

THE IMPACT OF VISIONARY LEADERSHIP ON STRATEGIC IMPROVISATION

¹Husam saadi AjAj

University of Anbar, College of Administration and Economics, Department of Business
Administration

husamsaadi@mtu.edu.iq

²Prof. Dr. Atheer Anwar Sharif

University of Anbar, College of Administration and Economics, Department of Business
Administration

admin.assistant@uoanbar.edu.iq

Abstract

The current research aims to diagnose the level of correlation and influence and its interpretation between visionary leadership with its dimensions (vision, empowerment, communication) and strategic improvisation with its dimensions (strategic vigilance, strategic agility, micro-structure, solution building) in Al-Faris State Company, according to the descriptive analytical approach, and the formation of the research community Of the officials at the higher administrative levels, who numbered (81) individuals (general manager, assistant director, department managers, department managers, divisional officials), and the questionnaire was adopted as a main tool for collecting data on the research variables by means of the standards that were adopted, and for data processing The statistical analysis program (Spss version23) and the program (Amos version23) were used to access the test results and find out the research hypotheses, and many statistical methods were used, the most important of which are (arithmetic mean, standard deviation, percentages, Pearson correlation coefficient, multiple regression model, coefficient Selection, test (f), test (t), marginal tendency (β), and the most prominent results of the analysis were the presence of a significant correlation and influence in Al-Faris State Company through the use of the dimensions of visionary leadership combined in strategic improvisation with its dimensions more than if these dimensions were used On its own, and through these conclusions, the research concluded the need for the company to address weaknesses with regard to visionary leadership in order to increase the impact on strategic improvisation, by paying attention to the dimensions of those variables in order to achieve what the company aims for.

Keywords: visionary leadership, strategic improvisation, Al-Faris State Company.

introduction:

The growth and expansion of the world today and the openness in international relations thanks to the emergence of modern technology is a clear feature that has a direct impact on the business world. This expansion requires the growth of organizations, increasing their size and the complexity of their work, as well as the diversity of internal relations, their interdependence and their influence on the external environment in terms of political, economic and social influences. All of this requires the continuation of research. And continuing to understand the mechanisms of this method through which we must respond to change and development, and this task can only be achieved under conscious leadership in which the leader is distinguished by his own vision, by imagining future challenges and finding solutions to overcome them, as well as the clarity of the vision as it expresses ideal mental perceptions of the desired future and for that

Visionary leadership is considered one of the important patterns because it looks at the future with a strategic vision that can provide and clarify the future mental image of the organization. The visionary leadership has received attention and study from the pioneers of administrative thought because of its influential role in the present and future of the organization and the ability of this leadership to set and build future directions for organizations.

Visionary leaders look at the current situation beyond its current state, as they search and find a vision for the future, and then seek to achieve that vision, which is always characterized by realism, attractiveness, and reliability, as ideas are generated by them, which in turn enables them to reach the future through what exists in the present time.

On the other hand, the challenges that exist in the external environment in particular, which are difficult to anticipate, and which are characterized by environmental uncertainty and rapid change in the external environment, are a tangible reality in today's world. Deficiencies in traditional strategic planning that cannot face these conditions, which contributed to the emergence of the concept of strategic improvisation as the most modern strategic response mechanism to reduce the gap between traditional strategic planning and the requirements of the changing environment. Strategic improvisation is described as one of the most important strategic entrances in facing challenges and rapid changes, as it is an important factor in the conditions of intense competition between organizations, through its effective contribution to providing flexibility and finding adaptation that parallels or outperforms competitors, as the organization that adopts strategic improvisation is one of the organizations that achieve compatibility. The dynamism between the essential capabilities it possesses and the opportunities and challenges provided and imposed by the external environment. Therefore, organizations must build systems of strategic vigilance through which they re-adapt their resources and build their own structure that helps them with freedom of movement and non-compliance in order to achieve the greatest possible compatibility, especially with the external environment. The result is achieving the desired goals and objectives of the organization, and all of this can only be done through strategic improvisation.

Research Methodology

- A. Research problem:** The research problem came to find out the appropriate perception of the leaderships in the researched organization for the concepts of visionary leadership and strategic improvisation, and the research problem can be clarified by the following questions:
1. What is the level of the sample's awareness of the study variables (visionary leadership, strategic improvisation) and their sub-dimensions in the researched organization?
 2. What is the nature, value and significance of the correlations between visionary leadership and strategic improvisation in the researched organization?
 3. What is the nature, value and significance of influence relationships of visionary leadership in strategic improvisation in the researched organization?
- B. The importance of research:** The importance of the study in its theoretical and practical aspects is highlighted by the researcher's interest in research variables, diagnosing problems and addressing them, and showing the relationship between these variables, which made visionary leadership an influential variable and strategic improvisation a responsive variable. The importance of visionary leadership lies in its ability to interpret and clarify future visions at the level of organizations and help them to Constantly adapting to the changing and sudden conditions that afflict the organization, and the importance of strategic improvisation is not hidden, as it is one of the important factors that guarantee the organization's ability to adapt to

unexpected circumstances, and it is considered one of the modern alternative means to traditional strategic planning, which in turn helps organizations adapt to the dynamism of the environment.

C. Research objectives

1. Determine the extent to which research variables are practiced and applied (visionary leadership, strategic improvisation) in the researched organization.
2. Determine the nature of the correlations between visionary leadership and strategic improvisation? Which of the dimensions of visionary leadership is most closely related to strategic improvisation?
3. Determine the nature of influence relationships between visionary leadership and strategic improvisation? Which of the dimensions of visionary leadership is most influential in strategic improvisation?

D. Research hypotheses

The main hypothesis: There is a significant influence relationship of visionary leadership with its dimensions (vision, empowerment, communication) in strategic improvisation with its dimensions (strategic vigilance, strategic agility, micro-structure, solution building) in Al-Faris State Company. Sub-hypotheses branch out from this hypothesis, which are as follows :

1. There is a significant influence relationship between visionary leadership in its dimensions (vision, empowerment, communication) and strategic vigilance in Al-Faris State Company.
2. There is a significant influence relationship between visionary leadership with its dimensions (vision, empowerment, communication) and strategic agility in Al-Faris State Company.
3. There is a significant influence relationship between the visionary leadership with its dimensions (vision, empowerment, communication) and the micro-structure in Al-Faris State Company.
4. There is a significant influence relationship between visionary leadership and its dimensions (vision, empowerment, communication) and building a solution in Al-Faris State Company.

- E. **Research community and sample:** In view of the great importance of the industrial sector in which the research is conducted, and to test the hypotheses of the research in an applied manner, the Al-Faris State Company was chosen as a field side to conduct the research in it, and the research sample was chosen in an intentional manner represented by the administrative leaders of the general manager and assistants of the director, the director of the department, directors of departments, officials of the people, As this sample was chosen because it is compatible with the research variables, which in turn require a high level of understanding, knowledge and awareness to deal with the paragraphs of the questionnaire. Retrieval (96.4%) of the total distributed questionnaires valid for analysis, and thus the final research sample was formed.

Theoretical framework for research variables

Visionary leadership

A. The concept of visionary leadership

Visionary leadership is considered one of the most important axes of successful leaderships at the present time because it is distinguished by a special vision because it reflects the capabilities of leaders to realize the future clearly and accurately by visualizing and imagining the future challenges facing the organization while finding appropriate solutions to overcome these challenges, since the vision is the most ideal and mental image of the desired future. By gathering people to work to achieve goals, visions of organizational goals also play a prominent and important role in enhancing employee motivation through their outstanding performance

(Rawolle, 2010: 3). While (Kusmiyati & Efendy, 2017:70) defined it as the ability to innovate, create and formulate ideas Idealistic or social communication, transforming idealistic ideas and implementing them as a result of social interaction among members of the organization who believe that the ideal state of the future organization is achieved through the commitment of all employees. There are those who define visionary leadership as a form of helping organizations develop a greater sense of purpose by linking efforts to results actually successful, and provide opportunities to enhance the organization's ability to meet the needs of its components, and this happens in innovative ways despite the complexity and uncertainty (M. Taylor et al., 2014: 567).

B. The importance of visionary leadership and its effects

The presence of visionary leadership in organizations today is to show positive results in them, by creating and communicating views of the desired state that show the status quo and stimulate commitment to a better future (Mupa, 2015:44), and its importance lies in the great task of survival, success and growth of organizations because they live in the work environment Turbulent and unstable (Dwivedi, 2006:11), visionary leadership is an important and effective leadership style in organizations, and this importance lies through the contribution and role that leaders play within these organizations in managing their activities and future operations, so visionary leadership takes a place in the ideas of many Writers and researchers, and this interest came as a result of the rapid changes in today's world and the accompanying great competition that led to the need for leadership that is able to read the future and anticipate what it will be (Dhammika, 2014:1), and the importance of visionary leadership is embodied in the role it plays at the external and internal levels of the organization On the internal level, the importance lies in creating a cooperative atmosphere and interdependence between workers and establishing social relations that will increase the degree of cohesion and cohesion, instill confidence among them in work networks, strengthen and control positive forces in the organization, solve work problems, reduce negative aspects as much as possible, resolve differences and balance opinions. Training, developing and nurturing individuals who are a resource for the organization (Salman, 2013:34-35).

C. Characteristics and skills of a visionary leader and visionary leadership

Leadership qualities are among the rare assets that are able to achieve success in the organization. A visionary leader is a genius leader who can raise the organization from the usual or current level to a higher level and achieve its goals and expectations depending on his leadership style that makes him friendly with his followers. He achieves this by developing the environment and making it vital, and stimulating the relationship with his employees, but the visionary leader must be aware of situations that may tempt some employees to take advantage of this relationship when others find it too friendly, so the visionary leader must balance friendship and responsibility (Nwokedi, 2015:88) (Khoury, 205), (Zaccaro, 201), (Harper, 201) see that visionary leadership possesses some characteristics, which are (Qaryouti, 115: 2019).

1. Creativity in challenging employees' traditional beliefs and their different identities.
2. Directing and helping others on the right way to behave in situations. Inspirational and contain a common vision based on creativity and innovation.
3. Create a roadmap for employees within the organization.
4. Encouraging employees, giving them the necessary appreciation, and ensuring that they receive rewards in various ways to push them to provide the best performance.

D. Dimensions of visionary leadership

- 1. Vision:** A word derived from the Greek term vision meaning to see, and the leader can express his vision in various forms such as editorial statements or through himself for what is an example to follow (Saba et al, 2017:21). The primary role of the leader is the ability to see the future The organization, and the vision is a comprehensive and expanded vision of what the leader of the organization wants it to be, and that the visionary leader makes extraordinary things that he accomplishes with the vision that he possesses and motivates others towards common goals, and that the visionary leadership is characterized by its ability to transform its vision into tangible results on the ground, and not a distant dream About reality and the possibility of achieving it (Omar, 2011: 38).
- 2. Empowerment:** Empowerment is represented by leadership and senior management granting confidence and authority to workers to perform their duties freely, which enhances the creation of an atmosphere of feeling and satisfaction, creating a positive feeling and increased responsibility for workers, and this in turn represents an important factor and a driving force for work (Al-Watifi, 2014: 109). The common concept includes Empowerment can delegate some decision-making powers, and it is also associated with increasing the autonomy of subordinates in the jobs assigned to them. More importantly, empowerment allows subordinates to make problem-solving decisions (Nwachukwu, 2017:5).
- 3. Communication:** Communication is an important dimension of visionary leadership that drives positive outcomes in organizations by creating and communicating a desired state of view that clarifies the current situation and stimulates commitment to a better future (Dhamika, 2014:2). As defined by (Rajab, 27:2013), the communication process is a continuous process until its goals are partially or fully achieved and is between two or more parties. It is a purposeful process in the sense that the sender aims, through the communication process, to achieve a specific goal or goals. It will be transmitted from the sender to the recipient, which takes a variety of forms, such as read words or other forms.

Strategic improvisation

A. The concept of strategic improvisation

Strategic improvisation is one of the important modern concepts that contributed to enhancing the competitive advantage of organizations, by achieving the dynamic environment and the ability to adapt to it, and this part is one of the basics of flexibility (Ibrahim & Bakar, 2016:745). Dynamic capabilities, because these capabilities contribute to adapting to the rapidly changing environment, as it was defined as the ability of the organization to integrate and rebuild the various resources and capabilities to address the rapid change occurring in the environment, which enables organizations to direct their activities to achieve goals (Teece, 2014: 328). (Antunes, 2019:4-5) as the balance between the need to plan for the predictable and the ability to simultaneously respond to the unpredictable.

B. The importance of strategic improvisation

Most organizations face various problems and disturbances that prompt organizations to search for alternative strategies to traditional strategies in order to make them adapt to the rapidly changing environment, and for this they are in dire need of strategic improvisation (Bakar et al, 2017:300). Strategic improvisation is one of the important factors that ensure the ability of the organization To adapt to business, and despite the vital role it plays, especially in business, its powers across sectors and other fields are still far from clear, and improvisation is a necessary

and crucial factor in a competitive environment, as activities are planned and implemented simultaneously to respond to the complexity of And the dynamics of the environment (Ibrahim et al, 2016:38), and strategic improvisation is seen as one of the important modern concepts that enhance the competitive advantage of the organization through achieving the dynamic environment and its ability to adapt, which in turn is an essential part of flexibility (Ibrahim & Bakar, 2016:745).

C. Dimensions of strategic improvisation

In choosing the dimensions of strategic improvisation, the researcher relied on the study of (Camara & Petrenko, 2015) and (Hussein, 89: 2020), which will be adopted for the purposes of the current research, and they are as follows in detail:

- 1. Strategic vigilance:** Strategic vigilance is a strategic process that provides organizations with information that helps them to face the problems facing the organization and develop optimal solutions for them by making strategic decisions based on scientific foundations and standards. Strategic vigilance refers to research and scrutiny of information by observing the external environment and knowing competitors, and strategic vigilance is important for all organizations that seek to keep pace with dynamic developments in their sector, as strategic vigilance helps organizations to have coping mechanisms in order to move away from the risks that threaten them on the one hand and put them in place as soon as possible on the other hand (Alshaer, 2020:83).
- 2. Strategic agility:** Strategic agility broadly refers to an organization's ability to continually adapt to changing and uncertain environments, where competitive advantage is often temporary and requires repeated strategic moves. Agility is particularly important in environments with high competitive intensity, from a capability perspective. Dynamism, agility can be understood as the main ability of the organization in dynamic environments. Organizations are able to create dynamic portfolios of products, services, or business models in order to compete. Organizations that are characterized by strategic agility integrate knowledge from around the world to support continuous innovation. And linking resilience to a knowledge-based viewpoint, where resilience requires the ability to make quick decisions by considering as many alternatives as possible (Junni & Weber, 2015:3).
- 3. Micro-structure:** In light of crises and complex and constantly changing environmental conditions, it is necessary for organizations to have flexible organizational structures that facilitate the rapid process of these conditions and environmental disturbances, which contribute as auxiliary tools for the organization to possess the capabilities of strategic action in an environment of severe turmoil and change. Improvisational freedom is possible only in the case of The existence of simple rules and simple organizational structures (Kamoche, K. & Cunha, M.P, 2001:744). (Cunha, M.P. et al, 2012:269) indicated that the microstructure provides an appropriate balance between the rules on the one hand, and the freedom that supports strategic improvisation on the other hand, and thus facilitates the convergence of improvised procedures with the strategic goal of the organization. Accordingly, improvisation can be described as freedom within the structure.
- 4. Solution building:** The term (bricolage) was coined for the first time by (Levi-Strauss) in (1967) as “made of whatever is at hand” which contains the use of available resources, such as resources, physical measures, skills or ideas , which is built on the principle of "may it always be at hand", rather than being obtained in response to the requirements of a specific application with proven

capabilities, the construction of the solution is unplanned and its results often present a degree of serendipity in its ability to generate growth and the building of the solution provides a theoretical basis for the ways in which Through which the preparations for the resources that the organization possesses at a particular time can be used in shaping future expansion strategies (Tasavori & Pruthi, 2018:2).

The practical side of research

❖ Descriptive analysis of the dimensions of research variables

First: the descriptive analysis of the dimensions of the visionary leadership variable

Through Table No. (1), we deduce the value of each of the arithmetic mean, standard deviation, coefficient of difference, and the relative importance of all dimensions of the visionary leadership variable, as the arrangement of the (communication) dimension ranked first, and this means that the answers within this dimension were more homogeneous and less distracting than The rest of the other dimensions of the variable that make up the scale, while the dimension of (empowerment) came in second place, then came after (vision) in the third and last place. make it the most important.

Table No. (1) Ranking the relative importance of the sub-dimensions of the visionary leadership variable

n	dimensions	MENS	S.D	C.V	DEGRE	arrangement
1	Vision	4.01	.8950	22.43%	HIGH	the third
2	empowerment	3.54	.8340	21.18%	HIGH	the second
3	Connection	3.96	.8120	%20.62	HIGH	the first
Visionary leadership		3.83	.8470	21.41%		

The level of responses to the variable of visionary leadership and its sub-dimensions (vision, empowerment, communication) indicate the following:

1. All the answers related to the (visionary leadership) variable were at high levels compared to the hypothetical arithmetic mean, as it achieved a total arithmetic mean of (3.83), which is a high arithmetic mean compared to the hypothetical arithmetic mean, and The standard deviation was (0.847), and this shows the extent of harmony in the answers of a sample. The research examined the dimensions of this variable, which was confirmed by the coefficient of difference, which reached (21.41%), and this shows the extent to which the company's management practices visionary leadership through the use of clear visions that can be achieved and shared With the rest of the employees by enabling them to participate in its preparation and formulation and the use of possible communication channels in order to deliver ideas and changes that occur within the company and work within the same team in order to achieve the company's goals.
2. Based on the values of the arithmetic medians of the dimensions mentioned in the above table, the communication dimension achieved more importance by the arithmetic mean, reaching (3.96). This indicates the importance of communication in the company through the transfer and exchange of information and data between employees within the company, with a standard deviation of (0.812). This indicates that there is consistency in the answers of the research sample about the dimension of paragraphs, and this is confirmed by the coefficient of difference of (20.62%).
3. The Empowerment dimension ranked second with a high arithmetic mean, reaching (3.54). This indicates the importance of this dimension for the company's members by empowering its

employees by giving them independence and authorization in the decision-making process and taking appropriate solutions to the problems facing the company, with a standard deviation of (0.834).) and this was confirmed by the coefficient of variation (21.18%).

4. The vision dimension achieved the third rank, with a high arithmetic mean of (4.01), and this indicates the importance of the vision dimension for the management of the company in order to clarify ideas and visions for all employees in the company to achieve the desired goals, and with a standard deviation of (0.895), which indicates a good harmony in the answers of individuals The research sample, and this was confirmed by the coefficient of difference (22.43%).

Second: the descriptive analysis of the dimensions of the strategic improvisation variable

Through Table No. (2), we deduce the value of each of the arithmetic mean, standard deviation, coefficient of difference, and the relative importance of all dimensions of the strategic improvisation variable, as the arrangement of the (microstructure) dimension ranked first, and this means that the answers within this dimension were more homogeneous and less dispersed As for the rest of the other dimensions of the variable that make up the scale, while the dimension (strategic vigilance) came in the second place, then came after (building the solution) in the third place, and the last place was for the variable (strategic agility), and the interpretation of the results of the dimension (micro-structure) is due to the answers of the research sample Which was more concentrated and less deviant than the rest of the other dimensions, which made it the most important.

Table No. (2) Arranging the relative importance of the sub-dimensions of the strategic improvisation variable

n	dimensions	MENS	S.D	C.V	DEGRE	arrangement
1	Strategic vigilance	3.10	.7760	19.92%	middle	the second
2	Strategic agility	3.88	.9020	23.23%	HIGH	the fourth
3	Minor structuring	4.02	.7300	18.19%	HIGH	the first
4	Build the solution	3.90	.8210	21.08%	HIGH	the third
	Strategic improvisation	3.72	.8070	20.60%		

The level of responses to the variable of strategic improvisation and its sub-dimensions (strategic vigilance, strategic agility, micro-structuring, solution building) indicate the following:

1. The responses related to the variable (strategic improvisation) were all at high levels compared to the hypothetical arithmetic mean, thus achieving a total arithmetic mean of (3.72), which is a high arithmetic mean compared to the hypothetical arithmetic mean, as the standard deviation reached (.8070), and this shows the extent of harmony In the answers of the research sample on the dimensions of this variable, which was confirmed by the coefficient of difference, which reached (20.60%), and this shows the extent to which the company's management practices strategic improvisation through the use of its dimensions (strategic vigilance, strategic agility, micro-structure, building a solution).
2. The micro-structure dimension ranked first after it achieved the greatest relative importance by the arithmetic mean, reaching (4.02). The presence of harmony in the answers of the research sample about the paragraphs of the dimension, and this was confirmed by the coefficient of difference of (20.62%).

3. The strategic vigilance dimension ranked second with an average arithmetic mean of (3.10). customers and work to meet them, with a standard deviation of (0.776), and this was confirmed by the coefficient of difference of (19.92%).
4. After building the solution, it ranked third with a high arithmetic mean of (3.90). This indicates the importance of this dimension for the management of the company through its ability to employ the available resources and use them to find practical solutions to the new challenges facing the company. The importance of this dimension also comes through the management of the company. By motivating its employees to devise new ways to face current and future emergency problems, and with a standard deviation of (0.821), which indicates a good harmony in the answers of the research sample, and this is confirmed by the coefficient of difference of (21.08%).

The strategic agility dimension ranked fourth with a high arithmetic mean of (3.88) if compared to the standard arithmetic mean categories, and this is evidence of the importance of this dimension by encouraging its employees to possess rapid response skills to complete what is required of them in order to achieve the goals, as it has The administration responded appropriately in the event of a change in the external environment, and the standard deviation reached (0.902), and this was confirmed by the coefficient of difference of (23.23%).

❖ **Test hypotheses of influence between research variables and dimensions**

Testing the main hypothesis: The hypothesis states that (there is a statistically significant effect relationship of visionary leadership with its dimensions (vision, empowerment, communication) in strategic improvisation in the researched company, which will be tested according to Table (3) and as follows:

Table (3) influence relationship between visionary leadership and its dimensions in strategic improvisation

hypothesis	influence path	β	t	Sig	$R^2 - \text{Sig} - F$	decision
Main	Vision >> Strategic Improvisation	0.310	3.078	0.003	F= 67.415 R ² = 0.724 Sig= 0.000	Acceptance
	Empowerment >> Strategic Improvisation	0.333	3.510	0.001		
	Communication >> Strategic Improvisation	0.294	3.000	0.004		
n=81	Tabular F value = 3.91	tabular t-value = 2.1		Moral dimensions = 3		

From the results of Table (3), it was found that the calculated (F) value amounted to (67.415), which is greater than its tabular value, which amounted to (3.91). For the value of (R²), it amounted to (0.724), and this indicates that the visionary leadership explains (72.4%) of the changes that occurred in strategic improvisation. As for the significance of the multiple regression model, the value of (Sig) amounted to (0.000), which is less than (0.05). This justifies the significance of the multiple regression model and confirms the acceptance of the second main hypothesis, and regarding the values (β) of the visionary leadership dimensions, they amounted to (0.310, .3330, 0.294) respectively, and this confirms that the change in the dimension (vision) of one unit leads to a change in improvisation. Strategic improvisation by (31.0%), and a change

in the dimension of (empowerment) by one unit leads to a change in strategic improvisation by (33.3%). Regarding the (Sig) moral values of the visionary leadership dimensions, they amounted to (0.003, 10.00, and 0.004), respectively. It was found that the dimensions that had a significant impact on strategic improvisation are (vision, empowerment, and communication), because their values are less than (0.05), as they reached, respectively, (0.003), 10.00, 0.004), and confirms the significant impact of the dimensions (t) values of (3.078, 3.510, 3.000), respectively, which are greater than their tabular value of (2.1), and this indicates that (vision, empowerment, and communication) paid attention to the management of the researched company for their moral impact In strategic improvisation, this indicates that the company has a clear and understandable future vision that enabled it to predict the future and deal with it, and empowerment increases the effective influence of the company's employees by giving them more powers to perform their work properly, and the company's management also paid attention to communication because it is one of the important features For any organization, it also leads to an increase in the dedication of employees and improving their performance within the company in general, and this in turn enhances the implementation of strategic improvisation as required.

1. **Testing the first sub-hypothesis:** The hypothesis states that (there is a significant effect relationship of visionary leadership with its dimensions (vision, empowerment, communication) on strategic vigilance in the researched company), which will be tested according to Table (4) as follows:

Table (4) The relationship of influence between visionary leadership and its dimensions in strategic vigilance

hypothesis	influence path	β	t	Sig	$R^2 - \text{Sig} - F$	decision
sub hypothesis	Vision >> Strategic vigilance	0.127	0.952	0.344	F= 27.046 R ² = 0.513 Sig= 0.000	Acceptance
	Empowerment >> Strategic vigilance	0.378	2.994	0.004		
	Communication >> Strategic vigilance	0.279	2.140	0.036		
n=81	Tabular F value = 3.91	tabular t-value = 2.1		Moral dimensions = 2		

The results of Table (4) indicated that there are only two significant variables out of a total of three variables, and this is what distinguishes the multiple regression model from the simple, because the multiple regression seeks to find the variables that cause the significance of the model as a whole, and also does not depend on the number of significant variables in order to accept or Rejecting the hypothesis, because it depends on the moral values and the extent of their reflection on the model as a whole (Hayes, 2018:52), (Zsuzsanna & Mariana, 2012:513), and (Nathans et al, 2012:13).

Regarding the calculated (F) value, it amounted to (27.046), which is greater than its tabular value, which amounted to (3.91). This indicates that the visionary leadership dimensions explain (51.3%) of the changes in the strategic vigilance, and with regard to the significance of the multiple regression model, the value of (Sig) reached (0.000), which is less than (0.05), and this justifies the significance of the multiple regression model and confirms the acceptance of the hypothesis The first sub-level, as for the (β) values for the dimensions of visionary leadership, they amounted to (.1270, .3780, 0.279), respectively, and this confirms that the change in the

(vision) dimension, one unit, leads to a change in strategic vigilance by (12.7%), and that the change in the (Empowerment) dimension of one unit, it leads to a change in strategic vigilance by (37.8%). Likewise, with regard to the (Communication) dimension, a change of one unit leads to a change in strategic vigilance by (27.9%). The (Sig) values for the dimensions of visionary leadership reached (3440 ., 040.0, 360.0), respectively, so it was found that the dimensions that have a significant impact on strategic vigilance are (empowerment and communication) because their values are less than (0.05), as they reached respectively (0.004, 0.036), and the significant effect of these two dimensions confirms the values of (t). amounts of (2.994, 1402.), respectively, which are greater than their tabular value of (2.1), and this indicates that (empowerment and communication) are paying attention to the management of the researched company because of their moral impact on strategic vigilance, through the assistance of the company's management and its employees to obtain the information required for Completion of work The administration is also interested in giving clear and accurate orders and instructions in order to achieve the required understanding and clear vision among employees, and this in turn enhances its ability to realistically evaluate internal and external conditions and helps to build ideas and target information through research and processing to contribute to making the right decision at the right time, from For the success of the strategic vigilance, as for the vision dimension, it did not achieve a significant effect, because the value of (Sig) is greater than 0.05), reaching (3440). It may be due to the fact that this dimension was not effective as required in affecting the strategic vigilance in the company. Therefore led to a decrease in its value.

- 2. Testing the second sub-hypothesis:** The hypothesis states that (there is a significant effect relationship of visionary leadership with its dimensions (vision, empowerment, communication) on strategic agility in the researched company), which will be tested according to Table (5) and as follows:

Table (5) The relationship of influence between visionary leadership and its dimensions in strategic agility

hypothesis	influence path	β	t	Sig	R ² – Sig - F	decision
sub hypothesis	Vision >> Strategic agility	0.403	3.564	0.001	F= 47.870 R ² = 0.651 Sig= 0.000	Acceptance
	Empowerment >> Strategic agility	0.200	1.871	0.065		
	Contact >> Strategic agility	0.280	2.539	0.013		
n=81	Tabular F value = 3.91	tabular t-value = 2.1		Moral dimensions = 2		

Table (5) shows that there are only two significant variables out of a total of three variables, and this is what distinguishes the multiple regression model from the simple, because the multiple regression seeks to find the variables that cause the significance of the model as a whole, and also does not depend on the number of significant variables in order to accept or reject The hypothesis, because it depends on the moral values and the extent of their reflection on the model as a whole (Hayes, 2018:52), (Zsuzsanna & Mariana, 2012:513), and (Nathans et al, 2012:13).

Regarding the calculated (F) value, it amounted to (47.870), which is greater than its tabular value, which amounted to (3.91). This indicates that the visionary leadership dimensions explain (65.1%) of the changes in strategic agility, and with regard to the significance of the multiple regression model, the value of (Sig) reached (0.000), which is less than (0.05), and this justifies

the significance of the multiple regression model and confirms Acceptance of the second sub-hypothesis, as for the (β) values for the visionary leadership dimensions, they amounted to (.4030, 0.200, 2800.) respectively, and this confirms that the change in the (vision) dimension of one unit leads to a change in strategic agility by (40.3%)) and that the change in the dimension of (empowerment) by one unit leads to a change in the strategic agility by (20.0%) and also with regard to the dimension of (communication), the change of one unit leads to a change in the strategic agility by (28.0%), and the (Sig) significant values reached For the dimensions of visionary leadership (0.001, 0650., 130.0), respectively, it was found that the two dimensions (vision and communication) have a significant effect on strategic agility, because their value is less than (0.05), reaching respectively (10.00, 0.013), and confirms the significant effect of this dimension The value of (t) amounting to (, 3.564, 2.539) respectively, which is greater than their tabular value of (2.1), and this indicates that (vision and communication) receive the attention of the management of the researched company because of their significant impact on strategic agility, as the management of the researched company is working on Clarify its goals and objectives as it presents new ideas about its future, which leads to enhancing its capabilities to enable it to achieve rapid response to changes in the environment. It reached (0.065), and this indicates that the management of the company in question did not care about this dimension at the time of strategic agility in the company, so it led to a decrease in its value.

3. **Testing the third sub-hypothesis:** The hypothesis states that (there is a significant impact relationship of visionary leadership with its dimensions (vision, empowerment, communication) in the micro-structure of the company under study), which will be tested according to Table (6) as follows:

Table (6) The relationship of influence between visionary leadership and its dimensions in the microstructure

hypothesis	influence path	β	t	Sig	R ² – Sig - F	decision
sub hypothesis	Vision >> Structural Micro	0.220	1.997	0.049	F= 51.815 R ² = 0.669 Sig= 0.000	Acceptance
	Empowerment >> Micro Structural	0.448	4.304	0.000		
	Contact >> Structural Micro	0.228	2.117	0.038		
n=81	Tabular F value = 3.91	tabular t-value = 2.1		Moral dimensions = 3		

Through the results of Table (6), it was found that the calculated (F) value amounted to (51.815), which is greater than its tabular value, which amounted to (3.91). For the value of (R2), it amounted to (0.669), and this indicates that the dimensions of visionary leadership explain (66.9%) of the changes that occurred in the microstructure, and with regard to the significance of the multiple regression model, the value of (Sig) amounted to (0.000), which is less than (0.05). It justifies the significance of the multiple regression model and confirms the acceptance of the third sub-hypothesis. As for the (β) values of the visionary leadership dimensions, they amounted to (.2200, .4480, 0.228), respectively, and this confirms that the change in the dimension (vision) of one unit leads to a change in the structure. The smallest by (22.0%), and that the change in the dimension of (empowerment) for one unit leads to a change in the micro-structure by (44.8%). Likewise, in the dimension of (communication), the change of one unit leads to a change in the micro-structure by (22.8%), and with regard to the values of (Sig) The significance of the

dimensions of visionary leadership amounted to (0.049, .0000, 0.038) respectively, so it was found that all dimensions have a significant impact on the micro-structure, because its value is less than (0.05), as it reached (0.049, 0000., 0.038), on the Respectively, the moral impact of these dimensions confirms the value of (t) of (1.997, 4.304, 2.117), which is greater than their tabular value of (2.1), and this indicates that (vision, empowerment and communication) paid attention to the management of the researched company because of their moral impact on the microstructure, as the The company's management informs its employees of the organizational goals of the company and gives them the confidence and ability to carry out their work while enhancing team spirit and teamwork among its employees, and this leads to them having a set of organizational rules that allow them to perform all tasks as required.

4. **Testing the fourth sub-hypothesis:** The hypothesis states that (there is a significant impact relationship of visionary leadership with its dimensions (vision, empowerment, communication) in building the solution in the researched company), which will be tested according to Table (7) as follows:

Table (7) The relationship of influence between visionary leadership and its dimensions in building a solution

hypothesis	influence path	β	t	Sig	R ² – Sig - F	decision
sub hypothesis	Vision >> Building Solution	0.352	3.021	0.003	F= 43.832 R ² = 0.631 Sig= 0.000	Acceptance
	Enabling >> Building the Solution	0.236	2.147	0.035		
	Contact >> Build Solution	0.285	2.509	0.014		
n=81	Tabular F value = 3.91	tabular t-value = 2.1		Moral dimensions = 3		

The results of table (7) indicated that the calculated value of (F) amounted to (43.832), which is greater than its tabular value of it reached (0.631), and this indicates that the dimensions of visionary leadership explain (63.1%) of the changes that occur in building the solution, and regarding the significance of the multiple regression model, the value of (Sig) reached (0.000), which is less than (0.05), and this justifies the significance of the model Multiple regression confirms the acceptance of the fourth sub-hypothesis. As for the values (β) of the dimensions of visionary leadership, they amounted to (3520., 2360., 2850.) respectively, and this confirms that the change in the dimension (vision) of one unit leads to a change in the construction of the solution by an amount (35.2%), and that a change in the dimension (enablement) of one unit leads to a change in the construction of the solution by (23.6%), and also in the dimension of (communication), the change of one unit leads to a change in the construction of the solution by (28.5%), and with regard to the values of (Sig) The significance of the visionary leadership dimensions amounted to (0.003, .0350, 0.014), respectively, so it was found that all dimensions have a significant impact on building the solution, because their value is less than (0.05), and the significant impact of these dimensions confirms the value of (t) of (3.021, 2.147, 2.509), which is greater than their tabular value of (2.1), and this indicates that (vision, empowerment, and communication) received the attention of the management of the researched company because of their moral influence in building the solution, as the company's management creates new ideas about its future while helping its employees to obtain the required information To accomplish the work and works to build their vision and solve the problems they face, which contributes to

finding an appropriate combination of a group of resources while exploiting the available opportunities. It also motivates its employees by innovating new ways and methods to solve urgent and future problems.

conclusions

1. The statistical results showed that strategic improvisation as a dependent variable was significantly affected with the dimensions of the explanatory variable as a whole, and that all dimensions are significant, which confirms the validity of the second hypothesis (the hypothesis of influence).
2. The results obtained showed that the three dimensions of visionary leadership (vision, empowerment, communication) came at a good level, and this confirms the hypothesis that the leaders in the company take these three dimensions into account, which confirms the importance of these dimensions, which were dealt with in This study is essential to confirm the practices of visionary leadership.
3. The statistical results of the practical side revealed the existence of a positive relationship between visionary leadership in its three dimensions and strategic improvisation in its four dimensions, as it turns out that the clearer the steps of strategic improvisation, the easier it is for the visionary leadership to carry out its practices correctly.
4. The results showed that the dimension (vision), which is one of the dimensions of the explanatory variable, came at a good level, and this confirms that the company's leaders work to clarify the goals and objectives of the company, and this makes the leaders diligent in presenting new ideas about its future and the vision of the company.

Recommendations

1. Those working as managers in Al-Faris State Company must give the issue of visionary leadership the utmost importance, due to the urgent environmental changes that occur in a timely and rapid manner, through a clear understanding of the dimensions of visionary leadership represented by (vision, empowerment, and communication).
2. The leaders of Al-Faris State Company should think about the future of the company and achieve the goals by setting a clear vision and defining organizational goals in a way that makes it easier for employees to understand and work within them.
3. The need to pay attention to the empowerment dimension, by giving employees sufficient powers to deal with crises and problems that occur, and allowing them to take appropriate decisions to deal with different situations.
4. The company is required to address the weaknesses with regard to the distance of communication, through the arranged communication channels, and to arrange these channels according to their importance.

References

1. Alshaer, S.A., (2020), The Effect of Strategic Vigilance on Organizational Ambidexterity in Jordanian Commercial Banks, **Modern Applied Science**, Vol (14), No (6), 82-89.
2. Antunes, S. M. M. E. (2019). Strategic improvisation as a process: a multiple case study of entrepreneurial firms in the course of maturity (Doctoral dissertation).
3. Bakar, H. A., Mamat, M., & Wan, N. Z. N. (2017). **Strengthen SME Performance through Learning Orientation and Strategic Improvisation.**

4. Dhammika, K. A. S. (2014, October). Visionary leadership and organizational citizenship behavior: an assessment of impact of sectarian difference. In Proceedings of the First Middle East Conference on Global Business, Economics, **Finance and Banking (ME14 DUBAI Conference) Dubai** (pp. 10-12).
5. Dwivedi, R. S. (2006). Visionary leadership: A survey of literature and case study of dr apj abdul kalam at drdl. **Vision**, 10(3), 11-21.
6. E. Cunha, M. P., Clegg, S. R., & Kamoche, K. (2012). Improvisation as “real time foresight”. *Futures*, 44(3), 265-272.
7. Ibrahim, N., Mahmood, R., & Bakar, M. (2016), Linking Strategic Improvisation and Entrepreneurial Self-efficacy to corporate entrepreneurship in Nigerian higher education Institutions (HEIs), **Management Science Letters**, 6(12), 745-752.
8. Junni, P., Sarala, R. M., Tarba, S. Y., & Weber, Y. (2015). The Role Of Strategic Agility In Acquisitions. **British Journal Of Management**, 26(4), 596-616.
9. Kamoche, K., & Cunha, M.P., (2001). From Jazz Improvisation to Product Innovation, **Organization Studies**, Volume (22) Issue (5), 733-764.
10. Kusmiyati, N., & Efendy, H. (2017). The Visionary of Leadership in Indonesian Navy as a **Concept and Effective Strategy towards the World Class Navy**. *world*, 7(4).
11. Mupa, P. (2015). Visionary leadership for management of innovative higher education institutions: Leadership trajectories in a changing environment. **Research on Humanities and Social Sciences**, 5(13), 43-50.
12. Nwachukwu, C., Chladkova, H., Zufan, P., & Olatunji, F. (2017). Visionary leadership and its relationship to corporate social performance. **Imperial Journal of Interdisciplinary Research**, 3(4), 1302-1311.
13. Nwokedi, R. C. (2015). The challenges of visionary leadership. **Journal of Policy and Development Studies**, 9(5), 88-94.
14. Rawolle, M. (2010). The motivating power of visions: Exploring the mechanisms. **Friedrich-Alexander-Universitaet Erlangen-Nuernberg** (Germany).
15. Saba, S., Tabish, A., & Khan, A. B. (2017). Role of visionary leadership in the performance of the employees at a workplace: Moderating effect of organizational citizenship behavior. **Australasian Journal of Business, Social Science and Information Technology**, 3(2), 62-70.
16. Salman, Hadi, (2013), The role of contemporary leadership styles in achieving organizational commitment - **analytical study of the opinions of a sample of senior managerial leaderships in Iraqi industrial companies**, PhD
17. Tasavori, M., Kwong, C., & Pruthi, S. (2018), Resource Bricolage and Growth of Product and Market Scope in Social Enterprises, **Entrepreneurship & Regional Development**, 30(3-4), 336-361.
18. Taylor, C. M., Cornelius, C. J., & Colvin, K. (2014). Visionary leadership and its relationship to organizational effectiveness. *Leadership & **Organization Development Journal***.
19. Teece, D. J. (2014). The foundations of enterprise performance: **Dynamic and ordinary capabilities in an (economic) theory of firms**. *Academy of management perspectives*, 28(4), 328-352.
20. Al-Watifi, Kamel Shakir, (2017), Administrative empowerment and its impact on the application of total quality management, field research at the University of Babylon, *Economic Journal of the University of Babylon*, Volume: 6, Issue 2.

21. Mirkhan, Omer Khalid Hamad Amin, and Sherwan Omar, (2015), The Role of Visionary Leadership Dimensions in Activating Knowledge Management Processes - An Analytical Study of the Opinions of a Sample of Faculty Members in the Faculties of Salahaddin University - Erbil, Duhok University Journal, Volume 18, Number 1, Humanities and Social Sciences.
22. Al-Qaryouti, Tamara Mahmoud, Rashid, (2019), "Reformulating human resource development strategies and their impact on competitive intelligence - the mediating role of visionary leadership: a field study on Al-Hourani Group," PhD thesis, International Islamic Science University.
23. Ragab, Sawsan Ibrahim, (2017), The Effect of Linguistic Formulation of Messages on the Effectiveness of Administrative Communication, Field Research in the Health Department of Kirkuk Governorate, Kirkuk University Journal of Economic and Administrative Sciences, Issue 2, Volume 1.