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Intelligent Leadership and its Role in Achieving Strategic Agility: An Analytical Study of the Opinions of Administrative Leaders in Private Universities in the Kurdistan Region of Iraq

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ABSTRACT: The evolving business environment has forced organizations to place great emphasis on developing their intelligent leadership and strategic agility, enabling them to effectively adapt to dynamic changes, keep pace with changing demands, and achieve a sustainable competitive advantage. This research investigates the role of intelligent leadership in achieving strategic agility among administrative leaders in private universities in the Kurdistan Region of Iraq. Based on the nature of the research and the objectives it seeks to achieve, the descriptive analytical approach has been relied upon. In this research quantitative method was used through questionnaires to collect data and the target samples were 238 administrative leaders, including deans of faculties/colleges, vice deans, heads of departments, coordinators of departments, and unit administrators who have been selected through stratified random sampling technique as academic and administrative leaders in private universities in all the cities in the Kurdistan region. The data has been analyzed with the help of several statistical methods, the correlation coefficient, and multiple linear regressions as a measure of the strength of the linear relationship and impact between the two variables of intelligent leadership and strategic agility. Statistical data were analyzed and hypotheses were tested using the SPSS software. The results of the research mainly showed that intelligent leadership have a strong relationship with strategic agility. Moreover, the results revealed that intelligent leadership have a positive and significant impact on strategic agility. Therefore, universities that embrace intelligent leadership, use practical scenarios, and adapt to the changing landscape of higher education gain many benefits, including a strengthened competitive position, the ability to attract top talent, secure funding, and deliver impactful research and education that aligns with the evolving needs of the region.

Keywords: Intelligent Leadership, Strategic Agility, Private Universities, Kurdistan Region of Iraq.

1. Introduction:

The constant development of the leadership process is due to the tireless pursuit of business organizations to deal with uncertainty and unexpected events, and this also requires the presence of intelligent leaders creativity, and creative thinking (Puccio *et al.,* 2010). To visualize the future of their organizations and determine the exact degree of business orientation in them and the success of organizations depends on the availability of intelligent leaders in organizations in general because they are the main engine of the organization to work in a clear and transparent framework (Wilensky, 2015). Intelligent leadership entails the capacity to proficiently handle and evaluate data, engage in critical thinking, and reach well-informed judgments by comprehending intricate circumstances. It also emphasizes emotional intelligence, which includes recognizing and managing emotions in oneself and others, strengthening empathy, and building strong interpersonal relationships (Weinberger, 2009). In addition, Intelligent leaders strive to create a learning and innovative environment, encouraging open dialogue, collaboration, and diverse perspectives. They value continuous self-improvement, invest in the development of their team memberships, and create opportunities for growth and development (Stoll & Kools, 2017). By fostering a culture of intelligence and embracing the multidimensional aspects of leadership, intelligent leaders aim to navigate complexity, inspire creativity, and drive organizational success (Zaman *et al.,* 2020).

In today's dynamic and ever-changing business landscape, organizations must prioritize their ability to adapt and remain competitive. To navigate the challenges and uncertainties that arise, a key strategy that organizations should embrace is strategic agility (Çakmak, 2023). Strategic agility has emerged as a crucial concept that sets apart innovative and successful organizations by enabling them to adapt quickly and maintain continuous flexibility in their operations (Holbeche, 2015). The concept of strategic agility revolves around the capacity organizations to respond rapidly and efficiently to changing market conditions, emerging trends, and evolving customer demands. It goes beyond the traditional concepts of strategic planning and highlights the necessity for organizations to be proactive, forward-looking, and nimble in decision-making processes. (Teece *et al.,* 2016; Tallon *et al.,* 2019). Strategic agility involves a mindset that encourages experimentation, risk-taking, and continuous learning. It enables organizations to seize opportunities, identify potential threats, and make timely adjustments to their strategies and operations (Gonthier & Chirita, 2019). This agility allows organizations to leverage their strengths, adapt to disruptions, and stay forward of the competition (Miceli *et al.,* 2021). In addition, by embracing strategic agility, organizations can develop a culture of collaboration, innovation, and adaptability. It empowers employees at all levels to be proactive in solving problems, encourages cross-functional collaboration, and promotes a sense of ownership and responsibility (Weritz *et al.,* 2020).

Intelligent leaders have the cognitive flexibility to assess complex situations, analyze risks, and make informed decisions that align with the organization's strategic goals. This convergence is highlighted by the fact that intelligent leaders have cognitive flexibility, allowing them to effectively assess complex situations, analyze risks, and make informed decisions that align with the organization's strategic goals (Al-Omoush *et al.,* 2022). Moreover, intelligent leadership recognizes the importance of continuous learning, collaboration, and innovation. These features are necessary to strengthen strategic agility in an organization. Strategic agility requires a culture of learning and adaptability, where employees are encouraged to share knowledge, test new ideas, and embrace change. Intelligent leaders play an important role in creating and nurturing this culture of innovation and continuous improvement. Research has shown that intelligent leaders play an important role in creating and nurturing this culture of innovation and continuous improvement, which ultimately strengthens the organization's strategic agility (Sanatigar *et al.,* 2017). Intelligent leadership involves creating, maintaining, and inspiring a vision. Strategic agility requires organizations to continuously adjust their strategic direction based on changing conditions and market dynamics. Intelligent leaders provide vision and guide the organization in aligning its strategies with evolving market trends and customer demands. They ensure that the organization remains agile by making timely adjustments to goals, products, services, and business models. The study of Clauss *et al.* (2019) ensures that the organization remains agile by making timely adjustments to goals, products, services, and business models to stay competitive in the dynamic business environment. It can be said that strategic agility is a critical concept that organizations must embrace in order to succeed in a competitive and ever-changing business situation. By developing a culture of innovation, adaptability, and proactive decision-making, organizations can position themselves for success and capitalize on emerging opportunities.

1. 1. Research Problem:

During the recent period, especially after the emergence of COVID-19, various sectors have faced challenges that have hindered their growth and development (Cristofoletti & Pinheiro, 2023). In general, the higher education sector in Iraq, especially in the Kurdistan region, was significantly affected by these challenges (Atrushi & Woodfield, 2018). To effectively respond to these changes, universities have adopted some strategies, although the ranking process was a reason for the progress of universities and a reason for competition and keeping themselves in the forefront, but also drove them to maintain a leading position through constant improvement. This was evident in their efforts to enhance academics, research, faculty quality, and overall educational quality (Ali & Kohun, 2016; Hushyar, 2018). In this context, strategic agility would be seen as the best and most efficient strategy that universities could follow to quickly and effectively adjust their strategies in response to changing environments, technological developments, and emerging opportunities or threats. Several studies have emphasized that universities can achieve strategic agility by incorporating diverse leadership styles. Notably, intelligent leadership stands out as a critical approach in this regard (Alharafsheh *et al.,* 2022; Biwott,

2022). This leadership style includes being open to change, fostering an innovative culture, collaborative decision-making, and promoting continuous learning, and innovation through different models. Therefore, the objective of this research is to investigate the role of intelligent leadership in achieving strategic agility in private universities in the Kurdistan region of Iraq. Specifically, it aims to determine the key elements that foster the development of intelligent leadership in these universities and how these cognitive abilities empower them to effectively adapt and respond to the ever-changing and unpredictable landscape of the higher education sector. The results of this study provide valuable insights for university administrators regarding the significance of nurturing a culture that promotes intelligent leadership. This culture enables universities to effectively navigate and capitalize on the various challenges and opportunities within the constantly evolving higher education landscape. Consequently, the research raises the following key questions:

1. To what extent does intelligent leadership prevail in private universities located in the Kurdistan region of Iraq?
2. What is the degree of strategic agility exhibited by private universities in the Kurdistan region of Iraq?
3. Is there a relationship between intelligent leadership and strategic agility?
4. Does intelligent leadership have an impact on the strategic agility of private universities in the Kurdistan region of Iraq?

1. 1. 1. Research Objectives:

1. To understand the level of intelligent leadership in private universities in the Kurdistan region of Iraq.
2. To understand the level of strategic agility in private universities in the Kurdistan region of Iraq.
3. To examine the relationship between intelligent leadership and strategic agility.
4. To investigate the impact of intelligent leadership on achieving strategic agility in private universities in the Kurdistan region of Iraq.

2. Literature Review:

2. 1. Intelligent Leadership:

Intelligent leadership involves the ability to effectively navigate complex and rapidly changing environments, leveraging diverse perspectives, and fostering a culture of continuous knowledge and innovation (Schiuma *et al.,* 2022). From a broader perspective, intelligent leadership can be defined as a leadership style that prioritizes foresight, adaptability, and the cultivation of collective intelligence within a team or organization (Martinez & Leija, 2023). It involves leveraging the power of collective wisdom by fostering open communication, collaboration, and a growth mindset among team members (Schneckenberg *et al.,* 2015). Intelligent leaders possess a deep understanding of organizational dynamics and strive to make a positive and inclusive work situation where individuals are empowered to contribute their exclusive talents and viewpoints (Randel *et al.,* 2018). Furthermore, intelligent leadership is characterized by a strong ethical foundation, emphasizing values such as integrity, accountability, and social responsibility. It involves making principled decisions that consider the long-term consequences for all stakeholders, and actively promoting a culture of trust, fairness, and transparency (Pasricha *et al.,* 2018). Intelligence has traditionally been operationally defined as the capacity to respond to intelligence tests. This definition deviates significantly from the contemporary understanding of intelligence. While the exploration of leadership and intelligence has been brief, it provides valuable ground for further research on the topic. Leaders who possess intelligence demonstrate the talent and competencies necessary to effectively express organizational goals to their subordinates in a clear and convincing manner (Lacerenza *et al.,* 2017). Intelligence is defined by Legg & Hutter (2007) as "an agent's ability to achieve goals in a wide range of environments". This concept supports Ronthy's (2014) observation that intelligence includes the ability to understand the world from different perspectives. In this context, leadership plays an important role in realizing the main objective of motivation.

In addition, leaders are responsible for establishing standards, determining the sequence of targets and priorities, and actively promoting their implementation (McNeely *et al.,* 2017). However, getting people to utilize their potential in achieving these shared goals requires intelligent leaders with a good sense of mission. A perspective that emphasizes the influence of intelligence on leadership effectiveness highlights the symbiotic relationship between intelligence and leadership (Judge *et al.,* 2004). Intelligent leadership involves a multifaceted and adaptive method of leadership that integrates different dimensions of intelligence, enhances collective intelligence, promotes ethical behavior, and enables effective leadership in complex and dynamic organizational landscapes. It is a concept that encourages continuous learning, collaboration, and fosters a positive work culture. The significance of intelligent leadership lies in its capacity to formulate, support, and reinforce a vision, while collaboratively realizing that vision alongside the team. This form of leadership plays an essential role in solving many problems inherited from the industrial era on a global scale (Sydänmaanlakka, 2008). According to Abdulla *et al.* (2021), agile leadership alongside intelligent leadership encompasses the internal actions undertaken by a leader to cultivate respect for team members, establish a conducive work environment, and diligently mitigate or contain the impact of mistakes. This is all done with the aim of attaining the highest level of success in reaching goals and objectives. This new model of leadership is very useful in solving fundamental issues, economic, political, technological, and other contemporary challenges that we face today. It can also clarify the importance of intelligent leadership with its concern for the future of human society in organizations and the perpetuation of the basic processes for the desired change in order to chart the future through joint leadership with employees and the improvement of knowledge in order to develop and progress the basic capabilities of employees by making improvements in the organization's culture to implement the necessary changes to achieve its goals.

2. 1. 1. The Dimensions of Intelligent Leadership:

The dimensions of intelligent leadership are derived from the perspective of a knowledge-intensive society, necessitating a redefinition of work, workers, and organizations along with their relationships, expanding the scope to encompass the societal level. Leadership is viewed as a comprehensive process that occurs within an organization, where various interconnected variables influence one another. By employing systems thinking, the aim is to elucidate the essential interactions within this process and unveil the essence of leadership (Skaržauskienė, 2010). Therefore, this study has selected the following four dimensions (share the vision, mission and goals, participation in decision-making, dialogue and interaction, and values and culture). In addition, the dimension of (vigilance with teamwork) is specifically introduced in the context of private universities. Recognizing the importance of teamwork in such settings, this dimension examines the extent to which administrative leaders actively participate in collaborative efforts and demonstrate vigilance in promoting effective teamwork practices. The selection of these dimensions is based on their alignment with the consensus of experts (Sydänmaanlakka, 2008; Al-Sulaifani, 2013; Chung, 2019; Zeinivand *et al.,* 2021; and Biwott, 2022) and their comprehensive representation in the field of the study.

2. 1. 1. 1. Share the Vision, Mission and Goals:

The foundation of the leadership process lies in sharing a common vision and goals, as they provide purpose and justification for leadership actions. While goals and objectives are often perceived as sensible, narrow, and short-term concepts, it is crucial to connect feelings with the vision. Effective leadership goes beyond immediate objectives and entails a broader, long-term perspective. Leadership is not solely concerned with what employees do, but also with who they are as individuals (Sydänmaanlakka, 2008). Furthermore, according to Jing & Avery (2008), a shared vision encompasses a set of values that are vital for nurturing an organization striving for organic leadership. To ensure effective team performance, all aspects of the vision should be articulated in the vision statement, incorporating insights that guide and maintain order within the team (Katzenbach & Smith, 2015).

2. 1. 1. 2. Participation in Decision Making:

Encouraging participation in decision-making provides administrative personnel with opportunities to voice their views, ideas, and recommendations, which can lead to improved work methods, reduced conflict, and enhanced morale for both individuals and groups. Decision-making is the essence of the

administrative process and a fundamental means of achieving organizational goals. Embracing a participatory approach stands in contrast to an individualistic approach (Xue *et al.,* 2011). The participatory approach improves the organizational climate, emphasizing the importance of individuals, enhancing their understanding of decision contexts, and increasing their awareness of the factors influencing decision-making. By implementing resolution objectives, organizations can foster an environment that supports inclusive decision-making (De-Vente *et al.,* 2016). In this context, universities play a crucial role within our educational system as they prepare qualified technical and academic professionals who contribute to various areas of societal development, including education, social welfare, economy, and politics. These professionals are responsible for implementing community development plans and programs across different domains of life (Litsareva, 2017).

2. 1. 1. 3. Dialogue and Interaction:

Dialogue and interaction are fundamental aspects of effective leadership that involve dynamic exchange and interaction among leaders and followers. It involves a collaborative process where both parties are actively involved in thinking, learning, and truly understanding (Savolainen *et al.,* 2017). The foundation of interaction lies in the influence relationship, whereby persuasion is employed to have an impact on others within the relationship. The persuasive influence process is influenced by a number of variables, including purpose, status, authority, personality, charisma, interpersonal skills, perception, motivation, reputation, and prestige, which are all considered to be leadership resources. Leaders typically adopt a directive leadership style that incorporates both commanding and coaching approaches, with the goal of facilitating effective team interaction. Influence, as a form of persuasion, draws upon these leadership resources to inspire and motivate others (Sydänmaanlakka, 2008). Moreover, the interaction is built upon the influence relationship, which hinges on the use of persuasion to affect others within a given relationship. Factors such as purpose, position, authority, charisma, personality, interpersonal skills, sensitivity, motivation, reputation, and respect play a crucial role in shaping the persuasive effect of leadership (Mazdai & Mohammadi, 2012; Cheng *et al.,* 2013).

2. 1. 1. 4. Vigilance with Teamwork:

Leadership is fundamentally a collaborative relationship within a team. Teams often serve as the primary units for learning and performance within an organization (Garvin *et al.,* 2008). Effective leaders should possess the ability to lead teams and exhibit leadership qualities within the team structure itself. Intelligent leadership recognizes the significance of teams as social systems and considers them a crucial component (Zander *et al.,* 2012). The concept of vigilant with teamwork emphasizes the need for attentiveness and proactivity while working collectively towards shared goals. It underscores the belief that teams can achieve exceptional results by combining individual strengths (Einola & Alvesson, 2019). This method promotes a sense of common responsibility, enabling prompt identification and mitigation of potential risks while optimizing the team's overall effectiveness (Kostis *et al.,* 2022). In today's rapidly evolving world, where challenges can arise unexpectedly, maintaining vigilance with teamwork becomes essential for navigating uncertainties and achieving success (Schoemaker & Day, 2018). Vigilant with teamwork entails a collaborative approach where individuals actively remain attentive and watchful while working together towards a common objective (Schlichting, 2023).

2. 1. 1. 5. Values and Culture:

The dimension of Values and Culture refers to the underlying beliefs, principles, and norms that shape the behavior and interactions within an organization or society. It encompasses the shared values, ethical standards, and cultural practices that guide decision-making and shape the overall environment (Schwartz, 2012). Values and culture define the collective identity and provide a compass for individuals within an organization (Bayerl *et al.,* 2018). The values and culture dimension plays a crucial role in establishing a sense of purpose, fostering cohesion, shaping the attitudes and behaviors of individuals within the group. By aligning values and culture with the organization's goals and aspirations, it creates a solid foundation for collaboration, innovation, and long-term success (Stokes *et al.,* 2016). Organizations that prioritize and cultivate strong values and culture dimensions tend to have higher employee engagement, satisfaction, and resilience, ultimately contributing to their overall effectiveness and

competitive advantage (Sundaray, 2011). Consequently, the dimension of values and culture acts as a guiding force that shapes behavior, fosters unity and drives success in organizations and societies.

2. 2. Strategic Agility:

Strategic agility refers to the ability of a company to quickly respond and adapt to changing environmental conditions. Strategic agility is a contemporary managerial approach that addresses unexpected changes and the managerial and financial risks encountered by organizations. It aims to enhance competitiveness, expand market share, and fulfill customer needs and requirements (Ofoegbu & Akanbi, 2012). Organizations implement a range of activities to create value in volatile and unpredictable business environments, which is known as strategic agility (Chan *et al.,* 2019). In addition, Di-Minin *et al.* (2014) define strategic agility as the organizational ability to consistently adjust and adapt key decisions in response to changing external circumstances. This strategic agility capability creates value and ensures a company's long-term survival even in extremely competitive environments. Furthermore, the concept of strategic agility was examined by Sampath (2015), who emphasized the importance of agility to changes in the business situation, the identification of opportunities, threats, and risks, and the rapid and repeated implementation of new strategic initiatives.

According to the study conducted by Sampath & Krishnamoorthy (2017), strategic agility is considered a meta-capability that involves the allocation of appropriate resources to enhance distinctive competencies among different functions in an organization. This is done by maintaining overall consistency and a balanced skill set over time. Tende & Ekanem (2018) expressed the perspective that strategic agility involves an organization's ability to anticipate, and forecast trends and events in the business environment. This enables proactive responses to effectively navigate and capitalize on emerging opportunities. Furthermore, according to the findings of Chan & Muthuveloo (2020), strategic agility empowers organizations to effectively revitalize their resources in order to address the ever-changing and disruptive business landscape. It grants them the necessary flexibility and capability to navigate unexpected market shifts. Arokodare & Asikhia (2020) viewed strategic agility as a vital mechanism through which organizations can undergo transformation, reinvention, and adaptation, leading to their ultimate survival. According to their definition, Strategic agility refers to the sustainable ability of an organization to continuously modify and align its strategic direction in its primary operations, resulting in the creation of value for the overall unit.

The existing body of literature on strategic agility demonstrates that organizations with agility can thrive in competitive environments by exhibiting responsiveness, flexibility, competence, and speed. These qualities guarantee their ongoing relevance and ability to survive (Darvishmotevali *et al.,* 2020). It can be claimed that changes in the business environment bring both opportunities and threats, organizations face increasing demands such as market expansion, product development, innovation and many other factors. Therefore, strategic agility becomes necessary for organizations to quickly react and embrace these changes, thereby ensuring prosperity and growth and avoiding the risk of bankruptcy. It can be stated that intelligent leadership has a significant impact on the development of strategic agility within organizations. Intelligent leaders, who are flexible and quick to adapt, tend to embrace strategic agility as their management style. They establish a culture that encourages learning, teamwork, constant enhancement, innovation, and all crucial aspects for achieving strategic agility. Intelligent leadership guarantees the use of suitable strategies, supports necessary adjustments, and empowers organizations to consistently act and think, enabling them to attain their goals amidst fast-paced changes.

2. 2. 1. The Dimensions of Strategic Agility:

The review of the existing research on strategic agility reveals that organizations attain strategic agility by cultivating specific capabilities that form the fundamental aspects of strategic agility. According to the research conducted by Doz & Kosonen (2008), there are three primary meta-capabilities that serve as dimensions toward enhancing an organization's capacity to revitalize its business model and consequently foster strategic agility. These meta-capabilities are strategic sensitivity, unity of leadership, and fluidity of resources (Doz & Kosonen, 2010; Doz, 2020). To achieve strategic agility, it is crucial for all

three capabilities to mutually support and be developed simultaneously in an integrated fashion, as emphasized by (Doz, 2020). Based on the valuable research conducted and developed by a group of experts, including (Abu Radi, 2013; Mukerjee, 2014; Bunton, 2017; Abdulah, 2019; Aldawod & Albashqali, 2020; and Flaih & Chalab, 2022) and in alignment with the field of the study, it has identified a set of five dimensions including (quick response, flexibility in providing service, strategic renewal, strategic sensitivity and resource fluidity) that hold justified relevance for the context of the study.

2. 2. 1. 1. Quick Response:

The ability to promptly adapt to dynamic environments is referred to as a quick response, as mentioned by Chan *et al.* (2019). Similarly, the achievement of customer requirements and the overall success of a company is closely linked to its quick response capabilities, according to Cachon & Swinney (2011). Moreover, Yang *et al.* (2015) explain that quick response encompasses various technologies, including advanced information systems and expedited logistics operations, in order to accomplish its objectives. These concepts are also intertwined with the capability to rapidly adapt to changes in the labor market, as highlighted by Muhammad *et al.* (2020). Agility is recognized as a valuable instrument for gaining competitive advantages in unpredictable situations, as agile organizations possess the ability to respond rapidly to unforeseen circumstances, as noted by Dubey & Gunasekaran (2015). Consequently, many companies have widely adopted quick-response strategies to meet market demands and enhance service quality, as stated by Chan *et al.* (2018).

2. 2. 1. 2. Flexibility in Providing Services:

Considerable attention has been garnered in the field of service operations adaptability over the past two decades (Naim *et al.,* 2010). Recent research has not only highlighted the importance of adaptability but correspondingly argued that it is crucial for long-term viability and enhanced performance (Lucianetti *et al.,* 2018). Thus, in order to enhance visibility and improve comprehension of this area, there is a need for service providers to embrace flexibility. Furthermore, flexibility is related to the ability of an organization to respond quickly to uncertainties while concurrently adapting to changes in the external environment (Dreyer *et al.,* 2012). Implementing flexible service practices can help prevent market inefficiencies. It is strongly believed that initiatives promoting engagement and empowerment in Flexibility will supplant or at least postpone traditional investments (Lamprinos *et al.,* 2016). As a result, Flexibility involves making adjustments in service capacity and swiftly delivering customized services (Aranda, 2003; Luangsakdapich *et al.,* 2015).

2. 2. 1. 3. Strategic Renewal:

According to the conceptualizations presented by Schmitt *et al.* (2018), the core elements that define the strategic renewal concept can be categorized into three main recurring aspects. First, strategic renewal involves transforming the fundamental capabilities of a company that contributes to its competitive advantage. Second, it involves the entirety of the organization and has consequences that involve different levels of the organizational hierarchy. Lastly, strategic renewal plays an important role in breaking away from previous patterns and ensuring the company's long-term viability. Using these components, Schmidt et al. provide a functional definition of future strategic renewal as a transformative process that enables organizations to change their established patterns by reshaping their strategic goals and capabilities. Hence, strategic renewal involves distinct paths or trajectories that outline the fundamental patterns of action and lead to strategic renewal over a period, as explained by Kwee *et al.* (2011). Furthermore, Horst & Moisander (2015) assert that managing the procedure of strategic renewal within an organization requires managers to navigate through numerous paradoxical situations and tensions, which are deeply rooted in the firm's history and past decisions made by its top management.

2. 2. 1. 4. Strategic Sensitivity:

The effectiveness of strategic sensitivity relies on the willingness to accept and evaluate diverse information sources in order to comprehend the environment (Fernández-Pérez *et al.,* 2012). Strategic sensitivity involves the collection and integration of knowledge to continuously develop strategies and foster innovation within an organization (Wilson & Doz, 2011; Junni *et al.,* 2015), ultimately contributing to organizational sense-making. Doz & Kosonen (2008) portray strategically sensitive organizations as

those characterized by acute perception, heightened awareness, and attentive observation of emerging trends and converging forces, all while engaging in real-time sense-making. Strategic sensitivity plays a critical role in enhancing the capacity to identify the nearby environment and detect changes, whether they present opportunities to be exploited or threats to be avoided, through proactive planning, prediction, and the creation of alternative approaches to address potential scenarios (Fakunmoju *et al.*, 2020; Reed, 2021).

2. 2. 1. 5. Resource Fluidity:

Organizational capacity to redesign and obtain new resources and abilities, enabling the addition of value for customers and the transition to modern business models, is referred to as resource fluidity (Doz & Kosonen, 2010; Al-Taweel & Al-Hawary, 2021). Resource fluidity impacts the short-term operational capabilities of organizations, as well as their long-term strategic and structural capabilities (Doz & Kosonen, 2010). Additionally, Anggraini & Sudhartio (2019) propose that resource fluidity is necessary for creating and managing adaptive and forward-thinking flexibility. The fluidity of resources affects the immediate operational abilities of companies and has a lasting strategic impact on their organizational structural capacities (Kale *et al.*, 2019). The ability to allocate resources is therefore crucial for firms' endeavors in pursuing new developments and offerings (Achtenhagen *et al.*, 2013).

3. Research Methodology:

Relying upon prior research and pertinent literature, and in accordance with the research objectives and hypotheses, a research model was constructed. This model sought to investigate and analyze the relationship and impact of a specific set of variables under investigation in the present study. To systematically address the research problem and accomplish its objectives, the researcher devised a conceptual framework, illustrated in Figure (1), to depict the nature of correlation and regression between the two variables.

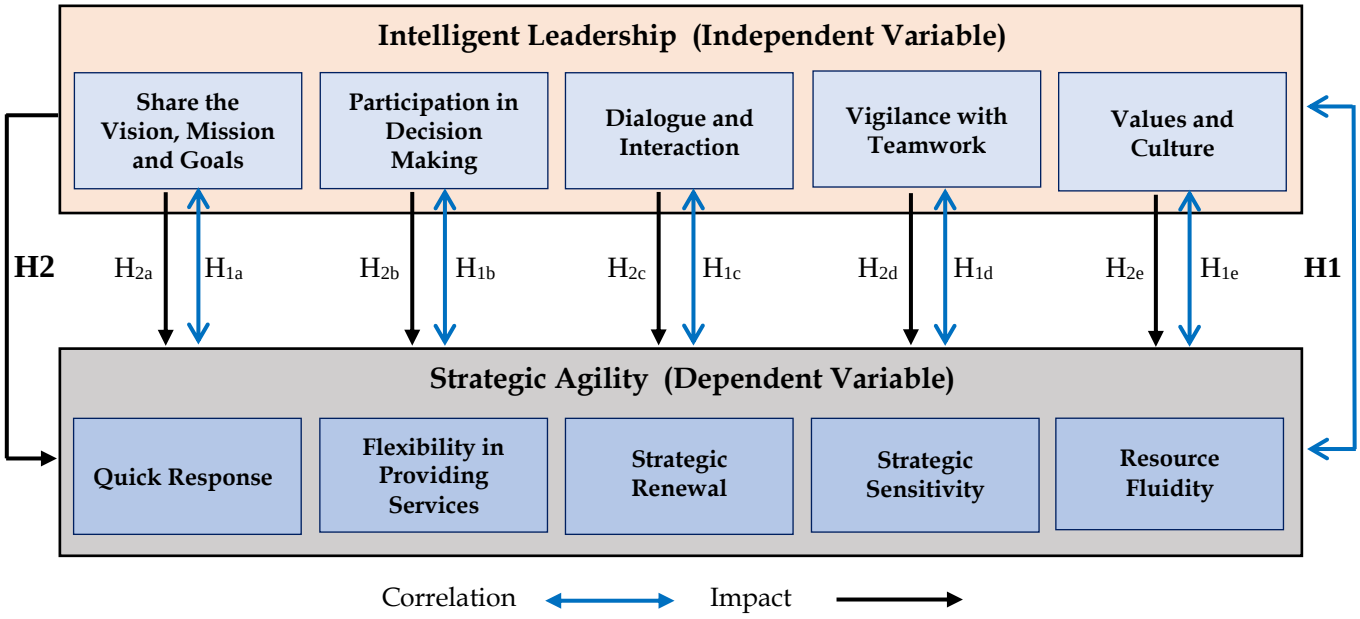

Figure 1: Proposed Research Model by Researcher.

3. 1. Research Hypothesis:

From the above discussion, the research hypothesis contains two main hypotheses and each hypothesis has several sub-hypotheses based on the dimensions of the Intelligent Leadership variable.

H1: ***"There is a statistically significant correlation between intelligent leadership and strategic agility in private universities in KRG (a≤ 0.05)."***

H1a: *"There is a statistically significant correlation between share the vision, mission and goals and strategic agility in private universities in KRG (a≤ 0.05)."*

H1b: *"There is a statistically significant correlation between participation in decision making and strategic agility in private universities in KRG (a≤ 0.05)."*

H1c: *"There is a statistically significant correlation between dialogue and interaction and strategic agility in private universities in KRG (a≤ 0.05)."*

H1d: *"There is a statistically significant correlation between Vigilance with Teamwork and Strategic Agility in Private Universities in KRG (a≤ 0.05)."*

H1e: *"There is a statistically significant correlation between values and culture and strategic agility in private universities in KRG (a≤ 0.05)."*

H2: ***"Intelligent leadership has a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05)."***

H2a: *"Share the vision, mission and goals has a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05)."*

H2b: *"Participation in decision making has a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05)."*

H2c: *"Dialogue and interaction have a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05)."*

H2d: *"Vigilance with teamwork have a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05)."*

H2e: *"Values and culture have a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05)."*

3. 2. Research Approach:

In this study, questionnaire was used as a quantitative research method which consisted of five responses represented. To ensure better results, a Likert scale with five points was employed, where a rating of 1 represented "strongly disagree", "2 - agree", "3- neutral", "4 - disagree" and 5 indicated "strongly agree." This approach was emphasized by Chyung *et al.* (2017). The data sample, obtained through questionnaires, was collected in three languages (Kurdish, English, and Arabic), which are the official languages used in private universities. This was done to ensure transparency for the participants.

3. 2. 1. Data Collection and sample selection:

To collect data, 400 questionnaires were distributed among administrative leaders including deans of faculties/colleges, vice deans, heads of departments, coordinators of departments, and unit administrators. Leaders were selected from private universities across cities in the Kurdistan Region of Iraq using a stratified random sampling technique. From these questionnaires, a total of 247 were successfully collected, and 238 questionnaires were both valid and meticulously completed by the participating respondents, which provided a significant response rate. However, 9 questionnaires were

invalid and lacked some necessary information and therefore, were excluded from the final analysis. In addition, 153 questionnaires were not filled and returned, which accounts for the non-response rate in the study. Despite this, the data obtained from the returned questionnaires formed a strong basis for the research findings.

3. 3. Data analysis tools and measurements:
To ensure the selection of the appropriate analysis method, it is important to comprehend the level of measurement. Various statistical techniques were employed to analyze the data, including descriptive, frequency, and reliability analysis. The Statistical Package for Social Sciences SPSS 26.0 was utilized for these analyses. Furthermore, the correlation coefficient was utilized to measure the strength of the linear relationship between intelligent leadership and strategic agility variables. Lastly, multiple linear regression was used to perform hypothesis testing and statistical data analysis.

3. 4. Reliability Measurement:
In this study, the reliability of the research was assessed by measuring the consistency of the questionnaire. To measure reliability, the correlation coefficient between the questionnaire items was calculated using Cronbach's alpha method. The results indicated that the research findings were reliable, as Cronbach's alpha value met or exceeded the threshold of 0.70. These reliable measurements are summarized in Table (1). The results showed that the highest value of the reliability coefficient by Cronbach's alpha method was the level of variables recorded for the strategic agility variable, which was (0.927). The highest value of the reliability coefficient by Cronbach's alpha method in the dimensional level related to the dimension of flexibility in providing services in the strategic agility variable was recorded (0.841). Nevertheless, vigilance with teamwork in intelligent leadership with a reliability coefficient of (0.712) recorded the lowest value of the reliability coefficient by Cronbach's alpha method. Moreover, for the overall indicator level and for all the questionnaire's (50) items, the value of the reliability coefficient was (0.964). The analysis of reliability using Cronbach's alpha method obtained insightful findings. The highest reliability coefficient, as measured by Cronbach's alpha, was observed for the strategic agility variable, with a coefficient of (0.927). The highest value of the reliability coefficient by Cronbach's alpha method in the dimensional level related to the dimension of flexibility in providing services in the strategic agility variable was recorded (0.841). Nevertheless, the dimension of vigilance with teamwork in intelligent leadership with a reliability coefficient of (0.712) recorded the lowest value of the reliability coefficient by Cronbach's alpha method. In addition, for the overall indicator level and for all the questionnaire's (50) items, the value of the reliability coefficient was (0.964). This high value further confirms the strong internal consistency and reliability of the entire questionnaire, indicating that the items collectively measure the intended constructs effectively. Overall, the reliability coefficients obtained for both specific dimensions and the entire questionnaire indicate a high level of internal consistency and reliability in the measurement tool used in this research.

Table 1: Reliability measurement through Cronbach's alpha method

Variables	Dimensions	Number of Questions	Reliability Value
Intelligent Leadership	Share the Vision, Mission and Goals	5	0.824
	Participation in Decision Making	5	0.778
	Dialogue and Interaction	5	0.768
	Vigilance with Teamwork	5	0.712
	Values and Culture	5	0.769
Intelligent Leadership		**25**	**0.906**
Strategic Agility	Quick Response	5	0.833
	Flexibility in Providing Services	5	0.841
	Strategic Renewal	5	0.766

	Strategic Sensitivity	5	0.840
	Resource Fluidity	5	0.792
Strategic Agility		**25**	**0.927**
Overall Questionnaire		**50**	**0.964**

Source: Prepared by Researcher.

4. Results and Discussion:

4. 1. Demographic Data:

Demographic data of the participants has been collected from different aspects based on the research area and the results are summarized in Tables number. 2, 3, 4, 5, and 6. There are 171 (71.8%) male participants and 67 (28.2%) female participants among the 238 samples collected in 17 Private universities in KRG.

Table 2: Demographic data: Gender

Gender	Frequency	Percentage
Male	171	71.8
Female	67	28.2

Source: Survey Calculation

In addition, the age distribution of the participants shows that 131 (55%) of them are between 31-40 years old, which shows the majority of the respondents, while only 23 (9.7%) of them are under 30 years old, followed by 57 (23.9%) of them aged from 41 to 50, as well as 27 (11.3%) of respondents aged over 50 years old.

Table 3: Demographic data: Age

Age	Frequency	Percentage
Under 30 years	23	9.7
From 31 - 40	131	55
From 41 - 50	57	23.9
Over 50 Years	27	11.3

Source: Survey Calculation

Moreover, regarding the respondents' educational backgrounds, it can be noticed that 109 (45%) of the respondents have a master's degree, while just 7 (2.9%) of them have a diploma degree, and 68 (28.6%) of the participations are the Ph.D. holders, as well as 29 (12.2%) of respondents, have bachelor holders's degree, and 25 (10.5%) have Higher Diploma degree.

Table 4: Demographic data: Educational Level

Educational Level	Frequency	Percentage
Diploma	7	2.9
Bachelor	29	12.2
Higher Diploma	25	10.5
Master	109	45.8
PhD	68	28.6

Source: Survey Calculation

Besides, according to the participants' years of service, 104 (43.7%) of them served between 6 to 10 years, which display the majority of the participants, while those with between 16 and 20 years of service are 20 (8.4%) participants, similarly, those with more than 21 years of service are 21 (8.8%) participants, followed by 50 (21%) participants between 11 and 15 years are in service, and 43(18.1%) of the participants have less than 5 years of university service.

Table 5: Demographic data: Years of Service

Years of Service	Frequency	Percentage
Less than 5 Years	43	18.1
6 - 10 years	104	43.7
11 - 15 years	50	21.0
16 - 20 years	20	8.4
More than 21 Years	21	8.8

Source: Survey Calculation.

As shown in Table (5) below, it can be observed that 87 (36.6%) of the participants constituting the majority are heads of department, followed by there are unit administrators with 69 (29%) participants, and 55 (23.1%) of them are coordinators of departments, besides 15 (6.3%) of the participants are deans of the colleges and only 12 (5%) of the participants are vice deans.

Table 6: Demographic data: Job Position

Job Position	Frequency	Percentage
Unit Administrator	69	29.0
Coordinator of Dept.	55	23.1
Head of Dept.	87	36.6
Vice Dean	12	5.0
Dean	15	6.3

Source: Survey Calculation.

4. 2. Correlation Analysis:

To approve or reject the hypotheses (H1 to H1f) Pearson correlation is used. The hypothesis number one states that "There is a statistically significant correlation between intelligent leadership and strategic agility in private universities in KRG ($\alpha \leq 0.05$)". The outputs of the SPSS 26 analysis are shown in Table (7).

Table 7: The correlation between Intelligent Leadership and Strategic Agility

Correlation	Strategic Agility	Sig. (2-tailed)
Intelligent Leadership	0.752**	0
**. Correlation is significant at the 0.01 level (2-tailed).		
N=238		

Source: Output of SPSS

As represented in Table (7), the correlation coefficient between intelligent leadership as a whole and strategic agility is statistically significant and direct ($r=0.752$, $p<0.01$), the value of this correlation is also strong. The level of intelligent leadership is high, and this result is consistent with the results obtained by (De-Smet *et al.,* 2018; Akkaya & Tabak, 2020) which found that intelligent leadership plays in creating strategic agility in organizations. As a result, the hypothesis number one (H1) is accepted which states that, there is a statistically significant correlation between intelligent leadership and strategic agility in

international universities in KRG (α≤ 0.05). Therefore, the results showed that intelligent leadership have a strong relationship with strategic agility. The role of intelligent leadership in achieving strategic agility has been emphasized by Akkaya & Tabak (2020), Tian *et al.* (2020), and Clauss *et al.* (2021), who have collectively shown that leaders who display intelligent leadership behaviors play an important role in fostering organizational agility and enable effective adaptation and responsiveness to evolve market conditions. This suggests that the two variables are likely to show similar patterns rather than occurring randomly. However, it is important to note that this does not prove a cause-and-effect relationship. A strong correlation between intelligent leadership and strategic agility does not necessarily mean that intelligent leadership directly causes strategic agility. Nonetheless, this points to a potential relationship that requires more investigation, and a correlation coefficient may offer evidence of a causal connection between the two factors. The results related to the correlation between different dimensions of intelligent leadership and strategic agility are presented in Table (8).

Table 8: The correlation between intelligent leadership dimensions and strategic agility value

Correlations	**Strategic Agility**	**p-value**
Share the Vision, Mission and Goals	0.600**	0.000
Participation in Decision Making	0.669**	0.000
Dialogue and Interaction	0.646**	0.000
Vigilance with Teamwork	0.624**	0.000
Values and Culture	0.671**	0.000
**. Correlation is significant at the 0.01 level (2-tailed).		
Pearson Correlation		
N=238		

Source: Output of SPSS.

The analysis presented in Table (8) explores the relationship between intelligent leadership dimensions and strategic agility. The findings of this analysis provide insights into the correlations between these variables in private universities of the Kurdistan Region. The result of the relationship test shows six important findings:

1) Share the Vision, Mission, and Goals: The analysis reveals a significant positive relationship between share the vision, mission, and goals and strategic agility. The correlation coefficient (r) of 0.600 suggests a moderately strong positive relationship. The p-value (<0.01) indicates that this relationship is statistically significant. Therefore, the research hypothesis "H1a" is accepted, suggesting that there is a significant relationship between share the vision, mission, and goals and strategic agility. In this regard the study of AlTaweel & Al-Hawary, (2021) supports that aligning shared vision, mission, and goals with strategic agility increases an organization's ability to quickly react and adapt to dynamic market forces, enabling it to seize emerging opportunities and remain competitive in the ever-changing business environment. ***2) Participation in Decision Making:*** The analysis demonstrates a significant positive relationship between participation in decision making and strategic agility. The correlation coefficient (r) of 0.669 indicates a relatively strong positive relationship. With a p-value (<0.01), this relationship is considered statistically significant. Consequently, the research hypothesis "H1b" is accepted, suggesting a significant relationship between participation in decision making and strategic agility. There is a significant relationship between participation in decision-making and strategic agility, as the study by Harraf *et al.* (2015) has shown that organizations that actively involve employees in the decision-making process are more likely to adapt and respond to changing market conditions. ***3) Dialogue and Interaction:*** The analysis reveals a significant positive relationship between dialogue and interaction and strategic agility. The correlation coefficient (r) of 0.646 indicates a relatively strong positive relationship. The p-value (<0.01) confirms the statistical significance of this relationship. Hence, the research hypothesis "H1c" is accepted, indicating a significant relationship between dialogue and interaction and strategic agility. This result is supported by the study of Ciampi *et al.* (2022) that the dynamic relationship between dialogue and interaction and strategic agility fosters a culture of continuous learning and adaptation, enabling organizations to

proactively respond to uncertainty, seize opportunities, and respond effectively to evolving market dynamics. ***4) Vigilance with Teamwork:*** The analysis shows a significant positive relationship between vigilance with teamwork and strategic agility. The correlation coefficient (r) of 0.624 suggests a moderately strong positive relationship. With a p-value (<0.01), this relationship is statistically significant. Consequently, the research hypothesis "H1d" is accepted, indicating a significant relationship between vigilance with teamwork and strategic agility. Vigilance, coupled with effective teamwork, fuels strategic agility by promoting heightened situational awareness, proactive problem-solving, and rapid decision-making, enabling organizations to adapt and seize opportunities in dynamic environments (AlNuaimi *et al.,* 2022). ***5) Values and Culture:*** The analysis demonstrates a significant positive relationship between values and culture and strategic agility. The correlation coefficient (r) of 0.671 indicates a relatively strong positive relationship. The p-value (<0.01) confirms the statistical significance of this relationship. Hence, the research hypothesis "H1e" is accepted, suggesting a significant relationship between values and culture and strategic agility. Therefore, according to Siltaloppi *et al.* (2022) values and culture play a central role in shaping an organization's strategic agility, as they provide the basis for decision-making and guide the behavior and mindset of its members. When an organization's values are aligned with its desired strategic outcomes and deeply embedded in its culture, it creates an environment that fosters innovation, adaptability, and the ability to respond quickly to changing market conditions. In general, the findings from this analysis indicate that all five dimensions of intelligent leadership (share the vision, mission, and goals; participation in decision making; dialogue and interaction; vigilance with teamwork; values and culture) are significantly correlated with strategic agility in private universities of the Kurdistan Region. These results suggest that practicing intelligent leadership in these dimensions can positively impact the organization's ability to adapt and respond strategically to changing circumstances.

4. 3. Regression Analysis:

Simple linear regression has been used to confirm or reject hypotheses (H2 to H2f). Hypothesis number eight states that ***"H2: Intelligent Leadership has a statistically significant impact on strategic agility in private universities in the KRG (a≤ 0.05)".*** The outputs of the SPSS 26 analysis are shown in Table (9).

Table 9: The multiple regression between intelligent leadership and strategic agility

	Unstandardized Coefficients		Standardized Coefficients	t	R Square	Sig.
Intelligent Leadership	B	Std. Error	Beta			
	0.835	0.048	0.752	17.508	0.565	0.00
Dependent Variable: Strategic Agility						

Source: Output of SPSS

Based on the analysis provided in Table (9), the study found a significant relationship between intelligent leadership and strategic agility in private universities in the Kurdistan Region of Iraq. The results indicate that 56.5% of the changes in strategic agility can be attributed to changes in intelligent leadership, while the remaining changes are influenced by other factors not included in the study. The value of R-Square (R^2), which is 0.565, represents the coefficient of determination and signifies that 56.5% of the variability in strategic agility can be explained by intelligent leadership. This indicates a substantial impact of intelligent leadership on strategic agility in the context of private universities. Furthermore, the value of Standardized Beta, which is 0.752, reveals that a one standard deviation change in intelligent leadership corresponds to a 0.752 change in strategic agility. This standardized beta coefficient provides insight into the magnitude of the relationship between intelligent leadership and strategic agility. The t-value of intelligent leadership is reported as 17.508, indicating its statistical significance. This suggests that the impact of intelligent leadership on strategic agility is not due to chance and can be considered a reliable finding. As a result, hypothesis number (H2), which states that intelligent leadership has a statistically significant impact on strategic agility in private universities in the Kurdistan Region of Iraq, is accepted

based on the analysis. This analysis concludes that intelligent leadership has a positive and significant influence on strategic agility. This finding suggests that organizations can achieve their ultimate goals through intelligent leadership, as it enables them to remain aware of market changes and meet the needs of their customers effectively.

By fostering intelligent leadership, private universities in the Kurdistan Region can enhance their strategic agility, enabling them to adapt to dynamic environments and maintain a competitive edge. This research also shows that intelligent leadership affect strategic agility in relation to its role, as AlNuaimi *et al.* (2022) emphasized the role of intelligent leadership in the impact of strategic agility on the organization. This result can be explained by highlighting the advantages of universities that have intelligent leadership that is rooted in the formulation of practical scenarios resulting from the understanding of changes in the landscape of higher education. By actively identifying and adapting to evolving trends and demands, these universities gain a competitive advantage and improve their strategic position. Moreover, the effectiveness of the dimensions of intelligent leadership on strategic agility is discussed below through the proposed hypothesis.

H2a*: Share the Vision, Mission and Goals has a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05).*

Table 10: The multiple regression between share the vision, mission and goals and strategic agility

Dimension	Unstandardized Coefficients		Standardized Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Share the Vision, Mission and Goals	0.540	0.047	0.600	11.517	0.360	0.000

Source: Output of SPSS.

According to Table (10), the R-Square (R^2) value is (0.360), indicating that (36%) of the changes in strategic agility can be explained by changes in share the vision, mission, and goals. This means that share the vision, mission, and goals have a moderate explanatory power in predicting strategic agility. However, it also implies that there are other factors not considered in this study model that contribute to the remaining (64%) of the changes in strategic agility. The Standardized Beta coefficient is (0.600). This value indicates the impact of share the vision, mission, and goals on strategic agility. Specifically, an increase in Share the vision, mission, and goals by one standard deviation leads to a (0.600) increase in strategic agility. This suggests a moderate positive relationship between these variables. The t-value for share the vision, mission, and goals is (11.517). This t-value measures the statistical significance of the relationship between share the vision, mission, and goals and strategic agility. A high t-value indicates that the relationship is statistically significant. Based on these findings, the analysis concludes that hypothesis "H2a" is accepted. This hypothesis states that share the vision, mission, and goals has a statistically significant impact on strategic agility in private universities in KRG. The analysis suggests that sharing the vision, mission, and goals is an important factor in explaining strategic agility in private universities in KRG. This dimension has moderate explanatory power, and a positive impact on strategic agility, and the relationship is statistically significant. Even so, it's worth noting that there are other factors beyond share the vision, mission, and goals that also influence strategic agility in this context, as indicated by the remaining unexplained portion of the changes in the R-Square value. In this regard Denning (2018), Attar & Abdul-Kareem (2020), and Ajgaonkar *et al.* (2022) support the result that the vision, mission, and goals promote an agile mindset throughout the organization. They create a framework that promotes strategic agility by providing clarity, alignment, and flexibility in organizational decision-making and execution.

H2b: *Participation in Decision Making has a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05).*

Table 11: The multiple regression between participation in decision-making and strategic agility.

Dimension	Unstandardized Coefficients		Standardized Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Participation in Decision-Making	0.606	0.044	0.669	13.840	0.448	0.000

Source: Output of SPSS

As shown in Table (11), the R-Square (R^2) value is (0.448), indicating that (44.8%) of the changes in strategic agility can be explained by changes in participation in decision making. This suggests that participation in decision making has a moderate explanatory power in predicting strategic agility. However, it also implies that there are other factors not considered in this study model that accounts for the remaining (55.2%) of the changes in strategic agility. The Standardized Beta coefficient is (0.669). This value indicates the impact of participation in decision making on strategic agility. Specifically, an increase in Participation in Decision Making by one standard deviation leads to a (0.669) increase in strategic agility. This implies a moderate positive relationship between these variables. The t-value for participation in decision making is (13.840). The t-value measures the statistical significance of the relationship between participation in decision making and strategic agility. A high t-value suggests that the relationship is statistically significant. Based on these findings, the analysis concludes that hypothesis "H2b" is accepted. This hypothesis states that participation in decision making has a statistically significant impact on strategic agility in private universities in KRG. The analysis suggests that participation in decision making is an important factor in explaining strategic agility in private universities in KRG. It has moderate explanatory power, and a positive impact on strategic agility, and the relationship is statistically significant. Nonetheless, it's important to note that there are other factors beyond participation in decision making that also contribute to strategic agility, as evidenced by the remaining unexplained portion of the changes in the R-Square value. Kurniawana & Hamsalb (2019) support the idea that participation in decision-making positively affects strategic agility through improved information flow, faster decision-making, agile mindset, improved execution, and organizational learning.

H2c: ***Dialogue and Interaction have a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05).***

Table 12: The multiple regression between dialogue and interaction and strategic agility.

Dimension	Unstandardized Coefficients		Standardized Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Dialogue and Interaction	0.610	0.047	0.646	13.006	0.417	0.000

Source: Output of SPSS.

As proved in Table (12), the R-Square (R^2) value is (0.417), indicating that (41.7%) of the changes in strategic agility can be explained by changes in dialogue and interaction. This implies that dialogue and interaction have a moderate explanatory power in predicting strategic agility. However, it also suggests that there are other factors not considered in this study model that accounts for the remaining (58.3%) of the changes in strategic agility. The Standardized Beta coefficient is (0.646). This value signifies the impact of dialogue and interaction on strategic agility. Specifically, an increase in dialogue and interaction by one standard deviation leads to a (0.646) increase in strategic agility. This suggests a moderate positive relationship between these variables. The t-value for dialogue and interaction is (13.006). The t-value assesses the statistical significance of the relationship between Dialogue and Interaction and strategic agility. A high t-value indicates that the relationship is statistically significant. Based on these findings, the analysis concludes that hypothesis "H2c" is accepted. This hypothesis states that dialogue and interaction have a statistically significant impact on strategic agility in private universities in KRG. The analysis suggests that dialogue and interaction is a significant factors in explaining strategic agility in

private universities in KRG. It has moderate explanatory power, and a positive impact on strategic agility, and the relationship is statistically significant. However, it's important to note that there are other factors beyond dialogue and interaction that also contribute to strategic agility, as evidenced by the remaining unexplained portion of the changes in the R-Square value. In addition, Simeone & D'Ippolito (2022) pointed out that dialogue and interaction have a profound effect on strategic agility by facilitating the exchange of different perspectives, enhancing knowledge sharing and learning, promoting collective decision-making, and increasing adaptability and responsiveness to dynamic market conditions.

H2d*: Vigilance with Teamwork has a statistically significant impact on strategic agility in private universities in KRG (a≤ 0.05).*

Table 13: The multiple regression between vigilance with teamwork and strategic agility.

Dimension	Unstandardized Coefficients		Standardized Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Vigilance with Teamwork	0.660	0.054	0.624	12.283	0.390	0.000

Source: Output of SPSS

As revealed in Table (13), the R-Square (R^2) value is (0.390), indicating that (39%) of the changes in strategic agility can be explained by changes in vigilance with teamwork. This suggests that vigilance with teamwork has a moderate explanatory power in predicting strategic agility. However, it also implies that there are other factors not considered in this study model that contribute to the remaining (61%) of the changes in strategic agility. The Standardized Beta coefficient is (0.624). This value represents the impact of vigilance with teamwork on strategic agility. Specifically, an increase in vigilance with teamwork by one standard deviation leads to a (0.624) increase in strategic agility. This indicates a moderate positive relationship between these variables. The t-value for vigilance with teamwork is (12.283). The t-value measures the statistical significance of the relationship between vigilance with teamwork and strategic agility. A high t-value indicates that the relationship is statistically significant. Based on these findings, the analysis concludes that hypothesis "H2d" is accepted. This hypothesis states that vigilance with teamwork has a statistically significant impact on strategic agility in private universities in KRG. The analysis suggests that vigilance with teamwork is an important factor in explaining strategic agility in private universities in KRG. It has moderate explanatory power, and a positive impact on strategic agility, and the relationship is statistically significant. Nevertheless, it's important to note that there are other factors beyond vigilance with teamwork that also contribute to strategic agility, as evidenced by the remaining unexplained portion of the changes in the R-Square value. According to Ly (2023) integrating vigilance with teamwork positively affects strategic agility by increasing situational awareness, promoting active problem-solving, and facilitating rapid decision-making, thereby enabling organizations to navigate effectively in dynamic and uncertain environments.

H2e*: Values and Culture have a statistically significant impact on Strategic Agility in private Universities in KRG (a≤ 0.05).*

Table 14: The multiple regression between values and culture and strategic agility.

Dimension	Unstandardized Coefficients		Standardized Coefficients	t	R Square	p-value
	B	Std. Error	Beta			
Values and Culture	0.642	0.046	0.671	13.897	0.450	0.000

Source: Output of SPSS

As revealed in Table (14), the R-Square (R^2) value is (0.450), indicating that (45%) of the changes in strategic agility can be explained by changes in values and culture. This implies that values and culture have a moderate explanatory power in predicting strategic agility. However, it also suggests that there are other factors not considered in this study model that accounts for the remaining (55%) of the changes

in strategic agility. The Standardized Beta coefficient is (0.671). This value represents the impact of values and culture on strategic agility. Specifically, an increase in values and culture by one standard deviation leads to a (0.671) increase in strategic agility. This indicates a moderate positive relationship between these variables. The t-value for values and culture is (13.897). The t-value measures the statistical significance of the relationship between values and culture and strategic agility. A high t-value indicates that the relationship is statistically significant. Based on these findings, the analysis concludes that hypothesis "H2e" is accepted. This hypothesis states that values and culture have a statistically significant impact on strategic agility in private universities in KRG. The analysis suggests that values and culture are important factors in explaining strategic agility in private universities in KRG. They have moderate explanatory power, and a positive impact on strategic agility, and the relationship is statistically significant. Though, it's important to note that there are other factors beyond values and culture that also contribute to strategic agility, as evidenced by the remaining unexplained portion of the changes in the R-Square value. This result is supported by the studies of Clauss *et al.* (2019), Fietz *et al.* (2021), and Reed (2021) stated that values and culture significantly impact strategic agility as they influence decision-making processes, resource allocation, employee behaviors, and the ability of organization to quickly respond and adapt to changing market conditions.

5. Conclusion:

The main objective of this research was to investigate the role of intelligent leadership in achieving strategic agility among administrative leaders in private universities in the Kurdistan region of Iraq. The study reached the outcome that statistically, there is a positive and strong significant correlation between the two main variables, namely Intelligent Leadership as an independent variable, and Strategic Agility as a dependent variable at the levels of these two variables. This indicates the strength of the direct relationship between the two main variables of the research. The findings also indicate that practicing intelligent leadership in its dimensions can positively impact an organization's ability to adapt and respond strategically to changing circumstances. The study provides valuable insights for university leaders and policymakers in shaping effective leadership practices to foster strategic agility in educational institutions, especially private universities. Intelligent leadership behaviors play a crucial role in fostering organizational agility and enabling effective adaptation and responsiveness to evolving market conditions. The administrative leaders of private universities are aware of the importance of providing exceptional services to their students and adopting contemporary management approaches that help them in research and development processes to keep pace with customer demands. Additionally, the findings highlight the importance of cultivating intelligent leadership behaviors and fostering a supportive organizational culture that promotes shared vision, inclusive decision-making, effective communication, and teamwork. Universities that embrace intelligent leadership, use actionable scenarios, and adapt to the changing landscape of higher education achieve many benefits, including a strengthened competitive position, and the ability to attract top talent, secure funding, and deliver impactful research and education that aligns with needs of a rapidly evolving world. By doing these actions, private universities in the Kurdistan Region can enhance their strategic agility, adapt to changing environments, and effectively respond to the evolving needs of the higher education landscape.

5. 1. Recommendations:

The following is a set of study recommendations that private universities under study and other organizations can benefit from. Private universities in the Kurdistan region of Iraq should work to develop the skills of leaders in and enhance their skills and capabilities by improving their capabilities and skills in the field of share the vision and goals, participation in decision-making, dialogue and interaction, vigilant with teamwork, and values and culture. The leaders of the private universities under study should be interested in involving employees in making decisions that affect their work, as well as their knowledge of the desired plans and goals, which leads to the completion of work efficiently and effectively by placing the right person in the right place, as the more the university is able to provide cadres appropriate, the greater its ability to achieve strategic agility. It is necessary for private university administrations to take the initiative to adopt and apply the dimensions of strategic agility in the field of work, and at all levels of leadership, and to be done according to a mature vision and organized

strategies, accordingly, if universities want to benefit from them, support performance and respond to the competitive environment, innovate new means and confront them through a responsive reaction, then they should set policies and programs that ensure their correct application.

5. 2. Limitations and Future Studies:

This study will present a set of suggestions for future studies, as follows. Future studies could use experimental or longitudinal designs to provide stronger evidence of causality and temporal sequence of variables. This research has primarily examined the short-term effects of intelligent leadership on strategic agility and organizational outcomes. Future studies could include long-term follow-ups to assess the stability and durability of effects over time. It is important for researchers to recognize these limitations in their study to ensure transparency and provide a balanced interpretation of the findings. Furthermore, highlighting these limitations can guide future research to address these gaps and further increase understanding.

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