on the manager's responsibility by directing individuals to perform at their best for their duties and tasks assigned to them. Hence, this enables the organization to respond to changes in the environment quickly, effectively, and efficiently; which is a competitive advantage. Many organizations compete mostly on the basis of speed of response, and this necessitates that the company be seen as moving swiftly, in addition delegating lower levels in the organization to make decision, and that the work is completed by diverse skilled teams. (Al-Ghazali, 2013, p. 34).
- **Setting Strategic Objectives:** represent the end results that organizations seek to achieve. Organizations can utilize strategic objectives, which are more



general goals, to guide business growth by tying the organization's principles from their vision statement to concrete plans and actions. These kinds of objectives assist companies in decomposing their overarching objectives into doable, feasible, and realistic subsets. These objectives often emerge from the organization's mission, and thus are more specific and detailed. Defining strategic objectives is also considered one of the factors that help the organization improving its capabilities to keep pace with existing and emerging opportunities, as this improvement and development is considered an important aspect in adopting strategic agility (Al-Ghazali, 2013, p. 34).

It can be concluded that any organization seeks to become a strategically agile; it can work on: formulating a clear and specific strategic direction; By drawing a clear strategic vision, setting and defining the organization's strategic objectives, and carefully analyzing the organization's internal and external environment; support strengths, treat weaknesses, seize available opportunities, and confront potential threats.

3. Previous studies:

3.1 First: Studies related to strategic agility:

3.1.1. Amin and Eid (2021) study: Achieving organizational agility in Egyptian universities using the concurrent engineering approach from the perspectives of some university leaders.

The study objective is to determine the relationship between organizational agility and concurrent engineering. The study used the descriptive approach, and semi-structured interviews were conducted with some Damanhour and Fayoum universities' leaders, with the aim of determining the necessary requirements to achieve organizational agility in Egyptian universities using the concurrent engineering approach from the perspectives of university leaders. The study concluded that the most prominent requirements for adopting organizational agility in Egyptian universities in light of the concurrent engineering approach are preparation and good design.

3.1.2. Al-Faqih (2020) study: The role of strategic agility in achieving competitive advantage for Yemeni universities.

The study aim to identify the role of strategic agility in achieving competitive advantage for Yemeni universities. The study indicated dimensions of strategic agility that are (Strategic sensitivity, core capabilities, clarity of vision, shared responsibility, speed of response, selection of strategic objectives) to determine its role in achieving the competitive advantage of Yemeni universities. The study used the descriptive analytical approach to theoretical literature and previous studies related to the subject of the study. The researcher reached a set of conclusions, the most important of which is Strategic agility, in all its dimensions, has a role triggering the need for the change in higher education

institutions, improving the speed of their response and adaptation to the developments over the time, in order to achieve their competitive advantage.

3.1.3. Abdel Aziz (2020) Study: Human engineering “ergonomics” as an approach to achieving strategic agility in Marketing ambidexterity systems in Egyptian universities.

The study revealed the features of establishing the foundations of strategic agility for marketing agility systems in Egyptian universities. The study analyzed the relationship between human engineering “ergonomics” and strategic agility for marketing agility systems in Egyptian universities. The study used the descriptive approach, and concluded that there are many rapid and complex changes in the environment surrounding Egyptian universities, which require universities to respond to these changes and try to adapt to them, by changing the nature of their outcomes.

3.1.4. Abdullah (2020) study. The degree of university leaders’ practice of the dimensions of agile management and its relationship to the effectiveness of job performance from the point of view of faculty members at New Valley University

The study determined the degree of university leaders’ practice of agile management at New Valley University. The research used a descriptive analytical methodology and a questionnaire as a means of data collection. The study samples consisted of 127 faculty members working at the New Valley University. Among the most important results it reached: that the degree of university leaders’ practice of agile management was moderate degree. The study revealed that there is statistically significant differences in leaders’ practice of agile management attributed to the college type variable in favor of theoretical colleges.

3.1.5. Omar (2020) study: Improving organizational agility practices in South Valley University colleges.

The study objective is to discuss how to improve organizational agility practices in South Valley University. The study use the descriptive approach as it suitable for the nature of the research and its objectives. A questionnaire was applied to monitor the reality of the practice of organizational agility at South Valley University with the participation of (97) faculty members in some of the university’s faculties. The research concluded that the degree of practicing organizational agility in university colleges was moderate (73%), with (2.18) mean according to participants. It introduced some recommendations to improve organizational agility practices in the faculties of South Valley University.



3.1.6. Mansour (2020) study: Developing the administrative performance of leaders at the Faculty of Education, Mansoura University, in light of the organizational agility approach

The goal of the study was to ascertain the conditions for enhancing administrative performance at Mansoura University's Faculty of Education, taking into consideration faculty members' perspectives on organizational agility. The research sample for the study, which employed a descriptive methodology, included 72 faculty members from Mansoura University's Faculty of Education. Data was gathered through the use of a questionnaire. The study concluded that the faculty members' evaluation of the performance of the college dean came at a moderate degree for most of the statements, their evaluation of the college vice deans came at a moderate degree for all statements, and the faculty members agreed at a moderate degree on the reality of administrative performance of the department heads. It presented some recommendations for activating the effectiveness of the leaders in the Faculty of Education's administration (deans, vice deans, department managers).

3.1.7. Menon, S., and Suresh, M (2020) study: Organizational Agility Assessment for Higher Education Institution.

The study aimed to evaluate the strategic agility of higher education institutions using a fuzzy multi-scale method. A one-way analysis of variance was conducted to identify and understand areas of improvement, and the suggestions that were made were designed to help management reformulate strategies and enhance strategic agility. After conducting a personal interview with some academic experts, the general indicator of the results revealed that the strategic agility score was about (6.19), which indicates that higher education institutions have flexibility in applying strategic agility and it has the potential for improvement.

3.1.8. Abu Al-Wafa et al (2019) study: Strategic agility for an educational institution

The study aimed to present the nature of strategic agility for an educational institution. The research used the descriptive approach to identify the nature of strategic agility, its importance, and the capabilities of strategic agility. The results concluded that there are three basic capabilities that institutions need in order to maintain continuity and growth: Strategic sensitivity focuses on perception, intensity of awareness, fluidity of resources, internal capacity of business systems, rapid reconfiguration and allocation of resources, and collective commitment.

3.1.9. Al-Tayeb (2019) study: The role of agile accounting in achieving leadership in higher education institutions from the perspective of members of the accounting teaching staff at King Khalid University.

Because there are so many agile accounting tools available, this study focused on two of them: employee satisfaction and continuous improvement, in an effort to shed light on the part that adopting these tools plays in adopting leadership. Both the analytical and inductive approaches were used in this investigation. The implementation of agile accounting creates a competitive advantage, a bridge to leadership, and an innovation in the way educational institutions work, according to the study's most significant findings.

3.1.10. Abdel-Al (2019) study: Information technology requirements to achieve strategic agility in Egyptian universities: Sohag University as a model

With the possibility of coming up with a number of recommendations and proposals that would activate strategic agility through information technology at Sohag University, the study set out to identify the fundamental requirements of information technology in Egyptian universities, as well as the reality of strategic agility at Sohag University and the technological requirements required to achieve it. The study employed the descriptive approach in order to meet its goals. The study found that Sohag University possesses some elements of strategic agility at a moderate amount.

3.1.11. Mohamad Yasser (2019) study: The reality of wondering around management practices and their impact on the dimensions of organizational agility in public universities in the South Upper Egypt region: an applied study

The study revealed the reality of wondering around management practices and their impact on the dimensions of organizational agility in public universities in the South Upper Egypt region. The descriptive and inferential approach was used in this study, and the sample consisted of (213) faculty members. The study concluded that there is a statistical significance positive strong relationship between wandering around management practices, which are practice of discovering facts, practice of improving communications, practice of motivation, practice of development and creativity, and practice of giving feedback, on organizational agility in its dimensions: the sensing agility dimension, the decision-making agility dimension, and practice agility in universities dimension the agility dimension.

3.2 Second: Studies related to Leadership styles:

3.2.1. Gharbi, et al (2022) study: "Leadership Styles and their impact on Organizational Loyalty, field in the Directorate of Commerce in the Valley."

From the perspective of the organization's workers, this study sought to determine the dominant leadership style in the Valley Trade Directorate and how it related to organizational loyalty. To get results, the researcher employed a descriptive methodology. A questionnaire was used to gather data. Forty-five



employees, or twenty percent of the study population, were included in the randomly selected sample. According to the study's findings, the autocratic leadership style predominates in the directorate and has a noticeable effect on workers' levels of organizational loyalty.

3.2.2. Sohail (2021) study “The impact of leadership styles on the job stability of executives in the Algerian institution.”

This study aims to ensure that the Algerian state seeks to raise its level of development by adopting an appropriate leadership style that encourages career stability in its management of human resources, and aims to improve productivity and improve the quality of goods and services provided to the citizen. The study focused on the appropriate leadership style for human resources management that takes into account the functional stability of the executives, would reduce the level of dysfunction and overcome most of the obstacles facing Algerian institutions. The study concluded that the autocratic leadership style that adopted by the Algerian institution “Sonelgaz” in all departments is the appropriate leadership style for a positive organizational culture.

3.2.3. Sadiq, (2019) Study “The Role of Administrative Leadership Skills in Strengthening Career Commitment, An exploratory study of the opinions of a sample of department heads in the Erbil Governorate Office.”

This study aims to know the role of administrative leadership skills (mental/intellectual skills, human skills, and administrative skills (in enhancing job commitment), emotional/emotional commitment, normative commitment Continuing commitment) from the point of view of a sample of department directors and officials in the office of the Erbil Governorate in the Kurdistan Region of Iraq. To achieve the study objective, a questionnaire was designed consisting of (30) questions and distributed to a sample consisting of (39) individuals. (30) Questionnaires were returned and all of them were valid for analysis. The study concluded that there is a significant relationship between administrative leadership skills and enhancing job commitment. Moreover, the result revealed the existence of an impact of administrative leadership skills in enhancing job commitment. The study presented a set of recommendations, the most important of which is the need to increase attention to administrative leadership skills to encourage and enhance them among managers, especially since the results of the field study demonstrated the high level of these skills in the organization.

3.2.4. Al-Banna (2017) study “Leadership styles and their relationship to creative behavior among employees of the Internal Security Service in the Gaza Strip.”

This study aimed to identify leadership styles and their relationship to innovative behavior among employees of the Internal Security Service, by

identifying the prevailing leadership style, measuring the level of innovative behavior, and then identifying the nature of the relationship between leadership styles and innovative behavior among employees of the Service. The researcher used the descriptive analytical approach to achieve the objectives of the study, as he designed a questionnaire consisting of two sections, the first section to determine leadership styles, and the second section to measure the level of innovative behavior. The study population consisted of all employees of the Internal Security Service, numbering (970) employees. The random sample consisting of (275) employees. After distributing the questionnaires, (260) questionnaires were retrieved from them. The study concluded that the prevailing leadership style in the internal security is the democratic leadership style has a relative weight of 70.7%, followed by the autocratic leadership style with a relative weight of 69.0%, and finally the social leadership style with a relative weight of 63.8%.

3.2.5. Hamza (2017) study entitled “The Impact of Leadership Styles on the Level of Organizational Commitment” at the University of Biskra.”

The study aims to highlight the role played by leadership in contemporary organizations and departments, especially in terms of the organizational culture that exists among some subordinates and leaders. The concluded that organizational commitment, which shows the extent of employees’ desire to work and stay in the organization, is one of the most prominent factors affecting the degree of employee loyalty and commitment is the leadership style followed by the boss. The study concluded that most organizations have begun to give great priority and importance to the individual worker and provide him with all the conditions; so that he can make the maximum effort, as well as to ensure his loyalty, degree of commitment, and continuation of work, by providing a democratic leadership style and allowing him to participate in the decision making process.

3.2.6. Abdullah, (2016) Study “The Impact of Leadership Styles on the Effectiveness of Job Performance, Field study on employees of government agencies in the Al-Jawf region.”

This study aims to identify the impact of leadership styles on the performance of employees in the public sector in the Al-Jawf region. The problem of the study summarized in the question about the impact of leadership styles on the job performance of employees in government agencies in the Al-Jawf region. Based on the research question the following hypotheses were tested. There is a statistically significant relationship between leadership styles (autocratic, democratic, and Laissez-faire leadership) and the level of performance among employees of government agencies in the Al-Jawf region in the north of the Kingdom of Saudi Arabia. The study concluded that the most prevalent leadership styles among leaders in government agencies in Al-Jawf region, which has a clear positive impact on performance, is the democratic style.



3.3 Third: Studies related to the relationship between Leadership styles and strategic agility:

3.3.1. Mesmoudi (2022) study: The Impact of Leadership Styles in Achieving Strategic Agility: A Case Study of El Biskria Cement

This study sought to determine the nature of the dominant Pattern—democratic, autocratic, and permissive—in the El Biskria Cement Company and how it affected the company's ability to respond strategically. To achieve these goals, questionnaires were given to study participants directly; the SPSS program was utilized throughout the investigation. The study's findings indicate that the dependent variable, strategic agility, and the independent variable, leadership patterns, have a statistically significant association.

3.3.2. Nahida I and Omar M. (2019) study: The Effect of Leadership Style in Building the Strategic Capabilities of the Organization, An Analytic Study to the Opinions of managers in the Industrial Organizations at Ninavah Governorate

In order to develop strategic abilities for a sample of industrial enterprises operating in the private and composed sectors at Ninevah Governorate, the current study intends to clarify the relationship and demonstrate the impact between the adoption of the surveyed firms to the leadership models. Based on a hypothetical chart based on the study's problem and objectives, one side of the study examined the theoretical framing of strategic capabilities and leadership model dimensions and variables. The model was examined using a variety of statistical methodologies, which led to a number of conclusions and recommendations that focused on the role that leadership styles play in enhancing an organization's strategic capabilities.

3.4 Fourth-Comment on previous studies:

By reviewing the previous studies conducted on this topic, the researcher reviewed a number of Arab and foreign studies. Although these studies were conducted in different environments. The current study agrees with previous studies of Mesmoudi (2022), El-Barbary (2021), and Nahida I. and Omar M. (2019) in studying the relationship between the two variables leadership styles and strategic agility. Most of previous studies relied on the descriptive approach due to its suitability to the nature and objectives of those studies. However, the current study differs from the studies that preceded it in dealing with leadership style to adopting strategic agility in General Organization for Export and Import Control, which is unique in this study.

The study of Sumaya (2021) concluded that the autocratic leadership style is the appropriate leadership style for a positive Algerian organizational culture. While, the study of Al-Banna (2017) indicated that the prevailing leadership style in the internal security department is the ideal leadership style, followed by the democratic leadership style, followed by the autocratic leadership style, followed

by the social leadership style and finally the missionary leadership style. On the other hand, both the study of Abdullah (2016) and the study of Al-Madhoun (2015) showed that there is a strong direct correlation between the democratic style and job satisfaction.

Strategic agility is one of the most important modern management approaches that contribute to adopting fact response in making decisions and monitoring practices and activities. It can be applied as an approach to adopting organizational excellence in light of the intense competition between organizations and dynamic environment. However, the level of its adoption and application in business organizations is still below the desired level. This was confirmed by the results of studies of Abdel Aziz (2020), Abdullah(2020), Omar (2020), Mansour(2020), Abu Al-Wafa et al (2019), Abdel-Al (2019), Madani (2019), and Maghawry (2016) of the limited leadership granting their subordinates more powers to make decisions in their scope of work, developing the information technology infrastructure, granting workers sufficient powers to deal with problems and emergency circumstances, and deploy the innovation culture to achieve organizational goals.

In addition, the previous studies enriched the theoretical framework of the current study, and helped in selecting the appropriate research methodology and sample characteristics. The current study agreed with previous studies in its use of the descriptive analytical approach as a research methodology that suits the nature of this study. The current study differs with Previous studies have addressed several factors, the most important of which is the study of the two variables, Leadership style and strategic agility in the General Organization for Export and Import Control.

4. The Research Problem:

Through the researcher's review of previous relevant studies, it became clear that there is great interest by researchers in both the fields of leadership styles and strategic agility, and the researcher has benefited from his knowledge.

In light of the above, it becomes clear that the role played by leaders in adopting organizational excellence is limited, and the organization's limited access to the level of agility necessary for the rapid response needed to make sound decisions that increase the value of the organization in light of successive changes.

This study is significant because it addresses two management-related concepts: strategic agility and leadership styles. Prior research has demonstrated the significance of leadership styles and their role in attaining desired outcomes. Consequently, one of the most crucial elements in helping businesses accomplish their intended goals is selecting the best leadership style that is compatible with the organizational skills, experiences, and aspirations of employees.

Therefore, the research problem can be summarized in the main research question, which is "*What is the impact of adopting the appropriate leadership style on achieving the organization strategic agility?*"



Accordingly, the study came to answer some of the questions that represent the problem of the current study, which are as follows:

- Is there a significant relationship between selecting the appropriate leadership style (Democratic - Autocratic - Laissez-Faire) and adopting strategic agility?
- Is there a significant relationship between leadership style and the dimensions of organizational agility (strategic sensitivity - core capabilities - clarity of vision - speed of response –setting strategic objectives)?

5. Research Objectives:

The main objective of this study is to identify the Impact of Leadership Styles in adopting Organization Strategic Agility, by revealing:

- Which leadership style (Democratic - Autocratic - Laissez-Faire) has the greatest influence on adopting strategic agility in the selected organization?
- Which strategic agility dimension (strategic sensitivity - core capabilities - clarity of vision - speed of response –setting strategic objectives) has the greatest influence on the appropriate leadership style in the selected organization?

6. Research Importance:

6.1 Theoretical importance:

The study Theoretical importance emerged through its attempt to bridge the lack of research related to selecting the appropriate leadership style for Egyptian government organization employees and adopting strategic agility concepts to achieve performance excellence, where leadership style and strategic agility are a key approaches that organizations need in general to face internal and external changes. Consequently, the flexibility and agility of these organizations is believed to help improvement of overall job performance and achieve organizational performance excellence in these organizations.

6.2 Practical importance

The practical importance of this study stems from the fact that it will introduce some results and recommendations that will contribute in providing some information to decision makers and thus help them in taking appropriate procedures. Moreover, it is expected that the leadership of the General Organization for Export and Import Control will benefit from the results and recommendations of the study in applying the optimal leadership style and activating the strategic agility approach to increase the level of organizational excellence and become more flexible in its dealings with surrounding changes. Developing the performance of agile management among leaders, which helps them respond quickly in making decisive and crucial decisions.

7. Research Methodology:

This research investigates the impact of leadership styles (democratic, autocratic and laissez-faire) in adopting organization strategic agility at the General Organization for Export and Import Control. To address the research question, which is "What is the impact of adopting the appropriate leadership style on adopting the organization strategic agility at the General Organization for Export and Import Control?" To do so, the researcher follows the descriptive analytical approach, which is appropriate to the study nature and objective. To collect the primary data a questionnaire was designed to collect data from employees working on the General Organization for Export and Import Control in Alexandria. Moreover, data was analyzed and hypotheses was tested using the Statistical Package for Social Sciences (SPSS). The content of the survey is articulated based on the literature reviews that discussed previously. The sources used for these sections were a gathered from:

- Journal articles, consulting reports
- Academic publications,
- Presentations, books,
- Statistics from central bank and research organizations

7.1 Research Population:

The study population includes all of General Organization for Export and Import Control in Alexandria. Due to population large size and in order to select a representative sample, a random sample from all the managerial levels and departments of this organization was used. 385 questionnaires were distributed. 359 questionnaires were recollected so the response rate was (93.2%). The researcher created a questionnaire to gather primary data from the study population in order to meet the study's objectives, which consisted of three sections. The first one is the demographic data (gender, age, years of experience, educational qualification, and gender of the direct manager), the second is the independent variable (Leadership styles) which includes three sub-variables (Democratic, Autocratic, and Laissez-Faire) leadership styles, the final section deals with the dependent variable (strategic agility) which includes three sub-variables (strategic sensitivity, core capabilities, clarity of vision, speed of response, and strategic objectives). The Statistical Package for Social Sciences (SPSS) was used to test hypotheses in order to confirm or deny research hypotheses and make inferences on the topic of the study. The content of the questionnaire was based on the previous studies of Mavengere (2013), Doz Y and L Kosonen M (2010), Amin and Eid (2021), Avolio, (2019), and Khoshhal KI, & Guraya SY., (2016).

7.2 General Organization for Export and Import Control (GOEIC):

GOEIC is a service- provider organization that works to protect the consumer and preserve Egypt's reputation by examining commodity exports and imports with the latest scientific methods and equipment, as well as preparing statistics on exports and imports. GOEIC works with the sectors of the Ministry of Investment and Foreign Trade as a cooperating system whose main and primary goal is to



facilitate the movement of trade, encourage Egyptian industries, develop exports of all kinds, and raise their competitive capabilities in all global markets to achieve progress and prosperity for the country and the Egyptian citizen. In accordance with the provisions of Presidential Decree No. 378 of 1999, the General organization for Export and Import Control is one of the bodies directly affiliated to the Minister of Trade and Industry.

7.3 Research Limitations:

This research is subject to the following limits:

- **The objective limit:** The study will be limited to investigate the impact of leadership styles (Democratic, Autocratic, and Laissez-Faire) in adopting organization strategic agility. These variables were identified after conducting a number of previous studies that addressed these variables.
- **The current study was limited to the dimensions of strategic agility,** which are (strategic sensitivity, core capabilities, clarity of vision, speed of response, and setting strategic objectives), because they are the main dimensions that include all other dimensions, and these dimensions are the most common in previous studies and literature. The theory related to the leadership styles was also limited to the dimensions, which are (democratic, autocratic and Laissez-Faire).
- **Sample Limit:** The study will be limited to a sample of 357 of employees working in General Organization for Export and Import Control.
- **Human Limit:** This study will be limited to employees working in General Organization for Export and Import Control.
- **The spatial limit:** This study will be limited to employees working in General Organization for Export and Import Control in Alexandria.
- **Time limits:** The field study was implemented in the second half of 2024.

7.4 Statistical Methods:

Statistical analysis methods are the means to reach the results of the study, and statistical methods differ depending on the nature and purpose of the study. In order to achieve the objectives of the current study and test its hypotheses; The Statistical Packages for the Social Sciences (SPSS) was used to analyze the data. The methods used are varied to diversify the questions in the study, which were as follows: Cronbach's alpha coefficient, and Cronbach's alpha coefficient Pearson correlation, and multiple regression.

7.5 Test of Validity and Reliability

The guarantee that the instrument will measure what it was intended to measure is known as the questionnaire's validity. Additionally, it ensures that the survey is valid in that all necessary components for the analysis are included, as well as that the vocabulary and paragraphs are clear enough for all users to understand them. To guarantee the validity of the study tool, the researcher coded the questionnaire

items. The degree to which any measuring instrument meant to ascertain what it is supposed to measure is known as its validity (Thatcher, 2010). The sample size was about (359) participants. The questionnaire validity estimated and evaluated through various means and methods including external validity, internal validity and structure validity, which represented as follows:

- A. **External (Content) Validity:** Content validity identified as the degree to which the research questions can be covered adequately by the research questionnaire (Saunders et al., 2019). Academic professors reviewed the content of the questionnaire to carry out the external content validity to confirm the consistency of the questionnaire content with the research objectives, and estimate whether the items reflect the research problem or not. Similarly, Staff Member revised the questionnaire at the high institute of computer and information systems AbouKir Alexandria. They were asked to evaluate the degree of validity of the questionnaire items to what they were designed to measure, and their affiliation to the field in which these items were included, whether by deleting, suggesting an appropriate modification, merging, or reformulating, and clarifying some of the phrases that they believed were inappropriate from their point of view. After making the recommended modifications, the questionnaire in its final form consisted of (51) statements.
- B. **Internal Validity:** Correlation coefficients between each item in one field and the whole field was used to measure the internal validity of the questionnaire. Internal Validity for leadership style and organizational strategic agility clarified in the next table, which determines the correlation coefficient of each item and the total of this field.

Table No (1) – Cronbach's Alpha coefficients each field of the questionnaire

Main index	Sub index	Cronbach's Alpha
Leadership styles	Democratic Leadership Style	0.762
	Autocratic Leadership Style	0.923
	Laissez-Faire Leadership Style	0.740
Strategic agility	Strategic Sensitivity	0.697
	Core Capabilities	0.932
	Clarity of Vision	0.822
	Speed of Response	0.879
	Setting Strategic Objectives	0.801

The validity of the internal consistency was estimated by calculating the Pearson correlation coefficient between the scores of each statement and the total score of the dimension to which the statement belongs among the dimensions of the



questionnaire. The Cronbach's alpha reliability coefficients were calculated for sub-variable and the total variable, and it was found that the values of the Cronbach's alpha coefficients for the alpha coefficient for the first index (Leadership styles) range from (0.762 to 0.923) which shows high reliability. Moreover, the alpha coefficient for the second index (Strategic agility) range from (0.697 to 0.932) which indicate a medium to high reliability. Therefore, the results confirm the consistency and reliability of each variable.

7.6 Data Collection Method:

The questionnaire was distributed manually to all employees working in General Organization for Export and Import Control in Alexandria. The sample size was about (359) participants. Collected data was entered into the SPSS program, and the statistical analysis and testing of hypotheses was performed.

7.7 Data encoding:

The five-point Likert scale was chosen, and the reason is that it is considered one of the most widely used scales for measuring opinions due to its ease of understanding and the balance of its scores, as the study population was required to indicate the extent of their agreement with each statement of the questionnaire. The responses estimated as follows: (I agree strongly 5), (Agree 4), (Neutral 3), (Disagree 2), (Strongly disagree 1).

7.8 Descriptive Analysis:

Table No. (2)

Characteristics of the sample members according to demographic variables

Variable	Category	Frequencies	Percentage
Gender	Male	161	44.8%
	Female	198	55.2%
Age	18 to 24 years old	7	1.9%
	25 to 34 years old	21	5.8%
	35 to 44 years old	81	22.6%
	45 to 54 years old	211	58.8%
	55 to 60 years old	39	10.9%
Years of experience	Less than one year	23	6.4%
	One year to less than 5 years	2	0.6%
	5 years to less than 10 years	14	3.9%
	10 years to less than 15 years	89	24.8%
	15 years to less than 20 years	66	18.4%
	20 years or More	156	46.0%
Qualification	Diploma or equivalent	75	20.8%
	Bachelor's degree	234	65.2%

Variable	Category	Frequencies	Percentage
	Master or Doctorate	50	14.0%
Direct Supervisor Gender	Male	288	80.2%
	Female	71	19.8%
	Total	359	100%

The previous table reveals that the percentage of females is about (55.2%) of total participants. As for the age variable, those whose ages were (from 45 to 54 years) came (58.8%), ranked first. As for the years of experience variable, those whose experiences (at least 20 years of experience) were (46%) came in first place. As for the academic qualification variable employees with bachelor's degree represent (65.2%) of the total sample. Finally, according to gender of the direct supervisor (80.2%) of the participants were males. The data revealed participates have the adequate experience and qualifications to apply modern approaches like strategic agility, and to participate in this study.

8. The Research Hypotheses:

The study hypotheses are based on the problem of the current study and as an attempt to answer the current questions of the study and explain the variables of the study model. Therefore, a main hypothesis was formulated which is: "There is a statistically significant impact of choosing leadership style on adopting Strategic agility at the selected organization. Testing this hypothesis. A multiple regression test was used to test each the hypothesis separately, as follows:

- 8.1. There is a statistically significant relationship between adopting the appropriate leadership style (Democratic - Autocratic - Laissez-Faire) and adopting strategic agility.
- 8.2. There is a statistically significant relationship between leadership style and the dimensions of organizational agility (strategic sensitivity - core capabilities - clarity of vision - speed of response –setting strategic objectives).
- 8.3. The second hypothesis is divided into five sub hypotheses
 - 8.3.1 There is a statistically significant relationship between leadership style and the strategic sensitivity.
 - 8.3.2 There is a statistically significant relationship between leadership style and the strategic core capabilities.
 - 8.3.3 There is a statistically significant relationship between leadership style and the clarity of vision.
 - 8.3.4 There is a statistically significant relationship between leadership style and the speed of response
 - 8.3.5 There is a statistically significant relationship between leadership style and setting strategic objectives.



-The Research Model:

In this research, the following model to be estimated:

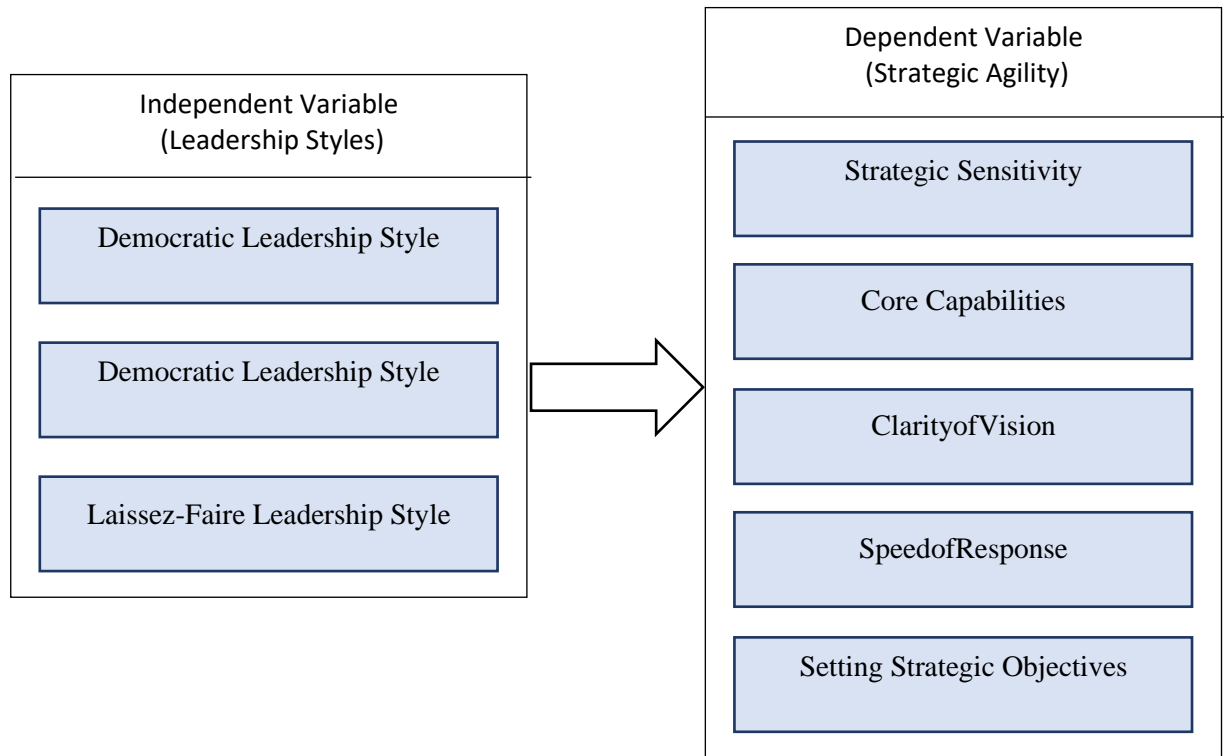


Figure (1): Research Model

Source: The researcher based on the previous studies

9-Hypothesis testing:

The first Hypothesis

H₁: There is a statistically significant relationship between adopting the appropriate leadership style (Democratic - Autocratic - Laissez-Faire) and adopting strategic agility

The purpose of the multiple regression model analysis is to use a straight line to explain the relationship between two or more variables, one of which is an independent variables which are (leadership styles dimensions) and more than one dependent variables (strategic agility).

Table no. (3) – Regression analysis between leadership style (dimensions) and strategic agility

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Strategic Agility and Leadership Styles (dimensions)	0.882	0.779	0.777	0.2586	416.452	0.00*

Dependent variable: Strategic Agility

Independent variable: Leadership Styles

Table no. (4) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	2.025	13.183	0.000*
Democratic Leadership Style	0.770	2.758	0.006*
Autocratic Leadership Style	0.352	16.346	0.000*
Laissez-Faire Leadership Style	0.201	6.295	0.000*

Dependent variable: Strategic Agility

Independent variable: Leadership Styles

The previous table shows that F-Statistics = 416.452 and it is statistically significant (P-Value = 0.00*) which is lower than 0.05; therefore, the null hypothesis (H₀) is rejected and the alternative hypothesis (H₁) is accepted which say "There is a significant relationship between leadership style dimensions and strategic agility".

The Beta coefficient of the constant = 2.025, the coefficient of the Democratic Leadership Style variable = 0.770, the coefficient of the Autocratic Leadership Style variable = 0.352, the coefficient of the Laissez-Faire Leadership Style variable = 0.201, the value of R = 0.882, R² = 0.779 which shows how well terms (data points) fit a curve or line. Adjusted R² = 0.777 also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 77.7% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Strategic Agility} = 2.025 + 0.77 \times (\text{Democratic Leadership Style}) + 0.352 \times (\text{Autocratic Leadership Style}) + 0.201 \times (\text{Laissez-Faire Leadership Style})$$

The analysis demonstrated a high impact of the importance of democratic leadership which promotes everyone's participation in all procedures, willingness to voice opinions, and assurance that their opinions will be heard, followed by the



independent variable “autocratic leadership” in explanatory importance, which has ultimate authority and power over others. Autocratic leaders tend to make choices based upon their own ideas alone and do not listen to their team or seek input from others. Finally, “Laissez-Faire Leadership Style,” was placed in the last order which emphasizes delegation and minimal supervision. The laissez-faire leaders style team members enjoy a high level of autonomy and are often the primary decision-makers.

The second Hypothesis

H₂: There is a statistically significant relationship between adopting the appropriate leadership style and adopting strategic agility dimensions (strategic sensitivity - core capabilities - clarity of vision - speed of response – setting strategic objectives)

Analysis using the multiple regression model, which uses an independent variable (leadership style) as one of the variables which are (strategic agility dimensions) to try and explain the relationship between two or more variables using a straight line

Table no. (5) – Regression analysis between Leadership Style and Strategic Agility Dimensions

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Leadership Style and Strategic Agility Dimensions	0.855	0.731	0.727	0.5313	191.75	0.000*

Dependent variable: Strategic Agility Dimensions
Independent variable: Leadership Style

Table no. (6) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	1.139	10.928	0.000*
Strategic Sensitivity	0.182	7.852	0.000*
Core Capabilities	0.210	6.985	0.000*
Clarity of Vision	0.289	7.126	0.000*
Speed of Response	0.130	4.480	0.005*
Setting Strategic Objectives	0.170	5.790	0.006*

Dependent variable: Strategic Agility Dimensions
Independent variable: Leadership Style

The previous table shows that F-Statistics = 191.75 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted which say "There is a significant relationship between leadership style and strategic agility dimensions".

The Beta coefficient of the constant = 1.139, the coefficient of the Strategic Sensitivity variable = 0.182, the coefficient of the Core Capabilities variable = 0.210, the coefficient of the Clarity of Vision variable = 0.289, the coefficient of the Speed of Response variable = 0.130, the coefficient of the Setting Strategic Objectives variable = 0.170. The value of $R = 0.855$, $R^2 = 0.731$ which shows how well terms (data points) fit a curve or line. Adjusted $R^2 = 0.727$ also indicates how well terms fit a curve or line but adjusts for the number of terms in a model.

This means that 72.7% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Leadership Style} = 1.139 + 0.182 \times (\text{Strategic Sensitivity}) + 0.21 \times (\text{Core Capabilities}) + 0.289 \times (\text{Clarity of Vision}) + 0.13 \times (\text{Speed of Response}) + 0.17 \times (\text{Setting Strategic Objectives})$$

The results shows that Clarity of Vision which to have clearly identified the actions or steps to take to make the vision happen. Clarity of vision requires to clearly communicate organization vision from top downwards came in the highest importance, then availability and the best usage of Core Capabilities including those things that the organization is better at doing than its competitors, followed by Strategic Sensitivity which is the organization's ability to recognize shifts in the environment that could impact the its business, then Setting Strategic Objectives which are high-level and measurable goals outlining what an organization wants to achieve, with a clearly defined deadline. Strategic Objectives help organizations create strategic roadmaps, initiatives, and projects that are aligned with the organization's strategy and vision, and finally Speed of Response, which is how rapidly the organization responds to changes in measured quantity.

The third Hypothesis

The second hypothesis is divided into five sub hypotheses:

1. $H_{3.1}$: There is a statistically significant relationship between adopting the appropriate leadership style and strategic sensitivity

Analysis using the simple linear regression model, which uses an independent variable (leadership style) as one of the variables which is (strategic sensitivity) to try explain the relationship between the variables using a straight line.



Table no. (7) – Regression analysis between leadership style and strategic sensitivity

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Leadership Style and Strategic Sensitivity :	0.328	0.108	0.105	0.54338	73.122	0.000*

Dependent variable: Strategic Sensitivity
Independent variable: Leadership Style

Table no. (8) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	2.068	9.633	0.000*
Strategic Sensitivity	0.405	6.567	0.000*

Dependent variable: Strategic Sensitivity
Independent variable: Leadership Style

The previous table shows that F-Statistics = 73.122 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H₀) is rejected and the alternative hypothesis (H_{3.1}) is accepted which say "There is a significant relationship between leadership style and Strategic Sensitivity".

The Beta coefficient of the constant = 2.068, the coefficient of the Dependent variable = 0.405. The value of R = 0.328, R² = 0.108 which shows how well terms (data points) fit a curve or line. Adjusted R² = 0.105 also indicates how well terms fit a line but adjusts for the number of terms in a model.

This means that 10.5% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Leadership Style} = 2.068 + 0.405 \times (\text{Strategic Sensitivity})$$

2. H_{3.2}: There is a statistically significant relationship between adopting the appropriate leadership style and Core Capabilities

Analysis using the simple linear regression model, which uses an independent variable (leadership style) as one of the variables which is (Core Capabilities) to try explain the relationship between the variables using a straight line.

Table no. (9) – Regression analysis between leadership style and Core Capabilities

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Leadership Style and Core Capabilities :	0.792	0.628	0.627	0.54987	602.812	0.000*

Dependent variable: Core Capabilities
Independent variable: Leadership Style

Table no. (10) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	1.796	8.268	0.000*
Core Capabilities	1.532	24.552	0.000*

Dependent variable: Core Capabilities
Independent variable: Leadership Style

The previous table shows that F-Statistics = 602.812 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H₀) is rejected and the alternative hypothesis (H_{3.2}) is accepted which say "There is a significant relationship between leadership style and Core Capabilities".

The Beta coefficient of the constant = 1.796, the coefficient of the Dependent variable = 1.532. The value of R = 0.792, R² = 0.628 which shows how well terms (data points) fit a curve or line. Adjusted R² = 0.627 also indicates how well terms fit a line but adjusts for the number of terms in a model.

This means that 62.7% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Leadership Style} = 1.796 + 1.532 \times (\text{Core Capabilities})$$

3. H_{3.3}: There is a statistically significant relationship between adopting the appropriate leadership style and Clarity of Vision

Analysis using the simple linear regression model, which uses an independent variable (leadership style) as one of the variables which is (Clarity of Vision) to try explain the relationship between the variables using a straight line.



Table no. (11) – Regression analysis between leadership style and Clarity of Vision

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between : Leadership Style and Clarity of Vision	0.804	0.646	0.645	0.4024	650.436	0.000*

Dependent variable: Clarity of Vision

Independent variable: Leadership Style

Table no. (12) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.703	4.420	0.000*
Clarity of Vision	1.165	25.504	0.000*

Dependent variable: Clarity of Vision

Independent variable: Leadership Style

The previous table shows that F-Statistics = 650.436 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H₀) is rejected and the alternative hypothesis (H_{3.3}) is accepted which say "There is a significant relationship between leadership style and Clarity of Vision".

The Beta coefficient of the constant = 0.703, the coefficient of the Dependent variable = 1.165. The value of R = 0.804, R² = 0.646 which shows how well terms (data points) fit a curve or line. Adjusted R² = 0.645 also indicates how well terms fit a line but adjusts for the number of terms in a model.

This means that 64.5% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Leadership Style} = 0.703 + 1.165 \times (\text{Clarity of Vision})$$

4. H_{3.4}: There is a statistically significant relationship between adopting the appropriate leadership style and Speed of Response

Analysis using the simple linear regression model, which uses an independent variable (leadership style) as one of the variables which is (Speed of Response) to try explain the relationship between the variables using a straight line.

Table no. (13) – Regression analysis between leadership style and Speed of Response

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Leadership Style and Speed of Response	0.504	0.254	0.252	0.668537	121.75	0.000*

Dependent variable: Speed of Response
Independent variable: Leadership Style

Table no. (14) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.519	1.966	0.050*
Speed of Response	0.837	11.032	0.005*

Dependent variable: Speed of Response
Independent variable: Leadership Style

The previous table shows that F-Statistics = 121.75 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H₀) is rejected and the alternative hypothesis (H_{3.4}) is accepted which say "There is a significant relationship between leadership style and Speed of Response".

The Beta coefficient of the constant = 0.519, the coefficient of the Dependent variable = 0.837. The value of R = 0.504, R² = 0.254 which shows how well terms (data points) fit a curve or line. Adjusted R² = 0.252 also indicates how well terms fit a line but adjusts for the number of terms in a model.

This means that 25.2% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Leadership Style} = 0.519 + 0.837 \times (\text{Speed of Response})$$

5. H_{3.5}: There is a statistically significant relationship between adopting the appropriate leadership style and Setting Strategic Objectives

Analysis using the simple linear regression model, which uses an independent variable (leadership style) as one of the variables which is (Setting Strategic Objectives) to try explain the relationship between the variables using a straight line.



Table no. (15) – Regression analysis between leadership style and Setting Strategic Objectives

Model	R	R ²	Adjusted R ²	Std. Error The estimate	F	Sig.
between Leadership Style and Setting Strategic Objectives	0.446	0.199	0.196	0.63062	88.457	0.000*

Dependent variable: Setting Strategic Objectives

Independent variable: Leadership Style

Table no. (16) – Regression equation coefficient

Model	Beta coefficient	T-Statistic	Sig.
Constant	0.766	3.075	0.002*
Setting Strategic Objectives	0.673	9.405	0.006*

Dependent variable: Setting Strategic Objectives

Independent variable: Leadership Style

The previous table shows that F-Statistics = 88.457 and it is statistically significant (P-Value = 0.00) which is lower than 0.05; therefore, the null hypothesis (H₀) is rejected and the alternative hypothesis (H_{3.5}) is accepted which say "There is a significant relationship between leadership style and Setting Strategic Objectives".

The Beta coefficient of the constant = 0.766, the coefficient of the Dependent variable = 0.673. The value of R = 0.446, R² = 0.199 which shows how well terms (data points) fit a curve or line. Adjusted R² = 0.196 also indicates how well terms fit a line but adjusts for the number of terms in a model.

This means that 19.6% of the change in the dependent variable is explained by the independent variables, the remaining percentage is due to other variables. The regression equation can be written as follows:

$$\text{Leadership Style} = 0.766 + 0.673 \times (\text{Setting Strategic Objectives})$$

9. Results and Discussion:

The research results show that there is a statistical significant relationship between Leadership styles dimensions (Democratic Leadership Style, Autocratic Leadership Style, and Laissez-Faire Leadership Style) and strategic agility. These findings can be attributed to the fact that the more the leader can choose the appropriate leadership style that is suited to the situation, the more the organization can achieve the desired strategic agility and hence, It can greatly competes with existing products in the market.

The results reveal that, one of the most successful leadership philosophies is democratic leadership, which promotes everyone's participation in all procedures, willingness to voice opinions, and assurance that their opinions will be heard. While the autocratic leadership style is preferable for a team where team members have limited skills or training. This leadership style can be highly effective in small organizations because there are few people in positions to make decisions, and such leaders might be a natural fit. While, the Laissez-Faire leadership style is appropriate for businesses that value individualism and innovation. Laissez-faire leadership enables workers to realize organizational goals and foster their creativity at work rather than assigning specific tasks and micromanaging staff.

This results are consistent with the findings of Mesmoudi (2022) study that there is a significant relationship between effective leadership style and adopting strategic agility. In addition, these findings are partially consistent with the findings found by El-Barbary (2021) study for the creative leadership as an Approach to Adopting Organizational Agility.

Moreover, the results show a significant relationship between the strategic agility dimensions(strategic sensitivity, core capabilities, clarity of vision, speed of response, and setting strategic objectives) and the appropriated leadership style. The research recommended that organizations in order for to achieve its strategic goals, it must be led by people who use the appropriate leadership style according the situation, have certain qualities and characteristics, have distinct capabilities and skills, and believe in the importance of implementing strategic agility.

10. Recommendations:

- 10.1. It is necessary for leaders formulating a clear comprehensive vision, setting strategic goals, making optimal use of core capabilities, responding effectively to changes and challenges that face the organization, and carefully analyzing the organization's internal and external environment; support strengths, treat weaknesses, seize available opportunities, and confront potential threats.**
- 10.2. It is necessary for the researched organization to pay attention to knowing the nature of the prevailing leadership styles in their organizations in order to strengthen the style that enhances the achievement of strategic agility.**
- 10.3. Working to strengthen the democratic leadership style as it is the most influential leadership style in supporting the strategic capabilities of the studied organization.**
- 10.4. Organizing training courses and workshops for leaders and workers to increase and develop their skills in the field of organizational strategic agility.**
- 10.5. Encouraging organizations' leaders to provide a positive climate based on trust, support and motivation for middle leadership and workers, as this has a significant impact in forming an organizational environment that encourages creativity and innovation.**



- 10.6. Organizational leaders encourage workers to try new and innovative ideas to solve their problems and stay away from tradition and routine as much as possible.
- 10.7. The necessity of adopting clear, objective foundations and criteria for selecting leaders based on competence, equal opportunities, and the ability to innovate.
- 10.8. Reducing centralization and following a participatory leadership style. Which allows freedom to express opinions in addition to the trend towards self-accountability, self-development, and intellectual freedom.
- 10.9. Making optimal use of information technology in light of the trend towards digital transformation.
- 10.10. Help leaders divide their work, allocate times to freely express and search for new ideas, and accustom them to avoid routine work that causes boredom.
- 10.11. Simplifying work procedures, publishing and disclosing information and making it easily accessible so that it is available to all employees.
- 10.12. Expanding decentralization, working to clarify lines of authority through clarity in administrative communications, and providing organizational structures with a high degree of flexibility to help leaders innovate.
- 10.13. Following a clear motivational policy through the participation of leaders in developing it and informing them of it to encourage excellence and creativity.
- 10.14. Expansion in the use of strategic agility tools because of their clear impact on adopting creativity, by focusing on the tools that have the greatest impact on adopting organizational excellence.
- 10.15. Enhancing standard work by establishing clear work procedures and setting appropriate and clear standards for the services provided to beneficiaries, to eliminate any unnecessary procedures or activities, allowing the provision of services to beneficiaries in a timely manner.

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