

The impact of leadership styles in achieving strategic agility

- A case study of El Biskria Cement company -

تأثير الأنماط القيادية في تحقيق خفة الحركة الإستراتيجية

- دراسة حالة مؤسسة البسكرية للأسمنت -

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Abstract:

This study aimed to identify the reality of the prevailing Pattern (democratic, autocratic and permissive) in El Biskria Cement company, and it's effects on strategic agility, and in order to fulfill the objectives of this study, we've used questionnaires that are distributed directly to the workers of this company (under study), the study was conducted by the use of the program (SPSS v21).

The results of this study shows that is a statistically significant relationship between the independent variable (the leading patterns) and the dependent variable which is the strategic agility.

Key words: strategic agility, leadership styles, El Biskria cement company

JEL classification code : M540, L1

ملخص:

هدفت هذه الدراسة للتعرف على واقع النمط السائد (الديموقراطي، الأوتوقراطي والمتساهل) على مستوى مؤسسة البسكرية للأسمنت، ودراسة مدى تأثيرها على خفة الحركة الإستراتيجية، ولتحقيق أهداف الدراسة تم استعمال استمارة تم تطويرها وتوجيهها إلى الأفراد في المؤسسة محل الدراسة، وهذا باستخدام برنامج الحزم الاجتماعية الاحصائية SPSS v 21، وأظهرت نتائج الدراسة إلى وجود علاقة ارتباط ذات دلالة إحصائية بين أبعاد المتغير المستقل (الأنماط القيادية) والمتغير التابع (خفة الحركة الاستراتيجية).

الكلمات المفتاحية: خفة الحركة الاستراتيجية، الأنماط القيادية، البسكرية للأسمنت

تصنيف JEL: M540, L1

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1. Introduction :

this study is important because it deals with concepts in the field of business management, namely: leadership patterns and strategic agility, which through scientific experience shows the importance of leadership and its contribution to achieving the intended goals and results, so choosing the optimal leadership method that is consistent with the capabilities, experiences and aspirations of workers is considered as one of the most important factors with which organizations achieve their goals

1.1 Main question

Therefore, we want to study the relationship between the influence of leadership patterns and strategic agility in institutions. To address this issue, we can raise the following main problem: What is the impact of leadership patterns in achieving strategic agility in the Biskria institution for cement?

1.2 Sub-questions

Within this problem the following sub-questions are included:

- Does the institution in question have strategic agility?
- Is there a statistically significant effect of the leadership styles on the strategic agility in El Biskria Cement Corporation?

1.3 Hypotheses

To carry out research goals and answer the problem raised above, we can formulate the following hypotheses:

The first hypothesis: El Biskria for Cement company is distinguished by its strategic agility

The second hypothesis: There is a statistically significant relationship at the level of significance $\alpha > 0.05$ between the leadership patterns and strategic agility in El Biskria cement company.

The third hypothesis: There is a statistically significant effect at the level of significance $\alpha > 0.05$ of the dimensions of the leadership patterns on the strategic agility in El Biskria cement company.

The following sub-hypotheses are branched from this hypothesis:

- There is a statistically significant impact relationship between democratic style and strategic agility.
- There is a statistically significant impact relationship between the dimension of the autocratic pattern and strategic agility;

- There is a statistically significant effect relationship between the dimension of the permissive style and strategic agility.

2. Theoretical part

2.1 leadership styles

Researchers have paid attention to the concept of leadership for a long time, but they did not agree on a unified definition for it. Here are some definitions in this regard.

2.1.1 The concept of leadership

The concept of leadership permeates and structures the theory and practice of organizations and hence the way we shaped and understand the nature of organized, and its possibilities.

In fact, the concept and practice of leadership, and variant forms of direction and control, are so powerfully ingrained into popular thought that the absence of leadership is often seen as an absence of organization. Many organizations are paralyzed by situations in which people appeal for direction, feeling immobilized and disorganized by the sense, that they are not being led (SMIRCIH & MORGAN, 2015, p. 257)

- Leadership, in general, is the ability of a person to influence others, so that he makes them accept his leadership voluntarily, and it is a process of interaction between subordinates and subalterns, which requires a careful understanding of the qualities of the subalterns, so that they can understand what affects them and cause them to direct the desired direction in their behaviour. (Al Quariouti, 2008, p. 104)

- Leadership is defined as the art of attracting the capabilities of others to perform the tasks entrusted to them with enthusiasm and confidence. (Lawissat & Jamal Eddine, 2005, p. 115)

- leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives (Yukul, 2006, p. 08)

- Northouse defines it as a process by which one individual affects a group of individuals with the goal of achieving common goals. (Al-Ghazali, 2012, p. 24)

- From the above, we can give a comprehensive definition of leadership as a process of mutual influence between a person called the leader and subordinates as a result of an interaction between the characteristics of the leader, the group, and the conditions for achieving

the common goals, so that the leader is chosen by the group, and is accepted and respected by all its members.

2.1.2 The importance of Leadership

The importance of leadership is generally represented in the following: It is the essence of the administrative process and its beating heart, and it is the key to management, and its position and essence stems from its being a fundamental role that applies in all aspects of the administrative process, making management more dynamic and effective, and it works as a driving tool for it to achieve its goals. (Salem, 2007, p. 111)

- Thus, administrative leadership plays a very important role in influencing the performance of workers, especially towards creativity, which has become an urgent necessity to impose its condition on the organization in the current era and that it no longer has another option.

- However, it is necessary to adapt creativity and innovation, and this can only be achieved in the presence of administrative leadership that has a renewed view of what is going on around it from time to time (Abd ellatif, 2013, p. 105)

2.1.3 Theories on leadership

Several studies dealt with leadership and focused on the behavioural patterns of leaders trying to explain the factors of success. Among them are those who favour them to attributes and signs, available in the person of the leader and others who attribute them to the situation, so we will address the most important:

- **Personality theory:** This theory attempts to explain the phenomenon of leadership by revealing the common features of successful leaders, as it is believed that leaders are born and not made, and that leadership features come through experience and continuous training, and this theory has not been able to define those leadership qualities that can Use it to differentiate between leaders and other people.

- **Behavioural theories:** It is an extension of the School of Human Relations in the matter of leadership, which emphasizes on the following themes of the leader's behaviour:

- Focus on the leader, the process of influencing and influencing subordinates;

- Focusing on followers, their motives and their impact on the success of the leader and how he deals with them;
- Focus on the mission.

- **Situational theories:** As a result of the inability of the previous theories to analyse the effectiveness of leadership, a position theory emerged that holds that the success of the leadership is related to the suitability of the situation in which it is used, and this means that the circumstances of the situation are what determines the individual's leadership capabilities. Therefore, there is no such thing as the leadership style Virtuous. Effective leadership depends on the interaction between the behaviour of the leader and the attitude variables. (Tahsine & Ahmed, 2012, p. 121)

- **Modern theories** in leadership from which were views the following:

A- Mutual leadership: relying on the principle of economic exchange between the leader and the subordinates, the leader is concerned with the results, controlling actions in order to reach what he wants from them, and the use of prizes, rewards and penalties for the sake of influencing.

B- Transformational Leadership: The transformational leader is defined as: "the leader who raises the level of achievement and self-development, and that leads to the development of groups and organizations" (Salem, 2007, p. 112)

2.1.4 The dimensions of driving patterns

- **First: autocratic leadership**

This type of leadership is characterized by its arbitrary behaviour derived from the authority vested in the leader, whereby his subordinates are forced to do their jobs according to his will and desires, without listening to their ide

- **Second: Democratic leadership**

This style is characterized by its balanced behaviour. It follows methods of persuasion and giving examples from reality, and respects the feelings of individuals and makes them feel their dignity and their importance. The democratic leader seeks the views of his subordinates and plays a crucial role in developing innovation, achieving cooperation, releasing subordinates to their potential energy, and in general it can be said that this type of leadership depends on three main pillars : sincere human relations between the leader and his

subordinates, participation in decision-making, as well as delegating authority to subordinates who are able by virtue of their competence and experience over their practices, thus allowing the leader to carry out important leadership tasks. (Moussa & Ouaar, 2009, p. 127)

- **Third: Permissive leadership (free)**

In this style, the leader let his followers free to make decisions, define goals, and choose methods of implementation, as he has thus abandoned his primary role as a decision-maker and has become a mediator, characterized by indifference, tolerance and being on friendly terms with his followers, and this behaviour on the leader's side may lead to indiscipline, negligence and low productivity. The Leader also tends to delegate his authority at a large-scale, follow the open-door policy in communicating and facilitating contacts (Abbes, 2020, p. 137)

2.2 The second section: Strategic Agility

The concept of strategic agility is a modern one in the strategic aspect of management science, and it is one of the characteristics that distinguish contemporary organizations, because of its great impact on their manifestation and having of speed and accuracy, and in the superiority over rivals.

2.2.1 Defining of strategic agility

- An agile enterprise is shaped by the perpetual cycle of reactive and pro-active behaviors in the marketplace, not only absorbing industry forces, but also generating and emitting disruptive forces ecosystem.

An agile enterprise is about gaining visions/values, breakthrough culture, adaptive/innovative teams, and adaptive infrastructure, as well as constantly orchestrating these four core components to achieve cohesiveness and innovativeness. (AUDRAN, 2011, p. 26)

- Agility is a manufacturing strategy that aims to provide manufacturing enterprises with competitive capabilities to prosper from dynamic and continuous changes in the business environment, reactively or proactively (SHARIFI & ZHANG, 2001, p. 772)

- Idris & Al Rubie: is the flexibility and speed that gives organizations the ability to change businesses in order to respond to changes in their markets and face risks powerfully. (Awjah, 2017, p. 284)

- "...A manufacturing system with extraordinary capabilities (Internal capabilities: hard and soft technologies, human resources, educated management, information) to meet the rapidly changing needs

of the marketplace (speed, flexibility, customers, competitors, suppliers, infrastructure, responsiveness).a system that shifts quickly (speed, and responsiveness) among product models or between product lines (flexibility), ideally in real-time response to customer demand (customer needs and wants)” (YUSUF, SARHADI, & GUNASEKARAN, 1999, p. 212)

- Al Abdi and Al Moussawi defines it "the ability to face changes in the business environment by designing a strategic system with a high flexibility for the organization in order to quickly respond to these changes and not be exposed to risks ". (ALI RAZAK & HASHEM MAHDI, 2014, p. 153)

From there, strategic agility can be defined as the process of building organizations, how they manage their business, change in their operations style, integration of resources and superiority over competitors by reshaping the organization and formulating strategies in a dynamic manner consistent with the business dynamic environment through continuous anticipation, adaptation and interaction with market trends and customers and competitors through speed, flexibility, efficiency and responsiveness without abandoning the organization's vision for survival and prosperity under the complex and rapid change.

2.2.2 The goals of strategic agility (MOHAMED AHMED, 2015, p. 121)

- Rapid response to change
 - Good understanding of the variables that lead to the change
 - Understanding and perceiving the environment in which the organization operates.
 - Permanent exploration and investigation of the level of employee satisfaction
- Generating trust between individuals in the organization
 - Spreading a clear message everywhere in the organization
 - Effective leadership practices in all operations of the organization
 - Compatibility between resources and priorities as tools to gain profitability
- The initiative
 - An effective system for setting priorities in business
 - Encouraging culture aligned to work
 - Ability to quickly fill jobs between jobs
- Liberation of thought

- Organizational climate that encourages creativity
- Improve processes and generate ideas at all levels
 - Evaluation of results
- Developing the organizations scorecard to achieve a balance between the main metrics
- That each business unit or functional unit have major metrics consistent with the nature of its work
- Improving organizational learning is part and parcel of the evaluation of results

2.2.3 The dimensions of strategic agility

- **Strategic sensitivity:** The strategic sensitivity shows the organization's ability to know, challenge and understand the changes in the environment in which it operates, that is, it indicates the extent of its management of the various signs and trends as well as the converging forces, and how it transcends constraints and works to form a future vision taking in to account the ongoing change of the environment in which We live.
- **The ability to change:** It means adopting change and preparing for it by setting plans for the short and long term in order to bring about change, adapting to the competitive environment that requires strategic lightness, and the organization's possession of a diverse portfolio of products and services that are constantly evolving, and this requires qualified human capital with the ability to face and adopt change, and information and communication technology have a major role in facilitating rapid response to changes.
- **Collective commitment and responsibility:** The collective commitment to decisions is through the commitment of the entire team, who finds himself forced to develop bold and well-studied decisions, and decision-making is better through everyone, as well as collective decisions tend to be less conservative with more accurate compared to Personal and individual decisions, and therefore the ability to respond to disturbances is more balanced when they are in their collective form, and they represent an incentive and an increase in cohesion within it, besides the need to make changes within it, because doing the same work with the same people for very long periods, will automatically contribute to the decline of dialogue And personal motivation, so a change in responsibilities, will be a way to mitigate risks.

3 The practical part

3.1 Introduction of the company

El Biskria Cement company is considered one of the most important institutions in the country whose role is to supply the internal market with cement material. It plays a fundamental role in providing this material, and it is a company with shares (Société par Action), the main purpose of the institution is manufacturing and marketing of Cement and derivatives, which consist of a single entity located at the company's head office, and all of its shareholders, are Algerian economic workers.

We distributed **130** questionnaires, and the following table shows the number of questionnaires distributed and the details related to them

Table 1 : Shows details about the questionnaires

Forms	Number	Percentage
Distributed	130	100%
Recovered	119	91.54%
Lost	11	08.46%

Source: Prepared by the researchers

3.2 Statistical description of search variables

This paragraph aims to know the level of dimensions and paragraphs of the research represented by (leadership styles as an independent variable and strategic agility as a dependent variable) through the use of the arithmetic mean, the standard deviation and the level of significance, as each paragraph or after gets an arithmetic mean less than (3) a hypothetical medium It is rejected, and the following table shows the statistical description and measurement of stability for the questionnaire paragraphs

Table 2 : Statistical description and stability measurement

	Dimensions and paragraphs	m	S D	CV	R/I	A/R	α-Cr
First: leadership styles							
Dimension of the democratic style							
01	The president gives the opportunity for workers to express their opinions in the field of work	3.51	0.921	0.26	01	A	0.922
02	The president delegates decision-making power to his subordinates	3.49	0.721	0.21	04	A	
03	The President sympathizes with	3.59	0.925	0.26	01	A	

	workers who are experiencing difficulties and problems							
04	The president encourages employees to discuss administrative problems facing them	3.41	0.841	0.25	03	A		
Total arithmetic mean		3.51	0.850			A		
Dimension of the autocratic style								
05	The president gives full freedom for workers to make decisions that they estimate appropriate for their work	3.51	0.921	0.26	01	A	0.808	
06	The President relies on his employees without guidance and advice	3.63	0.489	0.13	04	A		
07	The President delegates broad decision-making power	3.71	0.751	0.20	03	A		
08	The president facilitates communication to give directions	3.26	0.763	0.23	02	A		
Total arithmeticmean		3.53	0.731			A		
Dimension of free style								
09	The president does not care about the employees' problems and needs	3.41	0.968	0.28	02	A	0.866	
10	The president asks the employees to make suggestions to solve the problem, and thenheis the only decision-maker	3.80	0.921	0.24	04	A		
11	The President gives orders and instructions and insists on their implementation	3.76	0.932	0.25	03	A		
12	The presidentis strict in dealing with his employees	3.55	0.842	0.24	04	A		
13	The president does not take the opinions of workers into the decision-making process	3.41	1.114	0.33	01	A		
Total mean		3.59	0.955			A		
The Arth-mean for leadership patterns		3.58	0.955			0.946		
Second:strategic agility								
14	Management iskeen to involve	3.50	0.877	0.25	05	A	0	

	employees in defining the strategic direction						
15	The management of the institution has a clear vision about future activities	3.61	0.919	0.25	05	A	
16	The Foundation is keen to make continuous improvement	3.63	0.827	0.23	10	A	
17	The Foundation has knowledge of all variables around it	3.39	0.955	0.28	03	A	
18	There is a complete adoption of the concept of change and its importance by the institution	3.50	0.786	0.22	11	A	
19	Possibilities for making the necessary changes are available in the organization	3.40	0.870	0.26	04	A	
20	Employees have an active role in making change	3.55	0.855	0.24	09	A	
21	I have the ability to deal with changes that are made by the organization	3.92	0.614	0.16	13	A	
22	Others' experiences are used to change	3.58	0.898	0.25	05	A	
23	There are clear business rules and instructions for all of the Foundation's workshops	3.48	1.113	0.32	01	A	
24	The Foundation encourages teamwork	3.49	0.860	0.25	05	A	
25	I find my comfort in working with a group more than working alone	3.61	0.775	0.21	12	A	
26	Everyone participates in scheduling activities and incentives	3.43	1.144	0.32	01	A	
The overall mean of strategic agility		3.54	0.881			A	
Total mean						0.936	

Source: Prepared by the researchers

It is noted from Table (02) that all items of the questionnaire recorded values of an arithmetic mean greater than (3), as was the value of the total arithmetic mean for the dependent dimension: the strategic agility (3.54) and a standard deviation (0.881), and the mean arithmetic mean for the leading patterns was (3.58) with a D Standard (0.955)

3.3 Validity and coefficient of consistency for the quest paragraphs

Measurement of the stability of the questionnaire: The stability factor (Cronbach Alpha) was used to measure the total stability of the questionnaire and the internal consistency, through the above table, it becomes clear to us that the value of the total alfa-Cronbach coefficient represents a high percentage of **0.936** which exceeds **0.6**, which indicates that the questionnaire expressions are consistent The internal and the reliability, and this makes them valid for study, analysis and conclusion, as well as the value of the alfa-Cronbach coefficient for each dimension of the independent variable. The leading patterns are credible as the alfa-Cronbach came to the first, second and third dimensions, respectively: **0.866**, **0.922**, **0.808**, the same thing with the expressions of the dependent variable, the strategic agility, which was characterized by stability, and the value of the alfa-Cronbach coefficient was **0.944**.

3.4 Test of the research hypotheses

• **Test of the first hypothesis:** This hypothesis was as follows: **El Biskria Cement Corporation is distinguished by its strategic agility** It is clear from Table (02) Above that the total mean of the dependent variable (strategic agility) came with a degree of approval, as it reached **3.54** with a standard deviation of **0.881**, which reflects the degree of homogeneity of the responses by the sample individuals, and this average falls in the fourth category and the main phrases listed under this variable are as follows:

- The phrases **23** and **26** : “**There are clear rules of work and instructions for all the workshops of the institution**” and “**Everyone participates in scheduling activities and incentives**” in the first order, where the average degree of approval reached **3.47** degrees with a standard deviation of **1.113** and **3.43** with a standard deviation of **1.144**, respectively, It can be said that the degree of approval according to the "Lekart" standard on the clarity of the rules, work and instructions, and the involvement of all in scheduling activities and incentives came great.
- The phrase No **17** “**the institution has knowledge of all the variables around it**” came in the third order in terms of prevalence

with an average mean of **3.39** and a standard deviation of **0.955**, which confirms the effectiveness of its vigilance system.

- The capabilities of the institution in making the necessary changes came great according to the answers of the respondents, an arithmetic mean of **3.40** and a standard deviation compared to **0.870** in the phrase No 19 **“The possibilities of making the necessary changes are available in the institution.”**

- Terms 14, 15, 22 and 24 came in the following order: **“The administration is keen on involving employees in defining the strategic direction,”** **“The management of the institution has a clear vision about future activities,”** **“Benefiting from the experiences of others in change”**, **“The company encourages collective action ”** in the fifth order.

- Arithmetic circles, respectively: **3.50, 3.61, 3.58, 3.49** and standard deviations corresponding to **0.877, 0.919, 0.898, and 0.860** confirm that the organization has the spirit of the team working and benefiting from the previous experiences of others in order to determine its strategic directions and future activities.

- An active role for workers in bringing about change came in the ninth order according to phrase No 20, and this is in terms of the degree of prevalence in the institution understudy, where the average degree of approval reached **3.55** degrees with a standard deviation of **0.855**.

- Continuous improvement is among the things that the Corporation is keen on. The phrase No 16 came in the tenth order, corresponding to this of fering with an average of **3.63** and a standard deviation of **0.827**, which is a high percentage.

- The phrase No. 18, which stipulated that **“there is a complete adoption of the concept of change and its importance by the institution,”** came in the eleventh arrangement in terms of the degree of prevalence with an average of **3.50** and d- standard against **0.786**.

- In the twelfth order, statement number 25, which shows how much more comfortable individuals are to work in teams than work alone, and this is what supports the previous statements, and this is with a mean of **3.61** and a deviation of **0.775**.

- The company's ability to deal with changes also came with acceptable approval levels, and this is what was previously mentioned, where the mean was **3.91** and the standard deviation was **0.614**.

- **The second hypothesis test:** this hypothesis was as follows: There is a statistically significant relationship at the level of significance **0.05** between the leadership patterns and the strategic agility in the Al Baskriya cement company.

Table 3 : Matrix of correlations between the study variables

Dimensions		Democra tic style	Autocra -tic style	Permi -ssive style	Strateg -ic agility
Democratic style	P coefficient	1	/	/	/
	Sign level	0.000	/	/	/
Autocratic style	P coefficient	0.824	1	/	/
	Sign level	0.000	0.000	/	/
Permissive style	P coefficient	0.777	0.805	1	/
	Sign level	0.000	0.000	0.000	/
Strategic agility	P coefficient	0.756	0.355	0.630	1
	Sign level	0.000	0.000	0.000	0.000

Source: Prepared by the researchers

To answer this hypothesis, we can rely on the correlation matrix between the independent variables and the dependent ones as shown in the following table

Table 3 above shows that all correlation coefficients between the dimensions of the independent variable are the leading patterns (the democratic style and the autocratic and permissive style) and the dependent variable. The strategic agility ranged between **0.355** to **0.756** indicating a direct correlation relationship from medium to strong, as we note The existence of a strong direct correlation between the two types of democratic and permissive leadership and the dependent variable, the lightness of the strategic movement, where the value of the association is estimated to be **75.60%**, **63.00%**, followed by a weak relationship between the autocratic style and the lightness of the strategic movement at **35.50%**,

And through this analysis it is clear to us that there is a correlation relationship from weak to strong positive between the dimensions of the independent variable leadership styles and the dependent variable the strategic agility, and this proves the validity of the hypothes is that assumes: **the existence of a statistically significant relationship between the independent variable leadership patterns and the**

dependent variable agility of the strategic movement The company being studied.

• Test of the third hypothesis,

This hypothesis is centered as follows: There is a statistically significant effect at the level of significance **0.05** of the leadership patterns on the strategic agility in the Al Baskri Cement Corporation.

Simple and multiple regression analysis was used in the tests for identifying the influence of leadership patterns on strategic agility, and a Beta parameter was used to find the expected change in the dependent change (strategic agility) due to the change in one unit of the independent variable (leadership styles). **R²** was used to determine the ability of the model to explain the relationship between the two variables, and the comparison between the impact strength of each variable was measured during (**T-test**), which indicates the significance of the results, the research was adopted on the level of significance (**0.05**), and the effects are of significant significance if the calculated level of significance is smaller than the level of approved significance and vice versa, and one main hypothesis was established that stipulated the presence of an effect Significant of leadership styles on strategic agility

Table 4 : Clarifies the relationship between different leadership styles and strategic agility

details	Main hypothesis test	The first sub-hypothesis test	The first sub-hypothesis test	The third sub-hypothesis test
Value (a)	1.439	0.526	1.855	1.755
(β)	0.639	0.756	0.355	0.630
R ²	0.408	0.571	0.126	0.397
R	0.639	0.756	0.355	0.630
T	7.881	8.326	4.536	7.799
Level S	0.000	0.000	0.000	0.000
Simple regression equation	Y=1.439+0.639X	Y=0.526+0.756 X	Y=1.855+0.355X	Y= 1.755+0.630X
Result	H1: hypothesis is accepted	H1: hypothesis is accepted	H1: hypothesis is accepted	H1: hypothesis is accepted

Source: Prepared by the researchers

In order to know if there is a relationship with impact, we rely on a simple regression, and it divides from this hypothesis into three hypotheses, each of which represents a type of leadership patterns that have been discussed and are as follows:

The first sub-hypothesis: There is a statistically significant impact relationship between the democratic pattern and the strategic agility.

H0- There is no statistically significant impact relationship between democratic style and strategic agility.

H1- There is a statistically significant impact relationship between democratic style and strategic agility.

From Table 4 above, the correlation coefficient between the democratic pattern of the independent variable and the variable dependent on the presence of a correlative relationship with a power of **75.60%** indicates that there is a strong positive correlation, and the coefficient of determination reached **0.571**, which means that the independent variable (the democratic pattern) explains what percentage **57.10 %** Of the dependent variable, and the rest is due to other factors, and the probability values reached **0,000** and it is less than (**0.05**), and therefore the hypothesis **H1**, whose content was a statistically significant effect between the democratic pattern and strategic agility, was rejected, and **H0** which denies the existence of This effect.

From Table No. (04) above, it is noted that the democratic pattern has a strong impact relationship on the lightness of the strategic movement, as the value of the coefficient (β) reached **0.756**, this means that any increase in one unit of the democratic style leads to an increase in the strategic agility of **75.60%** Also, the value of the coefficient of the independent variable (α) is **0.526**, corresponding to the values of **T** with a value of **8.326** at the level of significance **0.000** which is less than the level (**0.05**) and from it the results obtained through the proposed model are significant.

The second sub-hypothesis is there is a statistically significant impact relationship between skill dimension and strategic agility

H0- There is no statistically significant impact relationship between autocratic style and strategic agility

H1- There is a statistically significant effect relationship between autocratic style and strategic agility

From Table No. (04) above, the correlation coefficient between the autocratic pattern (independent variable) and the variable dependent on the presence of a weak correlation is estimated at **35.50%**, which indicates a weak association, and the coefficient of determination was **0.126**, which means that the independent variable (autocratic style) explains **12.60%** of the dependent variable, the rest is due to other factors, and the probabilistic values are **0,000** and it is less than **(0.05)**, and therefore the hypothesis **H1**, whose content was a statistically significant effect between the autocratic pattern and the strategic agility, was rejected and the hypothesis **H0** was rejected. Which denies the existence of this effect?

it is noted that the skills have an effect on the strategic agility as the value of the coefficient (β) reached **0.355**, which means that any increase in one unit in the autocratic style leads to an increase in the strategic agility of **35.50%**, as well The value of the independent variable coefficient (α) is **1.855**, corresponding to the values of T at a value of **4.536** at the level of significance **0.000** which is less than the level **(0.05)**, and from it the results obtained through the proposed model are significant.

The third sub-hypothesis: There is a statistically significant effect relationship between the permissive (free) pattern and the strategic agility

H0- There is no statistically significant impact relationship between the permissive pattern and the strategic agility

H1- There is a statistically significant impact relationship between the permissive pattern and the strategic agility

correlation coefficient between the capabilities dimension of the independent variable and the dependent variable is **63%**, which indicates a strong positive correlation, and the coefficient of determination was **0.397**, which means that the independent variable (permissible pattern) explains **39.70%** of the dependent variable, As for the remaining percentage due to other factors, the probability values reached **0,000** which is less than **(0.05)** and therefore the hypothesis **H0** is rejected, whose content was the absence of a relationship between the permissive pattern and the strategic agility, and the acceptance of the hypothesis **H1** which states that there is an effect relationship between the permissive pattern and strategic agility.

- it is noted that the permissive pattern has an effect on the strategic agility as the value of the coefficient reached **0.630**, and this means that any increase in one unit in the permissive leadership pattern leads to an increase in the strategic agility of **63%**, and the value of the independent variable coefficient (α) **1.755** is matched by **T** values with a value of **7.799** at the level of significance **0.000** which is less than level (**0.05**) and from it the results obtained through the proposed model are significant.

4 Conclusion

The problematic of this study is centred on the identification of the prevailing leadership patterns in the Al Baskriya Foundation for cement and the extent of the strategic agility, by finding the relationship between it and the leading patterns (democracy, autocratic and permissive). The second was practical in which the definition of the institution was addressed and the study instrument and statistical methods used were used. After that, the form data was analysed, and a conclusion was reached.

To a set of results that contributed to solving the problem of the study and answering its questions and hypothesis, the following is a presentation of the most important results reached through this study:

- The two democratic and permissive patterns have a strong impact on the strategic agility and are the two prevailing patterns at the level of the Al Baskriya establishment of cement;

The autocratic pattern has a weak impact on the strategic agility at the level of the institution understudy;

- There is a complete adoption of the concept of change and familiarity with all changes that occur in the environment and providing the necessary capabilities for making change on the part of the institution, in return of the ability of individuals to adapt these changes and the effective role that plays.

- Doing a work of groups and within work teams is one of the most important features that distinguish the institution. The institution has a clear vision of future activities, and defines strategic directions based on the previous experiences of others as it seeks continuous improvement;

- The validity of the first hypothesis was proven by calculating the arithmetic averages and standard deviations of the dimensions of the

leadership patterns and the strategic agility and analysis of their phrases, and it was found that Al Baskriya foundation for Cement is characterized by the strategic agility, and it is also the most prevailing democratic pattern ;

- With regard to the second hypothesis, we have proven its validity by using the correlation matrix between independent and dependent study variables, as it was found that there is a statistically significant relationship between the independent variable leadership patterns and the dependent variable the strategic agility;

- As for the third hypothesis, its assertion was also clarified by proving the effect of a statistically significant dimension of the independent variable leadership patterns (democratic, autocratic, and permissive) on the strategic agility in the Al Baskriya institution for cement via the results of the simple regression analysis.

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