



The moderating role of emotional intelligence in leaders in the relationship between strategic agility and organizational success

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Abstract

This study aims to demonstrate the moderating role of emotional intelligence in leaders, with its dimensions of self-understanding, self-management, social understanding, and relationship management, in the relationship between strategic agility (an independent variable with its dimensions of strategic sensitivity, unity of leadership, and resource flow) and organizational success (a dependent variable with its dimensions of organizational readiness, appropriate staffing, survival, and growth). Given the importance of this topic in commercial banks in Baghdad and its impact on the lives of most people, the research was conducted in a sample of commercial banks in Baghdad. A survey was conducted among a sample of 387 individuals working in commercial banks in Baghdad. Data was collected primarily through a questionnaire, as well as through personal interviews and Arabic and foreign sources and references.

Keywords: Strategic agility, organizational success, emotional intelligence of leaders.

Introduction:

Introduction: Rapid growth and increasing competition among organizations worldwide have led to numerous pressures and challenges. Among these challenges are intense competition and the pressure resulting from limited time available for decision-making. This necessitates rapid and flexible responses to maintain competitiveness and achieve organizational success, a primary objective for organizations. Success is linked to their ability to achieve their goals efficiently and effectively, fostering growth and sustainability in a changing and dynamic business environment. Organizations rely on innovative strategies to ensure their continued market presence and enhance their organizational performance. This makes them in dire need of innovative strategic mechanisms to address these challenges and thoroughly understand their operating

environment. Strategic agility emerges as an effective approach that enables organizations to adapt quickly and efficiently to environmental changes, thereby enhancing their ability to achieve their strategic objectives (Al-Obaidi & Al-Nuaimi, 2021:1).

Strategic agility is one of the most important capabilities that helps organizations respond to these rapidly changing situations, through a clear vision, a good selection of strategic goals, and shared responsibility. It is the organization's ability to remain flexible, agile, and open to everything new in the business environment, and ready to re-evaluate its previous options and adjust its course in light of new developments to maintain its sustainability and success (Hussein & Al-Ziyadi, 2022: 52).

With the growing role of leaders in guiding financial institutions, particularly commercial banks, emotional intelligence is becoming increasingly important for leaders to enhance strategic agility. Emotional intelligence plays a crucial role in helping leaders understand and manage their own emotions, as well as those of their teams, which impacts the quality of decision-making and the speed of response to environmental changes. Emotional intelligence is a key element in fostering collective commitment and reducing internal conflicts that can hinder the implementation of strategic agility initiatives. It also contributes to the rapid and effective deployment of resources in response to urgent challenges and opportunities, helping commercial banks improve their organizational performance and achieve a sustainable competitive advantage (Naef et al., 2023).

Section One: Study Methodology

First: Study Methodology

1- The Research Problem:

Commercial banks in Iraq face increasing difficulties due to rapid changes in the business environment, heightened competition, and limited time available for decision-making. This necessitates swift and flexible decision-making to maintain their competitiveness and achieve organizational success. Organizational success is linked to the efficiency and effectiveness of achieving objectives, as well as fostering growth and sustainability in a changing environment. Therefore, banks are adopting new strategies to ensure market survival and improve performance, which is crucial for overall success. The need for flexible strategic mechanisms that facilitate understanding the environment and adapting to its changes is also paramount. Strategic agility is a key capability that enables organizations to respond quickly to these changes. It relies on a clear vision, well-defined objectives, and the promotion of shared responsibility, which is a primary goal for organizations. Implementing this requires leadership with emotional intelligence, capable of addressing challenges, fostering innovation, and building effective organizational relationships. Despite the importance of strategic agility and organizational success in commercial banks, some previous studies have examined the direct relationship between strategic agility and one of the variables (competitive performance, organizational excellence, organizational performance, organizational effectiveness, strategic learning), such as the study by (Oyedijo, 2012) and the study by (Amr, 2024).

The study by Mansour (2023) addressed strategic agility as a mediating variable in previous studies, such as those by Al-Sheikh Yahya (2010) and Al-Anzi (2024), and as a dependent variable in the studies by Idris & Al-Rubaie (2013) and Al-Ghazali (2013). The relationship between strategic agility and organizational success has rarely been examined. However, some previous studies have explored the direct relationship between strategic agility and organizational success, such as the study by Al-Ta'i (2025). The relationship between strategic agility and organizational success has also been studied in general through the variables of strategic success, institutional success, and entrepreneurial success, as in the study by Mohammed et al. (2020). Organizational success has also been addressed as a dependent variable without strategic agility in previous studies, alongside the variables of strategic vigilance, entrepreneurial orientation, strategic innovation, and perceived organizational support, as in the studies by Mahmoud (2017) and Salah Al-Din. In 2019, we find that the study by Park and Young Ki (2011:28) addressed the following dimensions of strategic agility: agility of perception, agility of decision-making, and agility of practice. The study by Al-Mulla and Ghobash (2014:81) addressed the dimensions of clarity of vision, understanding of core capabilities, shared responsibility, direction of action, and selection of strategic goals. The study by Onamusi (2020:12) addressed the dimensions of strategic sensitivity, unity of leadership, and resource flow. The study by Al-Tamimi and Abdul Ghafour (2020:327) also addressed the dimensions of strategic sensitivity, unity of leadership, and resource flow. This study, however, addresses strategic agility in its dimensions of strategic sensitivity, unity of leadership, and resource flow. We find that the study by Al-Azzawi (2008) addressed the following dimensions of organizational success: survival, adaptation, and growth. The study by Moric Milovanovic et al. The dimensions of organizational readiness (organizational preparedness, appropriate employee selection, survival, and growth) were addressed in a study by Nafie et al. (2024), while this study examined organizational success in its dimensions (organizational preparedness, appropriate employee selection, survival, and growth). It is noteworthy that previous studies have examined the emotional intelligence of leaders as a moderating variable with various other variables, such as the studies by Naaman (2017), Alkahtani (2016), Devon (2022), and Aklima et al. (2025). Therefore, this study will consider the emotional intelligence of leaders, with its dimensions (self-understanding, self-management, social understanding, and relationship management), as a moderating variable in the relationship between strategic agility and organizational success.

2 .Research Questions:

Based on the above, the research problem can be formulated by posing the following questions:

- 1 .What is the effect of strategic agility on organizational success in commercial banks in Baghdad?
2. Does the emotional intelligence of leaders modify the relationship between strategic agility and organizational success in commercial banks in Baghdad?

3 -Study Objectives:

- 1 -To study the impact of strategic agility (strategic sensitivity, unity of leadership, resource flow) on organizational success (organizational readiness, appropriate staffing, survival, growth) in commercial banks in Baghdad.
- 2- To study and analyze the moderating role of emotional intelligence in leaders, which can influence the relationship between strategic agility and organizational success in commercial banks in Baghdad.

4 -Significance of the Study:

This study is expected to contribute to several aspects:

Theoretical Significance: This includes:

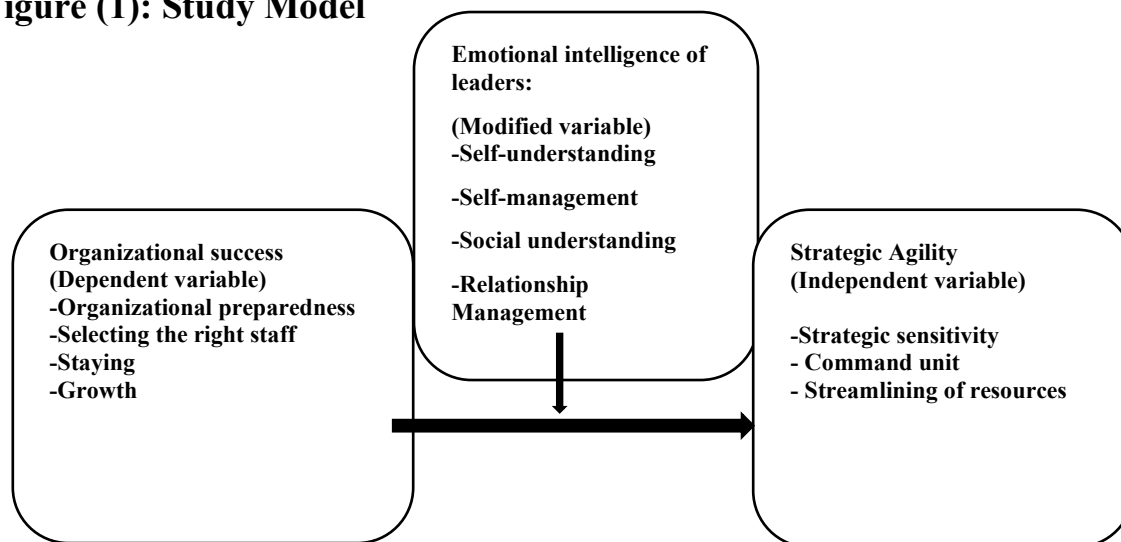
- 1 -Using Resource Theory (RBV) in formulating the study variables (strategic agility, organizational success, and emotional intelligence of leaders).
- 2 -The lack of field studies that have focused on the application of strategic agility and its relationship to organizational success in commercial banks in Baghdad.
- 3 -This study also examines the organizational success variable in commercial banks in Baghdad.
- 4 -It tests the moderating role of emotional intelligence of leaders in the relationship between strategic agility and organizational success, a role that has rarely been explored.

Scientific Significance: This includes:

- 1 -This study is expected to help decision-makers in Iraqi banks gain a better understanding of strategic agility, organizational success, and emotional intelligence of leaders.
- 2 -It helps decision-makers understand the impact of strategic agility on organizational success.
3. We help decision-makers identify which dimensions of strategic agility have the greatest impact on organizational success.
4. We understand how leaders' emotional intelligence interprets the relationship between strategic agility and organizational success.

5 -Hypothetical Study Model:

Figure (1): Study Model



The moderating role of emotional intelligence in leaders in the relationship between strategic agility and organizational success

Source: Prepared by the researcher

6 -Study Hypotheses:

In accordance with the study's questions and to test its model, the study adopted the following main hypotheses:

1 -The first main hypothesis: There is a relationship between strategic agility and organizational success in commercial banks in Baghdad.

From this main hypothesis, sub-hypotheses were derived to test the statistical impact of strategic agility, represented by its dimensions of (strategic sensitivity, unity of leadership, and resource flow), on organizational success, represented by its dimensions of (organizational readiness, appropriate staff selection, survival, and growth), as follows:

2-The second main hypothesis: The emotional intelligence of leaders modifies the relationship between strategic agility and organizational success.

From this main hypothesis, sub-hypotheses were derived to test the statistical effect of the moderating role of the emotional intelligence of leaders, with its dimensions (self-understanding, self-management, social understanding, relationship management), on the relationship between strategic agility, represented by its dimensions (strategic sensitivity, unity of leadership, resource flow), and organizational success, represented by its dimensions (organizational readiness, appropriate staff selection, survival, growth), as follows:

7 -Study Population and Sample:

The study population consists of employees in commercial banks in Baghdad, totaling (5894) distributed across (22) banks. Due to the difficulty of accessing all operating banks, a random sample of five banks was selected from among the (22) banks, totaling (2351) employees.

The stratified cluster sampling method was used, where five clusters representing five banks were randomly selected. These clusters represent strata because they are considered heterogeneous with respect to the study variable. Stratified sampling was then used to determine the sample size from these five clusters. To determine the sample size for each selected bank, the following equation was applied:

$$n_h = n/N \times N_h$$

n_h : Size of stratum in each bank.

n : Sample size using the above equation.

N : Number of employees in the selected banks.

N_h : Number of employees in the bank.

Applying the above equation, the sample size from each bank is as follows:

Table (1): Determining the Sample Size

| No. | Bank Name | Sample Size |
|------------|----------------------|--------------------|
| 1 | Bank of Baghdad | 117 |
| 2 | Gulf Commercial Bank | 28 |
| 3 | Iraqi National Bank | 166 |
| 4 | Middle East Bank | 57 |
| 5 | Mansour Bank | 16 |
| | Total | 384 |

Source: Prepared by the researcher

A total of (435) questionnaires were distributed using stratified sampling among employees of several commercial banks in Baghdad. Questionnaires were also distributed to another bank using random sampling. The number of returned questionnaires was (407), representing (94%) of the total distributed questionnaires. (28) questionnaires were not returned, representing (6.4%). (20) questionnaires were deemed unsuitable for analysis, representing (4.5%). The number of questionnaires suitable for analysis was (387), representing (88.9%) of the total distributed and received questionnaires. This percentage is considered high in descriptive research, which relies on questionnaire lists and questionnaires. It reflects the extent of respondent participation and the clarity of the questionnaire items used in all the data collected during the field study.

Table (2): Response Rate

| Statement | Number | Percentage |
|---|------------|--------------|
| Total questionnaires distributed to respondents | 435 | 100% |
| Returned questionnaires | 407 | 94% |
| Non-returned questionnaires | 28 | 6.4% |
| Invalid questionnaires for analysis | 20 | 4.5% |
| Valid questionnaires for analysis | 387 | 88.9% |

Source: Prepared by the researcher from the study data, 2025 AD.

8- Methodology and Study Tools: In light of the nature of the study and the goals it seeks to achieve, the descriptive analytical method was used, which is based on studying reality or the phenomenon as it is in reality, and is concerned with describing it, clarifying its characteristics, and expressing it quantitatively by describing it numerically in a way that clarifies its size or degrees of its connection with other phenomena. This method does not aim to describe phenomena or reality as it is, but rather to reach conclusions that contribute to understanding and developing this reality. As for the study tools, they are the questionnaire and personal interviews.

9 -Study Limitations:

Spatial Limitations: The study was limited to commercial banks in Baghdad.

Temporal Limitations: Data was collected during the period 2025.

Section Two: Theoretical Aspect:

First: The Concept and Dimensions of Strategic Agility:

The Concept of Strategic Agility:

Researchers have developed multiple definitions of strategic agility, which can be illustrated in Table (3) below.

Table No. (3) Concepts of Strategic Agility from the Researchers' Perspective

| Researchers' names | The concept of strategic agility |
|---------------------------------|---|
| Becker,2007:5 | The ability to seize opportunities through long-term planning and execution, adapting to business changes quickly, effectively, and as needed. |
| Beltrame ,2008: 1-6 | The process of adapting strategic business directions by responding to changing environmental conditions. |
| Doz & Kosonen, 2008:53 | The organization's ability to dynamically modify or reshape its system and strategy in a constantly changing business environment |
| Manufacturer, 2013: 15 | It is the art of leading an organization's capabilities in a rapidly changing business environment. |
| Al-Kubaisi and Nouri, 2014: 183 | An organization's ability to respond to targeted changes and evolving situations requires diverse capabilities such as strategic sensitivity, unity of command, and resource flow, which are essential dimensions of strategic agility. |
| Taşğit et al.,2023:297 | This is an important characteristic for companies to compete successfully in today's business world. |

Source: Prepared by the researcher based on previous studies, 2025

Based on the aforementioned concepts, strategic agility can be defined as the ability to cope with changes in the business environment by designing a highly flexible strategic system for the company in order to respond quickly to these changes and avoid exposure to risks.

As for the dimensions of strategic agility:

A review of previous studies on strategic agility reveals that they focused on discussing multiple variables and addressed different dimensions, as shown in Table (4) below.

Table (4) shows the dimensions of strategic agility according to the opinions of some researchers

| General Researcher | Dimensions |
|--|---|
| Hoek et al., 2001 :131 Ojha, 2008 :37 | This means clarity of vision, understanding core capabilities, choosing strategic goals, shared responsibility, and guiding action. |
| Doz & Kosonen, 2008:6 | It consists of strategic sensitivity, command unity, and resource flow and efficiency. |
| Ma'an Al-Mu'adhidi, 2011: 4 | It is a process consisting of focus, speed, and flexibility. |
| Park, Young Ki, 2011:28 | It consists of keen perception, keen decision-making, and keen practice. |

| | |
|---------------------------------------|--|
| Oudan, 2010: 22 | This means having a clear vision, knowing the customers, understanding core capabilities, setting strategic goals, sharing responsibility, knowing the competitors, and taking action. |
| Al-Mulla and Ghobash, 2014: 81 | It can be said that it consists of clarity of vision, understanding of core capabilities, shared responsibility, direction of action, and selection of strategic goals. |
| Al-Kubaisi and Nouri, 2014: 176 | It is a process comprised of strategic sensitivity, command unity, and the flow and smooth operation of resources. |
| Al-Tamimi and Abdul Ghafour, 2020:327 | Strategic sensitivity, command unity, resource flow |
| Al-Ubaidi and Al-Nuaimi, 2021: 66 | Strategic sensitivity, command unity, resource flow |

Source: Prepared by the researcher based on previous studies, 2025

However, this study addressed strategic sensitivity, command unity, and resource flow or streamlining, as indicated by (Doz & Kosonen, 2008:6), (Al-Kubaisi & Nouri, 2014: 176), (Al-Badrani, 2015: 163), and (Al-Obaidi & Al-Nuaimi, 2021: 66), considering them the most comprehensive and widely used, and they can be explained as follows:

1 -Strategic sensitivity:

This refers to the heightened awareness and attention given to strategic developments (Liu, 2010: 5).

2 -Command unit:

This involves coordinating with the entire management team to ensure collective success for all team members (Kosonen & Doz, 2008: 10).

3- Flow of resources:

This refers to the ability to move resources easily and flexibly from one place to another as needed (Santala, 2009: 53).

Second: The concept and dimensions of organizational success:

The concept of organizational success:

Researchers have developed multiple definitions of organizational success, which can be explained in Table No. (5) below.

Table No. (5) Concepts of Organizational Success from the Researchers' Perspective

| Researchers' names | The concept of organizational success |
|---------------------------|--|
| Fritz ,1993: 13 | This indicates that organizational success is not solely about achieving financial profitability, but rather encompasses all internal details, improving them, creating added value, and integrating social and environmental activities within organizations to achieve overall success. |
| Dell&Kramer,2003 | It is the organization's ability to coordinate its activities in light of a shared vision among all stakeholders in order to achieve its goals. |
| Daham, 2005: 74 | This indicates that the organization seeks to achieve its goals while maintaining a sustainable competitive advantage through a clear vision, meticulous planning, efficient processes, continuous development, an open culture, proactive leadership, and effective review and evaluation mechanisms. |
| Ugoani, 2020 | It is the ability of an organization's management to utilize its financial, human, material, and informational resources and harness them to achieve its goals, benefiting from experiences and learning from past experiences. |

Source: Prepared by the researcher based on previous studies, 2025

Based on the previous concepts, organizational success can be defined as the ability of an organization to achieve its goals by utilizing its human and material resources, as well as its expertise and information, in order to maintain its excellence and achieve a balance between the organization's capabilities and the environment in which it operates in the long term.

As for the dimensions of organizational success:

A review of previous studies on organizational success reveals that they focused on different dimensions for measuring organizational success, as shown in Table (6).

Table No. (6) Dimensions of Organizational Success from the Researchers' Perspective

| Researcher, General | Dimensions |
|--------------------------------|--|
| Hitt,2001 | Flexibility, intellectual capital, skills portfolio, core competencies |
| Al-Azzawi, 2008 | Survival, adaptation, growth |
| Rafash and Al-Rubaie, 2015: 24 | Efficiency, effectiveness |
| Ravangard et al ,2016 | Strategic vision, operational activity, knowledge management |

| | |
|---------------------------|--|
| Al-Abadi and others, 2016 | Resources, organizational structure, management, process, knowledge management |
| Nafi and others, 2024 | Organizational readiness, selecting the right staff, survival, growth |

Source: Prepared by the researcher after reviewing previous studies, 2025

However, this study considers organizational readiness, appropriate employee selection, and retention and growth as dimensions of organizational success, based on the dimensions of Nafeh et al. (2024), which can be explained as follows:

1 -Organizational Readiness:

This refers to the attitudes of organization members, including their beliefs and intentions, and indicates the extent to which members of the organization are psychologically and behaviorally prepared to implement change (Ek-Anong, 2019).

Organizational readiness refers to the attitudes of organization members, including their beliefs and intentions, and indicates the degree to which members of the organization are psychologically and behaviorally prepared to implement change (Ek-Anong, 2019).

2- Choosing the right employees:

This means that employees are considered an essential part of the production cycle, as they are the core of every organization, and organizations cannot exist without them (Ghazzawi & Accoume, 2014).

3 -Survival:

This refers to the organization's obligation to invest its energies and resources to achieve its goals. It supports all other organizational objectives and is considered a fundamental condition for fulfilling its purpose (Adewale & Kolade, 2011).

4- Growth:

This dimension indicates that the organization seeks to allocate the necessary resources to support its expansion processes, ensuring the maintenance of its market share and preventing decline compared to its competitors (Al-Kubaisi & Hassan, 2018).

Third: The concept and dimensions of emotional intelligence for leaders:

The concept of emotional intelligence for leaders:

Researchers have developed multiple definitions of emotional intelligence for leaders, which can be explained in Table No. (7) below.

| | |
|-------------------------|--|
| Researchers' names | The concept of emotional intelligence for leaders |
| Gregor,1997:9 | Leaders with high emotional intelligence uphold all these principles by appreciating the feelings of their team members. |
| McShane&Glinow,2008:113 | Emotional intelligence is defined as the ability to perceive and express emotion, to represent emotion in thought, to understand |

| | |
|--------------------------------|--|
| | and think through emotion, and to regulate emotion in oneself and others. |
| Fabio&Blustein, 2010:72 | Emotional and social capabilities are a combination that determines how an individual relates to themselves and others, and their ability to cope with external pressures and needs. |
| (Krishnaveni & Deepa, 2013:42) | Emotional intelligence represents a set of abilities and skills that leaders possess to achieve emotional self-actualization. |
| Janitra et al, 2024 :2 | Applying the principles of emotional intelligence in real-world work experiences can also be an integral part of development strategies. |

Source: Prepared by the researcher based on previous studies, 2025.

Based on the aforementioned concepts, emotional intelligence in leaders can be defined as the ability to identify, understand, and manage one's own emotions as well as the emotions of those around them. Individuals with high emotional intelligence are aware of their own feelings, their meaning, and how they might affect others. Emotional intelligence is essential for the success of leaders.

As for the dimensions of emotional intelligence for leaders:

Emotional intelligence has become a fundamental element of effective leadership in all sectors. It is no longer sufficient for leaders to possess only technical skills and strategic thinking; they must also understand and manage their own emotions, as well as perceive and influence the emotions of others. Accordingly, emotional competence is defined as an acquired ability based on emotional intelligence that leads to outstanding performance at work. In a more recent perspective, emotional intelligence is portrayed as the ability to understand, utilize, and manage one's own emotions effectively, minimize distress, communicate meaningfully with others, empathize, and overcome upcoming or unfamiliar difficulties. Understanding and managing your own emotions and those of others is crucial for success in the 21st century. Multiple models of emotional intelligence exist, and Bar-On is considered a pioneer in developing mixed models of this type of intelligence. His model incorporates individuals' social and interpersonal skills as well as non-cognitive abilities (Bar-On, 1997). Among these models, Goleman's model is considered the most well-known. It builds upon the ideas of Mayer and Salovey, adding several components such as persistence, social skills, and motivation, which represent personality traits and cognitive abilities.

This study utilized the four dimensions based on those of Cherniss and Goleman (2001):

1 -Self-understanding: This refers to a leader's high level of self-understanding, which enables them to possess deep knowledge and understanding of their emotions, feelings, strengths, weaknesses, needs, and motivations. It also facilitates interaction with others,

gaining their trust, and maintaining high self-confidence and accurate self-assessment, as well as the assessment of individuals and situations (Al-Anzi & Al-Ta'i, 2007: 63).

2 -Self-management: This refers to the leader's internal control over their emotions and instincts. It is also a method of adapting to dynamic circumstances and scenarios (Riaz & Khan, 2012: 89).

3- Social understanding: This means that leaders understand others by recognizing their needs, perspectives, feelings, and fears, sensing their developmental needs, and adapting to them in social situations (Abu Afash, 2011: 45).

4- Relationship Management: The leader's ability to deal with the feelings of others, build effective social relationships with others, resolve conflicts effectively, bring about change, determine the type of communication, address the problems of others, and lead the work team (Robbins, 2001:109), (Newstrom & Davis, 1997:447)

Section Three / Practical Aspect

First: Reliability After Exploratory Factor Analysis:

Consistency analysis is used to find the internal consistency of the data, ranging from 0 to 1. Cronbach's alpha is calculated to determine the internal consistency of the data. If the Cronbach's alpha coefficient is closer to 1, the internal consistency of the variables is considered high. The decision regarding the required Cronbach's alpha value depends on the research objective. In the early stages of basic research, Nonnally (1967) suggests that a reliability coefficient of 0.50–0.60 is sufficient, and that increasing reliability beyond 0.80 might be excessive. Hair et al. (2010) suggested that the Cronbach's alpha value should be greater than 0.70. However, a Cronbach's alpha of 0.50 and above is also considered acceptable in the literature (Bowling, 2009). Table 8 below shows the results of the Cronbach's alpha test for the study's parameters after conducting the exploratory factor analysis.

Table No. (8): Cronbach's alpha reliability coefficient for questionnaire items (sample size: 387)

| Cronbach's alpha | Number of phrases | Dimensions of the variable | Variable type |
|------------------|-------------------|----------------------------|-----------------------------------|
| 0.90 | 5 | Strategic sensitivity | Independent Strategic Agility |
| 0.83 | 5 | Leaders Unit | |
| 0.82 | 5 | Resource flow | |
| 0.83 | 4 | organizational readiness | Accredited Organizational Success |
| 0.79 | 4 | Selecting the right staff | |
| 0.82 | 4 | Staying | |
| 0.82 | 4 | Growth | |

| | | | |
|------|----|--------------------------------|--|
| 0.82 | 4 | Self-understanding | The adjusted variable: Emotional intelligence of leaders |
| 0.81 | 4 | Self-management | |
| 0.82 | 4 | social understanding | |
| 0.84 | 4 | Public Relations Management | |
| 0.98 | 47 | Accreditations for all metrics | |

Source: Prepared by the researcher from the data of the field study, 2025 AD.

Table (8) shows that the alpha values for all the questionnaire items are greater than (90%). These values indicate a high degree of internal reliability for all items, whether for each item individually or at the level of all items on the scale. The alpha value for the entire scale reached (0.984), which is a very, very high reliability. Therefore, it can be said that the scales on which the study relied to measure the questionnaire items have internal reliability for their items, which enables us to rely on these answers in achieving the study's objectives and analyzing its results.

Second: Means and Standard Deviations of the Study Variables:

Both the arithmetic mean and standard deviation were calculated for each statement within the study's axes. The arithmetic mean of each statement was compared to the study's hypothetical mean (3). Agreement was established if the arithmetic mean of the statement was greater than the hypothetical mean (3), and disagreement was established if the arithmetic mean was less than the hypothetical mean. A standard deviation close to one indicates homogeneity of responses among the sample. The Kolmogorov-Smirno test was also conducted to verify the normality of the data distribution. As shown in Table (9), the distribution of the variables across all dimensions was normal. The normality of all responses was less than (0.05), the level adopted in the statistical analysis for this study (Emad et al., 2019). Table (9) shows the means, standard deviations, and relative importance of the statements measuring the study's axes, and their ranking according to the respondents' answers. Table (9): Descriptive Statistics of the Study Variables

| Order | Relative importance | standard deviation | arithmetic mean | |
|-------|---------------------|--------------------|-----------------|-----------------------|
| 3 | 0.747 | 0.715 | 3.736 | Strategic sensitivity |
| 2 | 0.758 | 0.710 | 3.789 | Command unit |
| 1 | 0.760 | 0.668 | 3.798 | Resource flow |
| 3 | 0.755 | 0.697 | 3.774 | strategic agility |
| 4 | 0.754 | 0.670 | 3.768 | Self-understanding |
| 1 | 0.758 | 0.641 | 3.792 | Self-management |

| | | | | |
|---|-------|-------|-------|------------------------------------|
| 2 | 0.756 | 0.658 | 3.780 | social understanding |
| 3 | 0.754 | 0.641 | 3.772 | Public Relations Management |
| 2 | 0.756 | 0.652 | 3.778 | Emotional intelligence of a leader |
| 4 | 0.767 | 0.601 | 3.834 | organizational readiness |
| 3 | 0.770 | 0.569 | 3.848 | Selecting the right staff |
| 2 | 0.774 | 0.522 | 3.868 | Staying |
| 1 | 0.778 | 0.516 | 3.891 | Growth |
| 1 | 0.772 | 0.552 | 3.860 | Organizational success |

Source: Prepared by the researcher from the data of the field study, 2025 AD.

Third: Testing the Study Hypotheses:

1 -Testing the Impact of Strategic Agility on Organizational Success

The results of the structural equation model analysis indicate a strong and statistically significant positive impact of strategic agility (SA) on organizational success (OS). The estimated impact factor (Estimate = 0.96) is high, reflecting the strong direct relationship between the two variables. This means that any increase in the level of strategic agility leads to a significant increase in the level of organizational success. The standard error (S.E. = 0.078) is relatively low, indicating the accuracy of the estimated impact factor. The critical ratio (C.R. = 12.308) exceeded the standard value (± 1.96), confirming that the impact is highly statistically significant. Furthermore, the p-value ($P = ***$) indicates that the significance level is less than 0.001, which enhances the reliability of the result and supports the acceptance of the research hypothesis. These findings indicate that strategic agility, with its dimensions of strategic sensitivity, leadership unity, and resource scalability, significantly contributes to organizational success in its various dimensions of growth, survival, talent acquisition, and organizational readiness. The more an organization is able to sense environmental changes, the more cohesive its leadership, and the more flexible it is in managing its resources, the more positively this will reflect on its ability to grow, survive, and achieve outstanding performance. Therefore, it can be concluded that strategic agility is a key determinant of enhancing organizational success, requiring organizations to adopt flexible management practices and develop their leadership and strategic capabilities to keep pace with environmental changes and achieve competitive advantage.

Figure (2) The impact of strategic agility on organizational success

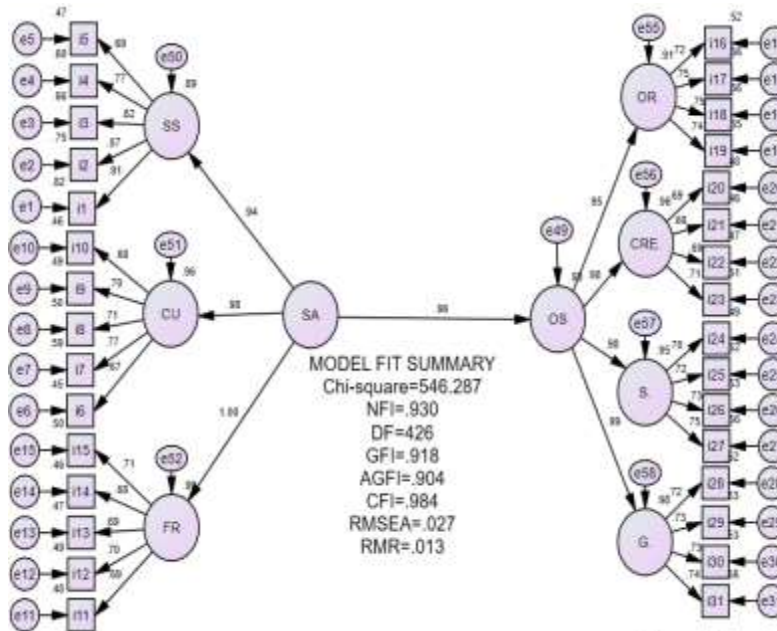


Table (10) The impact of strategic agility on organizational success

| P | C.R. | (S)E. | Estimate | | | |
|-----|--------|-------|----------|------------------------|------|-----------------------------|
| *** | 12.308 | 0.078 | 0.96 | strategic agility (SA) | <--- | Organizational success (OS) |

Source: Prepared by the researcher from the data of the field study, 2025 AD.

The results of the structural equation model analysis indicate statistically significant positive effects of the strategic agility dimensions (strategic sensitivity, leadership unity, and resource flow) on the organizational success dimensions (organizational readiness, employee selection, survival, and growth), with all p-values being less than 0.001, confirming the strength and significance of the examined relationships. Regarding strategic sensitivity (SS), the results showed a significant positive effect on all dimensions of organizational success, with the highest effect on employee selection (0.261), followed by growth (0.226), then survival (0.186), and finally organizational readiness (0.114).

Figure (3) The impact of strategic agility dimensions on organizational success dimensions

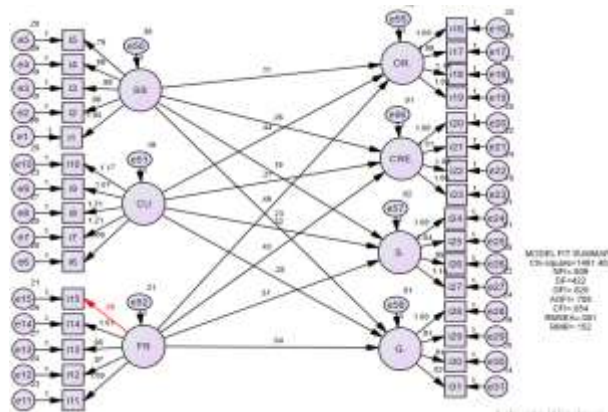


Table (11) The impact of strategic agility dimensions on organizational success dimensions

| P | C.R. | (S)E. | Estimate | | | |
|-----|-------|-------|----------|----------------------------|------|------------------------------------|
| *** | 4.489 | 0.025 | 0.114 | Strategic sensitivity (SS) | <--- | organizational readiness (OR) |
| *** | 8.541 | 0.031 | 0.261 | Strategic sensitivity (SS) | <--- | Choosing the right employees (CRE) |
| *** | 6.713 | 0.028 | 0.186 | Strategic sensitivity (SS) | <--- | Staying (S) |
| *** | 7.532 | 0.03 | 0.226 | Strategic sensitivity (SS) | <--- | Growth (G). |
| *** | 8.15 | 0.055 | 0.444 | Command unit (CU) | <--- | organizational readiness (OR). |
| *** | 6.241 | 0.043 | 0.267 | Command unit (CU) | <--- | Choosing the right employees (CRE) |
| *** | 6.856 | 0.047 | 0.322 | Command unit (CU) | <--- | Staying (S) |
| *** | 6.162 | 0.046 | 0.282 | Command unit (CU) | <--- | Growth (G)). |
| *** | 9.902 | 0.065 | 0.645 | Resource flow (FR) | <--- | Growth (G). |
| *** | 9.03 | 0.057 | 0.511 | Resource flow (FR) | <--- | Staying (S) |
| *** | 8.451 | 0.05 | 0.426 | Resource flow (FR) | <--- | Choosing the right employees (CRE) |
| *** | 9.146 | 0.054 | 0.494 | Resource flow (FR) | <--- | organizational readiness (OR). |

Source: Prepared by the researcher from the data of the field study, 2025 AD.

2 -The Effect of the Moderating Variable (Leaders' Emotional Intelligence) on the Relationship Between Strategic Agility and Organizational Success

The results of the structural equation model analysis indicate statistically significant positive effects of both strategic agility (SA) and leaders' emotional intelligence on organizational success (OS), reflecting the important role of the moderating variable in strengthening the relationship between the independent and dependent variables. The results showed that strategic agility has a strong and direct impact on organizational success, with an impact factor of 0.83 (C.R = 13.38) and a significance level of $p < 0.001$. This confirms that organizations with high strategic agility are more capable of achieving success and sustainability.

Conversely, the study revealed that the emotional intelligence of leaders also has a positive and significant impact on organizational success, with an impact factor of 0.46 (C.R = 10.95) and a significance level of $p < 0.001$. This indicates that leaders with high skills in understanding and managing their own emotions and those of others contribute significantly to enhancing organizational performance. Comparing the impact factors reveals that strategic agility has a stronger effect than emotional intelligence, although the latter acts as a supporting and complementary factor that strengthens the relationship. This demonstrates that achieving organizational success depends not only on strategic capabilities but also requires leadership with high emotional intelligence capable of effectively directing those capabilities. Therefore,

Figure (4) shows the effect of the moderating variable (emotional intelligence of leaders) on the relationship between strategic agility and organizational success.

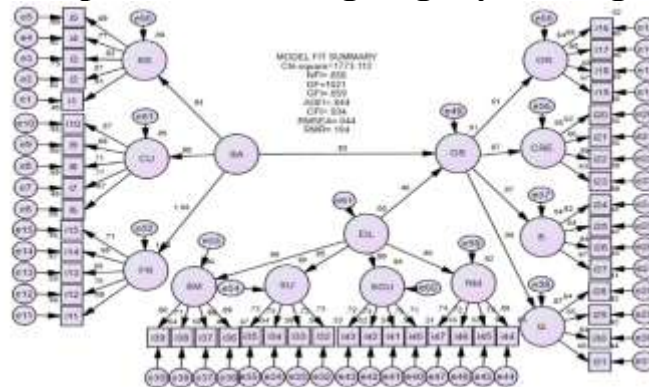


Table (12) The effect of the moderating variable (emotional intelligence of leaders) on the relationship between strategic agility and organizational success

| P | C.R. | (S)E. | Estimate | | | |
|-----|-------|-------|----------|---|------|-----------------------------|
| *** | 10.95 | 0.042 | 0.46 | Emotional intelligence of leaders (EIL) | <--- | Organizational success (OS) |
| *** | 13.38 | 0.062 | 0.83 | strategic agility (SA) | <--- | Organizational success (OS) |

Source: Prepared by the researcher from the data of the field study, 2025 AD.

1 .The Effect of the Moderating Variable (Self-Understanding) on the Relationship Between Strategic Agility Dimensions and Organizational Success Dimensions

The results of the structural equation model analysis indicate statistically significant positive effects of the moderating variable, self-understanding (SU), on the relationship between strategic agility dimensions and organizational success dimensions. Most P-values were < 0.001, reflecting the strength and significance of the relationships. Firstly, regarding the moderating variable, self-understanding, the results showed a progressive effect on organizational success dimensions, with the highest effect on growth (0.43), followed by survival (0.363), then employee selection (0.246), and finally organizational readiness.(0.144)

Figure (5) The Effect of the Moderating Variable (Self-Understanding) on the Relationship Between Strategic Agility Dimensions and Organizational Success Dimensions

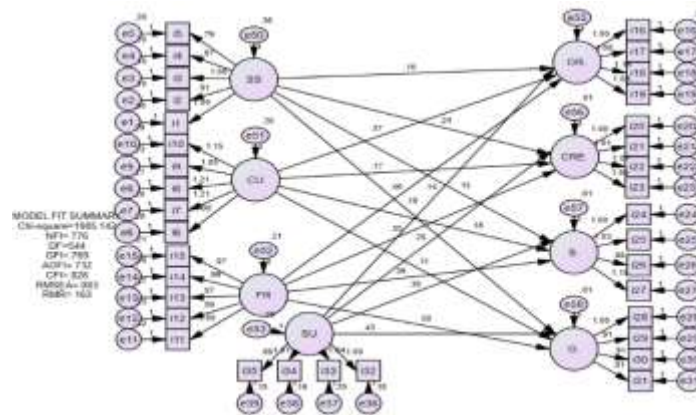


Table (13) The effect of the moderating variable (self-understanding) on the relationship between the dimensions of strategic agility in the dimensions of organizational success

| P | C.R. | (S)E. | Estimate | | | |
|-----|-------|-------|--------------|-------------------------|------|------------------------------------|
| *** | 3.889 | 0.037 | 0.144 | Self-understanding (SU) | <--- | organizational readiness (OR). |
| *** | 6.028 | 0.041 | <u>0.246</u> | Self-understanding (SU) | <--- | Choosing the right employees (CRE) |
| *** | 7.53 | 0.048 | 0.363 | Self-understanding (SU) | <--- | Staying (S) |
| *** | 8.23 | 0.052 | 0.43 | Self-understanding (SU) | <--- | Growth (G). |

| | | | | | | |
|-------|-------|-------|-------|----------------------------------|------|---|
| *** | 3.853 | 0.025 | 0.096 | الحساسية الاستراتيجية (SS) | <--- | organizational readiness (OR). |
| *** | 7.815 | 0.03 | 0.236 | Strategic sensitivity (SS) | <--- | Choosing the right employees (CRE) |
| *** | 5.744 | 0.026 | 0.151 | Strategic sensitivity (SS) | <--- | Staying (S) |
| *** | 6.467 | 0.028 | 0.182 | Strategic sensitivity (SS) | <--- | Growth (G). |
| *** | 7.414 | 0.05 | 0.373 | Command unit (CU) | <--- | organizational readiness (OR). |
| *** | 4.599 | 0.038 | 0.174 | Command unit (CU) | <--- | Choosing the right employees (CRE) |
| *** | 4.644 | 0.039 | 0.179 | Command unit (CU) | <--- | Staying (S) |
| 0.002 | 3.038 | 0.038 | 0.115 | Command unit (CU) | <--- | Growth (G). |
| *** | 8.706 | 0.053 | 0.463 | Resource flow (FR) | <--- | organizational readiness (OR). |
| *** | 7.512 | 0.046 | 0.345 | Resource flow (FR) | <--- | Choosing the right employees (CRE) |
| *** | 7.967 | 0.049 | 0.392 | Resource flow (FR) | <--- | Staying (S) |
| *** | 8.938 | 0.056 | 0.501 | Resource flow (FR) | <--- | Growth (G). |

Source: Prepared by the researcher from the data of the field study, 2025 AD.

Section Four / Conclusions and Recommendations

First: Conclusions and Recommendations

1 -Conclusions:

1 .Organizational Agility Plays a Crucial Role in Enhancing Organizational Success

The analysis results showed that organizational agility is a key factor contributing to improving an organization's ability to adapt to environmental changes, which positively impacts the achievement of its strategic objectives.

2 .Strategic Sensitivity is the Most Influential Dimension

Strategic sensitivity significantly contributes to explaining the variance in the dependent variable, as it enables the organization to sense and anticipate changes in the external environment, thus enhancing its competitiveness.

3 .Unified Leadership Enhances the Speed and Efficiency of Decision-Making

The results showed that unified leadership with a clear vision contributes to reducing conflict between organizational units and accelerates decision-making processes, which is a fundamental element in achieving agility.

4 .Resource Flow is an Enabling Element for Effective Implementation

The results confirmed that an organization's ability to quickly and flexibly reallocate resources between different departments directly contributes to enhancing its responsiveness to change.

5 .Integration Among Dimensions of Organizational Agility

The study showed that the true impact of agility emerges through the integration of its three dimensions, as no single dimension can achieve the desired effect in isolation from the others.

6 .Traditional Organizational Structures Limit Agility

The results revealed that rigid hierarchical structures hinder the achievement of agility, particularly with regard to the speed of decision-making and the flow of resources.

7 .An Organizational Culture Supporting Change Enhances Agility

The study demonstrated that an organizational culture that encourages innovation and continuous learning contributes to raising the level of strategic sensitivity and achieving better integration among the other dimensions.

Recommendations:

1 .Increase awareness of strategic agility among Iraqi commercial banks, given its clear impact on their organizational success and sustainability.

2 .Enhance strategic sensitivity among banking leaders by developing early detection mechanisms for economic and technological changes in the banking environment.

3 .Adopt flexible organizational structures that allow for rapid decision-making and facilitate responses to changes in customer and financial market demands.

4 .Develop the flexibility of human and financial resources to support the implementation of strategic agility and enhance the ability to redeploy resources efficiently.

5 .Focus on developing emotional intelligence among banking leaders through specialized training programs in self-awareness, emotional management, and relationship management.

6 .Strengthen the role of emotional intelligence as a moderating variable by empowering leaders to manage teams flexibly and motivate employees in changing work environments.

7 .Encourage a culture of teamwork and effective communication within banks, in line with the requirements of strategic agility, to enhance organizational success.

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