



University of Ghardaia

Faculty of Economics, Business and Management

Department of Management

**In Partial Fulfillment of the Requirements for the Degree of Master in
Business Administration**

Branch: Business Administration

Prepared by:

Hana nour el houda KHOMSI

**The role of leadership in promoting strategic
renewal- Study Case of Ghardaia**

Broad of Examiners 12/06/2025

Name	Rank	University	Role
Taleb Ahmed Nour Eddine	Senior Lecturer – Class A	Ghardaia University	Supervisor and Reporter

Supervisor:

Taleb Ahmed Nouredine

2024/2025

Dedication

In the name of Allah, the Most Gracious, the Most Merciful,

Praise be to Allah all praise is due to Allah, by whose grace good deeds are accomplished, and goals are achieved.

To those who carried me in their hearts before their hands, and who stood by me with unwavering support throughout this journey

To those who have always been the reason for my existence and the force behind every success

To my dear parents, the light of my path and the source of my strength, words fail to express my gratitude for your endless sacrifices. You are my support in life, my first mentors, and the greatest gift from Allah

To my beloved sister, whose soul still lives in my heart, I dedicate this success to your pure memory. Your absence is deeply felt, but your spirit and courage continue to guide me every step of the way

To my loyal friends, my second family, thank you for standing by my side in every moment, and for your unwavering support that made this journey easier and more beautiful.

To my esteemed teachers, who instilled in us the love for knowledge and served as a beacon lighting our path toward learning and growth.

To myself, who worked hard, persevered, and stayed awake through countless nights—this achievement is the result of your dedication and resilience.

Finally, to everyone who saw hope in my eyes, believed in my abilities, and prayed for me in secret... This success is not mine alone but belongs to all who contributed to it.

Thank you from the depths of my heart. May Allah keep you as a guiding light in my life.

With all love and gratitude

Hana Nour El Houda KHOMSI



Acknowledgment

In the name of Allah, the Most Gracious, the Most Merciful,

All praise is due to Allah, who guided me, supported me, and helped me complete this work. Peace and blessings be upon the noblest of creation, our Prophet Muhammad, and upon his family and companions.

I would like to extend my heartfelt thanks and gratitude to everyone who contributed to supporting and assisting me throughout my journey to complete this research, which represents the result of continuous efforts and an unwavering ambition to achieve the best.

I would like to extend my heartfelt gratitude to the esteemed discussion committee for their valuable time and immense efforts in evaluating this modest work. Your insightful guidance and constructive feedback will serve as a source of inspiration for me to further develop and innovate in the future. Thank you deeply for your support and encouragement, which have provided me with a strong push to continue striving for excellence.

To my supervisor, Nour eldinne TALEB AHMED, who generously shared his knowledge, provided valuable guidance, and patiently answered my questions. Thank you for believing in my abilities and helping me overcome challenges.

To the esteemed professor, Abdullah Ajila, whose guidance and support were an inspiration and a source of confidence throughout all stages of this research. Thank you for your dedication and commitment to steering me toward success.

I would also like to express my sincere gratitude and appreciation to Mobilis Company for generously providing the necessary information and support for the success of this research. Your cooperation and dedication had a significant impact on completing this work to its fullest.

To all my teachers, who instilled in me a love for knowledge and encouraged me to move forward, and to my colleagues and friends who stood by me every step of the way, thank you for your encouraging words and your precious time.

To everyone who supported me, whether with a kind word or sincere advice, I send you my deepest thanks and appreciation.

Finally, to myself, for not giving up despite the difficulties, and for those moments when I faced challenges with determination and patience. This work is the fruit of persistence and dedication, and I dedicate it to everyone who contributed to its realization.

Praise be to Allah, always and forever.

Abstract :

This study aims to explore the role of leadership in enhancing strategic renewal within the Mobilis Agency in Ghardaïa, and in order to achieve this goal, a descriptive approach was adopted for the theoretical framework and the case study approach in the applied aspect, while the questionnaire was used as a main tool for collecting information, as it was distributed to a deliberate sample of employees, the number of whom reached (15) employees, and for the purpose of testing the hypotheses, the data was processed after collecting it through a set of statistical methods SPSS, and the following results were reached: There is a statistically significant relationship between leadership and strategic renewal and the strategic orientation contributes very little in enhancing strategic renewal at Ghardaia's Mobilis agency.

Keywords: leadership, strategic renewal, strategic orientation, transformational leadership

الملخص

هدفت الدراسة الحالية إلى معالجة الإشكالية الرئيسية المتمثلة في إبراز دور القيادة في تعزيز التجديد الاستراتيجي بوكالة موبيليس غرداية، ولتحقيق هذا الهدف تم الاعتماد على المنهج الوصفي في إطار العرض النظري ومنهج دراسة الحالة في الجانب التطبيقي، فيما تم استخدام الاستبيان كأداة رئيسية لجمع المعلومات، حيث تم توزيعه على عينة قصدية من الموظفين بلغ عددهم (15) موظفًا، واختبار الفرضيات تمت معالجة البيانات بعد جمعها باستخدام مجموعة من الأساليب الإحصائية SPSS ، وتوصلت الدراسة إلى النتائج التالية: توجد علاقة ذات دلالة إحصائية بين القيادة والتجديد الاستراتيجي، وأن التوجه الاستراتيجي لا يساهم إلا بشكل ضئيل في تعزيز التجديد الاستراتيجي بوكالة موبيليس غرداية

الكلمات المفتاحية: قيادة، تحديد استراتيجي، توجه استراتيجي، قيادة التحويلية

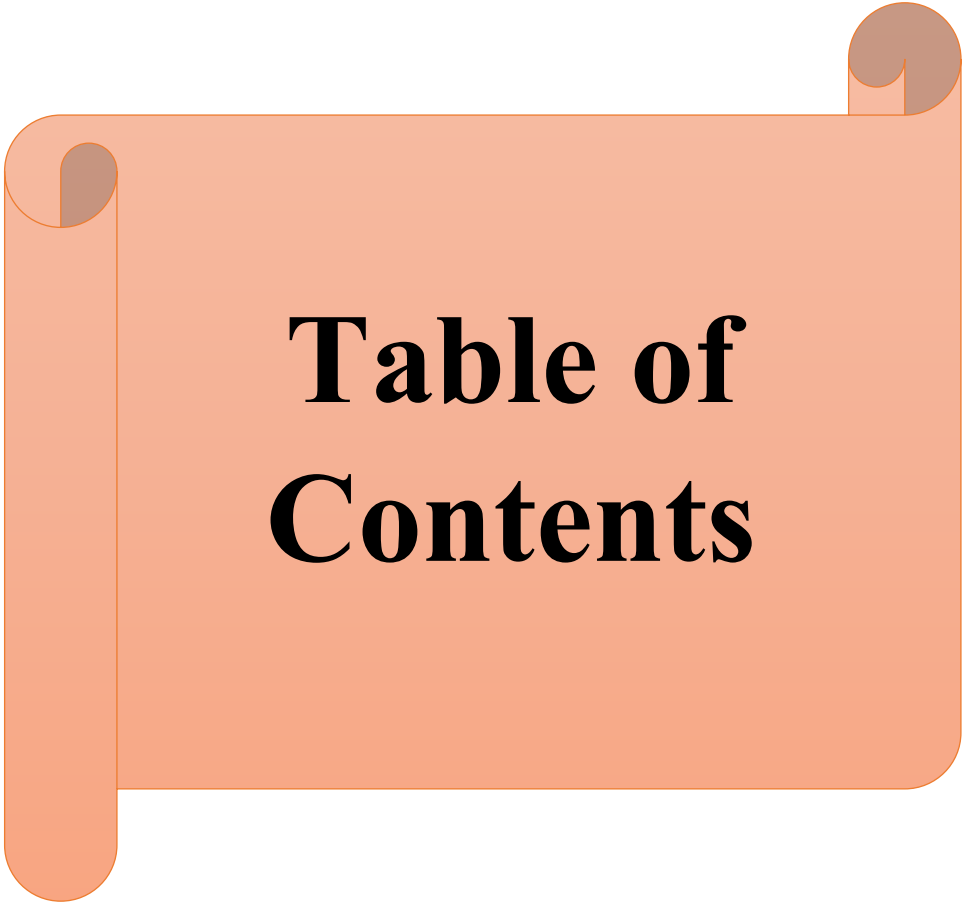
An orange scroll graphic with a light orange background and a darker orange border. The scroll is unrolled in the center, with the top and bottom edges curled up. The text "Table of Contents" is written in a bold, black, serif font in the center of the unrolled portion.

Table of Contents

List of content

Background of the Study	i
Topic One: Theoretical and applied literature on leadership and strategic renewal	1
First section: The Theoretical Framework of Leadership	1
First branch: The definition of leadership	1
Second branch: leadership importance:.....	4
Third branch: leadership theories	5
Fourth branch: leadership styles	7
Fifth branch: modern trends in leadership.....	8
Sixth branch: leader skills	12
Second section : theoretical framework for strategic renewal	14
First branch: definition of strategic renewal	14
Second branch: the importance of Strategic renewal	16
Third branch: dimensions of strategic renewal.....	16
Fourth branch: f actors affecting the success of the strategic renewal process	18
Fifth branch: strategic renewal strategies.....	19
Second topic: literature review	19
Section one: literature review in Arabic	20
Section two: literature review in English.....	27
Section three: the difference between our study and literature reviews:.....	32
Chapter sumury.....	37
Topic one: General information about Mobilis Agency	39
Section one: Ghardaia's Mobilis agency Company Definition	39
Second section: Mobilis agency's Goals	41
Section three: Ghardaia's Mobilis agency regional level.....	41
Second topic: Method and Procedures.....	44
First section: Tools used in the study	44
First branch: Study methodology and sample.....	44

Second branch: Study tools used and information sources	44
Third branch: Normal Distribution and Measurement Consistency of the Survey	47
Second section: Study and analysis of the survey results.....	57
First branch: Analysis of Personal Information Axes.....	57
Second branch: Presentation and analysis of the results of the study sample members' answers	62
Section Three: testing and discussing hypotheses:	74
First branch: Testing the first and second hypothesis	74
Second branch: Testing the third and fourth hypothesis	76
third branch: testing the fifth and Sixth hypothesis.....	78
Chapter summary:	84
Conclusion	86

An orange scroll graphic with rounded corners and a vertical strip on the left side, resembling a rolled-up document. The text "Liste of Tables" is centered on the scroll.

Liste of Tables

Liste of tables

Table 1: the definitions of some theorists.	2
Table 2: the deference between administration and leadership	3
Table 3:the definitions of some theorists	15
Table 4: Shows the analysis of the first literature review in the Arabic language.	20
Table 5: Shows the analysis of the second literature review in the Arabic language.	21
Table 6: Shows the analysis of the third literature review in the Arabic language.	22
Table 7: Shows the analysis of the fourth literature review in the Arabic language.	24
Table 8: Shows the analysis of the fifth literature review in the Arabic language.	25
Table 9: Shows the analysis of the first literature review in the English language	27
Table 10: Shows the analysis of the second literature review in the English language	28
Table 11: Shows the analysis of the third literature review in the English language	29
Table 12: Shows the analysis of the fourth literature review in the English language	31
Table 13: Shows The difference between our study and literature reviews:	32
Table 14: The scale adopted in the study and the weighted average	45

Table 15: shows Test results Kolmangrove_Smirnov in data distribution	47
Table 16: It shows the stability of the statements.	49
Table 17: Shows the correlation coefficients between the phrases of the strategic orientation dimension.	50
Table 18: Shows the correlation coefficients between the phrases after organization and coordination.	51
Table 19: Shows the correlation coefficients between the phrases of the motivation and inspiration dimension.	52
Table 20: Shows the correlation coefficients between the statements of the work ethics dimension.	53
Table 21: Shows the correlation coefficients of the statements for each of the strategic renewal axis.	55
Table 22: It is clear Sample distribution According to Gender	57
Table 23: It is clear Sample distribution According to Age.	58
Table 24: It is clear Sample distribution According to Educational level.	59
Table 25: It is clear Sample distribution According to Seniority	60
Table 26: It is clear Sample distribution According to Job level.	61
Table 27: It is clear Individuals' answers to the dimension's axis	62
Table 28: It is required Individuals' responses to the strategic orientation dimension of the leadership axis	63
Table 29: It is required Individual responses to the organization and coordination dimension of the leadership axis	65
Table 30: It is required Individuals' responses to the motivation and inspiration dimension of the leadership axis	67
Table 31: It is required Individuals' responses to the work ethics dimension of the leadership axis	69

Table 32: It is required Individuals' responses to the dimensions of the strategic renewal axis	71
Table 33: Explains Arithmetic averages and deviations Standard for My variables the study:	73
Table 34: Results of the analysis of the correlation between leadership and strategic renewal	75
Table 35: Results of the analysis of the correlation between strategic orientation and strategic renewal	76
Table 36: Results of the analysis of the correlation between organization, coordination, and strategic renewal	77
Table 37: Results of the analysis of the correlation between motivation, inspiration, and strategic renewal	78
Table 38: Results of the analysis of the correlation between work ethics and strategic renewal	79
Table 39: Results analysis Multivariable Multivariate Testsa	80
Table 40: Results analysis Multivariable Multivariate Testsa	81
Table 41: Results analysis Multivariable Tests a	82
Table 42: Results analysis Multivariable Multivariate Testsa	83

An orange scroll graphic with a vertical strip on the left and a horizontal strip on the top right, both curled at the ends. The text "Liste of figures" is centered on the horizontal strip.

Liste of figures

Liste of figures

Figure 1: shows foundation of global leadership	9
Figure 2.: Demonstrates charismatic leadership qualities.	10
Figure 3: Illustrates the qualities of a technological leader.	11
Figure 4: The organizational structure of Mobilis.....	43

An orange scroll graphic with a light orange background and a darker orange border. The scroll is unrolled in the center, with the word "Introduction" written in a bold, black, serif font. The left and right ends of the scroll are rolled up, showing a darker orange interior.

Introduction

introduction

Background of the Study

The success of institutions in a dynamic business environment and ensuring the sustainability of competitiveness in light of the rapid transformations and market volatility, institutions are facing increasing challenges as a result of rapid technological developments, economic transformations, and changing customer expectations, which imposes on them the necessity of adaptation and renewal to ensure survival and continuity. This requires organizations to respond quickly to changes and adapt to them.

Leadership is the primary engine that leads organizations to lead, due to the importance of its pivotal role in guiding organizations during periods of transformation, as leadership is the motivating force that works to unify efforts and implement strategic visions capable of facing challenges. The role of leaders is to study and predict environmental variables accurately, and to make innovative and appropriate decisions at the right time to ensure adaptation to changing circumstances, with a focus on enhancing cooperation within teams, directing them, and cultivating a common organizational culture among individuals.

Strategic renewal is considered as a vital tool that enables organizations to adapt, achieve flexibility, and confront risks. It also enables them to reformulate their strategies and adopt innovation to satisfy customers and meet their needs by providing them with added value. The leader becomes the main catalyst for strategic renewal, as he combines creative thinking with the ability to implement it, which enhances adaptation and achieving goals. Towards sustainable competitiveness.

introduction

Research Problem

According to the above description, we can pose our research problem which is:

To what extent does leadership influence and enhance strategic renewal within Ghardaia's Mobilis Agency?

Sub-questions:

To prospect more deeply this main question, we divided it to sub questions as following:

- Is there a statistically significant relationship between leadership and strategic renewal at Ghardaia's Mobilis agency?
- To what extent does strategic orientation play a role in promoting strategic renewal?
- To what extent does organization and coordination play a role in promoting strategic renewal?
- To what extent do motivation and inspiration play a role in promoting strategic renewal?
- To what extent does work ethics play a role in promoting strategic renewal?
- Are there statistically significant differences between leadership and strategic renewal attributable to personal variables (gender, age, educational level, seniority, job level)?

introduction

Hypotheses

To answer our research problem, we pose those hypotheses:

- A statistically significant relationship exists;
.
- Strategic orientation contributes in enhancing strategic renewal at Ghardaia's Mobilis agency;
- Organization and coordination contribute in enhancing strategic renewal at Ghardaia's Mobilis agency;
- Motivation and inspiration contribute in enhancing strategic renewal at Ghardaia's Mobilis agency;
- Work ethics contribute in enhancing strategic renewal at Ghardaia's Mobilis agency;
- There are statistically significant differences between leadership and strategic renewal attributable to personal variables (gender, age, educational level, seniority, and job level).

Study objectives

Among the objectives of our study, we mention among them:

- Analyze the nature of the relationship between leadership and strategic renewal at Ghardaia's Mobilis agency;
- Identify the extent to which strategic direction contributes in enhancing strategic renewal at Ghardaia's Mobilis agency;
- Identify the extent to which organization and coordination contribute in enhancing strategic renewal at Ghardaia's Mobilis agency;
- Identify the extent to which motivation and inspiration contribute in enhancing strategic renewal at Ghardaia's Mobilis agency;
- Identify the extent to which work ethics contribute in enhancing strategic renewal at Ghardaia's Mobilis agency.

introduction

Importance of the Study

The importance of the study stems from the importance of effective leadership within the organization, which is considered a fundamental pillar for influencing employees to achieve established goals;

Its importance also lies in the fact that the leader possesses the vision and mission and is primarily responsible for making critical decisions at the appropriate time;

The theoretical importance of this study, from the literature reviews, lies in its contribution to the body of knowledge literature on the dimensions of strategic renewal;

Its practical importance lies in understanding the reality of leadership in our national institutions and its role in strategic renewal especially in Ghardaia's Mobilis Agency.

Reasons of the Study

Among them, we mention among them:

- The researcher's interest in this type of modern, dynamic topic, as it relates to strategic renewal;
- Leadership is a topic of great importance, given its impact on the continuity of institutions and ensuring their competitiveness;
- The significant role Ghardaia's Mobilis agency plays in meeting the desires of its customers and its future plans for retaining them;
- Rapid technological development, as well as the diversity of desires and choices among customers, has led to a review of future plans and the development of plans to keep pace with changes, especially at the level of managers and leaders.

introduction

Study Limits:

Geographic Limits: Represented by the Ghardaia branch of its agency.

Human Limits: Represented by the employees of the Ghardaia's Mobilis agency Ghardaia agency, from which a purposive sample of 15 employees was selected.

Topic's Limits: Represented by studying the role and relationship between the independent variable (leadership) and the dependent variable (strategic renewal).

Study Methodology:

To answer the problem, we relied on the descriptive approach in the aspect related to theoretical literature and previous studies. We also adopted the case study approach to analyze the survey results.

Study Difficulty:

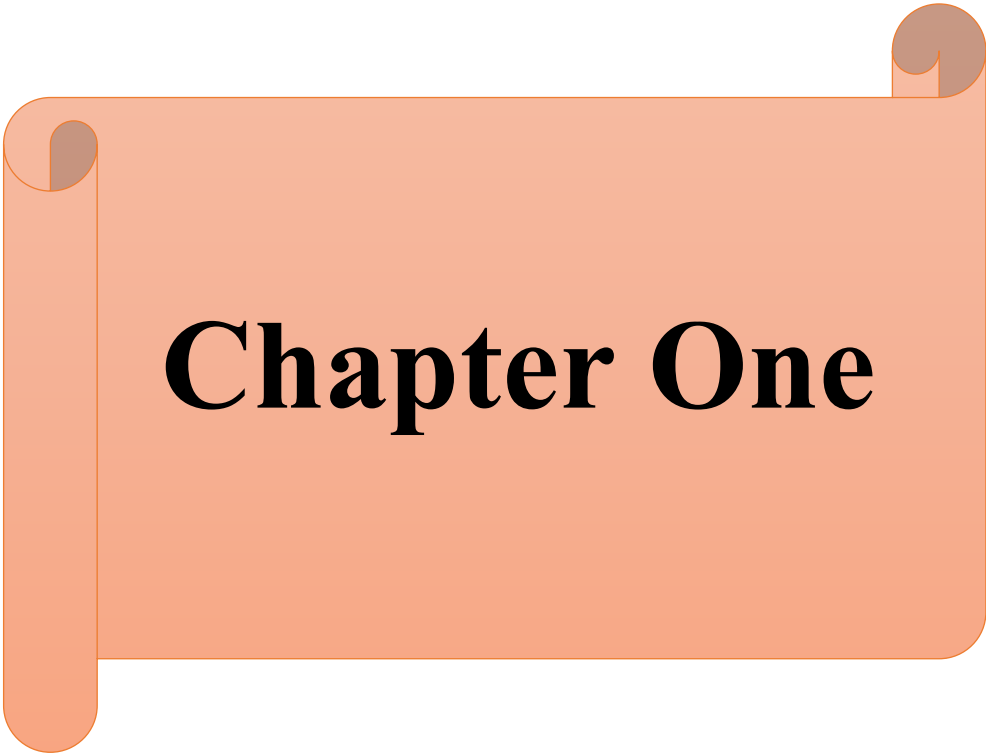
We encountered difficulty in obtaining a previous foreign study in English that included the two variables.

We encountered difficulties distributing the survey, which was electronic, to the sample, especially since the study revolves around leadership.

There was often a reluctance to respond and a lack of neutrality in opinion. It took us a considerable amount of time to obtain a sufficient sample.

Study Structure:

Our study was divided into two chapters, the first focusing on the theoretical aspect and the second on the practical aspect. Each chapter has two sections with an introduction and a conclusion.

An orange scroll graphic with rounded corners and a vertical strip on the left side, resembling a rolled-up document. The text "Chapter One" is centered on the scroll.

Chapter One

Theoretical Framework

Topic One: Theoretical and applied literature on leadership and strategic renewal

We will discuss the concept of leadership and strategic renewal and present the most important points.

First section: The Theoretical Framework of Leadership

In this section we will present some concepts related to leadership.

First branch: The definition of leadership

There are many definitions of leadership, including:

Leadership is defined as follows:

- Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations (Drucker, P.) ;
- Leadership is the behavior of an individual... directing the activities of a group toward a shared goal.(Hemphill & Coons, 1957 ;)
- Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends(Prentice, W.C.H. 'Understanding Leadership' Harvard Business Review September/October 1961.)

From the previous definitions, we can say that leadership is the leader's ability to influence others, direct their behavior, raise their morale, and make the organization goals as their personal goals, in order to prepare them for change and adaptation to achieve organization goals.

Theoretical Framework

 We present the definitions of some theorists:

Table 1: the definitions of some theorists.

N°	Researcher, Year	Definition
01	Kenneth Valenzuela, 2007	Leadership is the ability of developing and communicating a vision to a group of people that will make that vision true.
02	Aykut, Apinya, Billy, Crystal, Gilbert, and Ritina 2008	Leadership is a communication process of influencing and directing people to commit to and achieve a shared goal voluntarily, in a given situation.
03	Lo, 2008	Leadership is a communication process of maximizing people potential and influencing people to achieve a shared goal, in a given situation.
04	ahmed ben aabd elmohcen,2011	Leadership is defined as the ability to influence others to achieve common goals
05	Tannenbaum,Weschler & Massarik	Leadership is interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals.

From this, we conclude that leadership consists of the following elements:

- The leader;
- The work team;
- A common goal.

Theoretical Framework

✚ Based on the previous definitions, we can conclude the difference between leadership and management which we will explain in the following figure:

Table 2: the deference between administration and leadership

	administration	leadership
Definition	It is the process of organizing, coordinating and directing available resources to achieve goals.	Leadership is the ability to influence others to achieve organizational goals.
Relationship	formal	informal
Decisions making	centralized decision-making	centralized decision-making
Working style	Depends on procedures and laws	It relies on a shared organizational culture.
Priorities	Focus on short-term goals and daily tasks.	Focus on long-term goals and building strategies.
Goal	Striving for stability and efficiency	Seeking development and growth
Motivation	material	Material and moral

Source: Prepared by the student

Theoretical Framework

Second branch: leadership importance:

Among them:

- Promote ethics in the organization - a good leader leads by example and will do anything to ensure that moral values, principles and ethics of the organization are maintained by his or her followers (Mills, 2005);
- Link employees' job responsibilities and goals to the organization's strategy - leaders help to regularly communicate the purpose and vision of the organization (Mills, 2005).
- Increase performance and productivity - a well led organization performs at its maximum capacity and also organizations that invest in leadership training tend to have better qualified managers who can lead the employees more effectively (LMNG, 2012)

According the factors mention among them above, enhancing, the importance of leadership can be summarized as follows:

- Leadership helps direct efforts toward a common goal in an effective manner;
- The leader encourages and supports individuals to increase enthusiasm and productivity;
- Leadership contributes to sound decision-making, especially in critical times;
- Leadership creates a positive work environment based on respect, understanding, and team spirit;
- Leadership contributes to encouraging creativity, innovation, and continuous improvement.

Theoretical Framework

Third branch: leadership theories

a) Trait Theory

Trait Theory The early theorists opined that born leaders were endowed with certain physical traits and personality characteristics which distinguished them from non-leaders. Trait theories ignored the assumptions about whether leadership traits were genetic or acquired. Jenkins identified two traits; emergent traits (those which are heavily dependent upon heredity) as height, intelligence, attractiveness, and self-confidence and effectiveness traits (based on experience or learning), including charisma, as fundamental component of leadership **(Ekvall & Arvonen, 1991,p17-26);**

b) Great-Man Theory

Carlyle claimed in his “great man theory” that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined that great men were born, not made. An American philosopher, Sidney Hook, further expanded Carlyle perspective highlighting the impact which could be made by the eventful man vs. the event-making man **(Dobbins & Platz, 1986,p118-127);**

c) Style and Behavior Theory

Style and Behavior Theory The style theory acknowledges the significance of certain necessary leadership skills that serve as enabler for a leader who performs an act while drawing its parallel with previous capacity of the leader, prior to that particular act while suggesting that each individual has a distinct style of leadership with which he/she feels most contented. Like one that does not fit all heads, similarly one style cannot be effective in all situations.(Yukl, 1989) introduced three different leadership styles

Theoretical Framework

d) Contingency Theories (Situational)

The theories of contingency recommends that no leadership style is precise as a stand-alone as the leadership style used is reliant upon the factors such as the quality, situation of the followers or a number of other variables. “According to this theory, there is no single right way to lead because the internal and external dimensions of the environment require the leader to adapt to that particular situation”. In most cases, leaders do not change only the dynamics and environment, employees within the organization change. In a common sense, the theories of contingency are a category of behavioral theory that challenges that there is no one finest way of leading/organizing and that the style of leadership that is operative in some circumstances may not be effective in others (**Greenleaf, 1977**).

e) Transformational leadership

Transformational leadership links with positive outcomes on individual as well as organizational levels. Transformational leaders embolden followers to attain higher-order needs like self-actualization, self-esteem (**Bass, 1985**), and are influential in surging followers' motivation in the direction of “self-sacrifice and achievement of organizational goals over personal interests (**Bass, 1995**). Leaders with Idealized Influence demonstrate heightened concerns and cognizance of followers' needs and generate a sense of shared risk-taking” (**Jung et al., 2008,p185-1**). Inspirational Motivation affords a cradle of encouragement and challenges followers to achieve the set goals, whereas, Intellectual Stimulation inspires followers to be more creative and innovative in their problem-solving skills Transformational.

Theoretical Framework

Fourth branch: leadership styles

There are many styles of leadership, the most important are:

a. Authoritarian Leadership

The concept of authoritarian leadership revolves around the fundamental idea that leaders use their formal authority as a tool for controlling and pressuring their subordinates to compel them to complete work. It is generally based on two assumptions: the first is the lack of consideration for human relations, and the second is the negativity of employees toward the administrative organization. They are naturally inclined to depend on others and are characterized by laziness and lack of cooperation. Therefore, they are in need of strong management and external oversight to maintain order and ensure smooth workflow.

The following figure represents the relationship between the leader and subordinates .(Kanaan,2009,p153)

b. Democratic leadership style

This style is the opposite of the autocratic style, as it encourages the needs of the leader and subordinates, shares authority with subordinates, and considers their input in most decisions. This, in turn, adds to its strength the power of the group. In general, it can be said that democratic leadership relies on three basic pillars: sound human relations between the leader and his subordinates, as well as the delegation of authority to subordinates who are capable and experienced in exercising it. This enables the leader to carry out important leadership tasks. (Waer & Moussa, 2009,p4-5)

Theoretical Framework

c. Free leadership

Free leadership shares with the other two leadership styles, democratic and autocratic, the fact that it aims to direct the efforts of individual workers by influencing their behavior. Given the difference between this style and the other two styles in the degree of influence, each of the three leadership styles focuses on a specific element. Democratic leadership focuses on the individual worker performing the work, while autocratic leadership focuses on production. (Berbawi, 2013,p154)

✚ Hence, can be said that the reason for a leader choosing one the methods above is due to his personality, characteristics, and mentality, or the experience and competence of the team, and the tasks and objectives set.

Fifth branch: modern trends in leadership

1. Global Leadership

The concept of global leadership has emerged, aiming to eliminate borders and being characterized by comprehensiveness and integration. It is characterized by and enhances digital communications and knowledge across the world. Through it, a shared vision is built, individual and collective development is encouraged, and individuals are motivated. The leadership's ability to produce and generate knowledge is what will achieve creativity and improve the organization's performance in front of competitors to achieve leadership. (El-Bahiri, 2022, paraphrased,p29).

From this, we conclude that global leadership is based on a set of fundamental principles, which are illustrated in the following figure

Theoretical Framework

Figure 1: shows foundation of global leadership



Source: Prepared by the student

2. Charismatic leadership

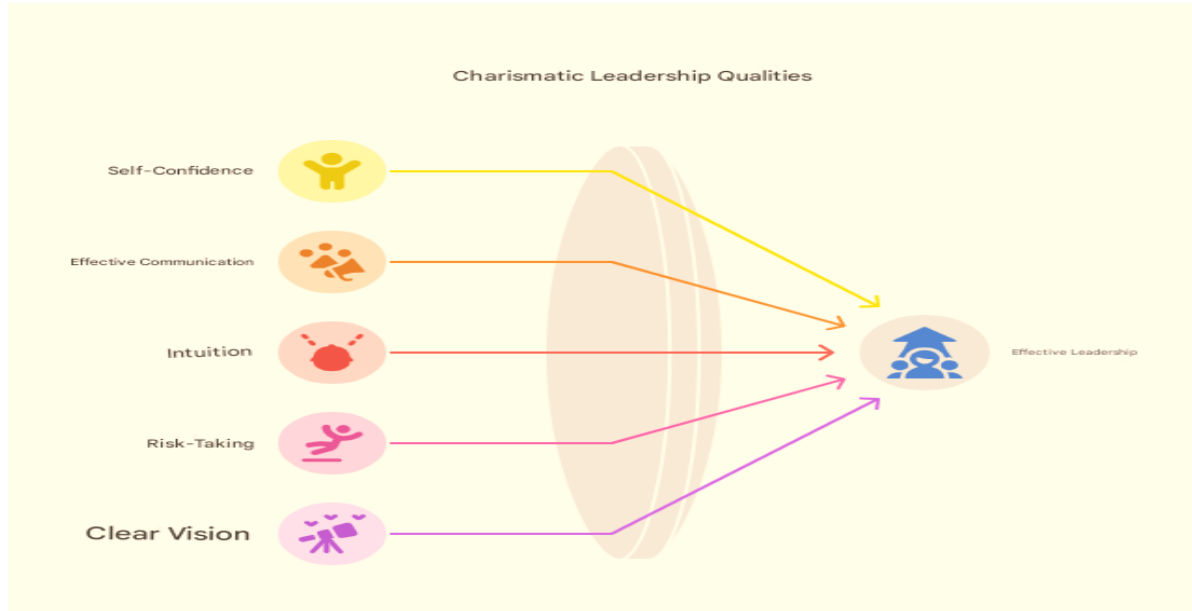
Charismatic leadership is the leadership that depends on the leader's personality and his ability to inspire and motivate others. He possesses certain qualities such as self-confidence, the ability to communicate effectively, intuition, risk-taking, and a clear vision in order to create a positive environment that helps bring about change, innovation, and building loyalty between the leader and his subordinates to achieve high performance.

Charismatic leadership is the leadership that depends on the leader's personality and his ability to inspire and motivate others. He possesses certain qualities such as self-confidence, the ability to communicate effectively, intuition, risk-taking, and a clear vision in order to create a positive environment that helps bring about change, innovation, and building loyalty between the leader and his subordinates to achieve high performance. (Attia, 2022, paraphrased,p662)

Theoretical Framework

From this, we conclude that charismatic leadership is based on a set of fundamental principles, which are illustrated in the following figure

Figure 2.: Demonstrates charismatic leadership qualities.



Source: Prepared by the student

3. Technology Leadership

It is a leadership with a technological sense, meaning that it combines technology with the basics of traditional leadership, and the presence of a leader who encourages technological development and work in order to manage teams remotely, as well as respond quickly to changes and even provide the opportunity to innovate solutions that are compatible with the digital world. All of this is to achieve work efficiency, reduce costs and enhance cooperation between local and international teams

meetings via the following platforms like Google Meet and Zoom to achieve the goals of the institutions (**Abdelnour, 2019,p125**)

Hence, we deduce that technology leadership is characterized by several distinctive traits, as illustrated in the following figure.

Theoretical Framework

Figure 3: Illustrates the qualities of a technological leader.

Qualities of a Technological Leader	
Characteristic	Description
 Technological Sense	Combines technology with traditional leadership.
 Remote Team Management	Encourages technological development for remote teams.
 Adaptability	Responds quickly to changes.
 Innovation	Provides opportunities to innovate digital solutions.
 Goals	Achieve work efficiency, reduce costs, and enhance cooperation between local and international teams.
 Project Management Systems	Uses project management systems like Asana and Trello.
 Meeting Platforms	Organizes meetings via Google Meet and Zoom.

Source: Prepared by the student

Theoretical Framework

Sixth branch: leader skills

In order for a leader to understand the three components of the leadership process the leader, the followers, and the situation he must acquire four basic skills:

- **Technical Skills:**

Technical skills represent the knowledge, expertise, and experience a leader/manager possesses in relation to their specialization in a specific technical field, such as accounting, production, or engineering. Technical skills are most important in management at the first level. The head of the accounting department must possess technical skills, such as accounting. This means that the leader must be proficient in their work and master it. It is one of the easiest skills to acquire and develop. (Dorra & Ahmed Gouda, 2011,p124)

- **Human Skills:**

Human skills include mastery of dealing with individuals and groups, and conducting effective communication with them, with a focus on mutual trust and collective interaction. It also means the ability to coordinate efforts and create a spirit of teamwork among subordinates, which requires mutual understanding between the leader and his subordinates, and knowledge of their opinions, tendencies, and orientations. (Dorra & Ahmed Gouda, 2011,p125)

- **Organizational Skills:**

Integrated, understanding its goals, systems, and plans, and mastering the functions of authority. This means that the leader views the organization as an integrated whole, understands its goals, systems, and plans, and is

Theoretical Framework

proficient in authority and powers, as well as organizing work, distributing duties, coordinating efforts, and being aware of all rules and regulations.

It also means the leader's ability to see the organization he leads, understand the interconnectedness of its components and activities, and the impact of changes that may occur in any part on the rest of its employees. **(Ben Shakhron, 2016,p65)**

- **Intellectual skills:**

The administrative leader must possess the ability to study, analyze, and draw conclusions through comparison. It also means flexibility and mental readiness to accept the ideas of others, as well as to change and develop the organization according to the sections of the times and circumstances. **(Hashim, 2001,p58-62)**

We can also add some qualities that a leader must possess:

- Self-confidence;
- Intuition;
- Emotional intelligence;
- Critical and analytical skills;
- Effective communication;
- Negotiation management;
- Risk-taking;
- Positivity;
- Flexibility;
- Transparency.

Theoretical Framework

Second section : theoretical framework for strategic renewal

In this section we will discuss some concepts of strategic renewal.

First branch: definition of strategic renewal

Definitions of strategic renewal vary depending on the viewpoint of theorists, including:

An entrepreneurial phenomenon in which an organization seeks to redefine and define its relationships with its markets and competitors in the industry through fundamental modification of its practices in the competitive process (Al-Ghazali,2013,p113);

We is also define as a type of strategic change that is an administrative process to re-change core capabilities, redefine the organization's mission, or change business resource patterns to align the organization's capabilities with the environment. (Schmitt, and others ,2016,p04);

And also, the process of creating new businesses in the organization, i.e. innovation is the organization's creativity, participation, or transformation through the process of innovation in the ideas on which such organizations are based (Djelab,2008,p12).

Based on literature Reviews and the student's knowledge, we conclude that:

Strategic renewal is an ongoing process aimed at redefining and developing an organization's strategic directions in response to a dynamic business environment, improving its ability to adapt to internal and external environmental changes and ensuring its sustainable competitiveness. This is accomplished by assessing the organization's current situation, identifying strengths and weaknesses, opportunities and challenges, encouraging

Theoretical Framework

creativity and innovation, and developing new plans to achieve long-term goals.

We mention some of the different definitions of theorists:

Table 3:the definitions of some theorists

N°	Researcher, Year	Definition
01	Sharma &chrishman 1999,p19	Pioneering efforts of organizations resulting from fundamental changes in the organization's work or at the level of the organization's strategy or changes in the organization of relations within the organization or between the organization and the external environment. In this case, a type of creativity is required.
02	Worch, and others, 2012, p445	A fundamental process of changing organizational characteristics to enhance organizations with long-term prospects for survival. These changes include (models, technology, organizational structure, customer base, product-market strategy).
03	Begin,2012,p02	A development process to break organizational stagnation, attempting to bring about change in organizational capabilities and strategic direction in response to the evolving competitive business environment and creating a new product market space to enhance competitive advantage.
04	Jockenhofer, 2013,p05	Significant changes in the organization's business, strategy, and competitive position.
05	Srinivasan, 2014,p231	Transforming the organization through renewing the core ideas built

Theoretical Framework

Source: Prepared by the student based on the literature reviews included in the table.

Second branch: the importance of Strategic renewal

The importance of strategic renewal is evident in the following:

Strategic renewal has great importance, which is evident in the following:
(Al-Amro & Al-Zaabi, 2022,p239)

Strategic renewal involves transforming a company's core capabilities linked to competitive advantages;

Strategic renewal concerns the entire company and has impacts across the organization;

Strategic renewal is important for breaking path dependency and ensuring continued success;

It is important to include the following:

Third branch: dimensions of strategic renewal

Strategic renewal has three basic dimensions, which we mention:

a) The context Dimension

This dimension reflects the interaction between the organization and its environment and the external environment when initiating strategic renewal activities. This dimension is measured by internal activities compared to external activities. External strategic renewal activities involve parties outside the organization's boundaries implementing strategic renewal activities, while internal activities involve those conducted within the organization's boundaries. **(Atta & Abdul-Rumeidh, 2023,p33)**

Theoretical Framework

b) The content Dimension

The content focuses on what strategic renewal activities are, and explains the difference between investment and exploration activities. Investment activities are defined as "strategic renewal activities that invest in existing activities within the current geographic scope, or rationalize some activities." And cost savings, and selling some activities through mergers or acquisitions. Exploration activities are strategic renewal activities that add new activities to the organization's existing activities, or that increase the organization's geographical scope. (Leeuwen,2007,p110)

c) The process Dimension

The frequency of strategic renewal activities is measured by the number of strategic activities undertaken by an organization during a specific time period. The variability of strategic renewal activities is the standard deviation of activities over a period of time. Therefore, assessing the frequency and variability of strategic renewal activities depends on the timing and strength of current organizations' responses to environmental changes. Depending on how organizational leaders view the relationship between the organization and the environment and the severity of environmental changes, they may take more or less action during times of environmental change. These differences reflect the frequency of strategic renewal activities. Some organizations may choose one pattern of strategic renewal activities, while others keep pace with change. The variability of strategic renewal activities assesses these differences (Flier ,2003,p45)

Theoretical Framework

Fourth branch: f actors affecting the success of the strategic renewal process

The strategic renewal process in companies is influenced by various factors:

(Al-Qawasmi, S., , 2024,p56)

- Entrepreneurial orientation and organizational learning positively impact company performance;
- Encouraging participatory planning and a tendency to experiment helps overcome organizational inertia;
- Creating future revenue streams through innovation and increased efficiency;
- Changing some current beliefs and cultivating a culture that encourages innovation.

According to other different studies, we can also add the following factors:

- Having a clear strategic vision and specific objectives, with leadership commitment and support throughout all stages of renewal;
- Having leadership that supports change, encourages innovation, and individual and collective initiatives;
- Responding to market changes and keeping pace with technological and social developments;
- Analyzing and managing risks effectively, and ensuring transparent communication within and outside the organization;
- Cultivating a culture of continuous learning and development, team spirit, and adventure.

Theoretical Framework

Fifth branch: strategic renewal strategies

Strategies for promoting strategic renewal within companies aim to enhance competitiveness among organizations, as well as help stimulate innovation and enhance the ability to adapt to change and compete : (Al-Qawasmi, S., 2024,p57)

- **Corporate Venture Unit Strategy:** This serves as a center for developing innovations and new initiatives within the company, encouraging a culture of innovation and renewal within the organization;
- **Sustainability:** Some companies seek to promote strategic renewal by focusing on motivating employees to develop traditional methods and adopt new practices that maintain business sustainability and generate greater value for the company;
- **A strategy that combines the important stages of response, recovery, reset, and renewal** has the best chances for success. The strategy begins by taking immediate action to ensure the company's strategy is maintained. Then comes the reset phase to adapt the strategy to the new situation. The process concludes with the renewal phase, which focuses on achieving success in a changing future.

Second topic: literature review

Many researchers have studied and analyzed topics that address leadership and strategic renewal, whether studies that address both variables together or those that address each variable separately. These studies have varied between Arab and foreign, and have attempted to conduct a comparison between current and previous studies, identify the differences and similarities between them, and determine the added value that has been benefited from through these studies.

Theoretical Framework

Section one: literature review in Arabic

Study 01

Table 4: Shows the analysis of the first literature review in the Arabic language.

Study title	The role of strategic foresight in promoting Strategic renewal
researcher	Hafez Saeed Al-Qawasmi
Type and place of study	Majesty's Memorandum, Palestine,2024
The problem of the study	What is the role of strategic foresight in promoting strategic renewal?
Study objectives	Study and evaluate the reality of strategic foresight at Ooredoo in the West Bank
Study methodology	The descriptive analytical approach was adopted, where surveys, observations, and previous studies were used to collect data.
Study sample	The survey was distributed to a sample of 114 and 112 surveys were returned.
Results	With strong environmental scanning capabilities, it is focused on emerging issues, new trends, and modern technologies. Ooredoo excels in strategic selection, embodying an effective and harmonious vision for the future.

Theoretical Framework

	Ooredoo's excellence is demonstrated in practice by a sophisticated and integrated organizational system characterized by effective communication. Ooredoo fosters a culture of continuous learning and developing the skills and capabilities of its employees.
--	--

Source: Prepared by the student based on the literature reviews included in the table.

Study 02:

Table 5: Shows the analysis of the second literature review in the Arabic language.

Study title	The impact of entrepreneurial leadership in promoting strategic renewal
Researchers	Hamzeh Nael Alamro, Khaled Alzu'bi
Type and place of study	Article, Jordan, 2022
The problem of the study	To what extent are the dimensions of entrepreneurial leadership available for strategic renewal at Royal Jordanian Airlines?
Study objectives	Measuring the impact of leadership dimensions on strategic renewal and identifying the most influential dimensions. Providing airline decision-makers with study results that may help link academic ideas with practical leadership practices. Providing Arab researchers and libraries with a theoretical framework on the topics of entrepreneurship and strategic renewal.

Theoretical Framework

Study methodology	The researchers adopted the descriptive analytical approach, using the survey.
Study sample	The survey was distributed to a sample of 353 and 304 surveys were returned.
Results	The company operates at high risk and responds quickly to rapidly changing environments. It also studies the needs of society in order to adopt a shared vision. The company works to develop thoughtful and purposeful measures for change. The company's practice of entrepreneurial leadership enables it to plan both short- and long-term, enabling it to achieve its goals and continue to provide services to its clients.

Source: Prepared by the student based on the literature reviews included in the table.

Study 03

Table 6: Shows the analysis of the third literature review in the Arabic language.

Study title	The role of participatory leadership in achieving institutional excellence
researcher	Dr. Fatima Yahya Asiri
Type and place of study	Article, Saudi Arabia (Jeddah),2023
The problem of the study	What is the role of participatory leadership in achieving institutional excellence from the perspective of Jeddah University employees?

Theoretical Framework

Study objectives	Exploring the Degree of Implementation of Institutional Excellence from the Perspectives of Jeddah University Employees Exploring the Degree of Implementation of Institutional Excellence from the Perspectives of Jeddah University Employees The study contributes to clarifying the relationship between participatory leadership and achieving excellence from the perspectives of Jeddah University employees.
Study methodology	The researchers adopted the descriptive analytical approach, using the survey.
Study sample	The surveys were returned 156
Results	Participatory leadership has a significant impact on achieving institutional excellence. There is a direct correlation between participatory leadership and institutional excellence. There is a statistically significant difference attributed to the variable of years of experience regarding participatory leadership in achieving institutional excellence.

Source: Prepared by the student based on the literature reviews included in the table.

Theoretical Framework

Study 04

Table 7: Shows the analysis of the fourth literature review in the Arabic language.

Study title	Ethical leadership and its role in promoting social responsibility
Researchers	Elhazzam Mohammed, Aissaoui Fatma
Type and place of study	Article, Algeria,2022
The problem of the study	What is the role of ethical leadership in promoting social responsibility?
Study objectives	Clarifying the concepts and dimensions of the study variables and the nature of the relationship between them. Describing the level of ethical leadership and its dimensions in Southwest organizations. Defining the reality of ethical leadership in Southwest organizations. Defining the relationship between ethical leadership and promoting social responsibility in Southwest organizations.
Study methodology	The researchers adopted the descriptive analytical approach, using the survey.
Study sample	The surveys were returned40
Results	There is a weak relationship between ethical leadership and social responsibility.

Theoretical Framework

	There is a statistically significant relationship between ethical behavior practices and promoting social responsibility. There is no statistically significant relationship between promoting ethical behavior and promoting social responsibility.
--	--

Source: Prepared by the student based on the literature reviews included in the table.

Study 05

Table 8: Shows the analysis of the fifth literature review in the Arabic language.

Study title	Transformational leadership behaviors and their impact on organizational creativity
researcher	Doha Al-Tijani
Type and place of study	PhD thesis, Algeria (Ghardaia),2020
The problem of the study	The researcher adopted the descriptive analytical approach, using the survey
Study objectives	Analyzing the nature of the relationship between transformational leadership behaviors and organizational creativity at the University of Ghardaia. Identifying the level of transformational leadership practice among leaders at the University of Ghardaia. Identifying the level of organizational creativity in the institution under study. Attempting to uncover the obstacles to practicing this style within the institution.

Theoretical Framework

Study methodology	The researcher adopted the descriptive analytical approach, using the survey
Study sample	The surveys were returned 88
Results	The faculty at Ghardaia University practice the dimensions of organizational creativity. There is a strong, substantial, and statistically significant correlation between transformational leadership and organizational creativity. Leadership has a significant impact on organizational creativity. There are statistically significant differences in the opinions of the study sample attributed to personal data (gender, age, and professional experience).

Source: Prepared by the student based on the literature reviews included in the table.

Theoretical Framework

Section two: literature review in English

Study 01

Table 9: Shows the analysis of the first literature review in the English language

Study title	The Impact of Transformational Leadership Practices on Achieving Strategic Innovation - Analytical Research in The Ministry of Education
researchers	Prof. Dr. Ghani Dahham Al. zubaidi, Sana Hamid Idan Al-Mashhadani
Type and place of study	Article, Iraq (Baghdad),2020
The problem of the study	To what extent is the Ministry of Education able to diagnose the level and reality of its transformational leadership and strategic renewal
Study objectives	Shedding light on the understandable and cognitive aspects of the study in order to benefit the Ministry of Education to develop its work Determine the extent of availability of transformational leadership features and characteristics of the administrative leaderships of the Ministry of Education Analyzing the impact of transformational leadership patterns and dimensions of strategic renewal on the work of the Ministry of Education.
Study methodology	The researchers adopted the descriptive analytical approach, using the survey
Study sample	The surveys were returned83

Theoretical Framework

Results	Transformational leadership is one of the most important drivers of positive strategic renewal in educational organizations, especially in the manner of dealing with workers by encouraging them and giving them job opportunities to raise the level of educational organizations in all areas of their work
---------	--

Source: Prepared by the student based on the literature reviews included in the table.

Study 02

Table 10: Shows the analysis of the second literature review in the English language

Study title	Marketing Culture and Its Role in Adopting Strategic Renewal Practices: An Analytical Study of Leaders' Views in the Kufa Cement Factory
researcher	Asahaq Naser Hussain, Sanaa Jasim Mohammed, Dalal jasim musheer
Type and place of study	Article, Palestine (Kufa),2022
The problem of the study	To what degree can marketing culture have an important and effective role in adopting strategic renewal practices in industrial organizations
Study objectives	Diagnose and study the relationship and influence between the research variables represented by marketing culture and strategic renewal Supplement Iraqi and Arab libraries in the issue of marketing culture and strategic renewal, which suffer from a clear deficiency in them

Theoretical Framework

	Provide recommendations that can serve the research sample factory in the field of its competitiveness
Study methodology	The researchers adopted the descriptive analytical approach, using the survey
Study sample	The surveys were returned 102
Results	There is an interaction and integration between the marketing culture and the practices of strategic renewal of the plant Strategic renewal is an urgent necessity for any organization that wants success, growth and sustainability in the current business environment

Source: Prepared by the student based on the literature reviews included in the table.

Study 03 :

Table 11: Shows the analysis of the third literature review in the English language

Study title	The role of strategic leaders in adopting a strategic renewal approach to develop Iraqi educational institutions / A exploratory study of the opinions of a sample of strategic leaders at Tikrit University
researcher	OMAR WASFY, KIFAH ABBAS MIHEMEED, DR. AMMAR AWAD MOHAMMED
Type and place of study	Article, Iraq (Tikrit University), 2021

Theoretical Framework

The problem of the study	What is the impact of the relationship between strategic leadership and strategic renewal in Iraqi educational organizations?
Study objectives	Recognizing the nature of strategic leadership and strategic renewal, and understanding the philosophical aspects of them. Diagnosing the reality of the study variables in the organization under study. Identifying the nature of the relationship between strategic leaders and patterns of strategic renewal in the organization for the researcher. 4. Presenting a set of conclusions and suggestions that the study reaches for the researched organization in particular and the Iraqi academic organizations in general
Study methodology	The study adopts the deductive method in reaching conclusions, using the descriptive analytical method in presenting and analyzing data and information using the SPSS statistical package
Study sample	The surveys were returned 36
Results	The results of the analysis show that the role of strategic leaders in the gradual renewal processes is greater than in the radical renewal processes. This in itself can be considered a defect in the organization under study. Its strategic leaders do not give priority and status to radical renewal processes as it deserves which should be at the heart of the work of these leaders. The main reason for this is perhaps the association of the university with the

Theoretical Framework

	ministry, which is the body who does this, and those leaders are not the ones who take the pivotal role
--	---

Source: Prepared by the student based on the literature reviews included in the table.

Study 04

Table 12: Shows the analysis of the fourth literature review in the English language

Study title	Leadership and collective learning: a case study of a social entrepreneurial organization in Sweden
researcher	Morteza Eslahchi
Type and place of study	Article, Sweden (University of Stockholm),2023
The problem of the study	How can leadership within small social entrepreneurial organizations foster conditions conducive to collective learning during times of crisis?
Study objectives	This paper aims to enrich the scholarly discourse on learning within small social entrepreneurial organizations by examining how leadership can facilitate conditions conducive to collective learning during crises.
Study methodology	A longitudinal single-case study was conducted on a social entrepreneurial organization in Sweden, operating within the integration field. The study involved comprehensive interviews and observations. Using a longitudinal approach facilitated an in-depth analysis of the organization's development over time.
Results	This study underscores the pivotal role of leadership in building trust and fostering open communication as

Theoretical Framework

	essential catalysts for collective learning, particularly in times of crisis. By emphasizing the significance of leadership in practice, we can posit that alterations in the nature of leader–team relationships that prioritise trust and communication empower organisations to foster conditions conducive to collective learning, such as effective structures and interaction routines for knowledge sharing. The empirical findings of this study enrich the academic discourse on leadership and learning in small social entrepreneurial organizations by shifting the focus from the leaders’ individual attributes to an examination of leadership in practice
--	--

Source: Prepared by the student based on the literature reviews included in the table.

Section three: the comparison between our study and literature reviews:

Table 13: Shows The difference between our study and literature reviews:

Our study	literature review	Similarities	Differences
A case study of Ghardaia’s Mobilis agency Ghardaia. The study addressed leadership and strategic renewal.	In Arabic	• Descriptive and case study approaches • Survey as a tool for the study • Dependent variable	• Sample size: 112 • Study objective • Study dimensions • Done in 2024 • independent variable
	Hafez Saeed Al-Qawasmi		

Theoretical Framework

It was applied to a purposive sample of 15 employees. The study was conducted in 2025/2026.	Hamzeh Nael Alamro, Khaled Alzu'bi	• Descriptive and case study approaches • Survey as a tool for the study • Dependent variable	• Sample size: 304 • Study objective • Study dimensions • The independent variable is one of the driving directions.
	Dr. Fatima Yahya Asiri	• Descriptive and case study approaches • Survey as a tool for the study • The independent variable is one of the driving directions.	• Sample size: 156 • Study objective • Study dimensions • Dependent variable
	Elhazzam Mohammed, Aissaoui Fatma	• Descriptive and case study approaches	• Sample size: 40

Theoretical Framework

		• Survey as a tool for the study • The independent variable is one of the driving directions	• Study objective • Study dimensions • Dependent variable
	Doha Al-Tijani	• Descriptive and case study approaches • Survey as a tool for the study • The independent variable is one of the driving directions • Study objective	• Sample size: 118 • Study dimensions • Dependent variable
	In english		• Sample size: 83

Theoretical Framework

	Prof. Dr. Ghani Dahham Al. zubaidi, Sana Hamid Idan Al-Mashhadani	• Descriptive and case study approaches • Survey as a tool for the study • The independent variable is one of the driving directions	• Study objective • Study dimensions • Dependent variable
	Asahaq Naser Hussain, Sanaa jasim mohammed, Dalal jasim musheer	• Descriptive and case study approaches • Survey as a tool for the study • The dependent variable	• Sample size: 102 • Study dimensions • independent variable
	OMAR WASFY, KIFAH ABBAS MIHEMEED, DR. AMMAR AWAD MOHAMMEDand MOHAMMED SALIH HASAN	• Descriptive and case study approaches • Survey as a tool for the study	• Sample size: 36 • Study dimensions • Dependent variable

Theoretical Framework

		• The independent variable	
	Morteza Eslahchi	• Descriptive and case study approaches • Survey as a tool for the study	• Sample size: al CEO • Study dimensions • Dependent variable • The independent variable

After presenting the basic concepts of leadership and strategic renewal in the theoretical aspect, we will attempt in this chapter, through a case study, to explore this impact by applying it to the Ghardaia Mobilis agency. In order to answer the study's hypotheses, we will attempt to review the following:

- Section One: General information about the Ghardaia Mobilis agency,
- Section Two: Methods and procedures.

Theoretical Framework

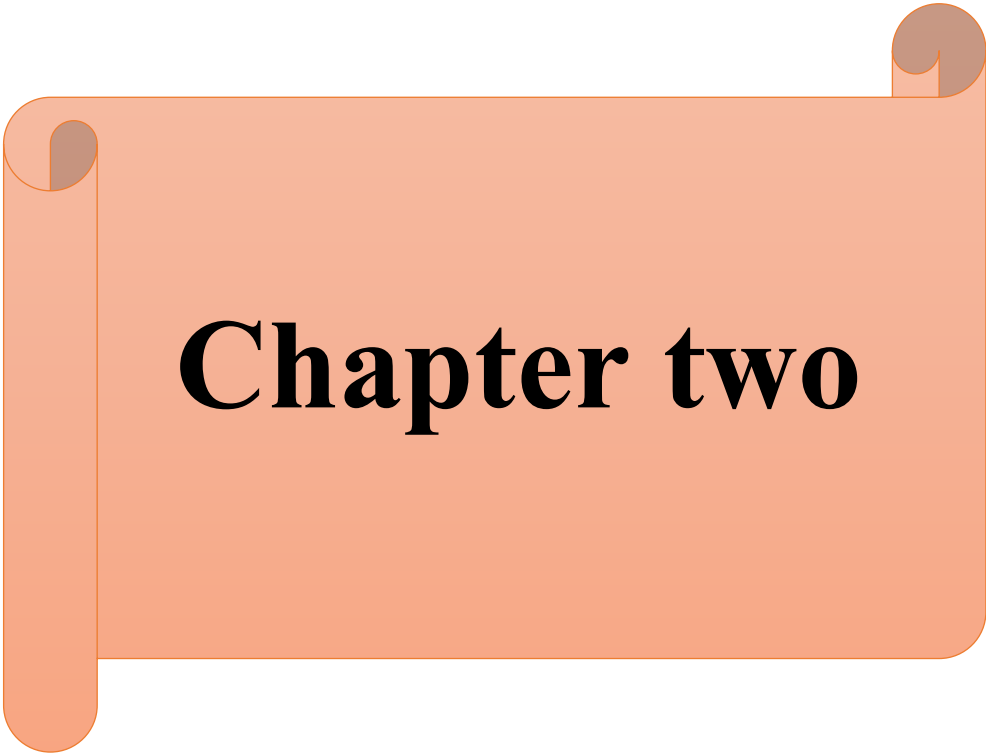
Chapter summary

In this topic, we reviewed the theoretical concepts of the study variables were, as we touched on the various definitions through which we tried to clarify some concepts of leadership, as well as the differences between them, and their importance, passing through the various modern theories and trends that came to show the difference in the characteristics of the direction of their goals. We illustrated strategic renewal in terms of definition and highlighted its importance for institutions and its dimensions, in addition to the factors influencing it, even strategies.

We discussed about the relationship of administrative empowerment in its various dimensions to improving the quality of work life from a theoretical perspective and previous studies.

Also, we touched both variables in an attempt to benefit from these studies for each variable separately and with other variables, sometimes as an independent variable and other times as a dependent variable to reach a causal relationship between them. In the next topic, we will try to complete the study by addressing the applied framework according to a methodology that simplifies the study.

In the empirical part of this study, we are going to applicate theoretical concepts on our case study in Ghardaia's Mobilis Agency

A large, horizontal orange scroll with rounded corners and a vertical strip on the left side, resembling a rolled-up document. The text "Chapter two" is centered on the scroll.

Chapter two

Application Framework

Topic one: General information about Mobilis Agency

Section one: Ghardaia's Mobilis agency Company Definition

Through the organizational structure of Algeria Telecom, it is clear that the Algerian mobile phone company Ghardaia's Mobilis agency is one of its branches, and it is independent in its economic decisions, according to information obtained from officials of the central administration in Algiers. What can be said is that this branch faces the greatest challenges compared to the other branches.

- About the establishment of Ghardaia's Mobilis agency:

The Algerian Mobile Telecommunications Company is a joint-stock company, with a capital of 100 million Algerian dinars (100,000,000 DZD), divided into 1,000 shares, each worth 100,000 DZD. As of January 31, 2005, its workforce reached 600. It was announced in August 2003, and it had its own independent organizational structure starting in January 2004. Its first central administration was established in July 2004 in the capital, Its current capital amounts to 25 billion DZD.

The Ghardaia's Mobilis agency brand name is composed of two words: "mobile," meaning mobile phone, and "is," meaning ownership of something, i.e., possession of a mobile phone. The logo was adapted from Algeria Telecom's logo, with some modifications made to align with the company's marketing objectives.

Ghardaia's Mobilis agency's achievements also include:

- National coverage of the population;
- More than 178 commercial agencies spread across the country;
- More than 60,000 indirect points of sale (certified + non-certified);
- More than 5,000 Base Transceiver (BTS) stations;

Application Framework

- An efficient and high-quality service platform.

Today, Ghardaia's Mobilis agency is establishing itself as a dynamic, innovative, loyal, and transparent institution, in a highly competitive environment whose foundation and key to success lies in seriousness and credibility.

From a management perspective, the Algerian Mobile Telecommunications Company consists of several functions and managers:

The company is overseen by the CEO and national managers in the various functions of the company, namely:

- Commercial Function
- Marketing and Communications
- Supply
- Human Resources and Public Relations
- Finance and Accounting
- Information Systems
- Creativity.

By choosing and adopting a policy of change and innovation, Ghardaia's Mobilis agency always works to give a positive image by ensuring the provision of a high-quality network and providing a highly effective service to subscribers, in addition to diversifying the offers and services proposed.

The institution also has eight regional directors. The institution also has a management team composed of nine executives from various professional levels, whose role is to approve the institution's management's strategic choices.

Application Framework

Second section: Mobilis agency's Goals

Since its inception, Ghardaia's Mobilis agency has sought to achieve key objectives, including:

- Providing the best services.
- Providing excellent customer care to ensure customer loyalty.
- Offering innovations in line with technological developments. This has enabled it to achieve significant business figures and reach more than 10 million subscribers in a short period of time.

Ghardaia's Mobilis agency sought to position itself as a closer operator to its partners and customers, and this was strengthened by its slogan, "Wherever You Are." This slogan represents a pledge to always listen and is evidence of its commitment to playing a significant role in the field of sustainable development and contributing to economic progress. In addition to its respect for cultural diversity, Ghardaia's Mobilis agency is committed to playing its collective role by contributing to environmental protection. This is based on its four values: transparency, loyalty, vitality, and creativity.

Section three: Ghardaia's Mobilis agency regional level

It includes eight regional directorates, distributed to cover the largest possible area of the country. They work to implement and apply vital strategies, ensure control over situations and proximity to customers, and convey a comprehensive picture of the effectiveness of strategies to senior management. The regional directorates represent a form of decentralized management by delegating authority over a specific part of the market. In return, these directorates are accountable to senior management within their geographical scope. This enables the latter to know the level of performance of each regional administration.

This enables it to identify weaknesses and shortcomings.

Application Framework

The company's regional directorates:

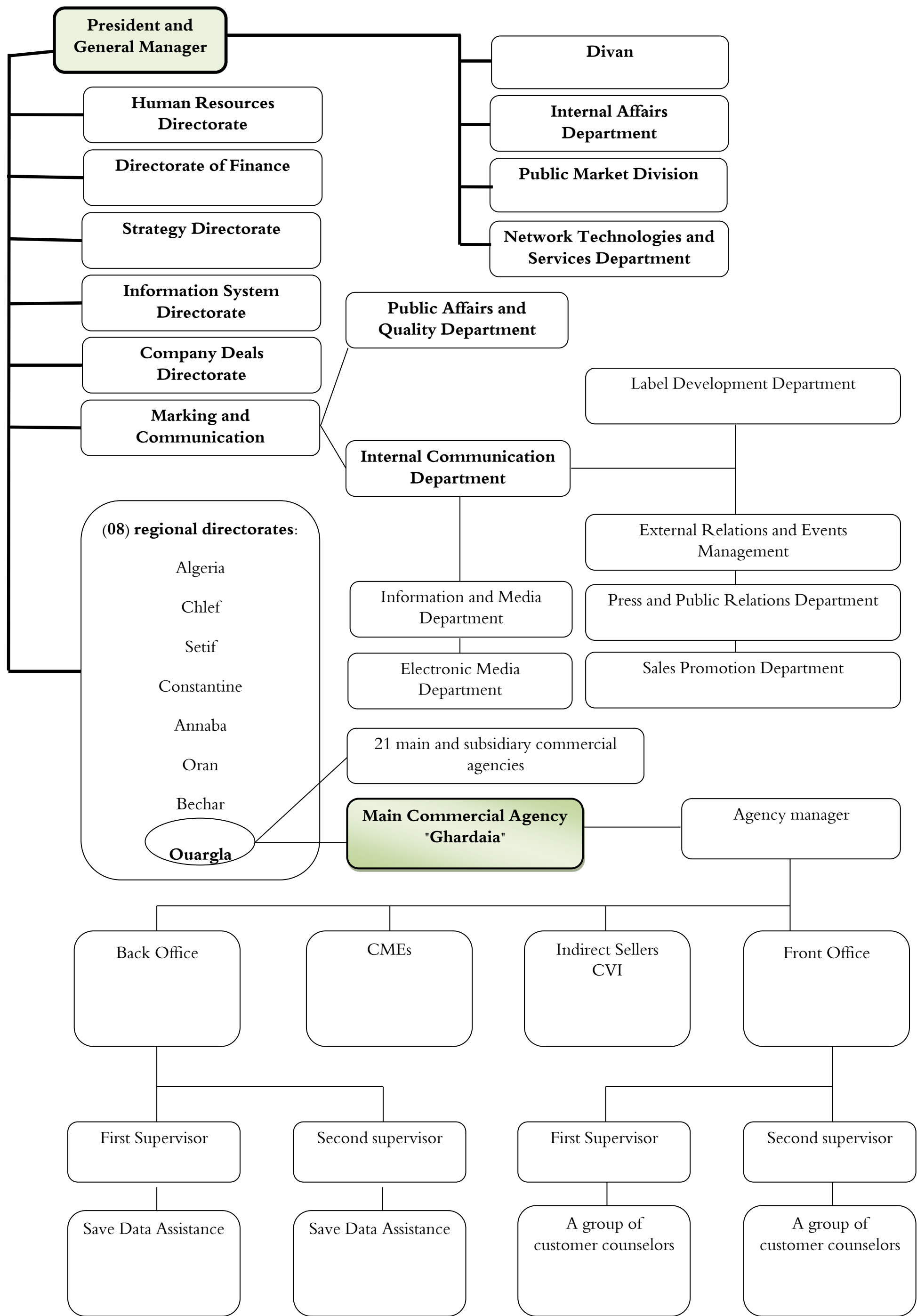
- General Directorate of the Central Region
- Setif Regional Directorate
- Constantine Regional Directorate
- Annaba Regional Directorate
- Chlef Regional Directorate
- Oran Regional Directorate
- Bechar Regional Directorate
- Ouargla Regional Directorate

The Ghardaia's Mobilis agency Regional Directorate in Ouargla was established to cover the Sahara regions in 2004. Eight commercial agencies were established between 2005 and 2006: Ouargla, Laghouat, Hassi Messaoud, El Oued, Tamanrasset, Illizi, and Ghardaia.

This last commercial agency is the subject of our study, as it is divided into two distribution channels: the first in the center of Ghardaia city and the second in the municipality of Metlili, each agency contains 15 employees. They alternate between the morning and evening periods. The morning period starts from 8:00 AM until 2:00 PM, while the evening period starts from 2:00 PM until 5:00 PM.

Consisting of administrative assistants, control assistants, executive directors and senior management level

Figure 4: The organizational structure of Mobilis.



Source: Prepared by the student based on Mobilis internal documents.

Application Framework

Second topic: Method and Procedures

First section: Tools used in the study

First branch: Study methodology and sample

First: Study methodology

A case study approach was employed for the empirical analysis, deemed most appropriate given the nature of the research objectives.

. The role of leadership in promoting strategic renewal the study focused on the Ghardaia's Mobilis, it is considered This approach is most appropriate to the nature of the study and the appropriate method for achieving the main objective and sub-objectives specified in the introduction to the research.

Second: Choosing a community and a samplethe study:

The study population consists of all employees of the Ghardaia's Mobilis agency, given that due to the difficulty of accessing the entire study community, a sample was selected. Intentionality This community represents, as the sample reached15 employee, included Control officers, executive officers and executive managers, and it was done Distributing the survey Electronically On the selected sample members, which included a reasonable percentage that allows the required analysis to be conducted.

Second branch: Study tools used and information sources

First: Study tool and information sources

To address the aspects of the topic and collect the necessary information, the survey was relied upon as the main research tool, as the survey was specifically designed to collect the necessary information and data, and it was a survey within an Ghardaia's Mobilis, with the aim of investigating the opinions of the respondents about the role of leadership in promoting strategic renewal

Application Framework

Below, more details about the tool used will be provided.

- Survey:

We designed this survey based on a number of previous studies in order to answer the hypotheses, either by proving or denying them. The survey was divided into a paragraph that introduces the subject of this study and confirms to employees that their information will be taken for the purpose of the study only, followed by information that introduces the personal situation of the respondent, which is: Sex, the age, educational level, Seniority in the organization, level Functional, Followed by two axes:

- **The first axis: concerns Driving data and it consists of 16 phrases**
- **The second axis: concerns the related data Strategic renewal Consisting of 12 phrases.**

These phrases have been ranked on a scale of five (Likert scale) degrees as shown in the following table:

Table 14: The scale adopted in the study and the weighted average

Five-point Likert scale	weighted average	phrases
Strongly disagree	From 1 to 1.79	01
Disagree	from 1.80 to 2.59	02
neutral	from 2.60 to 3.39	03
Agree	from 3.40 to 4.19	04
Strongly agree	from 4.40 to 5	05

Source: Prepared by the student

Application Framework

Table No. (2-1) The scale adopted to interpret the weighted averages of responses to the paragraph's survey, this scale is known as a five-point Likert scale, which includes five points for answering each paragraph of the survey.

According to the scale, the weighted average of the answers that falls between 1 and 1.79 is interpreted as "strongly disagree", the weighted mean between 1.80 and 2.59 is interpreted as "disagree", the weighted mean between 2.60 and 3.39 is interpreted as "neutral", the weighted mean between 3.40 and 4.19 is interpreted as "agree", and the weighted mean between 4.20 and 5 is interpreted as "strongly agree". Therefore, the division expresses the students' ability to interpret and analyze the results extracted from the respondents' answers to the survey items in an objective manner, which helps the students to identify the level of attitudes and opinions towards the variables and concepts included in the study.

Second: Statistical tools used in the study:

The program was used SPSS was used to analyze survey responses and test hypotheses. The following statistical methods were also applied:

- **normal distribution:** It is used to determine whether a data set follows a normal distribution, which helps in choosing appropriate statistical methods.
- **Cronbach's alpha coefficient:** It is used to measure the reliability of the instrument, as its value measures the consistency of the items within a specific scale, and a value higher than 0.7 is considered acceptable.
- **Frequencies and percentages:** Used to summarize metadata, showing the number of times, each category appears and its breakdown as a percentage of the total.

Application Framework

- Arithmetic means and standard deviations: Used to measure the center and spread of data, where the mean expresses the average value, while the standard deviation shows how dispersed the data is around the mean.
- Test Factors Pearson Correlation It is used to measure the relationship between the two variables
- Used multivariate analysis to Testing the sixth hypothesis, which studies statistical differences
- Significance level 0.05: It is used to determine the limits at which results are considered statistically significant, as it indicates the acceptable probability of error in rejecting the null hypothesis.

Third branch: Normal Distribution and Measurement Consistency of the Survey

First: Normal distribution:

The following table represents the normal distribution of sample individuals. The study, through which we will know whether the individuals of the study sample follow the distribution. Natural, However, this is for the sake of the correct choice of statistical tools - parametric and non-parametric - that are used to test hypotheses.

Table 15: shows Test results of Kolmangrove_Smirnov in data distribution

Test Shapiro-Wilk	Leadership	Strategic renewal
<i>Df</i>	15	15
<i>Statistics</i>	0.933	0.960

Application Framework

<i>Sig.</i>	0.298	0.697
-------------	-------	--------------

Source: Prepared by the student based on SPSS results

Based on Table (2-2) which shows the results of the normal distribution test (Shapiro-Wilk) for the study variables, it is evident that all study variables follow a normal distribution, as the test statistic values ranged between 0.933 and 0.960, which means that the levels of significance associated with them were all greater than the adopted significance level (0.05), which confirms that the data related to these variables are normally distributed, which means that the conditions necessary for using parametric statistical methods in subsequent analyses are usable, which allows the methods to be used with confidence in achieving the study objectives.

Second: Measuring the validity and reliability of the survey:

Validity means that the statements of the study tool measure what they were designed to measure. To measure it, the validity and reliability of the survey items were verified in two ways: They are:

- apparent honesty for the tool: The survey was presented in its initial form. (Look Appendix No. 01) to the professor Supervisor A group of professors specialized in management and statistics, The arbitrators' opinions were responded to, and the necessary deletions and amendments were made in light of the proposals and amendments. The introduction, Thus, the survey was released in its final form.
- Tool stability the study: Cronbach's alpha coefficient was used to ensure the reliability of the scale used, and the following table shows this:

Application Framework

Table 16: It shows the stability of the statements.

Statement	Number of phrases	Cronbach's alpha
Leadership	16	0.837
The Strategic orientation	01-04	0.867
Motivation and inspiration	05-08	0.667
The Organizations and coordination	09-12	0.912
Work ethics	13-16	0.901
The New Strategic	12	0.780

Source: Prepared by the student based on SPSS results

Based on the table number (2-3) that the stability measurement of the survey used in the study is shown as follows:

For the survey axes, the reliability coefficient (Cronbach's alpha) was measured for each axis separately, where the reliability coefficient for the independent variable was "Leadership"**0.837** And for the first dimension Strategic direction **0.867** And for the second dimension, Motivation and inspiration **0.667** And for the third dimension Organization and coordination **0.912** and for the fourth dimension Work ethics **0.901** As for the dependent variable, Strategic renewal The stability coefficient reached **0.780** Accordingly, all values of the Cronbach's alpha reliability coefficient exceeded the minimum acceptable limit of 0.70, which indicates a high degree of internal stability and consistency of the survey statements and that it has a high degree of reliability and dependability in measuring the concepts and variables targeted in the study.

Application Framework

-Internal consistency: The internal consistency of the survey was also verified by calculating the Pearson correlation coefficient between the scores of each paragraph of the study axes and the total score of the axis to which the paragraph belongs, using the statistical programs the following tables illustrate this.

1- Consistency of the first dimension of the leadership axis

Table 17: Shows the correlation coefficients between the phrases of the strategic orientation dimension.

The symbol	phrases	Correlation coefficient r	sig
01	The leader in our organization sets a clear vision for achieving future goals.	0.914	0.000
02	The leader in our organization focuses on developing strategic plans to develop the organization.	0.853	0.000
03	The leader in our organization regularly evaluates and redirects long-term goals.	0.844	0.000
04	The leader in our organization involves the team in the planning process to ensure understanding and commitment.	0.884	0.000
Total for dimension Strategic face		0.873	0.000

Source: Prepared by the student based on SPSS results

The findings indicate strong internal consistency, with Pearson's correlation coefficients ranging from ? to ?, all statistically significant at the 0.05 level, as they reached (0.873) This is a high percentage and statistically significant

Application Framework

at the significance level. **0.05** Where the minimum correlation coefficients were (0.844) While the upper limit was (0.914), and therefore all the expressions Internally consistent with the axis to which it belongs, which proves the validity of the internal consistency of the statements of the first dimension of the leadership axis.

This is due to the employees' awareness of the survey topics and their honesty in answering it.

2- Consistency of the second dimension of the leadership axis

Table 18: Shows the correlation coefficients between the phrases after organization and coordination.

The symbol	Phrases	Correlation coefficient r	sig
01	The leader in our organization works to build the administrative structure in line with the strategic objectives.	0.790	0.000
02	The leader in our organization clearly distributes tasks and responsibilities among employees.	0.861	0.000
03	The leader in our organization seeks to improve processes and procedures to achieve efficiency.	0.482	0.000
04	The leader in our organization works to create a work environment that supports cooperation and coordination between teams.	0.755	0.000
Total for the dimension of organization and coordination		0.722	0.000

Application Framework

Source: Prepared by the student based on SPSS results

From the table above, it is clear that Pearson's correlation coefficients are high between the statements of the second dimension of the leadership axis, as they reached **(0.722)** This is a high percentage and statistically significant at the significance level. **(0.05)** Where the minimum correlation coefficients were **(0.482)** While the upper limit was **(0.861)**, and therefore all the statements are internally consistent with the axis to which they belong, which proves the validity of the internal consistency of the statements of the second dimension of the leadership axis.

This is due to the employees' awareness of the survey topics and their honesty in answering it.

3- Coherence of the paragraphs of the third dimension of the leadership axis

Table 19: Shows the correlation coefficients between the phrases of the motivation and inspiration dimension.

The symbol	Phrases	Correlation coefficient r	sig
01	The leader in our organization provides clear directions for correcting and correcting mistakes.	0.845	0.000
02	The leader in our organization fosters a work environment that encourages creativity and innovation.	0.933	0.000
03	The leader in our organization provides the necessary support and motivation to face challenges and difficulties.	0.897	0.000

Application Framework

04	The leader in our organization is keen to enhance effective communication among team members to achieve better performance.	0.896	0.000
Total for the motivational dimension and inspiration		0.892	0.000

Source: Prepared by the student based on SPSS results

From the table above, it is clear that Pearson's correlation coefficients are high between the statements of the third dimension of the leadership axis, as they reached (**0.892**) This is a high percentage and statistically significant at the significance level.(**0.05**)Where the minimum correlation coefficients were (**0.845**) While the upper limit was (**0.933**), and therefore all the statements are internally consistent with the axis to which they belong, which proves the validity of the internal consistency of the statements of the third dimension of the leadership axis and that the survey is valid for what it was designed for.

4- Consistency of the fourth dimension of the leadership axis

Table 20: Shows the correlation coefficients between the statements of the work ethics dimension.

The symbol	Phrases	Correlation coefficient	standard deviation
01	The leader in our organization is committed to transparency in everything related to the employee.	0.873	0.000
02	The leader in our organization demonstrates integrity in all interactions.	0.956	0.000

Application Framework

03	The leader in our organization is committed to social responsibility while implementing strategies.	0.862	0.000
04	The leader instills in our organization a work environment based on respect and equality..	0.889	0.000
Total for the work ethics dimension		0.895	0.000

Source: Prepared by the student based on SPSS results

From the table above, it is clear that Pearson's correlation coefficients are high between the statements of the fourth dimension of the leadership axis, as they reached **(0.895)** This is a high percentage and statistically significant at the significance level.**(0.05)**Where the minimum correlation coefficients were **(0.862)** While the upper limit was **(0.956)**, and therefore all the statements are internally consistent with the axis to which they belong, which proves the validity of the internal consistency of the statements of the fourth dimension of the leadership axis.

This is due to the employees' awareness of the survey topics and their honesty in answering it.

Consistency of phrases for each dimension of the strategic renewal axis

Application Framework

Table 21: Shows the correlation coefficients of the statements for each of the strategic renewal axis.

Th e nu mb er	Second axis phrases	Corre lation coeffi cient r	sig
01	Our organization's leadership is motivated to explore new markets and opportunities.	0.678	0.005
02	Our organization's leadership supports investment in new technologies to achieve excellence.	0.657	0.008
03	Our organization's leadership encourages employees to submit suggestions for innovative products or services.	0.916	0.000
04	Our organization's leadership focuses on studying global trends to enhance competitiveness.	0.575	0.025
Total for dimension exploring new opportunities		0.706	0.009
05	Our organization's leadership allocates appropriate resources to implement new ideas.	0.815	0.000
06	Our organization's leadership periodically evaluates progress in implementing strategies.	0.647	0.000
07	Leadership in our organization motivates teams to engage in implementing innovative ideas.	0.847	0.000
08	Our organization's leadership takes into account the balance between innovation and sustainability in implementation.	0.932	0.000
Total for the implementation of new strategies		0.810	0.000

Application Framework

09	The leadership in our organization demonstrates flexibility in adjusting strategic objectives when needed.	0.848	0.000
10	Encouraging leadership in our organization to encourage work teams to contribute to developing new strategies	0.848	0.000
11	Leadership in our organization uses data and analytics to support strategic adaptation decisions.	0.862	0.000
12	Leadership in our organization promotes a culture of continuous improvement at all levels..	0.766	0.001
Total for the strategic adaptation dimension		0.831	0.009

Source: Prepared by the student based on SPSS results

From the table above, it is clear that Pearson's correlation coefficients are high between the statements of the strategic renewal axis and are statistically significant at the significance level. **(0.05)** Where the minimum correlation coefficients were **(0.489)** While the upper limit was **(0.809)** Therefore, all paragraphs are internally consistent with the leadership, which proves the validity of the internal consistency of the strategic renewal axis.

Therefore, through the results of stability and internal consistency in the previous tables, it becomes clear to us that the study tool (survey) has a high degree of stability and internal consistency validity, which indicates that the study tool is valid for measuring what it was designed for.

Application Framework

Second section: Study and analysis of the survey results

First branch: Analysis of Personal Information Axes

The distributed survey included 5 questions related to the personal and functional data of the study community, namely: gender, age, educational level, seniority in the institution, and functional level. After collecting the surveys, these variables were analyzed using the frequency and percentage method, and the results came out as follows:

✓ Gender :

Table 22: It is clear Sample distribution According to Gender

Gender	Repetition	Percentage
Male	15	%100
Feminine	00	%00
The total	15	100%

Source: Prepared by the student based on SPSS results

Based on Table above which shows the division Ghardaia's Mobilis agency Ghardaia agency employees Depending on the gender, it becomes clear what the following:

Total number of employees 15 employee, where he found 15 employees representing 100%, Accordingly, the results show that the male category constituted the majority among employees in Ghardaia's Mobilis agency. This is attributed to the nature of the institution and the prevailing organizational culture in Ghardaia's Mobilis agency, so that This is due to the nature of the work. an agency Ghardaia's Mobilis agency, where jobs

Application Framework

require performing tasks a job Periodic and repetitive. This functional nature is more in line with the practical conditions of men than women.

✓ Second : Age

Table 23: It is clear Sample distribution According to Age.

Age	Repetition	Percentage
Less 30 years ago	00	%00
From 31 to 39 years	03	20%
From 40 to 49 years	09	60%
From 50 years and older	03	20%
The total	15	100%

Source: Prepared by the student based on SPSS results

According to the table above, shows the division of employees Ghardaia's Mobilis agency depending on age, the following is evident: The largest percentage of employees is the age group of:40 to 49year, where it formed60% of total employees, followed by the categoryfigAl-Omarifigfrom31 to 39 and from50 years and older At an equal rate of 20%,As for the age group under 30 years0%Of the total employees, the results show that Ghardaia's Mobilis agency it is characterized by the presence of a majority of employees in the middle and older age groups, with a smaller percentage for the younger age group, and is attributed to That's reality The Fund's recruitment and promotion strategy and Related policies Retaining experienced employees

Application Framework

✓ Third : The level Educational

Table 24: It is clear Sample distribution According to Educational level.

Educational level	Repetition	Percentage
formation	00	00%
Bachelor's degree	05	33.3%
Master	06	40%
Postgraduate studies	04	26.7%
The total	15	100%

Source: Prepared by the student based on SPSS results

Based on Table above which shows the division an agency Ghardaia's Mobilis agency, according to the educational level, is as follows: The largest percentage of employees are those with a master's degree, representing 40% of the total number of employees, followed by employees with a bachelor's degree, representing 33.3%, while the category of those with a doctorate degree ranked third, representing only 26.7%, while an agency Ghardaia's Mobilis agency did not employ those with training certificates, and therefore the distribution of employees' educational levels shows the dominance of employees with initial university qualifications (bachelor's degree) in the workforce. an agency Ghardaia's Mobilis agency, and this focus on university graduates is reflected in the recruitment policies followed by this institution, and this is due to the strategies it follows.

Application Framework

✓ Fourth: Seniority in the institution:

Table 25: It is clear Sample distribution According to Seniority

Seniority in the institution	Repetition	Percentage
less5 years ago,	00	%00
from5 to 10 years	01	6.7%
from11 to 15 years	01	6.7%
more15 years ago	13	86.7%
The total	15	100%

Source: Prepared by the student based on SPSS results

From the data shown in the table above, it is clear that the distribution of employees according to seniority in the organization shows varying levels, as the percentage of employees with seniority of less than 5 years reached 00%, while the percentage of employees with seniority of 5 to 10 years and employees with seniority ranging between 11 and 15 years share the same percentage, and their percentages are close to 6.70%, while the percentage of employees with more than 15 years of seniority reached 86.70%, which indicates that more than two-thirds of employees have long experience in the organization of more than 15 years, due to an agency Ghardaia's Mobilis agency, which competes with global companies that embrace the principle of decentralization, requires its employees to make decisions and participate in formulating strategies. To achieve this goal efficiently, it requires experience and longevity.

Application Framework

✓ Carrer level :

Table 26: It is clear Sample distribution According to Job level.

The Job level	Repetition	Percentage
Executive Assistant	05	33.3%
Control Aoun	07	46.7%
Executive Director	02	13.7%
Senior Management	01	6.7%
The total	15	100%

Source: Prepared by the student based on SPSS results

The table shows the division of Ghardaia's Mobilis agency employees according to job level, where it is clear that the percentage of employees with the position of "Executive Assistant" reached 33.3%. While the percentage of employees with the position of "control assistant" reached 46.7%, which is the highest percentage, this indicates that the organization has a somewhat balanced organizational structure. As for those with the position of "executive director", the percentage of employees reached only 13.7%, while those with "senior management" positions, which is the lowest percentage compared to other positions, reached 6.7%. Accordingly, it indicates that the distribution of employees according to job levels in the organization is characterized by diversity and balance to some extent, with a greater focus on the administrative and lower levels. This is the intentional sample in our study.

Application Framework

Second branch: Presentation and analysis of the results of the study sample members' answers

In the context of presenting and analyzing the answers of the study sample, the responses included in the survey lists were transcribed and converted into scores according to a five-point Likert scale, and this is the starting point of the procedure to test the study hypotheses in a systematic and objective manner

First: Results of analyzing individuals' answers related to the leadership dimensions dialogue.

Table 27: It is clear Individuals' answers to the dimension's axis

Dimension	Arithmetic mean	Standard deviation	Degree of approval	Rank
Strategic direction	3.966	0.618	Agree	1
Organization and coordination	3,933	0.637	Agree	2
Motivation and inspiration	3.916	0.652	Agree	3
Work ethics	3.683	0.793	Agree	4
Total = Dimensions Leadership	3.874	0.675	Agree	/

Source: Prepared by the student based on SPSS results

The table shows that the answers of the study sample of administrators in the institution under study showed their agreement regarding the institution's application of leadership dimensions, as the overall rate of the degree of agreement was average, with the arithmetic mean reaching (3.874) and the standard deviation (0.675). We note that the leadership dimensions have a high degree of agreement, and their order was as follows: strategic orientation occupies the first place, followed in order by organization and coordination,

Application Framework

then motivation and inspiration, and finally by work ethics. The values of the standard deviation of the dimensions explain the agreement of opinion that there is a high level of application of leadership in the institution under study, i.e. a very acceptable percentage from the point of view of the selected sample of administrators.

Second: Study axes: Dimensions of leadership and strategic renewal

1_Descriptive statistics for the first dimension of the leadership axis:

Table 28: It is required Individuals' responses to the strategic orientation dimension of the leadership axis

The symbol	Phrases	arithmetic mean	standard deviation	Degree of approval	Arrangement
01	The leader in our organization sets a clear vision for achieving future goals.	4.13	0.640	Agree	02
02	The leader in our organization focuses on developing strategic plans to develop the organization.	4.27	0.458	Agree	01
03	The leader in our organization regularly evaluates and redirects long-term goals.	3.83	0.743	Agree	03
04	The leader in our organization involves	3.60	0.986	Agree	04

Application Framework

	the team in the planning process to ensure understanding and commitment.				
Total for dimension Strategic face		3.966	0.618	Agree	

Source: Prepared by the student based on SPSS results

From the table above, it is clear that the general arithmetic means of the first dimension reached a value of **(3.96)** with a standard deviation of **(0.618)**. This indicates that there is agreement of opinion that there is a strategic direction, meaning that the leader realizes the importance of involving employees in expressing their opinions and contributing to planning and evaluating goals at a high level. We also note that the arithmetic mean was between **(3.60-4.27)**. That is, the level of agreement is high, while the deviation was around (0.6). This indicates that there is agreement of opinion, and this means that the majority of the answers to the first dimension tend towards agreement. This is due to the employees' awareness of the dimensions of the axis and their ability to answer with complete honesty.

Application Framework

2_Descriptive statistics for the second dimension of the leadership axis:

Table 29: It is required Individual responses to the organization and coordination dimension of the leadership axis

The symbol	phrases	arithmetic mean	standard deviation	Degree of approval	Arrange ment
01	The leader in our organization works to build the administrative structure in line with the strategic objectives..	4.20	0.561	Agree	01
02	The leader in our organization clearly distributes tasks and responsibilities among employees.	3.67	1.291	Agree	04
03	The leader in our organization seeks to improve processes and procedures to achieve efficiency.	4.00	0.756	Agree	02
04	The leader in our organization works to create a work	3.87	0.834	Agree	03

Application Framework

	environment that supports cooperation and coordination between teams.				
Total for the dimension of organization and coordination		3.93	0.637	Agree	

Source: Prepared by the student based on SPSS results

- ✓ From the table above, it is clear that the general arithmetic mean of the second dimension reached a value of **(3.93)** with a standard deviation of **(0.637)** and this indicates that there is agreement in opinion that there is organization and coordination, meaning that the leader in Ghardaia's Mobilis agency Company seeks to create an organized environment and coordination in work between the teams at a high level, and we also note that the arithmetic mean was between **(3.67-4.00)** That is, the level of agreement is high, while the deviation was around **(0.6)** in the first, third and fourth statements. This indicates that there is agreement of opinion, except for the second statement, the deviation rate reached **1,291** That is, there is a dispersion in the answer, which means that the majority of the answers in the second dimension tend towards "agree". This is due to the employees' awareness of the dimensions of the axis and their ability to answer with complete honesty.

Application Framework

3_Descriptive statistics for the third dimension of the leadership axis:

Table 30: It is required Individuals' responses to the motivation and inspiration dimension of the leadership axis

The symbol	phrases	arithmetic mean	standard deviation	Degree of approval	Arrange ment
01	The leader in our organization provides clear directions for correcting and correcting mistakes.	4.07	0.594	Agree	01
02	The leader in our organization fosters a work environment that encourages creativity and innovation.	3.87	0.743	Agree	02
03	The leader in our organization provides the necessary support and motivation to face challenges and difficulties.	3.87	0.834	Agree	03
04	The leader in our organization is	3.87	0.743	Agree	02

Application Framework

	keen to enhance effective communication among team members to achieve better performance.				
Total for the motivation and direction dimension		3.91	0.652	Agree	

Source: Prepared by the student based on SPSS results

From the table above, it is clear that the general arithmetic means of the third dimension reached a value of **(3.91)** with a standard deviation of **(0.652)**. This indicates that there is agreement in opinion that there is motivation and inspiration, meaning that the leader cares about the employees and is keen to motivate them, and communication between them in the Ghardaia's Mobilis agency is at a high level. We also note that the arithmetic mean was between **(3.87-4.07)**. That is, the level of agreement is high, while the deviation was less than one (1). This indicates that there is agreement of opinion, and this means that the majority of the answers to the third dimension tend towards agreement.

Application Framework

4_Descriptive statistics for the fourth dimension of the leadership axis:

Table 31: It is required Individuals' responses to the work ethics dimension of the leadership axis

The symbol	phrases	arithmetic mean	standard deviation	Degree of approval	Arrangement
01	The leader in our organization is committed to transparency in everything related to the employee.	3.67	0.816	Agree	02
02	The leader in our organization demonstrates integrity in all interactions.	3.73	0.799	Agree	03
03	The leader in our organization is committed to social responsibility while implementing strategies.	3.87	0.743	Agree	04
04	The leader instills in our organization a work environment based	3.47	1.187	Agree	01

Application Framework

	on respect and equality.				
Total for the work ethics dimension		3.68	0.793	Agree	

Source: Prepared by the student based on SPSS results

- ✓ From the table above, it is clear that the general arithmetic mean of the fourth dimension reached a value of **(3.68)** with a standard deviation of **(0.793)**. This indicates that there is agreement of opinion that there is a high level of work ethics, and we also note that the arithmetic mean was between **(3.47-3.87)**. That is, the level of agreement is high, while the deviation was around **(0.6)** in the three statements, and this indicates that there is agreement of opinion, except for the fourth statement, the standard deviation rate reached **1.187**. This indicates that there is a dispersion of opinion, which means that the majority of the answers in the third dimension tend towards agreement. This is due to the employees' awareness of the dimensions of the axis and their ability to answer with complete honesty.

Application Framework

5- Descriptive statistics for the dimensions of strategic renewal

Table 32: It is required Individuals' responses to the dimensions of the strategic renewal axis

Th e nu mb er	Second axis phrases	arith metic mean	standard deviatio n
01	Our organization's leadership is motivated to explore new markets and opportunities.	3.60	1.121
02	Our organization's leadership supports investment in new technologies to achieve excellence.	3.80	1.014
03	Our organization's leadership encourages employees to submit suggestions for innovative products or services.	3.33	1.113
04	Our organization's leadership focuses on studying global trends to enhance competitiveness.	3.87	0.743
Total for dimension exploring new opportunities		3.65	0.718
05	Our organization's leadership allocates appropriate resources to implement new ideas.	3.87	0.834
06	Our organization's leadership periodically evaluates progress in implementing strategies.	4.00	0.655
07	Leadership in our organization motivates teams to engage in implementing innovative ideas.	3.67	1.047
08	Our organization's leadership takes into account the balance between innovation and sustainability in implementation.	3.40	1.047

Application Framework

Total for the implementation of new strategies		3.73	0.758
09	The leadership in our organization demonstrates flexibility in adjusting strategic objectives when needed.	3.40	1.056
10	Encouraging leadership in our organization to encourage work teams to contribute to developing new strategies	3.53	0.834
11	Leadership in our organization uses data and analytics to support strategic adaptation decisions.	3.87	0.640
12	Leadership in our organization promotes a culture of continuous improvement at all levels.	3.80	0.775
Total for the strategic adaptation dimension		3.65	0.686
Overall average		3.67	0.720

Source: Prepared by the student based on SPSS results

From the table above, it is clear that the general arithmetic average for the strategic renewal axis reached a value of **(3.67)** with a standard deviation of **(0.720)**. This indicates that there is a consensus that there is a renewal of the strategy. At a high level, we also note that the arithmetic mean of the paragraphs was between **(3.33-4.00)**. That is, the level of agreement is high, while the standard deviation of the statements was less than one (1), and this indicates that there is agreement of opinion on the part of the sample on these statements, except for the statements that are not. From the first to the third and from the seventh to the ninth, it was more than one (1). This indicates that there is a dispersion of opinion regarding these expressions.

- ✓ The dispersion of answers on this axis can be explained by the different opinions of the respondents, as many believe that the institution does not care about creativity, new ideas, and providing innovative services at the

Application Framework

Ghardaia's Mobilis agency, This is probably due to someone not realizing the dimensions of the axis.

Table 33: Explains Arithmetic averages and deviations Standard for My variables the study:

Dimension	Arithmetic mean	Standard deviation	Degree of approval	Rank
Strategic direction	3.966	0.618	Agree	1
Organization and coordination	3,933	0.637	Agree	2
Motivation and inspiration	3.916	0.652	Agree	3
Work ethics	3.683	0.793	Agree	4
Total driving dimensions	3.874	0.675	Agree	/
Exploring new opportunities	3.65	0.718	Agree	3
Implementing new strategies	3.73	0.758	Agree	1
Strategic adaptation	3.65	0.686	Agree	2
Total after strategic renewal	3.67	0.720	Agree	/

Source: Prepared by the student based on SPSS results

From the table above, it is clear to us that the degree of response of the sample members to the study axes was generally (high) average. My total account 3.772. And deviation My caliber is estimated 0.697 and thus the sample confirms the availability of this field. That leadership contributes to promoting strategic renewal, but with a degree of response High, that is to say the organization is trying to adopt and apply some modern administrative methods.

Application Framework

where that Axis The first one gets the highest percentage so that the driving With an arithmetic mean **3.874** and standard deviation**0.675** But for the relative to the axis Second: Strategic renewal with an arithmetic average **3.67**and a standard deviation of **0.720**, And employees' awareness To the institution, to the extent of leadership's contribution in enhancing strategic renewal in the institution under study, meaning that the survey is valid for what it was designed for. .

Section Three: testing and discussing hypotheses:

After reviewing the results of the study sample members' answers on the two axes (dimensions of leadership and strategic renewal), the first four study hypotheses that measure the set of relationships between leadership and renewal will now be tested. Strategic as well as studying the relationship between each dimension of the independent and dependent variable through the answers of the sample members and the results obtained, where We will use Pearson's correlation coefficient (Pearson Correlation)

We will also use one-way analysis of variance. (One Way Anova) F , to test Hypotheses Differences.

First branch: Testing the first and second hypothesis

Testing the first hypotheses

"There is a statistically significant relationship between leadership and strategic renewal in Ghardaia's Mobilis agency."

Statistical hypotheses:

H0"There is no statistically significant relationship between leadership and strategic renewal at Ghardaia's Mobilis agency."

H1:"There is a statistically significant relationship between leadership and strategic renewal in Ghardaia's Mobilis agency."

To check presence This is amazing relationship and its measurement It was completed procedure a test correlation Pearson between Leadership and Strategic Renewal Axis

Application Framework

Table 34: Results of the analysis of the correlation between leadership and strategic renewal

Variable	Correlation coefficient	Significance level
Leadership	0.817	0.000
Strategic renewal	0.817	0.00

Source: Prepared by the student based on SPSS results

From the previous table that the value of the statistical significance of the test Pearson Correlations for the survey axes, they are: **0.817**, There is a strong correlation between leadership and strategic renewal, as the value of morale (Sig) was 0.000, i.e. less than the significance level of 0.05, i.e. it has significance. Therefore, these results confirm the existence of a significant correlation with the institution under study, from the point of view of the study sample members. Hence, we reject the null hypothesis and **accept the alternative hypothesis.**

There is a statistically significant relationship between leadership and strategic renewal in Ghardaia's Mobilis agency; so the first hypotes is accepted

Second: Testing the second hypothesis

"The strategic direction contributes to strengthening the strategic renewal of the Ghardaia's Mobilis agency Ghardaia agency.

statistical hypothesis

H0"The strategic direction does not contribute to strengthening the strategic renewal of the Ghardaia's Mobilis agency Ghardaia agency."

H1:"The strategic direction contributes to strengthening the strategic renewal of the Ghardaia's Mobilis agency Ghardaia agency.

Application Framework

Table 35: Results of the analysis of the correlation between strategic orientation and strategic renewal

Variable	Correlation coefficient	Significance level
Strategic direction	0.352	0.25
Strategic renewal	0.352	0.25

Source: Prepared by the student based on SPSS results

From the previous table that the value of the statistical significance of the test Pearson correlation with regards for strategic direction with strategic renewal the survey is **0.352** there is a weak correlation between strategic orientation and strategic renewal, as the value of morale (Sig) **0.25** was greater than the significance level **0.05** that is, it has no significance. Therefore, these results confirm the absence of a significant correlation with the institution under study, from the point of view of the study sample members. **Therefore, we reject the alternative hypothesis and accept the null hypothesis. The strategic orientation does not contribute to promoting strategic renewal.**

At Ghardaia's Mobilis agency Ghardaia agency

Second branch: Testing the third and fourth hypothesis

Third: Testing the third hypothesis

statistical hypothesis

"Organization and coordination contribute to strengthening the strategic renewal of the Ghardaia's Mobilis agency Ghardaia agency.

H0"Organization and coordination do not contribute to promoting strategic renewal. At Ghardaia's Mobilis agency Ghardaia agency"

H1:"Organization and coordination contribute in enhancing strategic renewal. At Ghardaia's Mobilis agency Ghardaia agency"

Application Framework

Table 36: Results of the analysis of the correlation between organization, coordination, and strategic renewal

Variable	Correlation coefficient	Significance level
Organization and coordination	0.553	0.148
Strategic renewal	0.553	0.148

Source: Prepared by the student based on SPSS results

from the previous table that the value of the statistical significance of the test Pearson Correlation with regards to coordinate and organize with strategic renewal I reached **0.553** There is a medium correlation between coordination, organization and strategic renewal, where the moral value (Sig) **0.148** It was greater than the significance level of 0.05, meaning it was not significant. Therefore, these results confirm the absence of a significant correlation with the institution under study, from the point of view of the study sample members. **Therefore, we reject the alternative hypothesis and accept the null hypothesis. Organization and coordination do not contribute to promoting strategic renewal. In Ghardaia's Mobilis agency"**

Fourth: Testing the fourth hypothesis statistical hypothesis

"Motivation and inspiration contribute in enhancing strategic renewal. In Ghardaia's Mobilis agency "

H0"Motivation and inspiration do not contribute to promoting strategic renewal." In Ghardaia's Mobilis agency"

H1:"Motivation and inspiration contribute in enhancing strategic renewal. In Ghardaia's Mobilis agency"

Application Framework

Table 37: Results of the analysis of the correlation between motivation, inspiration, and strategic renewal

Variable	Correlation coefficient	Significance level
Motivation and inspiration	0.740	0.003
Strategic renewal	0.740	0.003

Source: Prepared by the student based on SPSS results

from the previous table that the value of the statistical significance of the test Pearson Correlation with regards to motivate and inspire with strategic renewal I reached **0.740** There is a high correlation between motivation, inspiration and strategic renewal, as the value of morale (Sig) **0.003** It was less than the significance level of 0.05, meaning it was significant.

Therefore, these results confirm the absence of a significant correlation with the institution under study, from the point of view of the study sample members. Therefore, we reject the null hypothesis and accept the alternative hypothesis. «Motivation and inspiration contribute to strengthening strategic renewal at Ghardaia's Mobilis agency."

third branch: testing the fifth and Sixth hypothesis

Fifth: Testing the fifth hypothesis

statistical hypothesis

"Work ethics contribute to promoting strategic renewal. In Ghardaia's Mobilis agency "

H0"Work ethics do not contribute to promoting strategic renewal. In Ghardaia's Mobilis agency"

H1:"Work ethics contribute to promoting strategic renewal. In Ghardaia's Mobilis agency"

Application Framework

Table 38: Results of the analysis of the correlation between work ethics and strategic renewal

Variable	Correlation coefficient	Significance level
Motivation and inspiration	0.720	0.007
Strategic renewal	0.720	0.007

Source: Prepared by the student based on SPSS results

Note from the previous table that the value of the statistical significance of the test Pearson Correlation with regards Work Ethics with Strategic Renewal I reached **0.720** There is a high correlation between motivation, inspiration and strategic renewal, as the value of morale (Sig) 0.007 It was below the significance level **0.05** That is, it has a moral significance. Therefore, these results confirm the absence of a significant correlation with the institution under study, from the point of view of the study sample members. Therefore, we reject the null hypothesis and accept the alternative hypothesis. Work ethics contribute to promoting strategic renewal. in Ghardaia's Mobilis agency

Sixth: Testing the sixth hypothesis

H0: "There are no statistically significant differences between leadership and strategic renewal attributable to personality variables (gender, age, educational level, seniority, job level) at Ghardaia's Mobilis agency."

H1: There are statistically significant differences between leadership and strategic renewal attributed to personality variables (gender, age, educational level, seniority, job level) at Ghardaia's Mobilis agency."

Application Framework

First: There are statistically significant differences between leadership and strategic renewal attributed to the age variable from the point of view of Ghardaia's Mobilis agency employees in Ghardaia

Table 39: Results analysis Multivariable Multivariate Tests a proportion to the age variable

Leadership and strategic renewal according to the age variable	valueF	Probability value	Significance level
30 years and under	0.626	0.657	0.05
From 31 to 40 years old			
From 41 to 50 years old			
More than 50 years			

Source: Prepared by the student based on SPSS results

The table above shows the results of a multivariate analysis, from which we conclude that there are no statistically significant differences in leadership and strategic renewal depending on the age variable, as the value of (F) came 0.626 with probability value 0.657 Greater than 0.05 and is not statistically significant

Application Framework

Second: There are statistically significant differences between leadership and strategic renewal attributed to the seniority variable from the point of view of...Ghardaia's Mobilis agency employees in Ghardaia

Table 40: Results analysis Multivariable Multivariate Testsa proportion to the seniority variable

Leadership and strategic renewal according to the seniority variable	valueF	Probability value	Significance level
Less than 05 years	0.0019	0.937	0.05
From 05 to less than 10 years			
From 10 to less than 15 years			
More than 15 years			

Source: Prepared by the student based on SPSS results

The table above shows the results of a multivariate analysis, from which we conclude that there are no statistically significant differences in leadership and strategic renewal according to the seniority variable, as the value of (F) came 0.190 with probability value 0.937 Greater than 0.05 and is not statistically significant

Application Framework

Third: There are statistically significant differences between leadership and strategic renewal attributed to the variable of job level from the point of view of...Mobiles employees in Ghardaia

Table 41: Results analysis Multivariable Tests a proportion to job level

Improving the quality of work life according to the variable of job level	valueF	Probability value	Significance level
Control Aoun	0.209	0.964	0.05
Executive Assistant			
Executive Director			
Senior Management			

Source: Prepared by the student based on SPSS results

The table above shows the results, from which we conclude that there are no statistically significant differences in leadership and strategic renewal depending on the job title variable, as the value of (F) came to 0.209, probability value 0.964.greaterFrom 0.05, which is not statistically significant.

Application Framework

Second: There are statistically significant differences between leadership and strategic renewal attributed to the variable of educational level from the point of view of Ghardaia's Mobilis agency employees in Ghardaia

Table 42: Results analysis Multivariable Multivariate Tests a proportion to

Improving the quality of working life according to the educational level variable			
Formation	valueF	Probability value	Significance level
Bachelor's degree	0.112	0.975	0.05
Master			
Postgraduate studies			

Source: Prepared by the student based on SPSS results

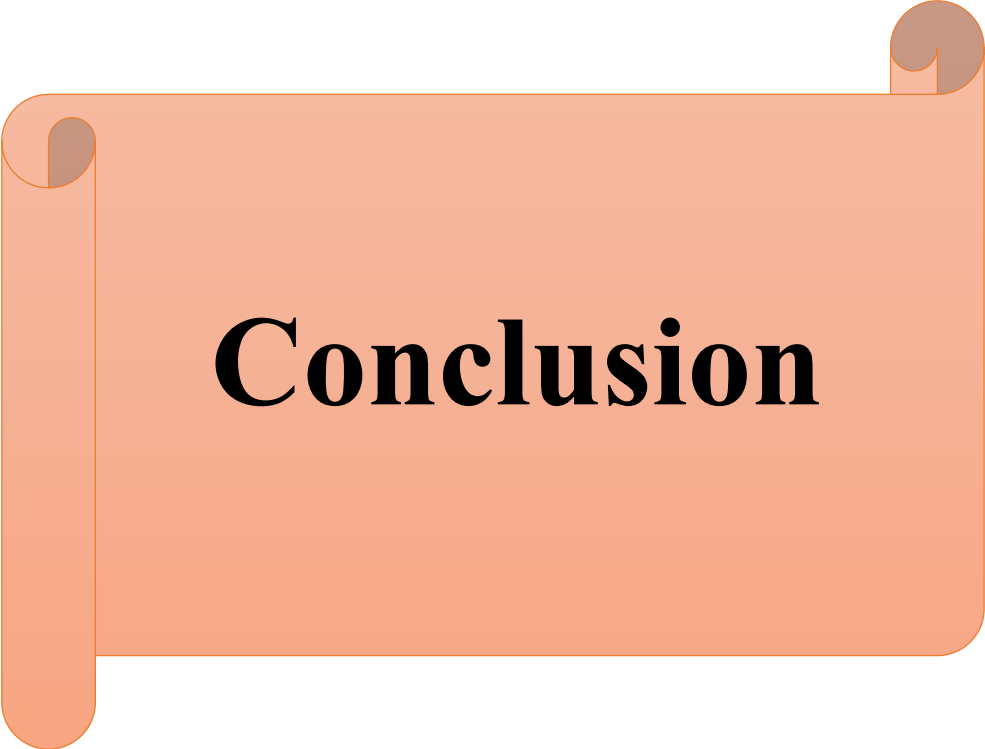
The table above shows the results of a multivariate analysis, from which we conclude that there are no statistically significant differences in leadership and strategic renewal depending on the educational level variable, as the value of (F) came 0.112. With a probability value of 0.975, it is greater than 0.05 and is not statistically significant.

Based on the above, **the alternative hypothesis is rejected and the null hypothesis is accepted: there are no statistically significant differences in leadership and strategic renewal attributable to demographic variables (age, seniority, job title, educational level) from the point of view of Ghardaia's Mobilis agency Ghardaia employees**

Application Framework

Chapter summary:

In this chapter, we attempted to answer the research problem, which is to what extent does leadership play a role in promoting strategic renewal? In this chapter, we covered two topics: The first topic, through which we defined the institution under study, its directorates and branches, and the most important services it provides. The second topic addressed the method and procedures, in which we discussed and tested hypotheses. We reviewed a sample of the study community, in addition to the validity and reliability of the study tool, which is the questionnaire that was adopted as a means to achieve the study objectives, using Cronbach's alpha coefficient. We also presented, analyzed, and discussed the study results. In addition, we identified the opinions and perceptions of the sample by calculating the arithmetic mean and standard deviation of the answers of the study sample members. We also proved the validity of the study hypotheses, based on analyzing the questionnaire results, using the statistical package SPSS.

A large, horizontal orange scroll with rounded corners and a vertical strip on the left side, resembling a rolled-up document. The word "Conclusion" is centered on the scroll in a bold, black, serif font.

Conclusion

Conclusion

Conclusion

In conclusion, this study demonstrates clearly that leadership plays a pivotal role in promoting strategic renewal, serving as a focal point that combines strategic direction, organization, and coordination, along with motivation, inspiration, and work ethics. The study demonstrated the importance of these dimensions in exploring new opportunities and implementing strategies innovatively, while dynamically adapting to meet environmental changes.

Moreover, the leadership models discussed—such as global, charismatic, transformational, ethical, and technological leadership—emerge as effective frameworks for leading strategic transformations. Global leadership supports the shift toward new markets and multiple cultures, while charismatic leadership serves as a tool for inspiring and motivating teams to achieve shared goals. Transformational leadership empowers individuals to overcome challenges, while ethical leadership highlights the role of integrity and fairness in building a positive and sustainable work culture. Finally, technological leadership contributes to leveraging technological innovations to drive renewal and innovation.

By integrating these dimensions and leadership models, organizations can achieve successful and sustainable strategic transformation that keeps pace with the time obligations.

Results:

Through statistical analysis of the study variables, we found the following:

- There is a statistically significant relationship between leadership and strategic renewal at Ghardaia's Mobilis agency.
- The strategic orientation contributes very little in enhancing strategic renewal at Ghardaia's Mobilis agency. This contradicts the second previous study.
- Organization and coordination contribute very little to the strategic renewal of Ghardaia's Mobilis agency.

Conclusion

- Motivation and inspiration contribute significantly to the strategic renewal of Ghardaia's Mobilis agency.
- Work ethics contribute significantly in enhancing strategic renewal at Ghardaia's Mobilis agency, which is in contrast to the previous study.
- There are statistically significant differences between leadership and strategic renewal attributed to personal variables (gender, age, educational level, seniority, job level). This is consistent with the second and fifth studies.

Recommendations

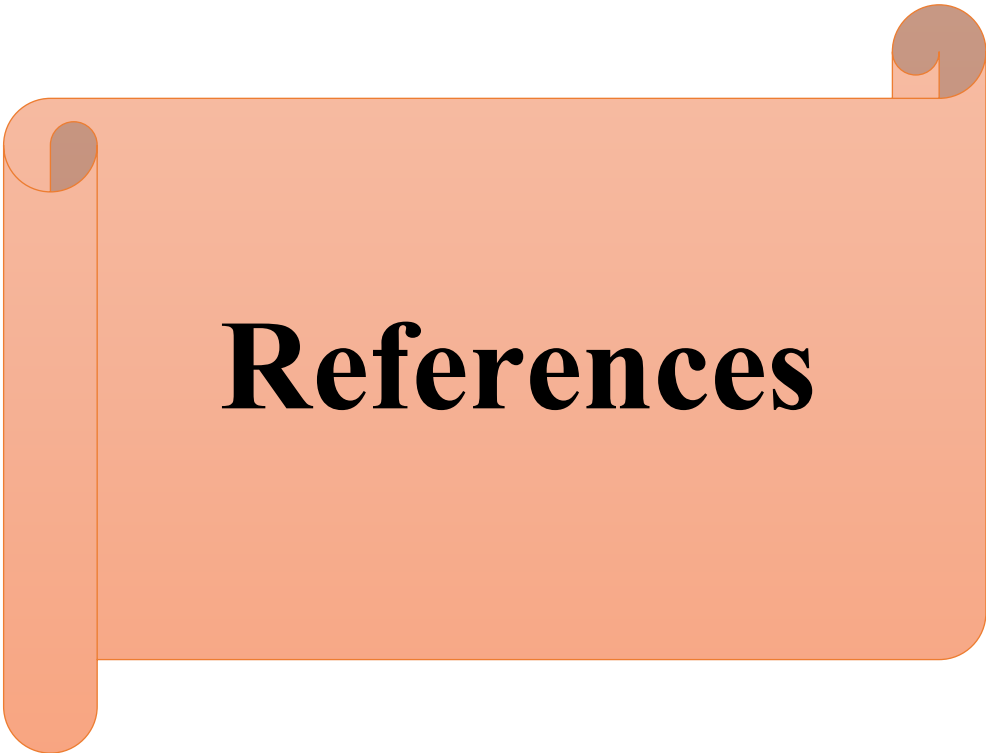
- Improve Processes and procedures enable efficiency ;
- Create a work environment that supports collaboration and coordination between teams;
- Focus on studying global trends to enhance competitiveness;
- Periodic evaluation of progress in strategy implementation;
- Periodic support for investment in new technologies.
- It is recommended that Mobilis Agency invests in training its leadership staff in transformational leadership skills to enhance innovation-driven strategic renewal.

Limitations and Future Research

- Future studies must continue to explore broader practical applications of these leadership frameworks to support strategic renewal efforts in various contexts
- Studying the role of technological leadership on strategic renewal
- The role of artificial intelligence in promoting strategic renewal
- The small sample size may limit the generalizability of the findings. Future research could involve a broader sample across multiple branches.
-

Conclusion

- Further studies could investigate the impact of digital leadership on strategic renewal in technologically evolving industrie

An orange scroll graphic with a light orange background and a darker orange border. The scroll is unrolled in the center, with the word "References" written in a bold, black, serif font. The left and right ends of the scroll are rolled up into circular shapes.

References

references

References

- **Books**

1. Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York, NY: Free Press.
2. Ekvall, G., & Arvonen, J. (1991). Organizational climate and creativity. In M. A. West & J. L. Farr (Eds.), *Innovation and creativity at work* (pp. 119–144). Wiley
3. Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. New York, NY: Paulist Press.
4. Hashem, Z. M. (2001). *Essentials of management*. Kuwait: Al-Salasil Publications.
5. Ibrahim, A. D., & Ahmed, M. J. (2011). *Essentials of contemporary management*. Amman, Jordan: Dar Wael Publishing
6. Jockenhöfer, M. (2013) How to promote entrepreneurship within established companies? Human Resource Management and Corporate Entrepreneurship, Anchor Academic Publishing disseminate knowledge, printed in Germany.
7. Kanaan, N. (2009). *Administrative leadership*. Amman, Jordan: Dar Al-Thaqafa for Publishing and Distribution.
8. LMNG. (2012). *Annual environmental impact report*. London: LMNG Publications.
9. Mills, J. (2005). *Leadership: A psychological perspective*. New York: Psychology Press.
10. Sharma, p. & Chrisman, j. j. (1999) Toward a Reconciliation of The Definitional Issues in the Field of Corporate Entrepreneurship, Entrepreneurship Theory and Practice

references

- 11.Srinivasan, S. (2014) Strategic Management: The Indian Context, 5 ed, published PHI Learning Pvt. Ltd, Delhi
- 12.Yukl, G. (1989). *Leadership in organizations*. Englewood Cliffs, NJ: Prentice Hall

- **Articles**

- 13.Abdelnour, M. (2019). Technological leadership and its role in improving the quality of service institutions' performance. *Journal of Studies in Humanities and Society*, 2(3), pages. Algeria.
- 14.Al-Asiri, F. Y., & Al-Muqati, T. M. (2024). The role of participative leadership in achieving institutional excellence. *Journal of the Faculty of Education, Ain Shams University*, 48(1).
- 15.Al-Zubaidi, G. D., & Al-Mashhadani, S. H. (2020). The impact of transformational leadership practices on achieving strategic innovation: Analytical research in the Ministry of Education. *International Journal of Research in Social Sciences and Humanities*, 10(4), 150–160.
- 16.Atia, Y. (2022). The role of charismatic leadership in crisis management. *Studies in Economics and Business Administration*, 5(2), pages. Algeria.
- 17.El-Buhairi, M. (2022). Essentials for applying modern leadership approaches. *Journal of Education, Al-Azhar University*, (196), Part 2.
- 18.Eslahchi, M. (2023). Leadership and collective learning: A case study of a social entrepreneurial organisation in Sweden. Department of Education, Stockholm University, Stockholm, Sweden..

references

19. Jalab, A. H. (2008). The effect of an effective value system on strategic renewal. *Al-Qadisiyah Journal for Administrative and Economic Sciences*, 10(2).
20. Jung, D. I., Chow, C., & Wu, A. (2008). Transformational leadership and followers' attitudes: The mediating role of psychological empowerment. *Journal of Organizational Behavior*, 29(2)
21. Qawal, F. (2021). Transformational leadership and its impact on achieving organizational commitment. *Journal of Legal and Political Sciences*, 12(1), pages. Algeria.
22. Schmitt, A. Raisch, S. & Volberda, H.W. (2016) Strategic Renewal: Past Research, Theoretical Tensions and Future Challenges, *International Journal of Management Reviews*, Vol. 00
23. Waer, W., & Mousa, A. N. (2009). *Leadership styles and decision making* (Unpublished undergraduate thesis, University of M'sila). M'sila, Algeria.
24. Wasfy, O., Mihemed, K. A., Mohammed, A. A., & Hasan, M. S. (2022). The role of strategic leaders in adopting the strategic renewal approach to improve Iraqi educational organizations: An exploratory study of the opinions of a sample of strategic leaders at the University of Tikrit. *The Seybold Report Journal*, 17(10), 548–562.
25. Worch, H. Kabinga, M. Eberhard, A. & Truffer, B. (2012) Strategic renewal and the change of capabilities in utility firms, *European Business Review*, 24 (05)

references

- Theses

26. Al-Ghazali, F. R. G. (2013). The role of differentiation and integration choice in achieving agility sections for developing a strategic renewal model (Doctoral dissertation, Business Administration, University of Baghdad).
27. Amro, H. N. A. (2020). *The impact of entrepreneurial leadership on strategic renewal through strategic alignment as a mediating variable: A field study on Royal Jordanian Airlines in Jordan* (Doctoral dissertation). Mutah University, Faculty of Graduate Studies, Jordan
28. Barbawi, K. (2013). The role of leadership styles and individual personal variables in organizational change. *Journal of Performance of Algerian Institutions*, (04), University of Bechar, Algeria
29. Bégin, L. Chabaud, D. & Hannachi, M. (2012) The Strategic Renewal of a Family SME: A Case Study, International Family Enterprise Research Academy,
30. Ben Shakhron, H. (2016). Leadership and its role in fostering intellectual thinking. *Human Relations*, University of Biskra, Algeria.
31. Douh, T. (2020). *Transformational leadership behaviors and their impact on organizational creativity: A case study of the University of Ghardaia* (Unpublished doctoral dissertation). .
32. Naser, A. H. (2022). *Marketing culture and its role in adopting strategic renewal practices: An analytical study of leaders' views in the Kufa Cement Factory*. Unpublished master's thesis, University of Baghdad, Iraq.

references

33. Qawasmi, H. S. (2024). The role of leadership in enhancing strategic renewal (Master's thesis, Graduate Studies and Scientific Research College, University of Palestine).

An orange scroll graphic with a light orange background and a darker orange border. The scroll is unrolled in the center, with the word "Appendix" written in a bold, black, serif font. The left and right ends of the scroll are rolled up into circular shapes.

Appendix

appendix

"Appendix (1): represents the peer-reviewing professors."

Name	Academic Rank
Khaled Rajem	Assistant Professor A
Shohom Rahima	Assistant Professor A
Bouqra Mour al-Huda	Professor Doctor
Belaour Siman	Assistant Professor A
Jaqua Amira	Professor Doctor



appendix

"Appendix (2) : represents the questionnaire form."



University of Ghardaia
Faculty of Economic, Business and Management Sciences



Department of Management
A memorandum that is part of the requirements for obtaining an academic

Survey form

Mr.(s)

Peace, mercy and blessings to you

We set up a questionnaire for a graduation note that falls within the sections of the Master degree in the Department of Management Sciences specialization Business Administration entitled "**the role of leadership in promoting Strategic Renewal – case Study – Mobelis Foundation – Ghardaia**".

In order to obtain accurate information that is useful to us in the theoretical aspect of the memorandum, we ask that you allocate part of your valuable time to express your opinion on the statements contained in this form by placing a sign (x) in front of the box that represents your opinion. please note that all information you use will

appendix

be kept strictly confidential and will only be used for scientific research purposes

The questionnaire includes the same questions related to the subject of the study, which includes the two variables

Leadership is the ability to direct and motivate individuals or groups to achieve specific goals

Strategic Renewal: The process of reevaluating and re-designing an organization's existing strategies with the aim of improving performance and enhancing the organization's competitiveness

Thank you for your cooperation

Student:

Hana Noor Al-Houda

KHOMSI

Supervisory Professor:

Dr. Taleb Ahmed Nouredine

appendix

The first axis: Personal data is the appropriate x-box mark

		Female	Mention it	Sex
أكثر من 50 سنة	41 – 50	31 – 40	20–30	Age
Postgraduate studies	Master	Licentiate	Configure	Level Professional
15 years and over	From 11 to 15 years	From 5 to 10 years	Less than 5 years	Seniority
Senior management	Executive Director	Help to rule	Executive help	Level Function

Second: Data on leadership

The first step: Planning						
Nu mbe r	Phrases	Dis agr ee Ve ry	Ch an ge	Ne utr al	I agr ee	I stron gly agre e

appendix

		str on gly	I agr ee			
1	The leader in our organization sets a clear vision for achieving future goals					
2	The leader in our organization focuses on developing strategic plans for the development of the organization					
3	The leader in our organization regularly evaluates and redirects long-term goals					
4	The leader in our organization engages the team in the planning process to ensure understanding and commitment					
The second dimension: Organization						
Nu mbe r	Phrases	Dis agr ee Ve ry str on gly	Ch an ge I agr ee	Ne utr al	I agr ee	I stron gly agre e
5	The leader in our organization works to build the management structure in line with the strategic objectives.					
6	The leader in our organization clearly distributes tasks and responsibilities among employees					
7	The leader in our organization seeks to improve processes and procedures to achieve efficiency					

appendix

8	The leader in our organization creates a work environment that supports collaboration and coordination between teams					
The third dimension: Direction and motivation						
Number	Phrases	Change I agree Very strongly	Change I agree	Neutral	I agree	I strongly agree
9	The leader in our organization provides clear guidance for correcting and correcting errors.					
10	The leader in our organization fosters a work environment that encourages creativity and innovation					
11	The leader in our organization provides the necessary support and motivation to face challenges and difficulties					
12	The leader in our organization is keen to foster effective communication among team members to achieve better performance					
The Fourth dimension: Work Ethics						

appendix

Nu mbe r	Phrases	Dis agr ee Ve ry str on gly	Ch an ge I agr ee	Ne utr al	I agr ee	I stron gly agre e
13	The leader in our organization is committed to transparency in everything related to the employee					
14	The leader in our organization shows integrity in all his interactions					
15	The leader in our organization is committed to social responsibility while implementing strategies					
16	The leader in our organization cultivates a work environment based on respect and equality.					

The third theme: Data on strategic renewal

The first step is to explore new opportunities						
N u m be r	Phrases	Dis agr ee Ve ry str on gly	Ch an ge I agr ee	Ne utr al	I agr ee	I agr ee Ver y stro ngl y

appendix

1	Leadership in our organization motivates us to explore new markets and opportunities					
2	Leadership at our organization supports investment in new technologies to achieve excellence					
3	Leadership in our organization encourages employees to make suggestions about innovative products or services					
4	Leadership at our organization focuses on studying global trends to enhance competitiveness					
The second dimension: Implementation of new strategies						
N u m b e r	Phrases	Ch an ge I agr ee Ve ry str on gly	Ch an ge I agr ee	Ne utr al	I agr ee	I stro ngl y agr ee
5	Leadership in our organization allocates the right resources to implement new ideas					
6	The leadership of our organization periodically assesses progress in implementing strategies					
7	Leadership in our organization motivates the engagement of teams in the application of innovative ideas					

appendix

8	Leadership in our organization considers balancing innovation and sustainability in implementation					
The third dimension: Strategic adaptation						
N u m b e r	Phrases	Dis agr ee str on gly	Dis agr ee	Ne utr al	I agr ee	I stro ngl y agr ee
9	Leadership in our organization shows flexibility in adjusting strategic objectives when needed					
10	The leadership in our organization encourages teams to contribute to the development of new strategies					
11	Leadership in our organization uses data and analytics to support strategic adaptation decisions					
12	Leadership in our organization fosters a culture of continuous improvement at all levels.					

appendix

العينة

Frequency Table

الجنس

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ذكر	15	100,0	100,0	100,0

العمر

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid من 31 الى 40 سنة	3	20,0	20,0	20,0
من 41 الى 50 سنة	9	60,0	60,0	80,0
اكثر من 50 سنة	3	20,0	20,0	100,0
Total	15	100,0	100,0	

المستوى التعليمي

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid ليسانس	5	33,3	33,3	33,3
ماستر	6	40,0	40,0	73,3
دراسات عليا	4	26,7	26,7	100,0
Total	15	100,0	100,0	

appendix

الاقدمية

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid من 5 الى 10 سنوات	1	6,7	6,7	6,7
من 11 الى 15 سنة	1	6,7	6,7	13,3
اكثر من 15 سنة	13	86,7	86,7	100,0
Total	15	100,0	100,0	

مستوى الوظيفة

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid عون تنفيذي	5	33,3	33,3	33,3
عون تحكم	7	46,7	46,7	80,0
مدير تنفيذي	2	13,3	13,3	93,3
ادارة عليا	1	6,7	6,7	100,0
Total	15	100,0	100,0	

صدق الاتساق الداخلي للبعد الأول

Correlations

	يشرك القائد في مؤسستنا الفريق في عملية التخطيط لضمان الفهم والالتزام	التخطيط
Pearson Correlation	,770**	,914**

appendix

يسطر القائد في مؤسستنا رؤية واضحة لتحقيق الأهداف المستقبلية	Sig. (2-tailed)	,001	,000
N		15	15
يركز القائد في مؤسستنا على وضع خطط استراتيجية لتطوير المؤسسة	Pearson Correlation	,570*	,853**
Sig. (2-tailed)		,027	,000
N		15	15
يقيم القائد في مؤسستنا الأهداف طويلة الأجل ويعيد توجيهها بانتظام	Pearson Correlation	,605*	,844**
Sig. (2-tailed)		,017	,000
N		15	15
يشرك القائد في مؤسستنا الفريق في عملية التخطيط لضمان الفهم والالتزام	Pearson Correlation	1	,884**
Sig. (2-tailed)			,000
N		15	15
التخطيط	Pearson Correlation	,884**	1
Sig. (2-tailed)		,000	
N		15	15

صدق الاتساق الداخلي للبعد الثاني

Correlations

	يعمل القائد في مؤسستنا على خلق بيئة عمل تدعم التعاون والتنسيق بين الفرق	التنظيم
يعمل القائد في مؤسستنا على بناء الهيكل الإداري بما يتناسب مع الأهداف الاستراتيجية	Pearson Correlation	,790**
Sig. (2-tailed)		,000
N		15
يقوم القائد في مؤسستنا بتوزيع المهام والمسؤوليات بوضوح بين الموظفين	Pearson Correlation	,861**
Sig. (2-tailed)		,000
N		15

appendix

يسعى القائد في مؤسستنا إلى تحسين العمليات والإجراءات لتحقيق الكفاءة	Pearson Correlation	,113	,482
	Sig. (2-tailed)	,688	,069
	N	15	15
يعمل القائد في مؤسستنا على خلق بيئة عمل تدعم التعاون والتنسيق بين الفرق	Pearson Correlation	1	,755**
	Sig. (2-tailed)		,001
	N	15	15
التنظيم	Pearson Correlation	,755**	1
	Sig. (2-tailed)	,001	
	N	15	15

صدق الاتساق الداخلي للبعد الثالث

.

Correlations

	يحرص القائد في مؤسستنا على تعزيز التواصل الفعال بين أعضاء الفريق لتحقيق أداء أفضل	التوجيه والتحفيز
يقدم القائد في مؤسستنا توجيهات واضحة لتصحيح الأخطاء وتقويمها	Pearson Correlation	,845**
	Sig. (2-tailed)	,006
	N	15
يعزز القائد في مؤسستنا بيئة عمل تُشجع على الإبداع والابتكار	Pearson Correlation	,933**
	Sig. (2-tailed)	,002
	N	15
يقدم القائد في مؤسستنا الدعم اللازم والتحفيز لمواجهة التحديات والصعوبات	Pearson Correlation	,897**
	Sig. (2-tailed)	,001
	N	15
	Pearson Correlation	1
		,896**

appendix

يحرص القائد في مؤسستنا على تعزيز التواصل الفعال بين أعضاء الفريق لتحقيق أداء أفضل	Sig. (2-tailed)		,000
N		15	15
التوجيه_ والتحفيز	Pearson Correlation	,896**	1
	Sig. (2-tailed)	,000	
N		15	15

صدق الاتساق الداخلي للبعد الرابع

Correlations

Correlations

		يزرع القائد في مؤسستنا بيئة عمل تقوم على الاحترام والمساواة	اخلاقيات_ العمل
يلتزم القائد في مؤسستنا بالشفافية في كل ما له علاقة بالموظف	Pearson Correlation	,688**	,873**
	Sig. (2-tailed)	,005	,000
N		15	15
يظهر القائد في مؤسستنا النزاهة في جميع تفاعلاته	Pearson Correlation	,743**	,956**
	Sig. (2-tailed)	,002	,000
N		15	15
يلتزم القائد في مؤسستنا المسؤولية الاجتماعية أثناء تنفيذ الاستراتيجيات	Pearson Correlation	,642**	,862**
	Sig. (2-tailed)	,010	,000
N		15	15
يزرع القائد في مؤسستنا بيئة عمل تقوم على الاحترام والمساواة	Pearson Correlation	1	,889**
	Sig. (2-tailed)		,000
N		15	15

appendix

اخلاقيات_العمل	Pearson Correlation	,889**	1
	Sig. (2-tailed)	,000	
	N	15	15

صدق الاتساق الداخلي للبعد الخامس

Correlations

	تركز القيادة في مؤسستنا على دراسة التوجهات العالمية لتعزيز التنافسية	استكشاف_الفرص_الجديدة
تحفّز القيادة في مؤسستنا على استكشاف الأسواق والفرص الجديدة	Pearson Correlation Sig. (2-tailed) N	,678** ,005 15
تُدعم القيادة في مؤسستنا الاستثمار في تقنيات جديدة لتحقيق التميز	Pearson Correlation Sig. (2-tailed) N	,657** ,008 15
تشجع القيادة في مؤسستنا الموظفين على تقديم اقتراحات حول منتجات أو خدمات مبتكرة	Pearson Correlation Sig. (2-tailed) N	,916** ,000 15
تركز القيادة في مؤسستنا على دراسة التوجهات العالمية لتعزيز التنافسية	Pearson Correlation Sig. (2-tailed) N	,575* ,025 15
استكشاف_الفرص_الجديدة	Pearson Correlation Sig. (2-tailed) N	1 ,025 15

صدق الاتساق الداخلي للبعد السادس

appendix

Correlations

		تتراعي القيادة في مؤسستنا تحقيق التوازن بين الابتكار والاستدامة في التنفيذ	تنفيذ_الاستراتيجيات_الجديدة
تخصص القيادة في مؤسستنا الموارد المناسبة لتنفيذ الأفكار الجديدة	Pearson Correlation	,596*	,815**
	Sig. (2-tailed)	,019	,000
	N	15	15
تقيم القيادة في مؤسستنا التقدم في تنفيذ الاستراتيجيات بشكل دوري	Pearson Correlation	,778**	,647**
	Sig. (2-tailed)	,001	,009
	N	15	15
تُحفز القيادة في مؤسستنا على إشراك الفرق في تطبيق الأفكار المبتكرة	Pearson Correlation	,670**	,847**
	Sig. (2-tailed)	,006	,000
	N	15	15
تتراعي القيادة في مؤسستنا تحقيق التوازن بين الابتكار والاستدامة في التنفيذ	Pearson Correlation	1	,932**
	Sig. (2-tailed)		,000
	N	15	15
تنفيذ_الاستراتيجيات_الجديدة	Pearson Correlation	,932**	1
	Sig. (2-tailed)	,000	
	N	15	15

صدق الاتساق الداخلي للبعد السابع

CORRELATIONS

/

Correlations

	تعزز القيادة في مؤسستنا ثقافة التحسين المستمر على جميع المستويات	التكيف_الاستراتيجي
Pearson Correlation	,454	,848**

appendix

تظهر القيادة فيمؤسستنا مرونة في تعديل الأهداف الاستراتيجية عند الحاجة	Sig. (2-tailed)	,089	,000
N		15	15
تشجيع القيادة في مؤسستنا فرق العمل على المساهمة في تطوير استراتيجيات جديدة	Pearson Correlation	,509	,848**
	Sig. (2-tailed)	,053	,000
N		15	15
تُستخدم القيادة في مؤسستنا البيانات والتحليلات لدعم قرارات التكيف الاستراتيجي	Pearson Correlation	,663**	,862**
	Sig. (2-tailed)	,007	,000
N		15	15
تعزز القيادة في مؤسستنا ثقافة التحسين المستمر .على جميع المستويات	Pearson Correlation	1	,766**
	Sig. (2-tailed)		,001
N		15	15
التكيف_الاستراتيجي	Pearson Correlation	,766**	1
	Sig. (2-tailed)	,001	
N		15	15

ثبات ألفا كرونباخ للأبعاد

Scale: ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	N of Items
,867	4

Reliability Statistics

Cronbach's Alpha	N of Items
,667	4

appendix

Reliability Statistics

Cronbach's Alpha	N of Items
,912	4

Reliability Statistics

Cronbach's Alpha	N of Items
,901	4

Reliability Statistics

Cronbach's Alpha	N of Items
,675	4

Reliability Statistics

Cronbach's Alpha	N of Items
,830	4

Reliability Statistics

Cronbach's Alpha	N of Items
,835	4

تحليل المحاور

Statistics

appendix

		يسطر القائد في مؤسستنا رؤية واضحة لتحقيق الأهداف المستقبلية	يركز القائد في مؤسستنا على وضع خطط استراتيجية لتطوير المؤسسة	يقيم القائد في مؤسستنا الأهداف طويلة الاجل ويعيد توجيهها بانتظام	يشرك القائد في مؤسستنا الفريق في عملية التخطيط لضمان الفهم والالتزام	بعد_ التخطيط
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		4,13	4,27	3,87	3,60	3,9667
Std. Deviation		,640	,458	,743	,986	,61866

Frequency Table

Statistics

		يعمل القائد في مؤسستنا على بناء الهيكل الإداري بما يتناسب مع الأهداف الاستراتيجية	يقوم القائد في مؤسستنا بتوزيع المهام والمسؤوليات بوضوح بين الموظفين	يسعى القائد في مؤسستنا إلى تحسين العمليات والإجراءات لتحقيق الكفاءة	يعمل القائد في مؤسستنا على خلق بيئة عمل تدعم التعاون والتنسيق بين الفرق	بعد_ التنظيم
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		4,20	3,67	4,00	3,87	3,9333
Std. Deviation		,561	1,291	,756	,834	,63714

Frequency Table

appendix

Statistics

		يقدم القائد في مؤسستنا توجيهات واضحة لتصحيح الأخطاء وتقويمها	يعزز القائد في مؤسستنا بيئة عمل تشجع على الإبداع والابتكار	يقدم القائد في مؤسستنا الدعم اللازم والتحفيز لمواجهة التحديات والصعوبات	يحرص القائد في مؤسستنا على تعزيز التواصل الفعال بين أعضاء الفريق لتحقيق أداء أفضل	بعد_التوجيه_والتحفيز
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		4,07	3,87	3,87	3,87	3,9167
Std. Deviation		,594	,743	,834	,743	,65238

Frequency Table

Statistics

appendix

		يلتزم القائد في مؤسستنا بالشفافية في كل ما له علاقة بالموظف	يظهر القائد في مؤسستنا النزاهة في جميع تفاعلاته	يلتزم القائد في مؤسستنا المسؤولية الاجتماعية أثناء تنفيذ الاستراتيجيات	يزرع القائد في مؤسستنا بيئة عمل تقوم على الاحترام والمساواة	بعد_اخلاقيات_العمل
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		3,67	3,73	3,87	3,47	3,6833
Std. Deviation		,816	,799	,743	1,187	,79320

Frequency Table

Statistics

		تحفّز القيادة في مؤسستنا على استكشاف الأسواق والفرص الجديدة	تُدعم القيادة في مؤسستنا الاستثمار في تقنيات جديدة لتحقيق التميز	تشجع القيادة في مؤسستنا الموظفين على تقديم اقتراحات حول منتجات أو خدمات مبتكرة	تركز القيادة في مؤسستنا على دراسة التوجهات العالمية لتعزيز التنافسية	بعد_استكشاف_الفرص
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		3,60	3,80	3,33	3,87	3,6500
Std. Deviation		1,121	1,014	1,113	,743	,71838

Frequency Table

Statistics

appendix

		تخصص القيادة في مؤسستنا الموارد المناسبة لتنفيذ الأفكار الجديدة	تقيم القيادة في مؤسستنا التقدم في تنفيذ الاستراتيجيات بشكل دوري	نُحَقِّقُ القيادة في مؤسستنا على إشراك الفرق في تطبيق الأفكار المبتكرة	نراعي القيادة في مؤسستنا تحقيق التوازن بين الابتكار والاستدامة في التنفيذ	بعد_تنفيذ_الاستراتيجي ات
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		3,87	4,00	3,67	3,40	3,7333
Std. Deviation		,834	,655	1,047	1,121	,75868

Frequency Table

Statistics

		تظهر القيادة فيمؤسستنا مرونة في تعديل الأهداف الاستراتيجية عند الحاجة	تشجيع القيادة في مؤسستنا فرق العمل على المساهمة في تطوير استراتيجيات جديدة	تُستخدم القيادة في مؤسستنا البيانات والتحليلات لدعم قرارات التكيف الاستراتيجي	تعزز القيادة في مؤسستنا ثقافة التحسين المستمر على جميع المستويات	بعد_التكيف_الاستراتيجي جي
N	Valid	15	15	15	15	15
	Missing	0	0	0	0	0
Mean		3,40	3,53	3,87	3,80	3,6500
Std. Deviation		1,056	,834	,640	,775	,68661

appendix

التوزيع الإعتدالي للبيانات

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
التجديد_الاستراتيجي	,174	15	,200*	,960	15	,697
القيادة	,212	15	,069	,933	15	,298

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

العلاقة بين القيادة

Correlations

		التجديد_الاستراتيجي	القيادة
التجديد_الاستراتيجي	Pearson Correlation	1	,817**
	Sig. (2-tailed)		,000
	N	15	15
القيادة	Pearson Correlation	,817**	1
	Sig. (2-tailed)	,000	
	N	15	15

الفروق في المتوسط بحسب المتغيرات

.....

.....

Between-Subjects Factors

Multivariate Tests^a

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	,929	26,141 ^b	2,000	4,000	,005
	Wilks' Lambda	,071	26,141 ^b	2,000	4,000	,005
	Hotelling's Trace	13,071	26,141 ^b	2,000	4,000	,005
	Roy's Largest Root	13,071	26,141 ^b	2,000	4,000	,005
الجنس	Pillai's Trace	,000	. ^b	,000	,000	.
	Wilks' Lambda	1,000	. ^b	,000	4,500	.
	Hotelling's Trace	,000	. ^b	,000	2,000	.
	Roy's Largest Root	,000	,000 ^b	2,000	3,000	1,000
العمر	Pillai's Trace	,457	,740	4,000	10,000	,586
	Wilks' Lambda	,580	,626 ^b	4,000	8,000	,657
	Hotelling's Trace	,661	,496	4,000	6,000	,741

appendix

	Roy's Largest Root	,545	1,362 ^c	2,000	5,000	,337
المستوى_التعليمي	Pillai's Trace	,106	,140	4,000	10,000	,963
	Wilks' Lambda	,896	,112 ^b	4,000	8,000	,975
	Hotelling's Trace	,113	,085	4,000	6,000	,984
	Roy's Largest Root	,076	,189 ^c	2,000	5,000	,834
الاقدمية	Pillai's Trace	,166	,227	4,000	10,000	,917
	Wilks' Lambda	,834	,190 ^b	4,000	8,000	,937
	Hotelling's Trace	,198	,149	4,000	6,000	,957
	Roy's Largest Root	,195	,488 ^c	2,000	5,000	,640
مستوى_الوظيفة	Pillai's Trace	,259	,248	6,000	10,000	,949
	Wilks' Lambda	,747	,209 ^b	6,000	8,000	,964
	Hotelling's Trace	,331	,166	6,000	6,000	,977
	Roy's Largest Root	,306	,510 ^c	3,000	5,000	,692

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F
Corrected Model	التجديد_الاستراتيجي	460,464 ^a	9	51,163	,693
	القيادة	564,731 ^b	9	62,748	,557
Intercept	التجديد_الاستراتيجي	3653,407	1	3653,407	49,468
	القيادة	6806,432	1	6806,432	60,419
الجنس	التجديد_الاستراتيجي	,000	0	.	.
	القيادة	,000	0	.	.
العمر	التجديد_الاستراتيجي	193,231	2	96,615	1,308
	القيادة	237,064	2	118,532	1,052
المستوى_التعليمي	التجديد_الاستراتيجي	14,241	2	7,120	,096
	القيادة	35,841	2	17,920	,159

appendix

الاقدمية	التجديد_الاستراتيجي	70,545	2	35,272	,478
	القيادة	70,988	2	35,494	,315
مستوى_الوظيفة	التجديد_الاستراتيجي	101,925	3	33,975	,460
	القيادة	43,175	3	14,392	,128
Error	التجديد_الاستراتيجي	369,269	5	73,854	
	القيادة	563,269	5	112,654	
Total	التجديد_الاستراتيجي	30046,000	15		
	القيادة	58788,000	15		
Corrected Total	التجديد_الاستراتيجي	829,733	14		
	القيادة	1128,000	14		

appendix

Correlations								
		التخطيط	التنظيم	والتحفيز التوجيه	العمل اخلاقيات	الجد_الفرص_استكشاف يدة	الح_الاستراتيجيات_تنفيذ دية	الاستراتيجي التكيف
التخطيط	Pearson Correlation	1	,843**	,324	,286	,173	,493	,391
	Sig. (2-tailed)		,000	,238	,301	,538	,062	,150
	N	15	15	15	15	15	15	15
التنظيم	Pearson Correlation	,843**	1	,662**	,521*	,355	,718**	,586*
	Sig. (2-tailed)	,000		,007	,047	,194	,003	,022
	N	15	15	15	15	15	15	15
والتحفيز_التوجيه	Pearson Correlation	,324	,662**	1	,877**	,667**	,845**	,708**
	Sig. (2-tailed)	,238	,007		,000	,007	,000	,003
	N	15	15	15	15	15	15	15
العمل_اخلاقيات	Pearson Correlation	,286	,521*	,877**	1	,591*	,844**	,725**
	Sig. (2-tailed)	,301	,047	,000		,020	,000	,002
	N	15	15	15	15	15	15	15
الجديدة_الفرص_استكشاف	Pearson Correlation	,173	,355	,667**	,591*	1	,701**	,567*
	Sig. (2-tailed)	,538	,194	,007	,020		,004	,028
	N	15	15	15	15	15	15	15
الجديدة_الاستراتيجيات_تنفيذ	Pearson Correlation	,493	,718**	,845**	,844**	,701**	1	,785**
	Sig. (2-tailed)	,062	,003	,000	,000	,004		,001
	N	15	15	15	15	15	15	15
الاستراتيجي_التكيف	Pearson Correlation	,391	,586*	,708**	,725**	,567*	,785**	1
	Sig. (2-tailed)	,150	,022	,003	,002	,028	,001	
	N	15	15	15	15	15	15	15