

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON STRATEGIC AGILITY AN EMPIRICAL STUDY AT THE AQABA SPECIAL ECONOMIC ZONE AUTHORITY

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ABSTRACT:

This study aimed to know the impact of transformational leadership on strategic agility, an applied study at the Aqaba Special Economic Zone Authority, and to achieve the goal of the study, the study tool - the questionnaire - was developed and distributed to a sample of (246) respondents, and the statistical package for social sciences was used (SPSS) to analyze data, and the study reached results, the most important of which are: that the dimensions of transformational leadership and strategic agility are available to a high degree in the Aqaba Special Economic Zone Authority, and the presence of an impact of transformational leadership on strategic agility, and that the dimensions of transformational leadership explain an amount of (62.3%) of the variance in Strategic agility in the Aqaba Special Economic Zone Authority. The study concluded with a set of recommendations, the most important of which were: Promoting the trend towards employing the transformational leadership dimensions to increase the leaders' awareness and interest in providing individual intellectual and legal stimulation due to its positive impact on the outcomes of the administrative process with the aim of optimizing it in enhancing strategic agility in its dimensions and making it part of the work culture and definition. With those dimensions and clarification of its concept for workers in the Aqaba Special Economic Zone Authority.

Keywords: Transformational Leadership, Strategic Agility, Aqaba Special Economic Zone Authority, Individual Intellectual, Legal Stimulation.

Jel classification: F21, O18, O25, R23, R58

INTRODUCTION:

The current era is witnessing many rapid developments and successive changes as a result of the knowledge explosion and the information revolution. Making organizations face many challenges and difficulties in how to cope with them and the way to adapt to them, as it forced organizations to find modern and creative ways of leadership, to discard traditional methods of finding creative people and to provide the appropriate means that help to innovate new methods and quick administrative solutions.

With the increasing urgency of leaders rather than managers by institutions, many have searched for different styles of leadership, and transformational leadership is

one of the leadership styles produced by scientific progress, which is appropriate for many sectors, including the Aqaba Special Economic Zone. The transformational leader adopts various behaviors to satisfy the needs Employees, to strive to exceed the minimum requirements of work and provide creative ideas and support to those who work with them (Al-Balushi, 2019).

The best leaders pay a lot of attention to designing the elements around them, so the design of transformational leadership needs an integrated set of practices that build the organization's ability to change and the ability to perform, and to develop and maintain this ability, it is necessary to integrate four basic elements together which are (leadership attractiveness, inspiring motivation, and encouragement) Creative, individual interest) that can propel the organization forward. Transformational leadership focuses on agility, which is the key to improving performance in a dynamic business environment and rapid changes because it enables the organization to make sudden changes and take advantage of opportunities in a turbulent job market as it is necessary for the survival and continuity of business organizations operating in an environment characterized by rapid change (Mezher, 2017). And that strategic agility enables the organization to quickly and effectively respond to the fluctuations of the environment, which allows it to establish a superior competitive position and is of dual importance for the organization required from two sides within the organization with the aim of understanding the basic competencies and the second outside the organization to clearly know the surrounding environment (Al-Mousawi, 2018). Brueller, Carmeli, & Drori (2014) points to the importance of strategic agility as a fundamental means of organizational growth, and the ways in which key growth mechanisms such as mergers and acquisitions help build this capacity remain elusive and this article highlights the differences between platform acquisitions. Acquisitions of these different forms and acquisitions can enhance strategic agility in distinct ways over different time horizons. When properly managed, acquisitions can enhance the gradual build-up of the capabilities underlying strategic agility.

(Al-Badrani, 2015) believes that strategic agility is the ability of the organization to move quickly and easily to achieve a response to changing unexpected situations. Strategy, collective commitment and responsibility, and the flow and direction of all kinds of resources that represent core dimensions of strategic agility.

Both (Tabe, & Nematizadeh, S. 2017) considered strategic agility as a concept consisting of two components: response and knowledge management. Respond quickly by regrouping strategic resources and operations.

Ama Doz, & Kosonen. (2010)) considered strategic agility as a means by which organizations transform and reinvent themselves, adapt, and survive and ultimately see strategic agility as the ability of the organization to continue to adjust and adapt its strategic direction in the basic business in order to create value for the enterprise, and considered (Sampath, JM) (2015) that the strategic ability to adapt to changes in business and in the same context, discover opportunities, threats and risks, and quickly launch new strategic initiatives over and over again. (Teece, Peteraf, & Leih, 2016) referred to strategic agility as the “ability of the organization to redeploy Its resources are efficiently and effectively redirected to the value of creation and the value of protecting (and capturing) high-return activities as required by internal and external circumstances”. And (Doz, & Kosonen, 2010) pointed to the importance of strategic agility through the role of the three main dimensions of the strategic agility framework presented in this study, which are strategic sensitivity, unity of leadership and liquidity of resources by strengthening the organization's ability to rethink its business models, renew its business models and facilitate the resolution of the contradiction. By developing these basic capabilities, and the importance of strategic agility as reading the expected and unexpected environmental events and responding more effectively in terms of speed and cost from competitors and seizing the opportunities that have become available due to this change through the proactive capabilities implemented as for the strategic dimensions of the accountability that this study came up with. It is strategic sensitivity, collective commitment and liquidity of resources. The same study added that the importance of strategic agility is that it helps the organization to overcome the problems it faces, both in its internal and external environment, and also through strategic agility, the stakeholders and multiple parties are satisfied and help them to prevail over the public interest and commitment to social responsibility and maintain Strategic Environment in the same context. (Junni, et al, 2015) clarified the role of strategic agility as a component of the acquisition process (financial and administrative control of one company over another company's activity) by investigating its constituent elements and their effects on knowledge transfer in the context of acquisitions. We also studied the effect of knowledge transfer. On acquisition performance it was found that resources tended to flow from companies with stronger resource bases to companies with weaker resource but when the buyer had a stronger knowledge base, the transfer of mutual knowledge decreased slightly, in contrast, the transfer of mutual knowledge increased slightly when the companies were The targeted companies have a stronger knowledge base and these results indicate that the acquisitions of weaker target companies increase the transfer of knowledge of the stronger acquiring companies at the expense of the transfer of mutual knowledge.

While Idris, & AL-Rubaie (2013) emphasized evidence of the importance of strategic agility, as they indicated that the organizations that witnessed success realized that the continuity and long-term sustainability of this success depends on strategic agility and the need for available opportunities; as well as relying on strategic agility to form The basis for organizational success and sustainability is to enhance and reshape value through penetrating new markets, adopting new business models, and achieving innovation in comparison with competitors. These developments have become an urgent need for organizations operating in an environment characterized by rapid changes and intense competition in the markets and the ability to survive depends on excellence on Competitors by strengthening the basic capabilities and competencies, to become a leader in its field in terms of determining customer needs and desires and innovating new ways of doing business. These activities need companies to adopt organizational agility to be implemented.

(Al-Badrani, 2015) pointed out that it is necessary to identify the basic capabilities of the organization and to identify allies and counterpart organizations in order to reach solutions to the problems of its customers, and it gives the organization the character of intelligence, flexibility and openness to new events, which puts it in a state in which it is always ready to re-evaluate options And if the key to the success of organizations in the rapidly changing environment is the strategic agility, which is the ability to provide support, and sometimes sudden change to take advantage of the opportunities available in the changing market, as the strategic agility enables the organization to To achieve many goals accurately and quickly, such as starting to apply flexible and smart competitive moves. The study (Al-Batayneh, 2017) explained the importance of strategic lightness (strategic agility), as he stressed that organizations must have the ability to react quickly and better and anticipate things, speed and continuous improvement. In change before competitors and for this it is necessary to follow the so-called agility. The importance of agility according to the importance of the three strategic agility dimensions, which are strategic sensitivity, strategic flexibility, and speed of operation. The importance of the study depends on clarifying the impact of the strategic agility dimensions on the performance of the Aqaba Special Economic Zone. And the importance of these dimensions to address the performance deficiency problems facing the Aqaba Special Economic Zone, which have an impact on performance.

The study considers that organizational agility is of great importance to organizations if their dimensions are taken into account and those dimensions are included in their own strategic plans, and accordingly, that importance can be summarized in the following points:

1. It is considered a reason for the success of organizations and their progress and increasing the organization's ability to extract private data in the organization's environment and analyze it, thus discovering and strengthening strengths and discovering weaknesses and eliminating them.
2. The organization helps in the rapid response to any emergency that occurs in the internal or external environment.
3. Assist the organization in the optimal utilization of organizational capabilities to serve the achievement of the objectives of the strategic plan.
4. It helps the organization to sustain the provision of competition service, its continuity and its development for the better.
5. Adoption of the concept of strategic agility by organizations is evidence of the organization's success in keeping pace with modernity, as it is a modern and modern strategic concept.

THE STUDY PROBLEM:

Despite the great challenges that organizations face due to the intensity of competition and the speed of change in the environment in which they operate, they seek to implement many practices and policies that are the cause of the organizations' success and progress and increase the organization's ability to extract private data in the organization's environment and analyze it, thus discovering and strengthening strengths and discovering points Weakness and elimination of them, and preserving its continuity in a competitive environment, by providing the dimensions of transformational leadership, since the availability of transformational leadership dimensions is one of the leadership styles capable of motivating workers, stimulating their motivation, and exploding creative and creative energies, and the availability of transformational leadership dimensions is an urgent and important requirement for organizations Operating in a changing environment; And it faces renewed challenges that require senior management to adopt policies and strategies that adapt to these challenges to achieve the company's goals in a successful manner. With regard to the Aqaba Special Economic Zone, perhaps some dimensions of transformational leadership may have been present, others were absent, and this may be due to the personal judgment of some managers due to the lack of institutionalization to employ the transformational leadership dimensions, which in turn could have a negative impact on the performance of managers. Therefore, the problem of the study is to answer the following question: Is there an effect of transformational leadership on the strategic agility of the Aqaba Special Economic Zone Authority?

STUDY QUESTIONS:

This study aims to answer the following questions:

The first question: What are the causes of transformational leadership (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) in the Aqaba Special Economic Zone Authority?

The second question: What is the level of strategic agility with its dimensions (strategic sensitivity, organizational capabilities, and strategic response) of workers in the Aqaba Special Economic Zone Authority?

THE IMPORTANCE OF STUDYING:

The importance of the study stems from the importance of studying transformational leadership and the dimensions it includes, which represent one of the important issues in strategic agility, and its importance is highlighted through the following:

1. The importance of the variables that will be studied and researched, represented by transformational leadership, the strategic agility of the Aqaba Special Economic Zone Authority and the importance of studying these variables, especially for organizations seeking to adopt strategies that are interested in the individual and enhance his contribution to work.
2. The importance of the sector on which the study will be applied, namely the Aqaba Special Economic Zone, which is of great importance in serving the nation and the citizen and which contributes significantly to supplementing the state's general budget.
3. This study is one of the few studies that dealt with the subject of the impact of transformational leadership on strategic agility.
4. The importance of this study also stems from the fact that it will present proposals to officials and decision-makers to confront many of the rapid developments and successive changes as a result of the knowledge explosion and the information revolution. To create leaderships that possess modern and creative ways that are compatible with the challenges and changes in the world.

OBJECTIVES OF THE STUDY:

The study mainly aims to find out the impact of transformational leadership on strategic agility, and there are other sub-goals which are:

1. Identify the perceptions of workers in the Aqaba Special Economic Zone Authority towards transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest).
2. Identifying the level of strategic agility with its dimensions (strategic sensitivity, organizational capabilities, strategic response) of workers in the Aqaba Special Economic Zone Authority.

3. Identifying the problems facing the Aqaba Special Economic Zone Authority.
4. Providing practical recommendations based on the results of the study to officials in the Aqaba Special Economic Zone, to pay attention to transformational leadership and the availability of its dimensions, with a view to the strategic agility of the companies in question, as this has a positive impact on achieving its survival and continuity.

STUDY HYPOTHESES:

The study centers on the following main hypotheses:

The first main hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic agility with its dimensions (strategic sensitivity, organizational capabilities, strategic response).

It stems from the following sub-hypotheses:

The first sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic sensitivity as a dimension of strategic agility.

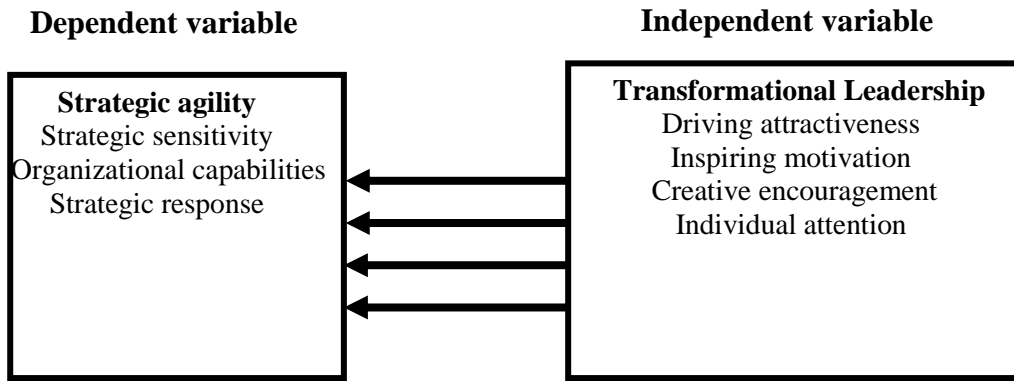
The second sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on organizational capabilities as a dimension of strategic agility.

The third sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on the strategic response as a dimension of strategic agility.

STUDY MODEL:

Figure 1 below shows the independent variable for the study, which is transformational leadership with its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) and the dependent variable strategic agility with its dimensions (strategic sensitivity, organizational capabilities, strategic response).

Figure 1: Study model.



Source: Prepared by the researcher using the study (Al-Balushi, et al., 2019; Al-Shukirat and Al-Jazi, 2019; Al-Jarida, 2018) on transformational leadership. With regard to strategic agility, the study sought help from a study (Abdel-Aal, 2019; Al-Mousawi, 2018; Karumi, 2018).

PROCEDURAL DEFINITIONS:

- a. The independent variable: transformational leadership: a leadership style that describes a process of human interaction between the leader and the subordinate through which they raise each other to higher levels of morality and motivation to transcend their individual interests and achieve common organizational goals (Jalal, 2019).
- b. B. The dependent variable: strategic agility: the ability of the organization to cope with unexpected changes in its environment through fast, easy and flexible movement towards those changes, as the agile organization can quickly meet customers' demands and introduce new products (Saeed, 2018).

STUDY APPROACH:

This study relied on the descriptive statistical approach, which included a desk survey method and a field survey method to collect information by means of the study tool (questionnaire) and test its validity and reliability, as well as its statistical analysis to examine and test the validity of the study hypotheses and answer its questions.

STUDY POPULATION:

The study population consists of all the employees of the Aqaba Special Economic Zone Authority, whose number is (1231) male and female employees. A simple random sample of (30%) was drawn from the lists and with the help of the job

number from the study population and its number reached (308) employees and employees of the Authority. Aqaba Special Economic Zone. The questionnaires were distributed over all the sample items, so (265) questionnaires were retrieved (86%) of the study sample size, and (19) questionnaires were excluded because they were not suitable for statistical analysis, and thus the number of questionnaires valid for analysis became (246) questionnaires, forming (80%)) Of the study sample, which is a valid percentage for scientific research purposes, and Table (1) shows the distribution of the study sample.

Table 1: Distribution of the study population according to the variables (gender, age, job level, job experience, educational qualification).

Variable	Variable classes	Number	Percentage
Gender	Male	183	74.4%
	Female	63	25.5 %
Educational qualification	High school or less	32	%13.0
	Intermediate diploma	76	%30.9
	Bachelor	117	%47.6
	Postgraduate	21	%8.5
Age	30years or less	64	%26.0
	40-31years old	112	%45.5
	50-41years old	50	%20.3
	51years and over	20	%8.1
Experience	5years or less	59	24.0
	10-6years	88	35.8
	15-11years old	61	24.8
	16years and over	38	15.4

Looking at Table (1), it becomes clear that (74.4%) of the study sample are males, while the percentage of females is (25.6%), and for the variable of educational qualification, (47.6%) are holders of a first university degree with a bachelor's degree, and it was found that (30.9%) They are holders of an intermediate diploma, as it was found that (13%) are holders of high school or below, and for those who hold postgraduate studies, their percentage was (8.5%).

As for the age variable, the majority of the respondents (45.5%) were from the age group (31-40 years), and (26%) of the respondents were in the age group (30 years or younger), and (20.3%) of the respondents fell into the age group. The age group is (41-50 years), while (8.1%) of the respondents are in the age group (51 years and over).

As for the experience variable, most of the respondents (35.8%) were from the service category (6-10 years), while the respondents were with the service category (16 years and over) with the lowest percentage (15.4%).

STUDY TOOL:

The questionnaire for the study was developed based on the theoretical framework and previous studies on the topic, and the questionnaire consisted of three parts:

The first part: It includes information expressing the characteristics of the study sample, according to demographic variables (gender, age, job experience, educational qualification).

Part Two: This part includes paragraphs covering the independent study variable (transformational leadership) that were used in building this part of the questionnaire on the dimensions of transformational leadership through the study (Al-Balushi, et al., 2019; Al-Shukirat and Al-Jazi, 2019; Al-Jarida, 2018; Al-Jarida, 2018. ; Kuo and Lee, 2019) and the necessary adjustments were made to it to suit the objectives of the study, and these dimensions are: inspiring motivation, represented by paragraphs (1-6), inspiring motivation and represented by paragraphs (7-9), creative encouragement (10-13), individual attention. It is represented by paragraphs (14-16). The third part: It includes paragraphs aimed at strategic agility, as the paragraphs of this variable were guided by studying each of (Abdel Aal, 2019; Al-Mousawi, 2018; Karumi, 2018; Al 2019, Nejatian) and it includes three sub-dimensions for measuring strategic agility, represented in: (the dimension Strategic sensitivity, organizational capabilities, strategic response) Likert scale was used to measure the responses of the respondents, which calculates the weight of its paragraphs as follows: (completely agree and represent 5 degrees), and (agree and represent 4 degrees), and (agree, agree. With a medium degree, which represents 3 degrees), (I do not agree, represents 2 degrees) and (I do not agree at all, which represents 1). Accordingly, if the arithmetic mean value of the paragraphs is greater than (3.68-5), then the level of perceptions is high, but if the arithmetic mean value ranges between (2.34-3.67) then the level of perceptions is average and if the arithmetic mean is less than (2.33) then the level of perceptions is high. Is down. Depending on the criterion of upper limit - lower limit.

$$\begin{aligned} & \left(\frac{\text{The highest value of the degree of response}}{\text{The lowest value of the degree of response}} \right) \\ & \quad / (\text{number of classes (average)}) \end{aligned}$$

$$\frac{5-1}{3} = \frac{4}{3} = 1.33;$$

From $1 + 1.33 = 2.33$ (Weak / Low)

$2.33 + 1.33 = 3.66$ medium.

$3.66 + 5 = 8.66$ high.

VALIDATE THE STUDY TOOL:

The questionnaire was presented to (6) arbitrators who are specialists in the administrative field and professors of administration in Jordanian universities to ensure the validity of the questionnaire. Their views were taken into account and their observations were taken into account.

STABILITY OF THE STUDY TOOL:

The stability of the study tool was extracted using Cronbach's Alpha coefficient for internal consistency in its final, overall form, and for each variable in all its dimensions, and the results were as shown in Table (2) as follows:

Table 2: The value of the Cronbach alpha coefficient of internal consistency for each dimension of the study variables.

Tool	Dimension	Stability coefficient (Cronbach alpha)
Transformational Leadership	Driving attractiveness	0.84
	Inspiring motivation	0.85
	Creative encouragement	0.89
	Individual attention	0.81
Strategic agility	Strategic sensitivity	0.91
	Organizational capabilities	0.89
	Strategic response	0.82
Total		0.91

The results in Table (2) indicate that the stability coefficients for the transformational leadership dimensions ranged between (0.81-0.89). As for the dependent factor, strategic agility ranged between the stability coefficients (0.82-0.91), and the overall (0.91). These values are considered acceptable for the purposes of the study. Note that the acceptable internal consistency ratio is (0.60 and above).

STATISTICAL PROCESSING:

The study uses the Statistical Package for Social Sciences (SPSS.22) program to process data to answer the paragraphs of the study tool and test its hypotheses, according to the following statistical treatments:

- 1- Calculating the frequencies and percentages to describe the characteristics of the study sample, and calculating the arithmetic averages, and standard deviations to answer the study questions.
- 2- Calculation of multiple regression analysis to test the validity of the study model, and the effect of the independent variable and its dimensions on the dependent variable and its dimensions.
- 3- Graduated multiple regression analysis to test the entry of independent variables into the dependent variable prediction equation.

- 4- Analysis of variance to test the differences for demographic variables in the respondents' perceptions of the dependent variable.
- 5- Variance Inflation Factor test and Tolerance test to ensure that there is no high correlation (Multicollinearity) between the independent variables.
- 6- Skewness test to ensure that the data follow normal distributions.
- 7- Cronbach's Alpha to measure the internal consistency of the paragraphs of the questionnaire.

PREVIOUS STUDIES:

Many Arab and foreign studies have been conducted that are related to transformational leadership and strategic agility, and these topics have been addressed from different approaches. Aqaba Special Economic Zone Authority. Therefore, this study tried to employ what was mentioned in previous studies as much as possible, and among these studies the following:

Arabic Studies: (Al-Balooshi, et al., 2019) conducted a study aimed at identifying the degree to which managers practice transformational leadership, and its relationship to organizational health, in basic education schools in the Sultanate of Oman. To achieve the objectives of the study, the researchers used the descriptive and analytical approach through the use of two tools, the first: a transformational leadership questionnaire and consisted of (33) items to measure the degree of managers' practice of transformational leadership in basic education schools, and the second scale (OHI-E), consisting of (37 items) to measure the level of health. Organizational studies in basic education schools in the Sultanate of Oman from the teachers' point of view, and the two study tools were distributed among a randomly selected sample from the study population, the size of which reached (504) teachers, and after analyzing the data, the results of the study indicated that the degree of managers' practice of transformational leadership in basic education schools in the Sultanate of Oman from the point of view of their teachers is large, and that the level of organizational health in basic education schools in the Sultanate of Oman from the point of view of their teachers in their schools is high, and that there is a positive statistically significant positive correlation between the average estimates of the study sample of the degree of managers' practice of transformational leadership, and the average of their estimates of the level Organizational health in their schools.

Each of (Al-Shukirat and Al-Jazi, 2019) conducted a study aimed at uncovering the degree of practice of government school principals in Ma'an Governorate of transformational leadership and its relationship to the level of organizational confidence of teachers. In order to achieve the aim of the study, the researchers used the descriptive approach, and the tool consisted in a questionnaire applied to a

random stratified sample of (415) male and female teachers, and the results showed that the total score for the practice of transformational leadership in government schools in Ma'an Governorate was highly appreciated from the teachers' point of view. At the level of domains, the gravitational field (ideal effect) obtained the highest average, the field of individual consideration and finally the inspirational stimulus, all of which were rated (large), in addition to that, no statistically significant differences appeared in the degree of transformational leadership practice attributable to the variables of gender, experience, and the presence of A strong and statistically significant relationship between the degree of transformational leadership practice among public school principals in Ma'an governorate and the level of organizational confidence of teachers.

The study (Abdel-Aal, 2019) One of the most important objectives of this study is to identify the foundations and basic requirements of information technology and the determinants of strategic agility in Egyptian universities in general and Sohag University specifically, and the study population is represented by the faculty members at Sohag University. As for the study sample, it is a simple random sample representing the original complex. The use of the Lava Crownbach test to measure the stability of the tool. The data were analyzed using the (Spss) program. The most important results of this study of information systems technology have a great role in achieving strategic agility in Egyptian universities by contributing to an effective role in supporting the agility of decision-making, and increasing the effectiveness and efficiency of the university. The most important recommendations that were recorded in this study are the necessity of developing a comprehensive strategy at the university level for information technology to achieve strategic agility and develop patterns of interaction and inter-relationships between university colleges, departments and administrative units on the one hand, and between them and the relevant organizations and administrative bodies on the other hand. Al-Jarida (2018) conducted a study aimed at identifying the degree of school principals' practice of transformational leadership in the Al-Batinah South Governorate in the Sultanate of Oman, and its relationship to the level of functional loyalty of teachers with them. To achieve the aim of the study, a questionnaire was constructed consisting of (54) items distributed in (4) main areas. After ascertaining the indications of its validity and reliability, it was applied to (441) school principals, their assistants, and early teachers. The study found a set of results, the most important of which are: The degree to which school principals in the Al Batinah South Governorate in the Sultanate of Oman practiced transformational leadership was high, and that the level of functional loyalty to teachers was high, and the results indicated a statistically significant correlation between the degree of practice of school principals in the

South Governorate. Al Batinah in the Sultanate of Oman for transformational leadership and job loyalty for teachers. The study reached a set of recommendations, the most important of which were: the necessity of helping teachers to participate in the implementation of scientific research, assigning new tasks to teachers that arouse their interests, providing programs to develop teachers' competence, and providing incentives for distinguished teachers. As for Jalal (2018), he presented a study aimed at identifying the reality of transformational leadership in public secondary public education schools in the city of Damascus, and proposals to activate its implementation from the teachers' point of view, as the researcher designed a questionnaire consisting of 28 items, distributed on five axes. The research sample included 220 members of the administrative body and 347 members of the faculty. The study found the following results: The average score for high school principals' practice of transformational leadership was (2.56), i.e. an average rating. - There are no statistically significant differences between the average degree of high school principals' practice of transformational leadership according to variables: years of experience, educational qualification, and gender of the sample members. Lack of sufficient knowledge of the concept of transformational leadership, failure to delegate the principal to its powers, and failure to take into account individual differences between workers are the most problems that impede the application of transformational leadership in secondary schools. - Appreciating the efforts of workers, providing them with incentives, and holding training courses for managers in the field of transformational leadership are the most important proposals of the sample to activate the application of transformational management in secondary education schools. As for the study (Al-Mousawi, 2018), where this study aimed to identify the level of the company's interest in strategic agility and its dimensions and to diagnose the level of availability of dimensions of marketing prowess (exploring opportunities, exploiting opportunities, marketing flexibility) in the researched company, and showing the extent of the impact of strategic agility on marketing prowess As for the study population represented by the sponsor company, a random sample was chosen represented by the director, assistant director, and department directors, and for the purposes of answering the research questions and to test the validity of its hypotheses, two read y-made statistical programs (Sppss v.22) and (Amos v.22) were used, and a number of methods and indicators were used.

The most important statistical results of this study came that the researched company's interest in the marketing prowess variable is greater than its level of strategic agility, and that strategic agility has a positive role in enhancing its marketing prowess by exploring and exploiting opportunities. As for the most important recommendations, the company should increase its level of interest in

strategic agility because of its importance in Achieving its future directions, as well as setting strategic goals that are divided in phases and specific in time periods so that they can be followed up and the extent of its achievement. An on time and the need for the company to pay attention to the core capabilities.

The study (Karume, 2018) came to reveal the nature of the relationship between strategic lightness and competitive advantage in the institution under study through its three dimensions (lightness of capabilities, lightness of tasks, and strategic maneuvers) and trying to know the role and effect of strategic lightness in achieving competitive advantage at the level of this institution. The study population was represented by the Hammadi complex, and the study sample was taken by directing a questionnaire to all members of the community. The answers of the respondents were analyzed using the Sass program. The most important results came and that there is a significant effect of strategic lightness on the competitive advantage in the Hammadi Foundation because the institution can accomplish a wide range of Available jobs and the institution possesses enough skill diversity to meet the requirements of the changing work environment and possesses sufficient educational capabilities that qualify them at the level of their work to learn new skills.

In another study prepared by each of (Radi and Al-Mousawi, 2018), the most important objectives of this study were to identify the most important organizational learning mechanisms adopted by private banks in the governorates of the Middle Euphrates in order to gain external knowledge and to identify the degree of achieving strategic agility in private banks in the governorates of the central Euphrates. The study is represented by senior leaderships in the private banks of the central Euphrates governorates. 150 questionnaires were distributed to the research sample members represented by a bank manager, deputy bank director and head of the department. The researcher used a set of statistical methods, perhaps the most prominent of which is the arithmetic mean, standard deviation, linear correlation coefficient, Pearson and the simple and multiple regression coefficient and the most important results were that There is a clear interest on the part of the researched banks in establishing mechanisms to determine knowledge by searching for the trends and behaviors of their customers at all stages of the service provided, and that the banks of the research sample use advanced organizational learning mechanisms that work to create a specific type of adaptation to the organizational structure of the bank in order to meet the needs of the offers that are made. Its presentation and the lack of strategic sensitivity of the researched banks towards external variables It relates to customers, competitors and technology, and the most important recommendations were that the researched banks should conduct more market research to identify the needs and desires of current and future customers in order to avoid making mistakes and the

necessity for the researched banks to use mechanisms and methods to motivate workers to participate in presenting good ideas that work on To serve customers in the first place and to serve the bank in the second place.

As for the study (Mazhar and Yasser, 2017), this study aimed to identify the reality of the strategic agility in which the Directorate works, and to clarify the reality of the performance presented by it, and to identify weaknesses and work to address them by developing methods and mechanisms that guarantee this and clarify the nature of the relationship between dimensions' Strategic agility and the dimensions of sustainable institutional performance. As for the study population represented by the Karbala Governorate Electricity Distribution Directorate, the research sample consisted of the engineering leadership staff of this directorate, and the Alpha Crow Nbach scale was used to ensure the validity of the research tool. The most important results of this study showed that the Karbala Electricity Distribution Directorate is capable The study showed that the company possesses a reasonable level of strategic dialogue, as well as its high organizational capacity that helps it in performing its work. The strategic agility in the Karbala Electricity Distribution Directorate contributes to improving the directorate's use of its material and human resources and better utilizing them and contribute to In the future, in achieving victory over its competitors, the most important recommendations are the need to pay attention to strategic agility and the extent of its impact J, sustainable institutional performance, and the need for an organizational culture that contributes to the growth of the concept of strategic agility and attention to the combined dimensions of strategic agility.

And the study (Radwan, 2015). The main objective of this study is to try to link between the determinants of strategic agility and institutional excellence in the Egyptian telecommunications sector. As for the study population, it is represented by workers at different administrative levels in telecommunications companies in Egypt. As for the sample of the study, it was represented by selecting (264) workers at administrative levels. The data were analyzed through the statistical package (Spss-v21) using Crownbach Alpha for internal consistency. The most important results were the presence of a positive significant effect between the degree of availability of the determinants of strategic agility and the distinction of leaders, and the presence of a positive significant effect between the degree of availability of the determinants of strategic agility and the distinction of subordinates.

Recommendations are that the basic capabilities of the company must be strengthened, which includes its knowledge and skills, in order to achieve institutional excellence and create value for the customer, and make the organizational context more flexible, by relying on flexible organizational structures, as strategic agility

requires a more dynamic organizational environment instead of hierarchical organizational structures.

Foreign Studies: In a study conducted by Nejatian et al. (2019) entitled: - “Paving the path toward strategic agility” methodological perspective and an empirical an investigation”.

This research aims to propose and test a methodology for determining the main strategic agility indicators by identifying priorities and establishing relationships between them. This study was applied to the Iranian company, Bill Rosaneh, which specializes in dairy products. As for the study sample, it was represented by a group of seven experts in that company, and statistical methods were used to analyze the data. The most important results of this study are: To prove the ability of the proposed methodology, which was applied to a dairy company operating in a competitive environment, where the application can address deficiencies in previous agility methodologies and the methodology helped The company is committed to allocating resources to the correct strategic agility indicators, and practitioners can benefit from the methodology to determine the correct agility indicators for their organization and allocate organizational resources to improve these indicators. The methodology includes selecting indicators that contribute to the strategic agility of the institution, although they seem unrelated, and research contributes to enriching administrative literature Related to strategic and organizational agility by proposing A methodology that takes into account each of the relationships between indicators of agility.

A study by Kuo and Lee (2019) entitled “Principals 'Transformational Leadership and Teachers' Work Motivation: Evidence From Elementary Schools in Taiwan”. 550 questionnaires were distributed to 40 primary schools in Taipei The new city and Taichung city in northern Taiwan, of which 40 questionnaires returned, i.e. an average of 78.8%, as the results of this study showed a significant positive relationship between transformational leadership and teachers 'motivation, and the relationship was greater between intellectual motivation and individual consideration of the transformational leader and teachers' motivation. The study (Pruulmann. And Pille., 2018) titled “Relationships between in-service teacher achievement motivation and use of educational technology: case study with Latvian and Estonian teachers” examined the relationship between achievement motivation of teachers during their work and the use of educational technology. (A case study) which was conducted in Estonia and Latvia in 2018, where I followed a personal interview approach with 16 teachers from Latvia and 10 teachers from Estonia, and the interviews concluded that the use of educational technology methods and the use of computers increases their work motivation due to the increased availability of resources and the diversity of methods that reflect Its impact on students' motivation

alike. The study also recommended increasing teacher training in the use of technology in education. And (Greciuc and Clipa, 2018) a study entitled “Relations of Style of Leadership and Achievement Motivation for Teacher” on determining the relationships between leadership and teacher motivation from Bukovina province in Romania in 2018. The sample included (140) teachers where motivation was measured by means of a questionnaire. Leadership is multi-factor, and includes the following factors: persistence, dominance, participation and confidence in success, flexibility, flow, fear, interiority, compensatory effort, pride in productivity, passion for learning, preference for difficult tasks, independence, self-control, direction, competitiveness and goal setting. The results of this study showed that the degree of motivation of teachers is strongly related to the prevailing leadership style.

As for the study (Munir and Aboidullah, 2018), which was titled “Gender Differences in Transformational Leadership Behaviors of School Principals and Teachers” Academic Effectiveness, it was counterproductive as it dealt with gender differences in transformational leadership behaviors and their impact on the academic effectiveness of teachers. It is an experimental investigation of gender differences in the implementation of transformational leadership behaviors and the impact of this leadership on the academic effectiveness of teachers. It addressed the four transformative behaviors proposed by Bass in 1985 (ideal effect, intellectual stimulation, individual considerations, and inspiring motivations). The study used a multifactorial leadership questionnaire (leaders of short models MLQ). -5x and rater models) and applied to 250 male and female school principals and 2,300 teachers in public and private secondary schools in Lahore province in Pakistan, and the results did not show a significant difference between the sexes in the practice of transformational leadership behaviors and also showed a significant negative relationship between transformational leadership and academic effectiveness of teachers. In a study (et al, 2018, Vaillant) entitled: The increased international propensity of serial entrepreneurs demonstrating ambidextrous strategic agility “A precursor to international marketing agility”

The aim of this study is to analyze the strategic agility in the entrepreneurial projects of business owners who have higher levels of tendency to export. The most important results of this study indicate that the distinctive features are also related to agility in international marketing, speed and critical accuracy with increasing exports and expansion in the export market resulting from the response of the opportunity.

And the i nflating of entrepreneurial ventures through the subtlety of their ability to adapt internally to practical agility we found that entrepreneurs also demonstrate agility in their operations and have high levels of export tendency, compared to the group of business owners outside this ambidextrous group (first-time business

owners without practical agility) either. The most important implications: The results of this study indicate that the features that distinguish international business are also related to the marketing agility, speed and critical accuracy of increasing levels of export propensity and expansion in the export market resulting from the response of the opportunity. Entrepreneurial entrepreneurs were found to amplify them by the accuracy of internal adaptation capabilities with lightness Movement Practicality This study contributes by exploring further the influence of different sources of agility It focuses on the internationalization of entrepreneurial projects and demonstrates the link between entrepreneurs exposed to export market expansion, international marketing and agility. Denning, 2017 conducted a study entitled: - "Strategic Agility: using Agile teams to explore opportunities for market-creating innovation."

This study aims to analyze and understand how strategic agility teams can use strategic management tools and processes to discover emerging market innovations such as design, methodology, and approach. Strategic management to produce continuous innovation and market creation, and the results are that strategic concepts can be adopted for a strategy such as Kim & Mauborgne's blue ocean, Job to be done by Clayton Christensen and Kart Carlson's book (Play SRI) - and the need for an approach that shows the benefits and costs of competition from During agility teams that seek innovations that create value for new customers, the most important practical implications are: Defining a clearly defined job leads to the initiation of an innovative scheme that does not resemble the traditional marketing concept of "needs" due to the high degree of privacy required to accurately define the problem that the potential solution will address and using management concepts Strategy, Agility teams can redefine how needs are met and also in this business Value for customers is discovered from offering something or doing something that the company or industry is not currently offering. And Vagnoni & Khoddami (2016) conducted a study entitled: "Designing competitiveness activity model through the strategic agility approach in a turbulent environment".

This study aims to present and test a model that shows how strategic agility based on dynamism and capabilities such as information technology (IT) competencies can create a competitive ability for the organization, and the study community is represented by information technology companies in Italy and where this study was designed based on a quantitative approach and was collected. The data was distributed through closed questionnaires that were distributed to a sample of 233 companies, and the response rate was 26 per cent, equivalent to 60 questionnaires collected. The data were analyzed on the basis of the dynamics of preparation and through the application of SPSS-AMOS. A path analysis was performed to conduct the first evaluation of the theoretical model. The most important findings of this study are that the dimensions

of strategic agility are the capabilities related to improving the competitiveness of any activity. Moreover, increasing the strategic agility in the three dimensions (customer, operational and partnership) depends on the ability to improve other dynamic capabilities of the organization, including So IT efficiency, methodological insight and strategic insight. Finally, strategic agility is the only variable able to capitalize on the firm's competitive activity.

And a study (Alon, et al, 2016) entitled: - “Strategic agility explanations for managing franchising expansion during economic cycles”.

This research aims to clarify how companies that have obtained franchisees in managing expansion can obtain new concessions despite the economic fluctuations and their effects on the company through the transfer of its resources. As for the most important results of this study, the model reveals a curved U-shaped relationship between the site (That is, the economic cycles) and the expansion of franchising and this study contributes to the competitive literature by showing how franchising companies that respond to changing local conditions and based on the ability of liquidity of resources in the theory of strategic movement, this article provides a comprehensive explanation of why and when companies are franchising under dynamic conditions of economic fluctuations in Location (USA) Although we agree that scarcity of resources and agency theories provide partial explanations for corporate excellence, we claim that Strategic Agility Theory adds an important building block to the interpretation of franchising. We found the U-shaped effect of the local environment on the opening of new franchise units and the explanation for this relationship. The U-shape corresponds to the strategic agility argument, thus reinforcing existing interpretations of resource scarcity and agency theories and Research on franchising indicates that accurate repetition and standardization may enhance the competitiveness of the company, and that franchising companies are able to achieve liquidity of resources, which is one of the keys to the descriptive capabilities of strategic velocity. This study can inform the company executives about the need to develop the ability to switch or combine Business models and in our case, two rather rigid business models (growth so that franchising is replaced and growth across company-owned units) or used jointly to maintain flexibility, and in fact, the flexibility of franchisors to adjust the proportion of their franchise units is one of the keys to achieving strategic agility.

In other words, the business model should not hinder a firm's pursuit of resource liquidity, and the inability to substitute or combine solid business models is one of the major risks that leads to business failure in the current economic environment.

The study (Arbussa, et al, 2016)) entitled: - “Strategic agility-driven business model renewal: the case of an SME”. This study aims to achieve two objectives: linking strategic agility and innovative business models, and exploring how the capabilities underlying strategic agility fit into the context of small and medium enterprises. Leadership and liquidity of resources) appear inherent in SMEs because they easily apply in this context, although they need to be reduced. One meta capacity (strategic sensitivity) is less natural and therefore more important for SMEs. An additional descriptive capacity (the trick) also arises from It is important for small and medium businesses to be able to overcome some of the limitations caused by their size.

What distinguishes the study from its predecessors?

Previous studies have dealt with issues related to transformational leadership and strategic agility, and the current study has benefited greatly from previous studies. Which contributed to enriching the subject of the current study, whether that was in the stages of defining the variables, defining the problem of the study and developing the study tool, but there are differences between the current study and the previous studies. As the differences that made this study distinguished from other studies, can be summarized as follows:

This study is also distinguished from others in that it:

1. This study deals with the issue of transformational leadership and its effect on strategic agility in the Aqaba Special Economic Zone Authority, and this is what distinguishes it from previous studies that were applied to different societies.
2. This study addressed four dimensions of transformational leadership, which are: (leadership attractiveness, inspiring motivation, creative encouragement, and individual attention); This distinguishes it from previous studies that dealt in its role with two or three dimensions as a maximum for transformational leadership.
3. This study addressed three dimensions of the dependent variable, strategic agility, which are: (strategic sensitivity, organizational capabilities, and strategic response);

This differs from previous studies that dealt with some of these dimensions and did not combine them.

DISPLAY RESULTS:

Answer the study questions: The answer to the first question: What are the causes of transformational leadership (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) in the Aqaba Special Economic Zone Authority?

Table 3: Arithmetic means and standard deviations of the study sample individuals' perceptions of transformational leadership dimensions.

The sequence of items	Dimensions of transformational leadership	Average Arithmetic SMA	Deviation Standard	Rank	Level in relation to the arithmetic mean
1-6	Driving attractiveness	3.74	0.55	3	High
7 -9	Inspiring motivation	3.77	0.53	2	High
10-13	Creative encouragement	3.69	0.59	4	High
14-16	Individual attention	3.82	0.52	1	High
1-16	Transformational Leadership	3.76	0.51	-	High

Table (3) shows that the general average of the transformational leadership dimensions reached (3.76). This means that the study sample's perceptions of the transformational leadership dimensions among workers in the Aqaba Special Economic Zone Authority are of a high level. By analyzing the dimensions of transformational leadership, it becomes clear that individual interest ranked first with an arithmetic mean of (3.82) and a standard deviation (0.52), followed by after the inspired stimulus with an arithmetic mean of (3.77) and a standard deviation (0.53), followed by leadership attractiveness with an arithmetic mean of (3.74), a standard deviation (0.55), and in the last place it came after creative encouragement with an arithmetic mean of (3.69) and a standard deviation (0.59). The answer to the second question: What is the level of strategic agility with its dimensions (strategic sensitivity, organizational capabilities, and strategic response) of workers in the Aqaba Special Economic Zone Authority?

Table 4: The arithmetic means and standard deviations of the study sample individuals' perceptions of the strategic agility dimensions.

The sequence of items	Dimensions of strategic agility	Average Arithmetic SMA	Deviation Standard	Rank	Level in relation to the arithmetic mean
1-6	The strategic sensitivity dimension	3.87	0.50	1	High
7 -9	Organizational capabilities dimension	3.75	0.54	3	Medium
10-13	The strategic response dimension	3.83	0.52	2	Medium
14-16	Strategic agility	3.82	0.54	-	High

Table (4) shows that the general average of the dimensions of strategic agility reached (3.82), which means that the perceptions of the study sample members of the dimensions of strategic agility among workers in the Aqaba Special Economic Zone Authority are of a high level. By analyzing the dimensions of strategic agility, it is clear that the strategic sensitivity dimension ranked first with an arithmetic average of (3.87) and a standard deviation (0.50), followed by the strategic response after an arithmetic mean of (3.83) and a standard deviation (0.52), while it came in the last place. After organizational capabilities, with a mean of (3.75), and a standard deviation of (0.54).

TEST HYPOTHESES OF THE STUDY:

Before applying the regression analysis to test the study hypotheses, some tests were performed in order to ensure that the data fit the assumptions of the regression analysis, as follows: Regarding the assumption that there is no high correlation between the independent variables "Multi-Collinearity", the researcher conducted the coefficient of inflation of variance "Variance" Inflation Factor- VIF “, and the permissible variance test“ Tolerance ”for each of the independent variables, and Table No. (5) indicates that if the variance inflation factor (VIF) for the variable exceeds (10) and the permissible variance value is less than (0.05) It can be said that this variable has a high correlation with other independent variables and thus will lead to a problem in regression analysis. This rule was used to test "multicollinearity" correlation between independent variables. As Table No. (5) indicates, which contains the independent variables, the value of the variance inflation factor (VIF) and the tolerance factor for each variable, we note that the value (VIF) for all the variables was less than (10) and ranges from (1.314 - 2.160), as we note that Tolerance value for all the variables was greater than (0.05) and ranges between (0.313 - 0.561). Therefore, it can be said that there is no real problem related to the existence of a high correlation between the independent variables.

Table 5: Test of variance gain, permissible variance, and torsion modulus.

Variables	Tolerance	VIF	Skewness
Driving attractiveness	0.313	1.404	0.370
Inspiring motivation	0.464	2.156	0.210
Creative encouragement	0.561	1.314	0.266
Individual attention	0.463	2.160	0.337

In order to investigate the assumption of a normal distribution of the data, it was based on calculating the value of the skewness coefficient of the variables, and as Table No. (5) indicates, the value of the skew coefficient for all the variables of the study was less than (1) and therefore it can be said that there is no problem. A fact that relates to the normal distribution of the study data.

Table 6: Results of the analysis of variance to ensure the validity of the model to test the hypotheses of the study.

Dependent variable	Determination coefficient R^2	The computed F value	Indication level of F
Strategic agility	0.623	*119.99	0.000
Strategic sensitivity	0.472	*64.879	0.000
Organizational capabilities	0.512	*76.05	0.000
Strategic response	0.478	66.456	0.000

* Statistically significant at ($\alpha \geq 0.01$) level

Table No. (6) shows the validity of a model for testing the hypotheses of the study, and given the high value of (F) computed over its tabular value at the level of significance ($\alpha \geq 0.01$), as the dimensions of transformational leadership explain (62.3%) of the variance in the dimension (strategic agility), It also explains (47.8%) of the variance in the dimension (strategic response), and explains the transformational leadership dimensions (51.2%) of the variance in the dimension (organizational capabilities), and also explains (47.2%) the variance in the dimension (strategic sensitivity). Emphasizes the role and impact of transformational leadership dimensions in explaining the dimensions of strategic agility. Accordingly, we can test the hypotheses of the study.

The first main hypothesis: There is no statistically significant effect at the level of significance ($0.05 \geq \alpha$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic agility in its dimensions (strategic sensitivity, organizational capabilities, strategic response).

Table 7: Results of multiple regression analysis to test the effect of transformational leadership on strategic agility

Transformational Leadership	B	Standard error	Beta	The computed t value	The significance level of t
Driving attractiveness	0.162	0.027	0.214	The computed t value	0.000
Inspiring motivation	0.080	0.024	0.121	The computed t value	0.001
Creative encouragement	0.095	0.031	0.135	The computed t value	0.003
Individual attention	0.191	0.030	0.261	The computed t value	0.000

* Statistically significant at ($\alpha \geq 0.01$) level.

It is evident from the statistical results presented in Table No. (7), and from the follow-up of (t) test values that the following sub-variables related (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) have an impact on strategic agility, as the calculated (t) values reached 6 .067, 3.309, 3.020, 6.369), respectively, which are significant values at ($\alpha \geq 0.01$) significance level. From the above, the following requires: Rejecting the null hypothesis, which states that: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic agility.

Table 8: Results of "Stepwise Multiple Regression" analysis to predict strategic agility through transformational leadership as independent variables.

The order of entry of the independent elements into the prediction equation	R ² value The coefficient of determination	The computed t value	Significance level of t *
Individual attention	0.546	*7.572	0.000
Driving attractiveness	0.615	*6.873	0.000
Inspiring motivation	0.620	*4.476	0.000
Creative encouragement	0.623	*4.099	0.000

Statistically significant at the level ($\alpha \geq 0.01$).

And when performing a Stepwise Multiple Regression analysis to determine the importance of each independent variable separately in contributing to the mathematical model, which represents the effect of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic agility, as shown in Table No. (8). Which shows the order of the entry of the independent variables into the regression equation, the individual interest variable occupied the first place and explained an amount (54.6%) of the variance in the dependent variable, and the driving attractiveness variable entered as it was explained with the individual interest variable (61.5%) of the variance In the dependent variable, and in the third, the inspiring motivation variable, where it was explained with the previous variables (62%) of the variance in the dependent variable. Finally, the creative encouragement variable entered, as it explained with the previous variables an amount of (62.3%) of the variance in strategic agility as a dependent variable.

The first sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic sensitivity as a dimension of strategic agility.

Table 9: Results of multiple regression analysis to test the impact of transformational leadership on strategic sensitivity as a dimension of strategic agility.

Transformational Leadership	B	Standards error	Beta	The computed t value	The significance level of t
Driving attractiveness	0.185	0.048	0.187	*3.845	0.000
Inspiring motivation	0.143	0.050	0.151	*2.857	0.004
Creative encouragement	0.124	0.045	0.136	*2.750	0.006
Individual attention	0.200	0.043	0.195	*4.681	0.000

* Statistically significant at the level ($\alpha \geq 0.01$).

It is evident from the statistical results presented in Table (9), and from the follow-up of the (t) test values that the following sub-variables related (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) have an impact on strategic sensitivity as a dimension of strategic agility, where The (t) values calculated were (3.845, 2.857, 2.750, and 4.681), respectively, which are significant values at the level of significance ($\alpha \geq 0.01$). From the above, the following requires: Rejecting the null hypothesis, which states that: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic sensitivity as a dimension of Dimensions of strategic agility.

Table 10: Results of a "stepwise multiple regression" analysis to predict strategic sensitivity through transformational leadership as independent variables.

The order of entry of the independent elements into the prediction equation	R ² value The coefficient of determination	The computed t value	Significance level of t *
Individual attention	0.318	*4.766	0.000
Driving attractiveness	0.407	*3.822	0.000
Inspiring motivation	0.452	*2.840	0.005
Creative encouragement	0.472	**2.469	0.014

* Statistically significant at the level ($\alpha \geq 0.01$)

** Statistical significance at the level of ($\alpha \geq 0.05$)

And when performing a Stepwise Multiple Regression analysis to determine the importance of each independent variable separately in contributing to the mathematical model, which represents the impact of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on strategic sensitivity as a dimension of strategic agility.

As can be seen from Table No. (10), which shows the order of entry of the independent variables into the regression equation, the individual interest variable occupied the first place and explained an amount (31.8%) of the variance in the dependent variable, and the driving attractiveness variable entered as it was explained with the individual interest variable. (40.7%) of the variance in the dependent variable, and the inspiring motivation variable entered third, as it was explained with the previous variables (45.2%) of the variance in the dependent variable. Finally, the creative encouragement variable entered, where it explained with the previous variables an amount of (47.2%) of the variance in sensitivity Strategy as a dimension of strategic agility as a dependent variable. The second sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on organizational capabilities as a dimension of strategic agility.

Table 11: Results of multiple regression analysis to test the impact of transformational leadership on organizational capabilities as a dimension of strategic agility.

Transformational Leadership	B	Standards error	Beta	The computed t value	The significance level of t
Driving attractiveness	0.222	0.042	0.214	*5.335	*5.335
Inspiring motivation	0.122	0.042	0.134	*2.913	*2.913
Creative encouragement	0.119	0.049	0.124	**2.446	**2.446
Individual attention	0.259	0.047	0.259	*5.540	*5.540

* Statistically significant at the level ($\alpha \geq 0.01$)

** Statistical significance at the level of ($\alpha \geq 0.05$)

It is evident from the statistical results presented in Table No. (11), and from the follow-up of the (t) test values that the following sub-variables related (leadership attractiveness, inspiring motivation, individual interest) have an impact on organizational capabilities as a dimension of strategic agility. t) were calculated (5.335, 2.913, 5.540), respectively, which are significant values at ($0.01 \leq \alpha$) significance level. And that the related sub-variable (creative encouragement) has an impact on organizational capabilities as a dimension of strategic agility, as the calculated value of (t) reached (2.446), which are significant values at the level of significance ($\alpha \geq 0.05$). From the above, it is necessary to: Reject the null hypothesis, which states that: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on organizational capabilities as a dimension of Dimensions of strategic agility.

Table 12: Results of a "stepwise multiple regression" analysis to predict organizational capabilities through transformational leadership dimensions as independent variables.

The order of entry of the independent elements into the prediction equation	R ² value The coefficient of determination	The computed t value	The significance level of t
Individual attention	0.378	*6.645	0.000
Driving attractiveness	0.453	*6.061	0.000
Inspiring motivation	0.492	*3.250	0.001
Creative encouragement	0.509	*2.921	0.004

* Statistically significant at the level ($\alpha \geq 0.01$).

And when performing a Stepwise Multiple Regression analysis to determine the importance of each independent variable separately in contributing to the mathematical model, which represents the impact of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on organizational capabilities as a dimension of strategic agility As can be seen from Table No. (12), which shows the order of entry of the independent variables into the regression equation, the individual interest variable occupied the first place and explained the amount of (37.8%) of the variance in the dependent variable, and the driving attractiveness variable entered as it was explained with the individual interest variable. (45.3%) of the variance in the dependent variable, and the inspiring motivation variable entered third, as it was explained with the previous variables (49.2%) of the variance in the dependent variable. Finally, the creative encouragement variable entered, where it explained with the previous variables an amount of (50.9%) of the variance in capabilities. Organizational as a dimension of strategic agility as a dependent variable. The third sub-hypothesis: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) on the strategic response as a dimension of strategic agility.

Table 13: Results of multiple regression analysis to test the impact of transformational leadership on strategic response as a dimension of strategic agility.

Transformational Leadership	B	Standards error	Beta	The computed t value	The significance level of t
Driving attractiveness	0.215	0.045	0.230	*4.757	0.000
Inspiring motivation	0.124	0.047	0.138	*2.631	0.009
Creative encouragement	0.103	0.048	0.105	**2.131	0.034
Individual attention	0.109	0.036	0.272	*6.339	0.000

* Statistically significant at the level ($\alpha \geq 0.01$).

It is evident from the statistical results presented in Table No. (13), and from the follow-up of the (t) test values that the following sub-variables related (leadership attractiveness, inspiring motivation, individual interest) have an impact on the strategic response as a dimension of strategic agility. t) calculated (4.757, 2.631, 6.339), respectively, which are significant values at the level of significance ($\alpha \geq 0.01$). And that the related sub-variable (creative encouragement) has an impact on the strategic response as a dimension of strategic agility, as the calculated (t) values reached (2.131), respectively, which are significant values at the level of significance ($\alpha \geq 0.05$).

From the above, the following requires: Rejecting the null hypothesis, which states that: There is no statistically significant effect at the level of significance ($\alpha \geq 0.05$) of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) in the strategic response as a dimension of Dimensions of strategic agility.

Table 14: Results of a Stepwise Multiple Regression analysis to predict strategic response through transformational leadership dimensions as independent variables.

The order of entry of the independent elements into the prediction equation	R2 value The coefficient of determination	The computed t value	The significance level of t
Individual attention	0.348	*6.493	0.000
Driving attractiveness	0.431	*4.905	0.000
Inspiring motivation	0.470	*2.760	0.006
Creative encouragement	0.478	**2.398	0.017

* Statistically significant at the level ($\alpha \geq 0.01$)

** Statistical significance at the level of ($\alpha \geq 0.05$)

And when performing a stepwise multiple regression analysis to determine the importance of each independent variable separately in contributing to the mathematical model, which represents the impact of transformational leadership in its dimensions (leadership attractiveness, inspiring motivation, creative encouragement, individual interest) in the strategic response as a dimension of strategic agility. As can be seen from Table No. (14), which shows the order of entry of the independent variables into the regression equation, the individual interest variable occupied the first place and explained an amount (34.8%) of the variance in the dependent variable, and the driving attractiveness variable entered as it was explained with the individual interest variable.

(43.1%) of the variance in the dependent variable, and the inspiring stimulus variable entered third, as it was explained with the previous variables (47%) of the variance in the dependent variable. Finally, the creative encouragement variable entered, where it explained with the previous variables an amount of (47.8%) of the variance in response. Strategy as a dimension of strategic agility as a dependent variable.

THE RESULTS:

1. The results indicated that the perceptions of the study sample of the transformational leadership dimensions among workers in the Aqaba Special Economic Zone Authority are of a high level. This high result can be explained by the employee estimates of the Aqaba Special Economic Zone Authority for Transformational Leadership, that the key to gaining the trust of workers is their moral behavior, which leads to gaining the respect of those working with them. Earning the respect, trust and dedication of others in order to achieve the goals of the organization or authority for which they work. This reflects the transformational leader's ability to unify goals and encourage cooperation and teamwork among workers, and it creates a sense of unity in work. The pursuit of personal goals automatically decays, and a lot of cooperation, love of others, collective sense, and responsibility towards the group takes its place, and the leader's presentation of the desired behavioral models provides a clear picture of the roles that workers are required to perform. By providing a living base for the business, the leader sets the basis for standards and expectations for the appropriate behavior that employees are encouraged to practice. This alignment enhances confidence in this leader and usually provides employees higher than expected, and puts the added effort into a leader they trust and love.
2. The results indicated that the study sample's perceptions of the strategic agility dimensions of workers in the Aqaba Special Economic Zone Authority are of a high level. This may be attributed to the importance of focusing on the dimensions of strategic agility, which is one of the motivating influences to achieve organizational goals, and that strategic sensitivity works to enhance organizational capabilities and enable individuals to acquire skills and information so that they are able to cope with current and future challenges and qualify them, in order to bring about change, development and improvement. The performance of individuals at work, and encouraging them to exert the maximum amount of effort and giving, followed by a strategic response, and this may be due to the fact that the authority implements policies and programs that help in the development of the individuals possessing administrative skills, and provides a degree of freedom to participate in the administrative process, and this result.

It means that the Aqaba Special Economic Zone Authority pays sufficient attention to the strategic response to provide workers with new experiences and knowledge to reach a state of knowledge balance that provides them with performance skills to improve the level of performance, and it is the methodology that the authority uses in order to encourage its workers to try new innovative means and present new ideas and services in an organized manner And subsidized contribute to achieving business goals. This result also explains that the methodology adopted by the various departments in the Aqaba Special Economic Zone Authority works to encourage workers to experiment with new innovative means, and to provide new ideas and services in an organized and supportive manner that contributes to achieving business goals. This strategy is like a system that includes initiatives, approaches and tools directed to creating An ideal flow of knowledge to achieve organizational goals efficiently and effectively, by delegating powers to workers and taking full responsibility, implementing necessary projects, reaching excellence in business performance, and enhancing the organization's ability to maintain and improve organized performance based on experience and knowledge, and came in second place and these results met with what It came from the study (Al-Mousawi, 2018), the study (Radwan, 2015), the study (Abdel-Aal, 2019) and the study (Abdel-Aal, 2017), the most important results of which indicated that the Karbala Electricity Distribution Directorate is able to monitor and capture events from the change in the environment, and that it has a reasonable level From strategic dialogue, improving the optimal use of its material and human resources, making better use of them and contributing in the future to achieving victory over its competitors.

3. The results indicated that the dimensions of transformational leadership explain (62.3%) of the variance in the dimension (strategic agility), and also (47.8%) of the variance in the dimension of (strategic response), and the dimensions of transformational leadership explained (51.2%) of the variance in the dimension (organizational capabilities).), And (47.2%) of the variance in the dimension of (strategic sensitivity) is also explained. This high result can be explained by the estimates of employees in the Aqaba Special Economic Zone Authority of the importance of transformational leadership in strategic agility, as a resource of the organization's resources that can enable the organization to achieve a state of Adapting to environmental changes, in a way that supports its survival and benefits from the aspects of excellence available to other organizations, while providing the environment that allows the organization, if it is well invested in appropriate growth, which calls for the necessity to keep pace with it constantly, and that organizations are in dire need to learn about the experiences of others from other organizations, and that At least to benefit from this as a control standard, useful for the purposes of measuring the position of the organization among other organizations.

The availability of leadership attractiveness has a positive and moral impact on strategic agility, meaning that workers will tend to increase their positive behavior when they realize that the practices used by the Aqaba Special Economic Zone Authority raise trust between them, increase their essential ability, and enhance their participation in decision-making, leading to Achieving organizational goals.

Also, the availability of inspiring motivation as a dimension of transformational leadership often strengthens the conditions of workers and makes them interact positively not only in the manner of procedures, but also in the development of lower administrative leaders among workers and make them feel their importance as effective elements in the organization, which encourages them to express their opinions and suggestions on all issues. That concerns them, all this enhances the ethical, personal and moral commitment of the employees towards the values and goals of the organization, which drives them to make more efforts to achieve the goals of these departments.

Also, the availability of inspiring motivation often contributes to the distribution of work and defining the tasks of individuals and groups to achieve the goals of this authority. Defining the administrative levels and the scope of supervision, determining the processes for coordinating tasks with each other, and achieving interconnection between them to make these departments work as one unit. The role of the transformational leader is determined by clarifying the matters that must be accomplished in the work in a simple way away from the administrative bureaucracy that greatly contributes to achieving the development process in the Aqaba Special Economic Zone Authority. The availability of creative encouragement as a dimension of transformational leadership contributes to creating an environment that allows dialogue and positive discussion in particular. When individuals adhere to their own values and beliefs for work, it is of great importance in improving performance, as such an environment helps creativity and achieve harmony between the values and beliefs of individuals and the leaders in the Aqaba Special Economic Zone Authority work to address the issues and problems facing the company in a rational manner. Far from randomness in decisions and arbitration of the scientific method at work is an important factor in improving performance, which helps to find alternatives to solutions to the problem in an organized and practical manner through leadership practices, which helped achieve a continuous development process in the Aqaba Special Economic Zone Authority.

RECOMMENDATIONS:

Depending on the results of the study, the following recommendations may be made:

1. Enhancing the trend towards employing the transformational leadership dimensions to increase the leaders' awareness and their interest in providing intellectual and legal stimulus to the individual because of its positive impact on the outcomes of the administrative process with the aim of optimizing it in enhancing the strategic agility in its dimensions and making it part of the work culture, introducing these dimensions and clarifying its concept for the workers in a region authority Special economic hurdle.
2. Developing comprehensive strategies, based on the best practices of the transformational leadership dimensions, by providing the appropriate climate that stimulates and stimulates the behavior of employees, supports teamwork, and takes care of the interest of workers and informs them that the Aqaba Special Economic Zone Authority belongs to them, in a way that reflects positively on their actions. .
3. The need to work on improving the incentives and material and moral rewards systems in the Aqaba Special Economic Zone Authority, work to standardize evaluation criteria, activate participation in scientific conferences and seminars, participate in decision-making, spread concepts of transparency and right and link it to duty, through open meetings that allow spreading the spirit of relationships Direct and positive in order to improve employee performance.
4. Conducting more studies to cover the untapped aspects of the study that constitute the relationship between transformational leadership and organizational agility. Work to conduct a comprehensive study for Jordanian organizations, the necessity of conducting future studies related to the availability of other characteristics of the transformational leader that were not covered by the study, and linking them to other administrative issues.

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