Organizational Agility and its Impact on Organizational Performance through Visionary Leadership and Organizational Competitive Capabilities in Hospitals in Egypt

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Abstract: In today's rapidly changing business environment, no organization or business is safe enough from competition. Therefore, organizations must operate in uncertain, hyper-dynamic, competitive, and changeable environments. In the medical field the organization has an ethical obligation toward patients to provide them with the best practice available for the medical condition in the same time as an organization it should seek improvement in performance to meet this difficult equation the organization must have agility in running its operation together with visionary leadership and benefit the most from its competitive capabilities. Strategic agility is the key to the success of organizations in a business environment that is changing

rapidly. It enables the organization to achieve many of its strategic goals efficiently and effectively, and also helps to improve the organization's competitive position. This study was performed on 413 persons in the medical field within different sectors, and qualifications ranging from doctors, pharmacists, dentists and head nurses in the form of questionnaire to assess the effect of organizational agility on organizational performance considering the mediating effect of both visionary leadership and the operational competitive capabilities, the results of the study shows Networking and customer satisfaction drive organizational agility and performance, Visionary Leadership plays a pivotal role in shaping capabilities and satisfaction outcomes, Operational Competitive Capabilities (particularly Networking and Adaptive Capabilities) serve as key mediators.

Conclusion: This research highlights the critical interplay between Organizational Agility, Leadership, and Operational Competitive Capabilities in achieving superior Organizational Performance. By integrating leadership and capability development into agility frameworks, organizations can thrive in uncertain and dynamic environments. The findings also emphasize the importance of balancing agility dimensions to avoid counterproductive outcomes, These findings highlight the nuanced interplay of agility, leadership, and organizational strategies in driving competitive advantage and performance.

Keywords: Organizational Agility, Organizational performance, visionary leadership, Operational competitive Capabilities and Hospitals in Egypt

Introduction: Organizational agility is described as the ability to adjust operational states efficiently in response to unpredictable and evolving demands **(Narasimhan et al., 2006)**. Organizational agility is critical to improving procedures in terms of infrastructure and management requirements for a complex demand in the global business environment in healthcare organizations.

Managers must struggle with this complexity and the uncertainty changing of priorities by developing new effective strategies through innovative models and methods.

In today's rapidly changing business environment, no organization or business is safe enough from competition. Therefore, organizations must operate in uncertain, hyper-dynamic, competitive, and changeable environments. There are many sources of change, which result from such factors as intensified global competition, reduction in delivery time, high customer expectations, demand diversification, and new technologies **(Kettunen, 2009)**. Thus, a new normal strategic planning should be more dynamic and short-term-oriented. Traditional long-term strategic planning and unchangeable strategies are no longer viable or available as sources in the perspective of strategic competition. There is no certainty about

the rapid and sudden change in the business environment, and it is so hard to predict what will happen even one year from now **(Doz and Kosonen, 2010)**. The concept of organizational agility is the ability to meet uncertain and unpredictable customer demand, but also adapt to environmental changes, unlike traditional mass production and service. **(Akkaya and Tabak, 2020; Parsa et al., 2020; Tamtam and Tourabi, 2020).**

The interactions among organizational agility factors in the manufacturing and service industries have been studied by several researchers., no link was established between competitive capabilities, organizational agility, visionary leadership and the performance of healthcare organizations. Thus, this study tends to tests the impact of organizational agility on a firm's organizational performance taking operational competitive capabilities and visionary leadership as mediating factors.

Previous studies mainly focused on the effects of competitive capabilities and how to satisfy the needs of customers, but they failed to examine in detail the influence competitive capabilities have on organizational performance and agility. Moreover, competitive capability studies rarely focus on healthcare organizations.

Research Problem: The novelty of this research is to show the critical impact of organizational agility and visionary leadership principles utilizing the competitive capabilities in improving the

organizational performance monitored by both employee and customer satisfaction.

Research Gab: There is a lack of papers measuring the relation between visionary leadership and organizational performance also the interrelationship between performance through getting the best benefit of operational competitive capabilities.

Research Significance: Hospitals in Egypt faced Covid -19 pandemic which elaborates many problems in the health care organizations, due to different reasons. It has become very important to study the Strategic Agility and its Impact on Organizational Performance in Egypt taking into consideration the effect of Operation Competitive and Visionary Leadership, as one of the solutions to the problems that this sector faces aiming for better Organizational performance.

Research Questions: The main questions are "How much the following dimensions of organizational agility: Culture of innovation, Tolerant of ambiguity, Change Management, Market Analysis and response and Structural Fluidity are affected by operational competitive capabilities and visionary leadership and how could this affect the organizational performance in Hospitals?

Research Scope: This study focuses on measuring the impact of organizational agility on the organizational performance with the mediating effect of both visionary leadership and the operational

competitive capabilities focusing on the application on the hospitals (specially the military) in Egypt.

Theoretical background and the literature Review:

Agility: Historical Overview: In the beginning of 21st century, the world faced considerable changes in all aspects, especially great changes in the communicational channels. These changes require organizations to revise their strategic priorities and visions. The organizational agility (OA) is one of the methods for responding to these changes and revolution factors., Therefore, it has become necessary that organizations in dire need for light movement of human capital be characterized with sensing agility, decision-making, and agility in carrying out work properly. **Nafei, Wageeh (2016)**.

Definition of Agility: the ability that requires active use of the benefits and opportunities along with positive exposure to competitive threats that all of which are stemmed from frequent and sometimes unpredictable changes. Therefore, the lack of agility can lead to significant real losses and missing opportunities. **Ghahraman & Masoomeh, (2018)., Doz and Kosonen (2010)** defined the strategic agility as the ability to dynamically modify or reshape the organization and its strategy in a changing business environment. This is achieved through continuous anticipation as well as adapting to customer needs and trends without giving up the company's vision, and taking

advantage of opportunities in the changing market., **Abusalma, A. (2021). Worley and Lawler (2010)** added that agility requires responding quickly and easily to market and industry challenges.

1.3. Theories of Agility:Agility A useful conceptual model for understanding and developing organizational agility divides this capacity into three key components: strategic, operational, and leadership agility. Strategic agility includes but goes beyond the strategic planning process, it is the ability continually to adapt a company's strategies to take into account newly emerging aspirations and conditions. Operational agility is the ability to change organizational structures, processes, systems, and culture to align with changing strategic priorities. Leadership agility is the capacity of an organization's leaders to foster strategic and operational agility, and to adapt personally to changing, interdependent conditions and aspirations on a daily basis. **(Joiner, B. 2018)**.

Organizational Agility Dimensions: 1. Culture of Innovation: Organizations today are confronted with numerous challenges that require a new way of thinking and behaving. Organizational culture is a unique DNA that distinguishes one organization to another. To survive today in a hypercompetitive market, organizations need a culture that support innovation as a method to maintain and improve competitive advantage, and also excel in a global space. These challenges are also intensified by

technological progression, consumer behavior and expectation in a globalized business world. Culture is defined as a patterned way of thinking, feeling and reacting that constituting the distinctive way of life of a group of people **Tian et al., (2018)**. **2. Tolerance for ambiguity**: (TA) is an important factor for organizational agility. Agile organization tends to cope successfully in the face of ambiguous situations., **Furnham and Marks (2013)** defined TA as the tendency to perceive ambiguous situations as desirable while **Katsaros, et al., (2014)** viewed TA as ability to accepts complexity and lack of clarity as well as to be able to deal with it constructively. **3. Change Management:** Change management is a concept that is dominantly used by various professionals within their respective fields. However, the concept mostly derives its meaning from the work setting's context. As such, the meaning of change management depends on the context to which is defined. Different authors define the concept different based on their experience and nature of their work. **Moran and Brightman (2001)** defined change management as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers.".

4. Market Analysis and Responsiveness: Now more than ever before, organization's ability to depend on its market environment is important., **Ramayah and Samat (2011)** defined market orientation as the organization-wide generation of market

intelligence, disseminating and responding to the market intelligence across departments in the organization. The organization's ability to analyze and respond to the market has been found to improve positive job attitudes, commitment and team spirit for employees. There is a strong relationship between management, employees who are customer-centric, and market orientation of the organization itself. **5. Structural Fluidity Change**: The idea of organic fluidity where the organization can flexibly shift its structure from hierarchies to network, formal programs and coordination rules to spontaneous interaction, specialized departments and staff units to improvised processes and temporary project teams, and vertical lines of command to lateral organization-wide communication. **Schreyögg and Sydow, (2010).,** The key to structural fluidity is to ensure speed and adaptability. the capabilities of the organization should be fluid to allow and enable itself to renew when needs be.

2. Visionary Leadership: Vision is a harbinger of the desired future. It is the position that one wants to be in the future from today., it is the path or plan to achieve an activity, action, guide, or goal., it is the desired picture of the future created at the moment and is a dream of the future **Gülay TAMER, (2021)**., Visionary leadership is far beyond vision development and vision communication among followers. Visionary leadership has positive effects on their follower's outcomes; it develops trust in leaders, higher commitment to the leader, and higher employee

performance that results in higher organizational performance. A high concern of visionary leadership on followers increases the job satisfaction and OCB of employees in organizations. **Saher, A., & Ayub, U., (2020).**

3. Organizational Capabilities:

Dynamic and Operational Competitive Capabilities:

Dynamic capabilities is defined as "the capacity of an organization to, intentionally, create, extend or modify the resource base." This definition provides the concept of intentional action, which constitutes a valuable contribution to the deployment and development of dynamic capabilities in the business environment. Dynamic capabilities and competitive capabilities are two important interrelated concepts. In fact, dynamic capabilities can be presented as the antecedent of operational competitive capabilities.**,** Operational competitive capabilities are indicators of the effectiveness of strategic agility. These capabilities should be instant performance metrics so that timely corrective action can be taken to improve organizational performance. **Akkaya & Gozde, (2022).**

Adaptive Capability: is a firm's ability to quickly identify and capitalize on emerging market opportunities. Firms having adaptive capability illustrate two distinctive characteristics. First, they have the ability to adapt to environmental changes, and second, they are able to align their resources to meet the

changing needs **(Wang & Ahmed, 2007)**. To achieve this condition, firms need to have a high degree of strategic flexibility., The initial stage of adaptive capability requires firms to keep a proactive and opportunistic attitude towards their business environment. These characteristics of being able to adapt to a changing environment and aligning internal resources can easily be viewed as an essential aspect of dynamic capability **(Teece et al., 1997)**.

Absorptive Capability: Cohen and Levinthal's (1990) defined absorptive capability as "ability to recognize the value of new external knowledge, to assimilate it and apply it to the commercial ends". They also emphasized firms' ability to evaluate and utilize external knowledge. Thus, firms need to pay close attention to their external environment and also develop their internal competences. **5. Networking Capability:** Network Capability comprises a firm's ability to develop and utilize inter-organizational relationships to gain access to various resources held by other actors., **Walter et al. (2006)**, Firms with networking capability are able to position themselves strategically in a network. This allows them to establish relations with selected partners **(Hagedoorn et al., 2006)**. Not all inter-firm relationships are advantageous, as some of them might prey on scarce resources and increase overheads. Thus, firms should focus on selected partners who can provide new knowledge and

information that will enhance their organizational learning **(Lorenzoni & Lipparini, 1999)**.

4. Organizational Performance:

is a reflection of the organization's ability to achieve its goals, or in other words, the organization's ability to achieve long-term goals, it can be defined as a combination of resources, capabilities of the organization that are being used efficiently and effectively in order to achieve its objectives., **Nafei, Wageeh (2016)**., **Dimensions of OP:** Indicators of performance vary across organizations and industries Many studies measure organizational performance with a single indicator and represent it as a unidimensional which sometimes can be a problematic because several dimensions exist. However, it is a researcher's responsibility to choose the dimensions that is relevant to the research and judge the fitness of such dimensions to the research desired goals. This allows an inclusion of non-financial performance indicators which also measures the performance to which managers are managing. It is important to consider that time frame and its reference point play a crucial role in organizational performance. **(Santos & Brito, 2012),** Strategic organizational performance includes non-financial indicators of performance such as (1) customer satisfaction, (2) employee satisfaction. Although these indicators may be viewed as an antecedent of financial performance, they may also be viewed as part of the performance outcomes **Ghasemi, et al., (2015).**

Health Care System:

Hospitals as the biggest and the most expensive operational unit of the health system, are so important and particularly sensitive in the medical and hygiene economic; and they are of the most complex organizations during the mankind history which are hard to manage, Due to the complexity, diversity and frequency of activities, techniques and tools such as data mining (knowledge extraction from the knowledge base) and text mining (automatic extraction of new and unknown information from written sources) are required in order to transforms these data into useful information and knowledge., Prehospital emergency which is responsible for the relief and rapid treatment of all emergency patients is one of the fundamental parts of the health system. Meanwhile, the emergency management center faces unexpected changes at any time and saving lives are one of their most important tasks. Therefore, agile emergency system can reduce production costs, increase market share, fulfill the needs of patients, prepare the conditions for the introduction of new services, evaluate and estimate activities with no added value, and increase competition. Hence, the agile emergency system has become a successful strategy in competitive markets by responding to the rapid changes in the needs of patients. **Ghahraman & Masoomeh, (2018).**

Agility and Healthcare:

Managers of healthcare organizations must be much more dynamic and agile to survive in a competitive environment. Administrators, managers, and leaders in healthcare organizations must meet both patients' and staff's needs, expectations, and requests at the maximum level in order to create organizational agility. **Akkaya & Gozde, (2022).** Organizational agility as a management criterion in hospital units Agility is an organization's capacity to adapt to dynamic and turbulent environments, reducing threats and maximizing opportunities that can take place in new scenarios that arise **(Appelbaum et al., 2017)**. Therefore, agility is associated with concepts related to the organization's stability in the presence of changes, such as speed, flexibility or the organization's capacity to respond **(Roberts and Grover, 2012).**

The healthcare system is composed of a network of inter-related parts (primary care centers, hospitals, rehabilitation units) that interact in a non-linear way at different levels (patient, family, medical centers, government), and they often produce undesired consequences (e.g. adverse reactions to treatments, re-hospitalizations). This complexity justifies the need to implement organizational agility as a management criterion in hospital units. Indeed, healthcare systems are human organizations that mix different professionals and disciplines, where cooperation and interdependence take precedence over individuality and

flexibility and adaptation over rigidity **(Martínez-García, & Hernández-Lemus, E. 2013).**

Hospital leadership and organizational agility

Today's organizations require proactive and sensitive managers with strong technical and relational capabilities. Thus, **Harraf et al. (2015)** indicate that in agile structures, the leaders have a defined business vision and direction that the members of the organization are excited by and share. In the configuration of agile organizations,

ICUs need effective leaders who are engaged and motivate others to act on changes and adverse environmental conditions. Moreover, because ICUs are interconnected areas in hospitals, they need overall effective support and cooperation **(Marshall et al., 2017).** Therefore, effective hospital leaders, as members of middle and top management and clinical, play an important role in improving organizational agility to facilitate the work in ICUs professionals, **(Rotar et al., 2016)**.

HPWPs and Organizational Agility

Patri and Suresh (2017) state that motivated employees, a flexible workforce, cooperation between management and employees, training and implementation of employee's suggestion influence healthcare organization agility. In this regard, the complexity and dynamism of ICUs require

organizational agility in order to ensure quality and patient safety. The ICU professional must always work quickly and effectively and make the right decisions in changing circumstances, as suggested by **Massaroli et al. (2015).**

Dynamic and competitive capabilities play a key role in improving healthcare organizations' activities and operations to sustain in business environment, especially in the hyperdynamic environment of the Covid-19 pandemic. Thus, many suggest that competitive capabilities are positively related to organizational agility and performance in healthcare organizations., Organizational agility and competitive capabilities can be properly institutionalized in a learning-oriented environment over time., Therefore, for the quality and sustainability of institutions, leaders and managers hold a great responsibility to adapt programs and learning across the continuum of education and training during the Covid-19 pandemic. **(Kaszowska-Mojsa, 2020).**

The Role of The Human Dimension in Hospital Agility

Due to the importance of healthcare personnel in the success of the ICU, it is necessary to study how the human dimension – leadership and HPWPs (High performance work practices)– influences the hospital's agility, as both an antecedent and an outcome of performance linked to the employee. **(Nafei, 2016)**

Hospital Leadership and HPWPs

Al Harbi et al. (2019) state that leadership performs a key role in employees' attitudes towards organizational goals. Moreover, leadership formulates future visions, promotes their followers' innovation and creativity and improves employee motivation. **McAlerney (2006)** recognizes the importance of leadership development in the context of inherently complex healthcare organizations where leaders must respond to multiple stakeholders and different performance goals., HPWPs describe a group of different but interrelated practices that select, develop, retain and motivate employees, with the capacity to generate added value for the organization **(Mihail and Kloutsiniotis, 2016)**.

Hospital management could encourage staff participation in organizational plans and goal setting by developing working teams or committees, among others. From this perspective, **Parand et al. (2014)** note that achieving quality outcomes in hospitals demands continuous management and intensive staff relationshipsm., ICU is a service with special and complex needs, and hospital managers require ICU personnel participation to determine plans, objectives and resources of this unit, as well as basic demands on other units to which they are directly related (e.g. pharmacy, laboratories).

Knies et al. (2018) show that frontline managers can make an important contribution to mission achievement by supporting the implementation of HRPs. **Smith et al. (2015)** emphasize the need

for an effective leader in dynamic contexts to foster improvement and continuous change and empower talent, motivate staff and listen actively. In this regard, **Hodgetts (2011)** states that effective leaders in hospital management should promote ongoing relationships with other organization members, thus encouraging staff participation.

HPWPs and employee satisfaction

Macky and Boxall (2007) find that if the organization puts more HPWPs into effect, the employees are more satisfied. **Nazneen et al. (2018)** empirically demonstrate that employees' job satisfaction is positively correlated with HRPs like training, performance appraisal, team working, employee participation and compensation. **Zhang et al. (2018)**, stated that when the organization invests in HRPs that benefit employees, they respond positively with positive behaviors and attitudes, such as job satisfaction and organizational commitment. Thus higher employee involvement, higher promotion and career development and more autonomy result in higher job satisfaction.

Ogbonnaya and Validaze (2018) confirm the positive influence of HRPs on employee outcomes, such as job satisfaction and employee engagement in healthcare. In the same vein, **Vermeeren et al. (2014)** empirically demonstrate the positive relationship between HRPs and organizational performance in the healthcare sector, finding that employee

satisfaction plays a fundamental role as a mediator variable in this relationship.

Covid-19 and Healthcare Organizations

With the spread of the Covid-19 pandemic, national health systems entered difficult times as health and hospital resources were urgently needed. Some consider that the health industry has gained importance in this period, as many patients became infected in a very short time, hence the need for intensive care grew rapidly **(Pedrazza et al., 2018).**

Khafaie and Rahim (2020) conducted an international analysis by considering the case of fatality and recovery rates associated with Covid-19. **Verelst, Kuylen, and Beutels (2020)** state that European health systems are under extreme pressure due to the coronavirus disease. Their analysis showed that many European countries may soon face health pressures that will exceed existing health capacities. Leaders and managers may provide an agile organizational system and improve their performance by using competitive capabilities.

In the Covid-19 pandemic, organizations should focus on digitalization to survive in the competitive environment and managers should use their proactive competitiveness **(Şen, 2020).** To develop these skills, managers of health institutions should pay attention to service innovation **(Öztürk and Günsel, 2018)**.

RESEARCH METHODOLOGY:

The Goal of this study is to determine How organizational agility aspects of culture of innovation, tolerant of ambiguity, change management, market analysis and response and structural fluidity affects the organizational performance and the mediating effect of both visionary leadership and operational competitive capabilities., the primary data for the study came from the distribution of questionnaires to those involved in Healthcare sector in Egypt to analyze and examine the impact of organizational agility on organizational performance together with the rule visionary leadership operational competitive capabilities on organizational performance.

Research Model:

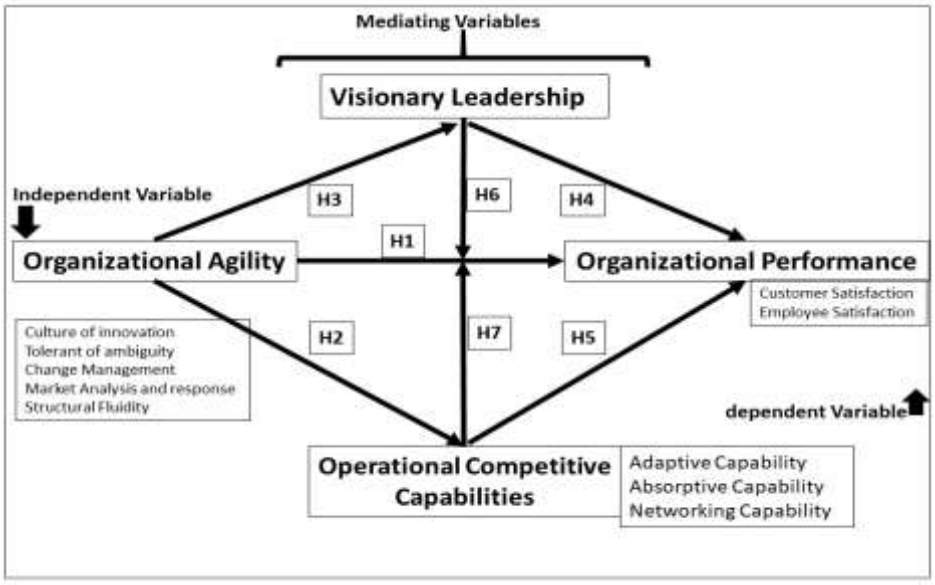

Figure 1: Conceptual Framework

Reearch Hypothesis:

(H1): There is no relationship between Organizational Agility dimensions and Organizational Performance of hospitals in Egypt.

(H1a): There is statistically significant relationship between Organizational Agility dimensions and Organizational Performance of hospitals in Egypt.

(H2): There is no relationship between Organizational Agility dimensions and Operational Competitive Capabilities of hospitals in Egypt.

(H2a): There is statistically significant relationship between Organizational Agility dimensions and Operational Competitive Capabilities of hospitals in Egypt.

(H3): There is no relationship between Organizational Agility dimensions and Visionary Leadership of hospitals in Egypt.

(H3a): There is statistically significant relationship between Organizational Agility dimensions and Visionary Leadership of hospitals in Egypt.

(H4): There is no relationship between Visionary Leadership and organizational Performance of hospitals in Egypt.

(H4a): There is statistically significant relationship between Visionary Leadership and organizational Performance of hospitals in Egypt.

(H5): There is no relationship between Operational Competitive Capabilities dimensions and Organizational Performance of hospitals in Egypt.

(H5a): There is statistically significant relationship between Operational Competitive Capabilities dimensions and Organizational Performance of hospitals in Egypt.

(H6): There is indirect impact Organizational Agility on Organizational Performance on through mediator role of Visionary Leadership?

(H7): There is indirect impact Organizational Agility on Organizational Performance on through mediator role of Operational Competitive Capabilities?

Sample Characteristics:

The Sample consisted of managers of different departments as they are the top/senior management making strategic decisions and coordinating resources. Managers came from multiple departments including Medical doctors, Dentists, Pharmacists, Head Nurses, either working technical positions or managerial positions.

Data Collection:

The study collects primary data through the administration of a closed-ended structured questionnaire, the survey questionnaires each consist of five sections and were used to collect data from the sample from respondents who are managers of different departments as they are the top/senior management

making strategic decisions and coordinating resources. Managers came from multiple departments including Medical doctors, Dentists, Pharmacists, Head Nurses, either working technical positions or managerial positions, A descriptive and analytical approach is used to collect date, analyze it and test the hypotheses.

Questionnaire Design:

five major sections comprise the questionnaire:

Section One: Demographic Data

It includes General Information about participants as age, Gender, position in the hospital, time of working for the organization and educational level.

Section Two: Organizational Agility

This section contains 20 questions from 6-25 measuring the parameters of agility: structural fluidity questions 6-11, Culture of Innovation 12-17, Market analysis and response 18-21, Change Management 22-23.

Section Three: Organizational Performance

This section contains 12 questions from 26-37 measuring the parameters of Organizational Performance: Employee Satisfaction 26-32, Customer satisfaction 33-37.

Section Four: Visionary Leadership

This section contains 17 questions from 38-54 measuring the parameters of Visionary Leadership.

Section Five: Operational Competitive Capabilities

This section contains 17 questions from 55-93 measuring the parameters of Operational Competitive Capabilities: adaptive capability 55-68, absorptive capability 69-78, networking capability 79-93.

Data Analysis and Results

Descriptive statistics:

A total of 508 individuals participated in answering the questionnaire, and after the exclusion of responses containing missing data, a total of 430 valid responses were considered eligible for analysis with a percentage of 84.6%.

Table 1. Descriptive Characteristics of Participants (n = 430)

Age (Years)	
22 – 30, n (%)	**11 (2.6%)**
31 – 40, n (%)	**107 (24.9%)**
41 – 50, n (%)	**168 (39.1%)**
Over 50, n (%)	**144 (33.5%)**
Gender	
Males, n (%)	**334 (77.7%)**
Females, n (%)	**96 (22.3%)**
Position held within the company	
Unit Manager, n (%)	**140 (32.6%)**
General Manger, n (%)	**108 (25.1%)**
Head of Department, n (%)	**67 (15.6%)**
Vice President, n (%)	**115 (26.7%)**
Work Experience	
Less Than 1 Year, n (%)	**41 (9.5%)**
1 – 5 Years, n (%)	**78 (18.1%)**
6 – 10 Years, n (%)	**36 (8.4%)**
More Than 10 Years, n (%)	**275 (64%)**
Qualification	
High School Diploma	**1 (0.2%)**
Bachelor Degree	**40 (9.3%)**
Graduate Degree (Msc., Ph.D.)	**389 (90.5%)**

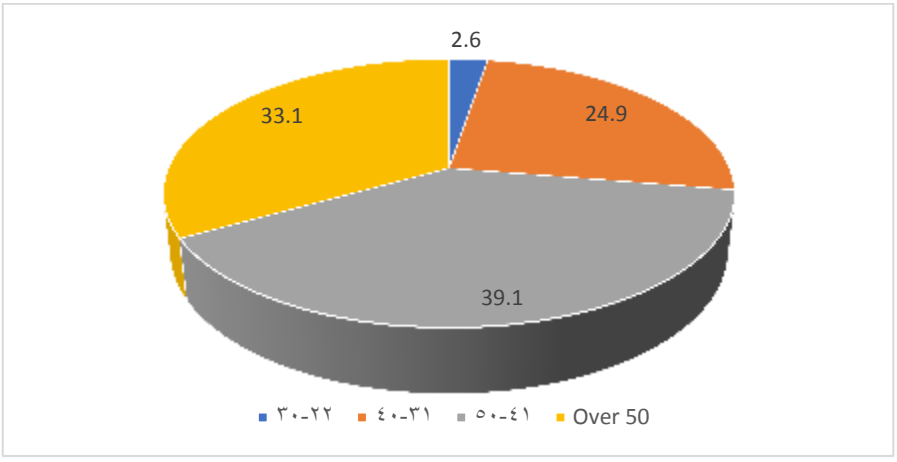

Figure (2) Pie Chart representing the age groups distribution among participants

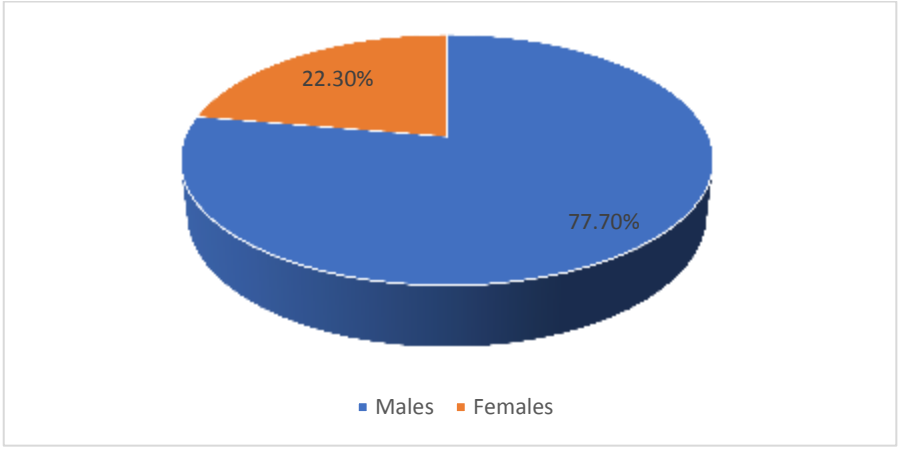

Figure (3) Pie Chart representing gender distribution among participants

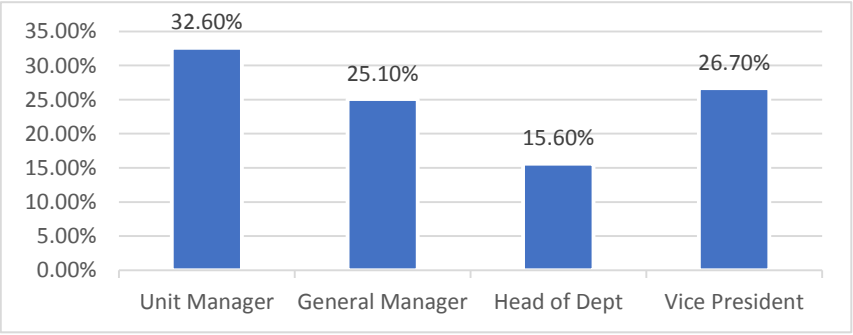

Figure (4) Pie Chart representing Position held within the company distribution among participants

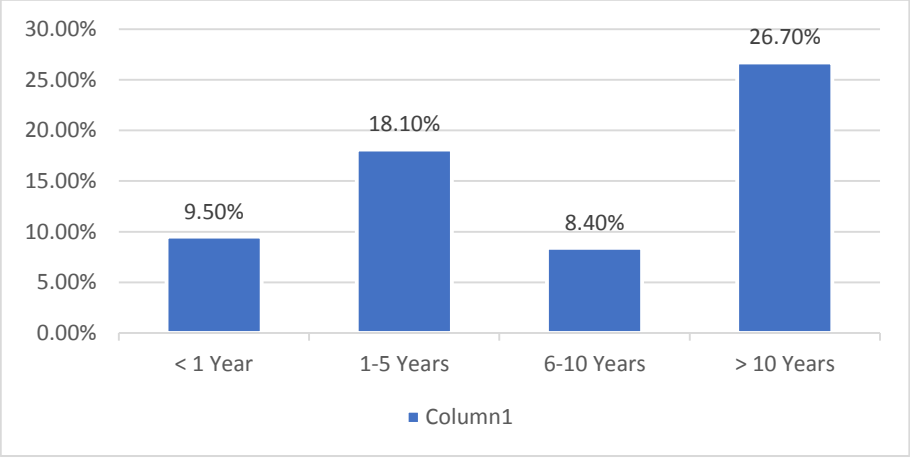

Figure (5) Pie Chart representing Work Experience distribution among participants

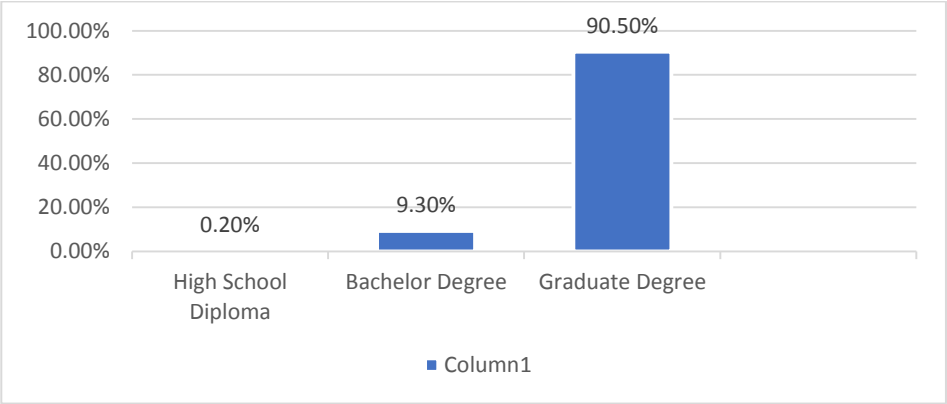

Figure (6) Pie Chart representing Qualification distribution among participants

Reliability of Scales

The internal consistency of the scales used in the study was assessed using Cronbach's alpha. The Organizational Agility Scale demonstrated a high overall reliability score ($\alpha = 0.945$), with sub-dimensions such as Cultural Innovation ($\alpha = 0.758$) and Change Management ($\alpha = 0.905$) also showing acceptable reliability. Similarly, the Organizational Performance Scale achieved an α of 0.918, with Customer and Employee Satisfaction dimensions scoring $\alpha = 0.900$ and $\alpha = 0.857$, respectively. The Visionary Leadership Scale showed exceptional reliability ($\alpha = 0.968$), as did the Operational Competitive Capabilities Scale ($\alpha = 0.975$). These results confirm that the instruments used were robust and suitable for assessing the study variables

Table 2. Cronbach's α value for the Studied Scale and its dimensions

The Organizational Agility Scale	
The Organizational Agility Scale	**0.945**
The Cultural Innovation Thought dimension of the scale	**0.758**
The Change Management Thought dimension of the scale	**0.905**
The Tolerant of ambiguity Thought dimension of the scale	**0.786**
The Market Analysis and Response Thought dimension of the scale	**0.465**
The Structural Fluidity Thought dimension of the scale	**0.874**
The Organizational Performance Scale	
The Organizational Performance Scale	**0.918**
The Employee Satisfaction Thought dimension of the scale	**0.857**
The Customer Satisfaction Thought dimension of the scale	**0.900**
The Visionary Leadership Scale	
The Visionary Leadership Scale	**0.968**
The Operational Competitive Capabilities Scale	
The Operational Competitive Capabilities Scale	**0.975**
The Adaptive Capability Thought dimension of the scale	**0.959**
The Absorptive Capability Thought dimension of the scale	**0.764**
The Networking Capability Thought dimension of the scale	**0.960**

Descriptive Analysis of Key Variables

The study variables were assessed using descriptive statistics. Organizational Agility scored moderately high across dimensions, with Cultural Innovation having the highest mean (3.8194) and Structural Fluidity the lowest (3.6302), Change Management have the mean of (3.8035), Tolerant of Ambiguity have the mean of (3.7465) and Market Analysis with the mean of (3.6895). For Organizational Performance, Customer Satisfaction recorded a higher mean (3.9730) than Employee Satisfaction (3.6047). Visionary Leadership had a mean of 3.8639, indicating moderate perceptions of leadership effectiveness. Among Operational Competitive Capabilities, Adaptive Capability

exhibited the highest mean (3.6279), while Networking Capability scored the lowest (3.5657), Absorptive capability scored (3.6172). The skewness and kurtosis values for these variables suggest a near-normal distribution, supporting their suitability for further analysis.

Table 3. Descriptive Statistics of Variables

	Mean	SD	Skewness	Kurtosis
Organizational Agility				
Cultural Innovation	**3.8194**	**0.83613**	**-1.361**	**1.110**
Change Management	**3.8035**	**0.73482**	**-1.371**	**1.350**
Tolerant of ambiguity	**3.7465**	**0.90694**	**-0.808**	**-0.408**
Market Analysis and Response	**3.6895**	**0.70884**	**-1.429**	**1.966**
Structural Fluidity	**3.6302**	**0.72454**	**-0.577**	**-0.053**
Organizational Performance				
Customer Satisfaction	**3.9730**	**0.66467**	**-0.957**	**0.313**
Employee Satisfaction	**3.6047**	**0.62779**	**-0.942**	**-0.069**
Visionary Leadership				
Visionary Leadership	**3.8639**	**0.71830**	**-0.914**	**0.274**
Operational Competitive Capabilities				
Adaptive Capability	**3.6279**	**0.82602**	**-0.899**	**0.423**
Absorptive Capability	**3.6172**	**0.56120**	**0.250**	**-0.583**
Networking Capability	**3.5657**	**0.88316**	**-1.063**	**0.876**

Correlations Between Variables

Spearman's rank-order correlation analysis revealed significant relationships among the variables.

Organizational agility and Organizational Performance:

The parameters of organizational agility shows the following with the organizational performance parameters: Structural Fluidity correlated strongly with Customer Satisfaction ($r_s = 0.791$, $p < 0.01$) and with employee satisfaction ($r_s = 0.488$,

p < 0.01), Culture of Innovation correlated strongly with Customer Satisfaction (rs = 0.510, p < 0.01) and with Employee Satisfaction (rs = 0.231, p < 0.01), Market Analysis and Response correlated strongly with Customer Satisfaction (rs = 0.551, p < 0.01) and with Employee Satisfaction (rs = 0.468, p < 0.01), Change Management correlated strongly with Customer Satisfaction (rs = 0.307, p < 0.01) and with employee satisfaction (rs = 0.197, p < 0.01), Tolerant of Ambiguity correlated strongly with Customer Satisfaction (rs = 0.248, p < 0.01) and with employee satisfaction (rs = 0.118, p < 0.05).

Organizational agility and Operational Competitive Capabilities:

The parameters of organizational agility shows the following with Operational Competitive Capabilities: Structural Fluidity correlated strongly with Adaptive capability (rs = 0.614, p < 0.01) and with Absorptive Capability (rs = 0.654, p < 0.01), and with Networking Capability (rs = 0.563, p < 0.01), Culture of Innovation correlated strongly with Adaptive capability (rs = 0.430, p < 0.01) and with Absorptive Capability (rs = 0.446, p < 0.01), and with Networking Capability (rs = 0.523, p < 0.01), Market Analysis and Response correlated strongly with Adaptive capability (rs = 0.656, p < 0.01) and with Absorptive Capability (rs = 0.634, p < 0.01), and with Networking Capability (rs = 0.729, p < 0.01), Change Management correlated strongly with Adaptive capability (rs = 0.424, p < 0.01) and with Absorptive

Capability (rs = 0.398, p < 0.01), and with Networking Capability (rs = 0.449, p < 0.01), Tolerant of Ambiguity correlated strongly with Adaptive capability (rs = 0.311, p < 0.01) and with Absorptive Capability (rs = 0.372, p < 0.01), and with Networking Capability (rs = 0.356, p < 0.01).

Organizational agility and Visionary Leadership:

The parameters of organizational agility shows the following with Visionary Leadership: Structural Fluidity correlated strongly (rs = 0.736, p < 0.01), Culture of Innovation correlated strongly (rs = 0.455, p < 0.01), Market Analysis and Response correlated strongly (rs = 0.541, p < 0.01), Change Management correlated strongly (rs = 0.396, p < 0.01), Tolerant of Ambiguity correlated strongly (rs = 0.731, p < 0.01).

Visionary Leadership and Organizational Performance:

Visionary Leadership shows the following with organizational Performance parameters: Visionary Leadership correlated strongly with Customer Satisfaction (rs = 0.839, p < 0.01) and with employee satisfaction (rs = 0.731, p < 0.01).

Operational Competitive Capabilities and Organizational Performance:

Operational Competitive Capabilities parameters shows the following with organizational Performance parameters: Adaptive capability correlated strongly with Customer Satisfaction (rs = 0.813, p < 0.01) and with employee satisfaction

(rs = 0.784, p < 0.01). Absorptive Capability correlated strongly with Customer Satisfaction (rs = 0.833, p < 0.01) and with employee satisfaction (rs = 0.747 p < 0.01)., and with Networking Capability correlated strongly with Customer Satisfaction (rs = 0.713, p < 0.01) and with employee satisfaction (rs = 0.759, p < 0.01).

Visionary Leadership and Operational Competitive Capabilities:

Visionary Leadership shows the following with Operational Competitive Capabilities parameters: Visionary Leadership correlated strongly with Adaptive capability (rs = 0.905, p < 0.01) and with Absorptive Capability (rs = 0.896, p < 0.01), and with Networking Capability (rs = 0.858, p < 0.01).

Table 4. Correlations Between Variables using Spearman's rank-order correlation

		Structural Fluidity	Cultural Innovation	Market Analysis & Response	Change Management	Tolerant of ambiguity	Employee Satisfaction	Customer Satisfaction	Visionary Leadership	Adaptive Capability	Absorptive Capability
Cultural Innovation	r_s	**0.630****									
Market Analysis & Response	r_s	**0.438****	**0.784****								

Change Management	r_s	**0.312****	**0.705****	**0.770****					
Tolerant of ambiguity	r_s	**0.230****	**0.669****	**0.721****	**0.791****				
Employee Satisfaction	r_s	**0.488****	**0.231****	**0.468****	**0.179****	**0.118***			
Customer Satisfaction	r_s	**0.791****	**0.510****	**0.551****	**0.307****	**0.248****	**0.718****		
Visionary Leadership	r_s	**0.736****	**0.455****	**0.541****	**0.396****	**0.295****	**0.731****	**0.839****	
Adaptive Capability	r_s	**0.614****	**0.430****	**0.656****	**0.424****	**0.311****	**0.784****	**0.813****	**0.905****
Absorptive Capability	r_s	**0.654****	**0.446****	**0.634****	**0.398****	**0.372****	**0.747****	**0.833****	**0.896**** **0.939****
Networking Capability	r_s	**0.563****	**0.523****	**0.729****	**0.449****	**0.356****	**0.759****	**0.713****	**0.858**** **0.894**** **0.804****

****; Correlation is significant at the 0.01 level (P < 0.01), r_s; Correlation Coefficient (Spearman's rank-order correlation)**

Regression Analysis

This section provides an in-depth examination of the regression analyses conducted to explore the relationships between Organizational Agility, Operational Competitive Capabilities, Visionary Leadership, and Organizational Performance.

Overview of Regression Models

The regression models examine the following key relationships:
The predictive power of Organizational Agility and its dimensions on Organizational Performance and mediators (e.g., Operational Competitive Capabilities).
The mediating roles of Adaptive Capability, Absorptive Capability, and Networking Capability in linking Organizational Agility and Organizational Performance.
The contribution of Visionary Leadership in strengthening these associations.

Key Variables

Dependent Variables: Structural Fluidity, Cultural Innovation, Market Analysis and Response, Change Management, Tolerant of Ambiguity, Customer Satisfaction, Employee Satisfaction, Visionary Leadership, and Operational Competitive Capabilities.
Independent Variables: Employee Satisfaction, Customer Satisfaction, Visionary Leadership, Adaptive Capability, Absorptive Capability, and Networking Capability.

1. Predicting Structural Fluidity

Organizations that prioritize customer responsiveness and leadership foresight can better maintain structural adaptability, while employee satisfaction may inadvertently hinder swift structural changes

Table 5. Regression Analysis Predicting Structural Fluidity

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Employee Satisfaction	-0.443	0.068	-0.384	-6.471	<0.001
Customer Satisfaction	0.682	0.062	0.625	10.927	<0.001
Visionary Leadership	0.566	0.105	0.561	5.399	<0.001
Adaptive Capability	0.288	0.117	0.329	2.454	0.015
Absorptive Capability	-0.206	0.070	-0.160	-2.930	0.004
Networking Capability	-0.167	0.074	-0.204	-2.257	0.025

2. Predicting Cultural Innovation

Networking capability is critical for embedding innovation within organizational culture, while excessive focus on adaptability might impede sustained innovative practices

Table 6. Regression Analysis Predicting Cultural Innovation

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Employee Satisfaction	-0.498	0.085	-0.374	-5.866	<0.001
Customer Satisfaction	0.866	0.077	0.689	11.207	<0.001
Visionary Leadership	0.216	0.130	0.186	1.665	0.097
Adaptive Capability	-0.758	0.145	-0.749	-5.211	<0.001

Absorptive Capability	**-0.082**	**0.087**	**-0.055**	**-0.945**	**0.345**
Networking Capability	**0.970**	**0.092**	**1.025**	**10.561**	**<0.001**

Predicting Market Analysis and Response

Networking capabilities appear indispensable for effective market analysis, overshadowing leadership's direct impact in this domain

Table 7. Regression Analysis Predicting Market Analysis and Response

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	**SE**	**Beta**		
Employee Satisfaction	-0.313	0.047	-0.277	-6.648	<0.001
Customer Satisfaction	0.666	0.043	0.624	15.518	<0.001
Visionary Leadership	-0.436	0.072	-0.441	-6.041	<0.001
Adaptive Capability	-0.283	0.081	-0.330	-3.505	0.001
Absorptive Capability	0.048	0.048	0.038	0.998	0.319
Networking Capability	1.004	0.051	1.251	19.680	<0.001

Predicting Change Management

Networking and customer-centric approaches are essential for navigating change, but adaptive efforts should be balanced to avoid inefficiencies.

Table 8. Regression Analysis Predicting Change Management

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	**SE**	**Beta**		
Employee Satisfaction	**-0.225**	**0.084**	**-0.192**	**-2.664**	**0.008**
Customer Satisfaction	**0.507**	**0.077**	**0.459**	**6.596**	**<0.001**
Visionary Leadership	**0.722**	**0.129**	**0.706**	**5.588**	**<0.001**
Adaptive Capability	**-0.884**	**0.145**	**-0.993**	**-6.106**	**<0.001**
Absorptive Capability	**-0.160**	**0.087**	**-0.122**	**-1.848**	**0.065**
Networking Capability	**0.707**	**0.091**	**0.849**	**7.733**	**<0.001**

Predicting Tolerant of Ambiguity

Networking capability fosters a collaborative environment that enhances tolerance for ambiguity, critical for agility in uncertain conditions

Table 9. Regression Analysis Predicting Tolerant of ambiguity

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Employee Satisfaction	-0.628	0.101	-0.435	-6.235	<0.001
Customer Satisfaction	0.845	0.092	0.619	9.206	<0.001
Visionary Leadership	0.173	0.154	0.137	1.120	0.263
Adaptive Capability	-1.663	0.173	-1.515	-9.629	<0.001
Absorptive Capability	0.864	0.103	0.534	8.347	<0.001
Networking Capability	1.331	0.109	1.296	12.200	<0.001

Predicting Organizational Performance

Two dimensions of performance, Employee Satisfaction and Customer Satisfaction, were examined:

a. Employee Satisfaction

Market Analysis & Response ($\beta = -0.193$, $p = 0.013$) demonstrated a negative association, indicating that intense market focus might divert attention from internal employee well-being.

b. Customer Satisfaction

Networking Capability showed a counterintuitive negative effect ($\beta = -0.736$, $p < 0.001$).

Analysis: While Visionary Leadership enhances both employee and customer satisfaction, over-reliance on networking might lead to inefficiencies in customer-focused processes

Table 10. Regression Analysis Predicting Employee Satisfaction					
	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Structural Fluidity	-0.142	0.045	-0.164	-3.181	0.002
Cultural Innovation	-0.002	0.042	-0.002	-0.042	0.966
Market Analysis & Response	-0.171	0.068	-0.193	-2.504	0.013
Change Management	0.159	0.047	0.186	3.379	0.001
Tolerant of ambiguity	-0.157	0.030	-0.227	-5.244	<0.001
Visionary Leadership	0.483	0.085	0.553	5.689	<0.001
Adaptive Capability	0.287	0.086	0.377	3.341	0.001
Absorptive Capability	0.217	0.054	0.194	3.990	<0.001
Networking Capability	0.046	0.071	0.065	0.649	0.517

Table 11. Regression Analysis Predicting Customer Satisfaction					
	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Structural Fluidity	0.173	0.040	0.189	4.332	<0.001
Cultural Innovation	-0.028	0.037	-0.036	-0.759	0.448
Market Analysis & Response	0.564	0.061	0.601	9.223	<0.001
Change Management	-0.195	0.042	-0.216	-4.635	<0.001
Tolerant of ambiguity	0.091	0.027	0.124	3.382	0.001
Visionary Leadership	0.717	0.076	0.774	9.426	<0.001
Adaptive Capability	0.232	0.077	0.289	3.024	0.003
Absorptive Capability	0.038	0.049	0.032	0.787	0.432
Networking Capability	-0.554	0.063	-0.736	-8.731	<0.001

Visionary Leadership as a Mediator

- Visionary Leadership consistently emerged as a mediating variable across multiple relationships.

Table 12. Regression Analysis Predicting Visionary Leadership					
	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Structural Fluidity	0.181	0.022	0.182	8.154	<0.001
Cultural Innovation	-0.065	0.021	-0.075	-3.057	0.002

Market Analysis &Response	-0.468	0.032	-0.462	-14.731	<0.001
Change Management	0.303	0.020	0.310	14.781	<0.001
Tolerant of ambiguity	-0.009	0.016	-0.012	-0.579	0.563
Employee Satisfaction	0.094	0.025	0.082	3.768	<0.001
Customer Satisfaction	0.218	0.026	0.202	8.264	<0.001
Adaptive Capability	0.192	0.044	0.220	4.350	<0.001
Absorptive Capability	0.126	0.028	0.098	4.523	<0.001
Networking Capability	0.417	0.034	0.513	12.211	<0.001

Predicting Operational Competitive Capabilities

Each capability was analyzed individually:

Adaptive Capability

Visionary Leadership was the strongest predictor ($\beta = 0.717$, $p < 0.001$), emphasizing its role in enabling organizations to adapt to dynamic conditions.

Absorptive Capability

Tolerant of Ambiguity significantly influenced absorptive capability ($\beta = 0.441$, $p < 0.001$), suggesting that comfort with uncertainty promotes learning and knowledge integration.

Networking Capability

Market Analysis & Response ($\beta = 0.722$, $p < 0.001$) had the strongest impact, reflecting its role in fostering collaborative networks.

Table 13. Regression Analysis Predicting Adaptive Capability

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Structural Fluidity	0.016	0.030	0.014	0.545	0.586
Cultural Innovation	-0.106	0.027	-0.108	-3.935	<0.001
Market Analysis & Response	0.591	0.032	0.507	18.624	<0.001

Change Management	**-0.228**	**0.025**	**-0.203**	**-8.979**	**<0.001**
Tolerant of ambiguity	**-0.066**	**0.018**	**-0.072**	**-3.593**	**<0.001**
Employee Satisfaction	**0.202**	**0.032**	**0.154**	**6.290**	**<0.001**
Customer Satisfaction	**-0.053**	**0.034**	**-0.042**	**-1.531**	**0.127**
Visionary Leadership	**0.825**	**0.040**	**0.717**	**20.803**	**<0.001**

Table 14. Regression Analysis Predicting Absorptive Capability

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Structural Fluidity	**-0.024**	**0.043**	**-0.031**	**-0.555**	**0.579**
Cultural Innovation	**-0.013**	**0.039**	**-0.019**	**-0.335**	**0.738**
Market Analysis & Response	**0.053**	**0.045**	**0.067**	**1.167**	**0.244**
Change Management	**-0.371**	**0.036**	**-0.486**	**-10.213**	**<0.001**
Tolerant of ambiguity	**0.273**	**0.026**	**0.441**	**10.446**	**<0.001**
Employee Satisfaction	**0.246**	**0.046**	**0.275**	**5.338**	**<0.001**
Customer Satisfaction	**0.147**	**0.049**	**0.174**	**2.984**	**0.003**
Visionary Leadership	**0.427**	**0.057**	**0.546**	**7.522**	**<0.001**

Table 15. Regression Analysis Predicting Networking Capability

	Unstandardized Coefficients		Standardized Coefficients	t	P
	B	SE	Beta		
Structural Fluidity	**-0.195**	**0.033**	**-0.160**	**-5.949**	**<0.001**
Cultural Innovation	**0.100**	**0.029**	**0.094**	**3.377**	**0.001**
Market Analysis & Response	**0.899**	**0.035**	**0.722**	**25.952**	**<0.001**
Change Management	**-0.365**	**0.028**	**-0.303**	**-13.148**	**<0.001**
Tolerant of ambiguity	**-0.028**	**0.020**	**-0.029**	**-1.400**	**0.162**
Employee Satisfaction	**0.121**	**0.035**	**0.086**	**3.457**	**0.001**
Customer Satisfaction	**-0.356**	**0.038**	**-0.268**	**-9.465**	**<0.001**
Visionary Leadership	**1.020**	**0.043**	**0.829**	**23.555**	**<0.001**

Summary and Implications

The regression analyses reveal several critical insights:

1. Networking and customer satisfaction drive organizational agility and performance.
2. Visionary Leadership plays a pivotal role in shaping capabilities and satisfaction outcomes.
3. Operational Competitive Capabilities (particularly Networking and Adaptive Capabilities) serve as key mediators.

These findings highlight the nuanced interplay of agility, leadership, and organizational strategies in driving competitive advantage and performance.

Hypothesis Testing:

Table 16: Summary of Hypotheses Testing

Hypothesis	Result	Key Findings
H1	Supported	Agility enhances both Customer and Employee Satisfaction
H2	Supported	Agility fosters Adaptive, Absorptive, and Networking Capabilities.
H3	Partially Supported	Capabilities mediate customer outcomes, less so for employees.
H4	Partially Supported	Visionary Leadership enhances fluidity but inconsistently impacts innovation.
H5	Supported	Visionary Leadership significantly improves Customer Satisfaction.
H6	Partially Supported	Adaptive Capability is effective; Networking has mixed effects.
H7	Supported	Visionary Leadership mediates agility's effect on performance.

Conclusion

This research highlights the critical interplay between Organizational Agility, Leadership, and Operational Competitive Capabilities in achieving superior Organizational

Performance. By integrating leadership and capability development into agility frameworks, organizations can thrive in uncertain and dynamic environments. The findings also emphasize the importance of balancing agility dimensions to avoid counterproductive outcomes.

Recommendations

To translate the findings into actionable strategies, the following recommendations are presented in an action plan table:

Action Plan for Enhancing Organizational Agility and Performance

Table 17: Action Plan for Enhancing Organizational Agility and Performance

Objective	Action Steps	Responsible Entity	Timeline	Expected Outcome
1. Develop Visionary Leadership	- Implement leadership development programs focused on agility and foresight. - Provide mentorship opportunities for emerging leaders. - Incorporate leadership KPIs tied to agility and performance.	HR Department Leadership Team	6–12 months	Enhanced decision-making and strategic agility across all levels.
2. Strengthen Adaptive Capability	- Introduce continuous training programs for teams to adapt to market changes. - Establish cross-functional teams to improve responsiveness.	Training Department Operations Team	3–6 months	Improved organizational flexibility and responsiveness.
3. Optimize Networking Capability	- Develop strategic partnerships aligned with organizational goals. - Regularly evaluate and streamline networking activities to prevent inefficiencies.	Strategic Partnerships Marketing Team	6–9 months	Effective collaboration with partners while avoiding overextension.
4. Enhance Customer	- Use customer feedback	Customer	6 months	Increased customer

Table 17: Action Plan for Enhancing Organizational Agility and Performance				
Objective	**Action Steps**	**Responsible Entity**	**Timeline**	**Expected Outcome**
Responsiveness	**systems to inform agility strategies. - Invest in technology to enhance customer interaction and satisfaction tracking.**	**Experience Team IT Department**		**satisfaction and loyalty.**
5. Promote Structural Fluidity	**- Review and redesign organizational structures for flexibility. - Empower teams with decision-making autonomy.**	**Executive Management HR Department**	**9–12 months**	**Streamlined structures enabling rapid adaptation to change.**
6. Align Agility with Employee Well-being	**- Establish initiatives to enhance employee satisfaction (e.g., wellness programs). - Regular surveys to assess and improve workplace agility impacts.**	**HR Department Employee Relations Team**	**Ongoing**	**Increased employee engagement and retention.**
7. Measure and Monitor Agility Impacts	**- Develop KPIs to track agility and its impact on performance. - Regularly review progress and adjust strategies based on metrics.**	**Strategy Team Data Analytics Team**	**Quarterly**	**Data-driven improvements in agility and performance.**

Future Research Directions

1. **Exploration of Negative Effects**:
   - Future research could investigate the counterproductive effects of excessive reliance on specific capabilities like networking.
2. **Context-Specific Applications**:
   - Extend the study to different industries or regions to examine the generalizability of the findings.
3. **Longitudinal Studies**:

- A longitudinal design could provide deeper insights into the long-term impacts of agility and leadership on performance.

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