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The Impact of Knowledge Leadership on Strategic flexibility A survey study of the opinions of a sample of senior and middle leaders in colleges at Thi Qar University

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Abstract*:* The research deals with two important variables in business organizations, namely knowledge leadership and strategic flexibility. The aim of this research is to test the relationship of association and influence between the two variables in the colleges at Thi Qar University. The choice fell on the senior and middle leaderships represented by the deans of colleges and their assistants and heads of departments and branches for all of these colleges under study. The intentional random sample was used and amounted to (120) people, which is the actual total of the selected colleges in the university under study. One of the most important results was the existence of an interactive relationship between the study variables. The most prominent recommendations were the necessity of inviting the colleges under the research at the university to follow up on the developments taking place in the field of knowledge management to achieve the organization's goals.

Keywords: Knowledge leadership, strategic flexibility

Introduction: Effective leadership is a highly important element in the successful implementation of knowledge management strategies, and knowledge leadership has become a basic pillar for the success of any organization in the modern era. Through the implementation of effective knowledge management practices, organizations are able to improve innovation, efficiencies, and a spirit of collaboration (Cavaleri et al., 2005: 37). Investing in knowledge can also be considered investing in the future.

A focus on developing adaptive flexibility on the part of the leaders of the organization must stress the prime importance of developing knowledge-creation and knowledge-sharing capabilities. The application of technology platforms for knowledge dissemination and the use of reward systems for employees' contribution to the knowledge banks are also necessary on the part of the leaders. In addition, they must stress the significance of developing 'strategic flexibility' (Hanandeh et al., 2023: 576). On the subject of management methods using the dynamic capability theory framework, the development of 'strategic flexibility' can be accomplished by rigorous training methods, better learning environment development for the employees, and developing the capability of the organization in training employees for learning future demands of skills (Bukhari, 2023: 4).

As organizations make efforts to be innovative under the ever-changing environment, the enhancement of a robust knowledge management strategy with support from leaders may be an essential ingredient for long-term success. Strategic flexibility is an integral component that represents the ability for an organization to gain sustainability within the ever-changing environment of the market as an aspect of survival (da Assunção et al., 2023: 1).

Leaders who are able to create a flexible environment for their subordinates are those who know what to say and what actions to take in order to make them listen and respond, understand what is going on in their minds, and guide them toward achieving organizational goals (Herhausen et al., 2021: 33). From this point, the importance of the present study becomes clear, as well as the need to conduct a realistic study within the Iraqi environment, which has suffered from rigidity and limited alignment with intellectual and knowledge development. The colleges of the University of Thi-Qar represent a practical example, as they require flexible knowledge leadership, being among the main organizational entities dealing with the study variables, especially given their significant role in developing Iraqi society.

1. Research Methodology

1.1 Research Problem

Knowledge and its management are considered a key driver of performance at all managerial levels within the organizational structure, as well as across all human resource, financial, production, marketing, development, and research functions. A leader who possesses knowledge intelligence is believed to have greater flexibility in work. This means that managerial strength should be accompanied by the ability to inspire subordinates, instill values of learning, confront complex situations and difficult conditions faced by organizations, create real connections with influential groups inside and outside the organization, and build effective relationships with them.

Accordingly, the main features of the current research problem are reflected in the following questions:

1. Are the research variables available in the studied organizations?
2. Does knowledge leadership affect strategic flexibility in the studied organizations?
3. Does knowledge leadership contribute to increasing strategic flexibility?
4. To what extent do the levels of knowledge leadership and strategic flexibility differ between senior and middle management in the studied colleges?
5. To what extent do the two variables influence the studied organizations?

2.1 Importance of the Research

1. The importance of the variables examined in this research emerges from the fact that they represent modern administrative concepts in managerial thought, through establishing a theoretical framework that links the two variables (knowledge leadership and strategic flexibility).
2. Contributing to knowledge accumulation in the field of management sciences due to the important role these variables play in developing the skills and capabilities of administrative leaders.
3. Identifying ways to address the problems faced by senior and middle management by providing additional capabilities that help in confronting current and future challenges and ensuring an integrated and comprehensive vision within the studied organization.
4. Highlighting the contribution of university colleges to achieving growth and prosperity in society, and identifying this contribution accurately within the studied colleges.

3.1 Research Objectives

1. Testing the relationship between knowledge leadership and strategic flexibility.
2. Measuring the impact of knowledge leadership strategies on strategic flexibility.
3. Identifying the existence of a research gap regarding knowledge leadership as one of the leadership styles.
4. Providing practical recommendations for developing knowledge leadership practices in higher education institutions in a way that enhances their strategic flexibility.

4.1 Hypothetical Research Model

The hypothetical model was developed based on the research problem and its objectives. It illustrates the effect of knowledge leadership on strategic flexibility. The model was specified through relevant administrative literature related to the research topic, as shown in Figure (1). In constructing the model, the study relied on Yang, Huang, and Hsu (2013) with regard to the dimensions of the knowledge leadership variable, which include three dimensions: leadership skills, collaboration and trust, and knowledge integration and innovation. It also relied on the study of Fana, Wu, and Wu (2014) concerning the dimensions of strategic flexibility, which consist of two dimensions: responsive flexibility and proactive flexibility.

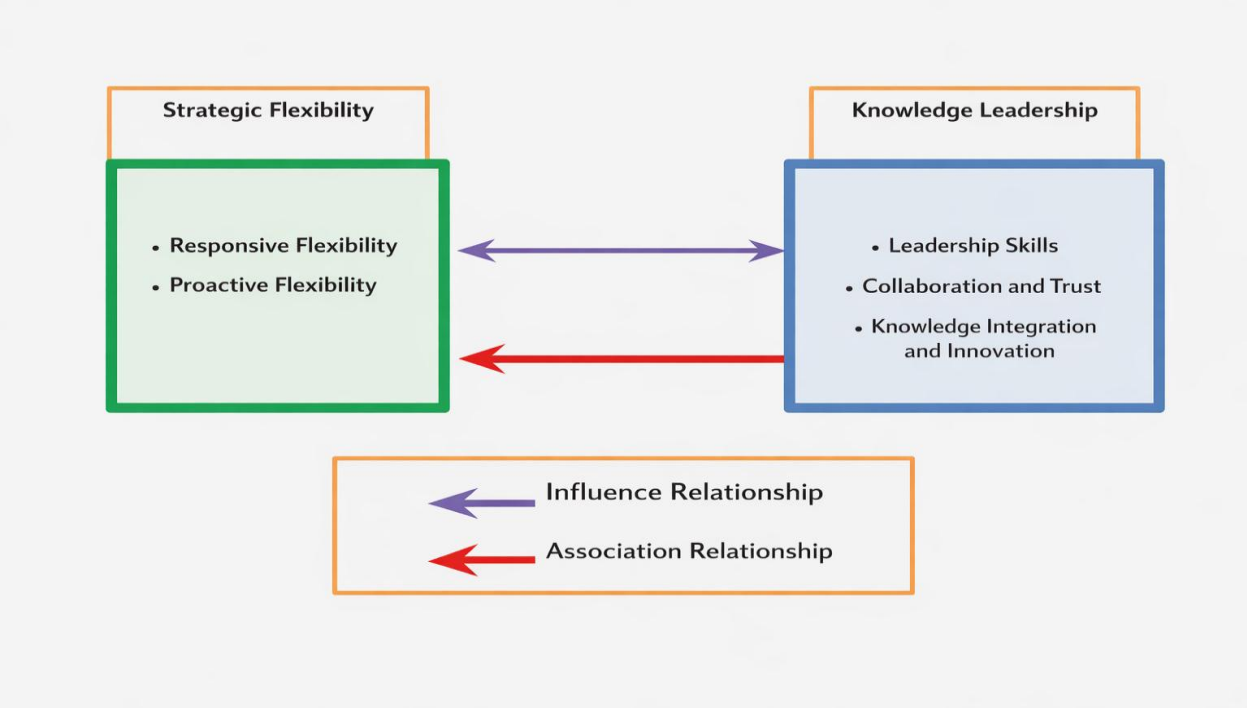

Figure (1): Hypothetical Research Model

5.1 Research Hypotheses

The First Hypothesis:

There is a statistically significant correlation relationship between knowledge leadership and strategic flexibility.

The following sub-hypotheses are derived from it:

1. There is a statistically significant correlation relationship between leadership skills and strategic flexibility.
2. There is a statistically significant correlation relationship between collaboration and trust and strategic flexibility.
3. There is a statistically significant correlation relationship between knowledge integration and innovation and strategic flexibility.

The Second Hypothesis:

There is a statistically significant impact relationship between knowledge leadership and strategic flexibility.

The following sub-hypotheses are derived from it:

1. There is a statistically significant impact relationship between leadership skills and strategic flexibility.
2. There is a statistically significant impact relationship between collaboration and trust and strategic flexibility.
3. There is a statistically significant impact relationship between knowledge integration and innovation and strategic flexibility.

6.1 Research Population and Sample

The research targeted senior and middle management, including deans of the studied colleges, their assistants, and heads of departments and branches across all departments and branches as the research population. The sample consisted of (120) individuals, representing the actual total from the selected colleges at the University of Thi-Qar.

2. Theoretical Framework

2.1 Concept of Knowledge Leadership

Alignment between environmental conditions and leadership style leads to higher performance outcomes. Contemporary management scholars often emphasize the importance of acquiring, developing, and disseminating knowledge, and they believe that acquiring new knowledge depends on organizational transformation, leadership activities, and adaptation to conditions inside and outside the organization, especially complex ones. Among the

variables influenced by knowledge-based leadership is the ability to attract knowledge (Sadeghia & Radb, 2018: 153). The most important definitions of knowledge leadership can be summarized as presented in Table (1).

Table (1): Definition of Knowledge Leadership

NO	**Author**	**Year & Page**	**Definition**
1	(Arunga & Kilika)	2023:219	The ability to integrate organizational strategy with knowledge management activities, encourage organizational learning and creativity, explore knowledge opportunities, and strengthen knowledge management values.
2	(Mubarak *et al*.,)	2023:3	The ability to integrate organizational strategy with knowledge management activities, encourage organizational learning and creativity, explore knowledge opportunities, and strengthen knowledge management values.
3	(Siddiqui *et al*.,)	2023:95	A social or individual activity directed at individuals for the purpose of sharing information and modern knowledge and using it to address and solve existing problems.
4	(Putra *et al*.,))	2023:8	A motivating process that encourages employees to build, acquire, manage, and distribute knowledge, change traditional thinking and work styles, and update them in line with development.
5	(Donate *et al*.,)	2023:163	A process of directing, facilitating, disseminating, delegating, and motivating knowledge sharing among employees, and working with innovative methods that support knowledge.

Based on the foregoing, the following points can be clarified:

1. Organizing and disseminating a culture of knowledge and sharing it with employees.
2. Positive interaction and communication with others, and encouraging them to adopt knowledge and innovation.
3. Knowledge leadership can be acquired and learned through experience and life situations. Developing and motivating creative skills is considered the main factor in this process, as it enables individuals to interact and adapt with others.

Accordingly, knowledge leadership can be defined as the ability to manage, explore, and develop employees' knowledge skills, work on acquiring, storing, and distributing knowledge, and make use of it in innovative activities while confronting competitors' threats and challenges.

2.2 Importance of Knowledge Leadership

The significant importance of knowledge leadership has placed it at the forefront of researchers' interests. According to Putra et al. (2023) and Sahibzada et al. (2022: 5), its importance can be summarized as follows:

1. Seeking innovative approaches to work, encouraging interactive teamwork, and promoting knowledge sharing.
2. Discovering new sources of knowledge, acquiring modern skills, and developing creativity and innovation.
3. Keeping pace with rapid dynamic changes in the era of knowledge, information, and modern technologies.
4. Assisting employees in developing shared mental models and using collective learning skills.
5. Establishing social networks that facilitate knowledge transfer and exchange across all parts of the organization.
6. Providing support and funding to obtain important information and paying attention to programs concerned with discovering and applying knowledge.

3.2 Dimensions of Knowledge Leadership

The study measured three dimensions of knowledge leadership: leadership skills, collaboration and trust, and knowledge integration and innovation. These dimensions were identified in the literature as stated by Mubarak et al. (2023: 5) and are considered relevant and supportive of adopting knowledge leadership as a means to enhance knowledge management activities (Yang et al., 2013: 3):

1. **Leadership Skills:**

Leadership skills refer to the ability to influence groups for the purpose of achieving goals. The literature has emphasized the development of leadership skills required for most jobs, professions, or specific functional roles (Raby et al., 2023: 4). Many concepts of leadership skills include knowledge in addition to attitudes, behaviors, work habits, and personal characteristics. Leadership skills are considered important in increasing knowledge exchange among subordinates. Previous studies have indicated that leadership skills can enhance levels of knowledge management and are essential for development (Andrei et al., 2022: 2), in addition to mutual influence, more open and honest communication, and greater access to resources.

2. **Collaboration and Trust:**

Collaboration and trust play a critical role in team processes. They can lead to unifying team members and making the team more effective. Previous research indicates that collaboration and trust among team members are highly influential factors in knowledge acquisition, sharing, and application. Effective knowledge management may result from successful collaboration and trust among team members, which requires time and effort (Sahlin, 2023: 756).

3. **Knowledge Integration and Innovation:**

Knowledge integration and innovation play an important role in knowledge management. Knowledge integration has been found to be associated with a critical determinant of successful knowledge management, as it facilitates knowledge sharing and application among team members. Knowledge integration contributes to activating and strengthening creativity (Dźwigoł et al., 2023: 3). In addition, learning behavior and creative ability of team members are important for generating new knowledge and ideas. Therefore, effective knowledge management requires effective integration of knowledge and innovation to support it.

4.2 Concept of Strategic Flexibility

Changes in the business environment "stimulate" a firm's strategic flexibility, and the firm then acts in response to these changes (Brozovic, 2016, pp. 3–6). The process of strategic flexibility refers to how the firm performs and achieves outcomes in practice, and there is no full agreement on its concept. Strategic flexibility has been defined as "the ability of the organization to respond to changes in the environment in a timely and appropriate manner, while taking into account competitive forces in the market" (Das & Elango, 1995, p. 62).

Roberts and Stockport (2009, p. 29) view it as "the firm's ability to manage strategic risk through its capacity to respond to both opportunities and threats in its environment by using its resources in proactive and reactive ways." Herhausen, Morgan, Brozovic, and Volberda (2021) define strategic flexibility as the firm's ability to act proactively or respond quickly to changing conditions, supported by a wide range of internal and external options.

Based on the above, strategic flexibility can be defined as the organization's full readiness to face threats, exploit available opportunities, and confront challenges, whether internal or external, by adapting to unexpected events in an efficient and effective manner, and within an appropriate time frame.

5.2 Importance of Strategic Flexibility

Organizations can face the multi-dimensional challenges imposed by market realities, technological development, intense competition, and uncertainty through strategic flexibility. Its importance can be highlighted as follows:

1. It functions as a higher-order dynamic capability that enables the deployment of necessary resources and knowledge through resource selection mechanisms to enhance overall organizational performance (Lew, 2023: 21).
2. It helps in confronting multi-dimensional changes imposed by uncertainty and various crises through preparedness, appropriate response, and the ability to manage them using modern technologies (Aabo et al., 2024: 3).
3. It contributes to maintaining a competitive advantage by exploiting new opportunities and rapidly adjusting strategies to benefit from them, which leads to gaining a significant advantage as a first mover (Yousuf et al., 2021: 3).
4. It reduces the intensity of threats, as unexpected challenges represent potential risks. Strategic flexibility allows organizations to identify and address these threats proactively. For example, if new regulations emerge, a flexible organization can adapt its operations to comply, thereby reducing disruption and potential penalties (Lew, 2023: 25).
5. It enables adaptation to external factors beyond control, including political, economic, social, legal, and environmental factors (Fachrunnisa et al., 2020: 68).

6.2 Dimensions of Strategic Flexibility

1. **Responsive Flexibility:**
2. Responsive flexibility refers to the ability to allow a primary response to changes occurring in the environment, especially when facing intense competition (Wang et al., 2021: 3). It is viewed mainly as a reactive and responsive capability. This type of flexibility reflects the organization's response to changes in the business environment and its ability to lead change or respond to it (Sanchez, 1995: 138).
3. **Proactive Flexibility:**
4. Proactive flexibility assumes that the organization responds to market opportunities and anticipates them, thereby maintaining a competitive advantage, as it balances between creating new market opportunities and responding to changes in the business

environment (Brozovic et al., 2023: 3; Gorondutse et al., 2020: 3). It refers to the organization's prior ability to redeploy and transfer resources and production processes quickly, enabling it to respond to environmental disruptions, threats from new entrants, technological changes, influence the environment, change the rules of the game, and act based on opportunities, or simply "anticipate" changes in the business environment (Sanchez, 1995: 138).

3. Analytical Framework and Hypotheses Testing

3.1 Analysis of the Normal Distribution of Research Data

The research data need to be subjected to specific tests related to normal distribution, which are based on a set of important assumptions. The Kolmogorov–Smirnov test and the Shapiro–Wilk test were applied, both of which rely on the P-value. The P-value is considered acceptable when it is greater than (0.05). Table (2) presents the results of the normal distribution of the collected data.

Table (2): Normal Distribution of the Items of the Research Variable

Variable	Kol-Smi	P-value	Sha-Wil	P-value		Variable	Kol-Smi	P-value	Sha-Wil	P-value
KLLS1	.332	0.05>P	.762	0.05>P		SFPF1	.332	0.05>P	.762	0.05>P
KLLS2	.280	0.05>P	.854	0.05>P		SFPF2	.377	0.05>P	.715	0.05>P
KLLS3	.311	0.05>P	.838	0.05>P		SFPF3	.409	0.05>P	.671	0.05>P
KLLS4	.238	0.05>P	.874	0.05>P		SFPF4	.256	0.05>P	.791	0.05>P
KLLS	.213	0.05>P	.919	0.05>P		SFPF	.212	0.05>P	.922	0.05>P
KLCT1	.330	0.05>P	.815	0.05>P		SFRF1	.369	0.05>P	.714	0.05>P
KLCT2	.320	0.05>P	.801	0.05>P		SFRF2	.345	0.05>P	.743	0.05>P
KLCT3	.272	0.05>P	.777	0.05>P		SFRF3	.281	0.05>P	.791	0.05>P
KLCT4	.251	0.05>P	.841	0.05>P		SFRF4	.208	0.05>P	.825	0.05>P
KLCT	.155	0.05>P	.941	0.05>P		SFRF	.194	0.05>P	.926	0.05>P
KLIKC1	.455	0.05>P	.582	0.05>P		STFL	.135	0.05>P	.951	0.05>P
KLIKC2	.390	0.05>P	.679	0.05>P						
KLIKC3	.275	0.05>P	.798	0.05>P						
KLIKC4	.328	0.05>P	.806	0.05>P						
KLIKC	.308	0.05>P	.839	0.05>P						
KNLE	.092	0.05>P	.977	0.05>P						

The results of Table (2) indicate that the obtained values are consistent with the assumed criterion of the normal distribution test, which requires that the significance value (P-value) for the items of the research variables be greater than (0.05). This indicates that the results reached can be generalized to the research population.

2.3 Construct Validity and Reliability of the Measurement Instrument

In order to examine the construct validity of the variables and their dimensions, they must be subjected to a set of statistical methods capable of producing the required results. One of the most well-known methods is Cronbach's Alpha coefficient, which aims to measure the reliability and internal consistency of the measurement instrument. Cronbach's Alpha assumes that the results should be higher than (75%) to be considered acceptable (Bartholomew, 1996: 24). Table (3) shows the Cronbach's Alpha coefficients for the research variables and their dimensions.

Table (3): Cronbach's Alpha Coefficients for the Research Variables and Their Dimensions

Variable	Cronbach's Alpha for the Variable as a Whole	Dimension	Number of Items	Cronbach's Alpha for Each Dimension	Cronbach's Alpha for the Overall Study
	.985	Leadership Skills	4	.985	.985

		Collaboration and Trust	**4**	.986	
		Knowledge Integration and Innovation	**4**	.984	
Strategic Flexibility (STFL)	.984	Proactive Flexibility	**4**	.986	
		Responsive Flexibility	**4**	.983	

3.3 Descriptive Analysis of the Research Data

1) Knowledge Leadership Variable (KNLE)

The results of Table (4) indicate that the arithmetic mean of the knowledge leadership variable (KNLE) reached (3.70), with a standard deviation of (0.657) and a coefficient of variation of (19%). The responses tended toward agreement, reflecting a high response level and a relative importance of (74%). This indicates that the research sample reflects a high level of availability of knowledge leadership practices.

It is also evident from the results of Table (4) that the **knowledge integration and innovation** dimension of knowledge leadership (KLIKC) ranked first, with an arithmetic mean of (4.02), a standard deviation of (0.503), and a coefficient of variation of (12%), corresponding to a relative importance of (80%). Meanwhile, the **leadership skills** dimension of knowledge leadership (KLCT) ranked second, with an arithmetic mean of (3.55) and a standard deviation of (0.86), with a coefficient of variation of (23%) and a relative importance of (72%). The **collaboration and trust** dimension ranked third, with an arithmetic mean of (3.53), a standard deviation of (0.734), a coefficient of variation of (21%), and a relative importance of (71%). This indicates that the studied sample possesses a high level of knowledge integration and innovation within knowledge leadership, while it demonstrates a moderate level of leadership skills and collaboration and trust related to knowledge leadership. Accordingly, the studied sample needs to further enhance these activities.

Table (4): Descriptive Statistical Analysis of the Items and Dimensions of Knowledge Leadership (KNLE)

	Arithmetic Mean	**Standard Deviation**	**Coefficient of Variation (%)**	**Relative Importance (%)**	**Importance Rank**	**Item Code**	**Arithmetic Mean**	**Standard Deviation**	**Coefficient of Variation (%)**	**Relative Importance (%)**	**Importance Rank**
KLLS1	3.92	0.6	15%	79%	1	KLIKC1	4.24	0.449	11%	85%	1
KLLS2	3.56	0.954	27%	71%	3	KLIKC2	4.09	0.527	13%	82%	2
KLLS3	3.63	0.826	23%	75%	2	KLIKC3	3.89	0.678	17%	78%	3
KLLS4	3.09	1.192	39%	64%	4	KLIKC4	3.66	0.676	18%	76%	2
KLLS	3.55	0.86	23%	72%	Second	KLIKC	4.02	0.503	12%	80%	First
KLCT1	2.35	0.904	39%	47%	4	KNLE	3.70	0.657	19%	74%	***
KLCT2	3.52	0.696	20%	70%	3						
KLCT3	4.27	0.658	15%	85%	1						
KLCT4	3.98	0.906	23%	80%	2						
KLCT	3.53	0.734	21%	71%	Third						

Table (5): Descriptive Statistical Analysis of the Items and Dimensions of Strategic Flexibility (STFL)

Item Code	Arithmetic Mean	Standard Deviation	Coefficient of Variation (%)	Relative Importance (%)	Importance Rank	Item Code	Arithmetic Mean	Standard Deviation	Coefficient of Variation (%)	Relative Importance (%)	Importance Rank
SFPF1	3.92	0.6	15%	78%	3	**SFRF1**	4.06	0.539	13%	80%	3
SFPF2	3.81	0.544	14%	76%	4	**SFRF2**	3.96	0.573	14%	79%	4
SFPF3	4.2	0.503	12%	84%	1	**SFRF3**	4.17	0.667	16%	83%	2
SFPF4	4.03	0.508	13%	80%	2	**SFRF4**	4.38	0.506	12%	88%	1
SFPF	**3.99**	**0.513**	**13%**	**80%**	**Second**	**SFRF**	**4.14**	**0.557**	**14%**	**83%**	**First**
						STFL	**4.07**	**0.528**	**13%**	**82%**	********

4.3 Testing the Research Hypotheses

1) Correlation Hypotheses

For the purpose of testing the correlation hypotheses between the research variables and their respective dimensions, namely knowledge leadership and strategic flexibility, Table (6) presents the correlation matrix between the research variables.

Table (6): Correlation Coefficient Matrix

	KLLS	KLCT	KLIKC	KNLE	SFPF	SFRF	STFL
KLLS	1	.926**	.852**	.973**	.952**	.922**	.950**
KLCT	.926**	1	.873**	.975**	.921**	.964**	.957**
KLIKC	.852**	.873**	1	.930**	.946**	.922**	.947**
KNLE	.973**	.975**	.930**	1	.975**	.973**	.988**
SFPF	.952**	.921**	.946**	.975**	1	.943**	.984**
SFRF	.922**	.964**	.922**	.973**	.943**	1	.987**
STFL	.950**	.957**	.947**	.988**	.984**	.987**	1

**. Correlation is significant at the 0.01 level (2-tailed) , N=120 , Sig. (2-tailed) = .000

The First Main Hypothesis:

Hypothesis:

"There is a statistically significant relationship between knowledge leadership and strategic flexibility."

Hypothesis

The results indicated in Table (6) above show a correlation relationship between knowledge leadership and strategic flexibility. Following Cohen et al. (1983), the result indicated a strongly positive correlation and had a value of (0.988). The result confirms the first main hypothesis. The relationship between the variables also indicated a confidence level of (0.95). The level is below the significance level of (0.05). The hypothesis, therefore, was accepted. The result indicates that paying more heed to knowledge leadership with regard to the external environment affects the improvement of the strategic flexibility. On the other hand, a result was indicated where knowledge leadership affects the improvement of the strategic flexibility by the same margin. The reason for the result was the strong link between the two variables.

Based on this hypothesis, the next four sub-hypotheses are formed:

The First Sub-Hypothesis

This sub-hypothesis assumes that a statistically significant relationship exists between knowledge leadership and the dimensions of strategic flexibility.

-results shown in Table (6) point to a statistically significant relationship between knowledge leadership and strategic flexibility dimensions. According to the scale of Cohen et al. (1983), this represents a strong, positively correlation relationship. Note that the value of correlation coefficient of proactive flexibility has reached (0.975), while that of responsive flexibility has reached (0.973). This value is less than the significance level of (0.05). Thus, sub-hypothesis one has been accepted. It can be noted that a high ability to be responsive to external variables exists within the

studied sample. Nonetheless, an increase in knowledge leadership leads to a consequent increase in the other two dimensions, namely responsive flexibility and proactive flexibility, because of its high correlation degree.

The Second Sub-Hypothesis:

This sub-hypothesis states that there is a statistically significant correlation between leadership skills of knowledge leadership and the dimensions of strategic flexibility.

The results of Table (6) reveal the existence of a statistically significant correlation between leadership skills related to knowledge leadership and the dimensions of strategic flexibility, with an overall correlation value of (0.950). Using the scale developed by Cohen et al. (1983), the strength of correlation for the proactive flexibility construct is .(0.952), whereas the value for the responsive flexibility construct is .(0.922). These findings satisfy the second sub-hypothesis because they are below the significance level of .(0.05). This means that the sample population has practices that facilitate knowledge sharing among people as well as contribute to better levels of knowledge management through participation, openness, communication, and sharing of resources. On the other hand, an increase in leadership skills within knowledge leadership leads to a corresponding increase in both proactive and responsive flexibility among the studied sample.

The Third Sub-Hypothesis:

This sub-hypothesis states that there is a statistically significant correlation between collaboration and trust within knowledge leadership and the dimensions of strategic flexibility.

The results of Table (6) show the existence of a significant correlation between collaboration and trust concerning knowledge leadership, as well as the dimensions of strategic flexibility with a correlation coefficient of (0.957). These results provide an endorsement of the third sub-Hypothesis. Using the level of significance measured on the scale proposed by Cohen et al. (1983), the strength of the level of this correlation can be stated to be strongly and positively correlated. It is nicely revealed in the graph shown below, where the level of the correlation coefficient on the proactive flexibility type was (0.921) and on the responsive flexibility type was (0.964). These values of the correlation coefficients were less than the significance level of (0.05) values, so the third sub-Hypothesis was accepted. This is an indicator of the extent to which there is coordination between the management and the workers in achieving the desired outcomes. On the other hand, an increase in collaboration and trust within knowledge leadership leads to a corresponding increase in both proactive flexibility and responsive flexibility among the studied sample.

The Fourth Sub-Hypothesis:

This sub-hypothesis states that there is a statistically significant correlation between knowledge integration and innovation within knowledge leadership and the dimensions of strategic flexibility.

From Table (6), the results reveal the significance of the correlation between knowledge integration and innovation in the context of knowledge leadership and strategic flexibility, with a correlation coefficient of (0.947) in general. The value of the correlation coefficient of the proactive strategic flexibility reached (0.946) and the value of the correlation coefficient of the responsive strategic flexibility was (0.922). Which means, according to the correlation values of the scale proposed by Cohen et al. (1983), a strong positive linear relationship, and the results are below the level of significance, Therefore, the fourth sub-hypothesis was accepted.This indicates that the studied sample integrates knowledge from multiple sources to address complex problems and contribute to organizational innovation, in addition to creativity that results from the interaction of individual motivation and experience. Moreover, focusing on knowledge integration and innovation within knowledge leadership leads to a corresponding increase in both proactive flexibility and responsive flexibility among the studied sample.

2) Impact Hypotheses

The Second Main Hypothesis:

This hypothesis states that there is a statistically significant effect of knowledge leadership on strategic flexibility.

In order to test this hypothesis, a structural equation modeling (SEM) model was developed using the statistical package AMOS v.24. This model illustrates the nature of the relationship between the dimensions of knowledge leadership and the dimensions of strategic flexibility, as well as the effect of knowledge leadership dimensions on strategic flexibility dimensions. The results shown indicate that the model fits the data according to the goodness-of-fit criteria.

The results confirm the validity of the second main impact hypothesis, as they show a positive effect of knowledge leadership on strategic flexibility. An increase in knowledge leadership by one standardized unit leads to an increase in strategic flexibility by (0.825), with a standard error of (0.079) and a critical ratio of (10.44).

Regarding the impact relationship of knowledge leadership on the dimensions of strategic flexibility, the results indicate a statistically significant relationship. An increase in knowledge leadership by one standardized unit leads to an increase in **proactive flexibility** by (1.945), with a standard error of (0.102) and a critical ratio of (19.07). Meanwhile, an increase in knowledge leadership by one standardized unit leads to an increase in **responsive flexibility** by (1.247), with a standard error of (0.135) and a critical ratio of (9.237). Based on the above, this confirms the validity of the second main impact hypothesis.

Moreover, three sub-hypotheses have been developed for this hypothesis. These sub-hypotheses are

The first sub-hypothesis: This hypothesis states that (there is a statistically significant effect relationship of leadership skills of knowledge leadership on the dimensions of strategic flexibility).

The results shown in table (7) above indicate the following:

1. There exists a non-significant effect of the leadership skills dimension of knowledge leadership on strategic flexibility.
2. The existence of a positive effect of leadership skills of knowledge leadership on the proactive flexibility dimension because an increase in leadership skills of knowledge leadership by one standard unit is followed by an increase in proactive flexibility by (0.538) with a standard error of (0.027) and a critical ratio of (19.93).
3. Where, the result relationship of leadership skills of knowledge leadership on responsive flexibility shows a major relationship, as the increase of leadership skills of knowledge leadership by one standard deviation increases the result of responsive flexibility by (0.104) with a standard error of (0.036) & critical ratio of (2.889). The second sub-hypothesis:

This hypothesis states that: "there is a statistically significant effect relationship of cooperation and trust of knowledge leadership on the dimensions of strategic flexibility".

The outcome illustrated in Table (7) below shows that:

1. The existence of an inverse effect of the cooperation and trust dimension of knowledge leadership on strategic flexibility, with a value of (-0.290), a standard error of (0.046), and a critical value of (-6.304). Against the theory reality.
2. Existence of the non-significant effect of cooperation and trust of knowledge leadership on proactive flexibility - means rejection of the hypothesis.
3. The presence of the statistically significant effect relation of the cooperation and trust of knowledge leadership towards responsive flexibility, since increasing the value of the cooperation and trust of knowledge leadership by one standard deviation leads to an increase in responsive flexibility by (0.590) with a relatively low standard error of (0.043) and a critical ratio of (13.72) that confirms the acceptance of the validity of this hypothesis.

The third sub-hypothesis: This hypothesis means that there is an effect relationship at a statistically significant level between knowledge integration and knowledge leadership creativity with the dimensions of strategic flexibility.

The following is obtained from the results shown in Table 7:

1. There is a significant effect of integrating knowledge and knowledge leadership creativity on strategic flexibility; that is, for every increase in knowledge integration and knowledge leadership creativity by (0.199), strategic flexibility increases by the same value, resting on a standard error of (0.046) and a critical value of (4.326).
2. There is a statistically significant effect relationship between knowledge integration and the creativity of knowledge leadership on proactive flexibility, since an increase by one standard unit in knowledge integration and the creativity of knowledge leadership results in proactive flexibility increasing by a factor of 0.496, with a standard error of 0.034 and a critical ratio of 14.59.
3. That there is a significant effect relationship between knowledge integration and creativity of knowledge leadership in responsive flexibility, since the rise in one standard unit knowledge integration and creativity of knowledge leadership leads to an increase in responsive flexibility by 0.318, along with the standard error at 0.045 and the critical ratio at 7.067. The results in Table (7) indicate that the explanatory value of knowledge leadership and its dimensions for strategic flexibility is at a rate of 97.2%, and the remaining 0.028 beyond the scope of the study. In addition, the value of explanation of the effect of knowledge leadership and its dimensions on proactive flexibility was at a rate of

95.8%, with the remainder of 0.042 falling outside the study. On the other hand, the explanatory value of knowledge leadership and its dimensions on responsive flexibility is 98.2%, and its remaining value equals 0.018, which falls outside the research.

Table (7) Results of the Analysis of the Direct Effect of the Dimensions of the Knowledge Leadership Variable on the Dimensions of Strategic Flexibility

Type of Effect	Probability (P)	R^2 Value	Critical Ratio	Standard Error	Standardized Estimates	Regression Path		
Significant	***	.972	19.93	.027	.538	**KLLS**	<---	**SFPF**
Not significant	n.s		-0.313	.032	-.010	**KLCT**	<---	**SFPF**
Significant	***		14.59	.034	.496	**KLIKC**	<---	**SFPF**
Significant	***		19.07	.102	1.945	**KNLE**	<---	**SFPF**
Significant	***	.958	2.889	.036	.104	**KLLS**	<---	**SFRF**
Significant	***		13.72	.043	.590	**KLCT**	<---	**SFRF**
Significant	***		7.067	.045	.318	**KLIKC**	<---	**SFRF**
Significant	***		9.237	.135	1.247	**KNLE**	<---	**SFRF**
Not significant	n.s	.982	-0.489	.045	-.022	**KLLS**	<---	**STFL**
Significant	***		-6.304	.046	-.290	**KLCT**	<---	**STFL**
Significant	***		4.326	.046	.199	**KLIKC**	<---	**STFL**
Significant	***		10.44	.079	.825	**KNLE**	<---	**STFL**

Conclusions:

1. By using the dimensions of knowledge leadership, the achievement of high strategic flexibility will be attained in the research sample.
2. The opinions and perspectives of research participants tend to validate that there exist a great many practices within the senior leadership that might contribute to increasing knowledge sharing and improve and enhance knowledge management.
3. The findings of the research work indicate that by introducing procedures and processes into the colleges within a limited period of time, they are successful in providing speed of thinking, making sound decisions, and anticipating problems before they happen.
4. The sample study also reflects priority efforts in developing a spirit of trust, a high degree of cooperation, and a capability to build trusted personal relationships in developing activities related to research and development, learning external knowledge, and marketing external ideas, resulting in increased strategic flexibility.

Recommendations:

1. It is important to continue the post-model impact by engaging individuals in knowledge, planning the future, examining work-related problems, resolving them, and suggesting apt solutions accordingly. In turn, it arouses the intellect of the employees, motivating them to put forward unorthodox, creative, and innovative ideas that help in developing the intellectual skills of the employees and enhance their work performances accordingly.

The university faculties should be encouraged to move away from the bureaucratic model, as they still function under it, in order to keep in sync with the development taking place in the various fields of administration by applying modern concepts.

The faculties surveyed should be aware that knowledge leadership is one of the priorities that contemporary organizations try to possess in order to strengthen interaction, cooperation, and trust bonds among surveyed faculties, and this is a very important element in shaping and building a creative leader.

The administrative leaders of the faculties surveyed also need to take cognizance of their requirement and importance regarding a good knowledge of the knowledge leadership style, which has a positive implication for supervisors and subordinates, as it helps in managing and controlling emotions in order to facilitate strategic flexibility among subordinates regarding the completion of tasks, avoiding personal thinking and emotions, and reducing their negative influence.

The faculties surveyed should continue to strengthen organizational social capital through disseminating knowledge, keeping themselves up-to-date on developments, removing obstacles/problems subordinates face, and activating the role of social work networks so all are fully involved in the work environment.

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