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# The role of strategic leadership in achieving job engagement from the employees' point of view -a case study of an Algerian grain and dry legume cooperative CCLS

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## Abstract

**Purpose** – The purpose of the study is to identify the role of strategic leadership in achieving functional exploitation from the workers' point of view - Study the case of the dry grain and pulses cooperative in Algeria.

**Research methodology** -The descriptive approach was used in analysis, drawing on the statistical package program spss v26.

**Findings** –The study concluded that each dimension (supportive organizational culture, organizational change management, human capital development, and employee empowerment) has a statistically significant effect, but the strategic orientation dimension has no effect.

**Research limitations** – The study was conducted at CCLS Grain and Dry Pulses Cooperative in Algeria, the study's sample size was 250 workers.

**Practical implications** – This study has implications for strategic managers and employees.

This study gives the real level of strategic leadership's contribution to the career exploitation of CCLS employees.

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**Our study allows for clarification of the active role of workers in an organization by adopting a working empowerment strategy and investing in human capital.**

**Originality/Value** – Our study contributed to defining the key roles of strategic leadership.

**effective strategic leadership avoids problems within CCLS, CCLS relies very much on human capital.**

**Keywords:** Strategic Leadership, Job Engagement, the role, Employees, CCLS Collaborative.

**JEL Classification :**M14, J28, Q13.

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## Introduction

Due to its significance in how well organizations perform their tasks and achieve their objectives, and because the success or failure of these organizations depends on the level of success that leaders achieve in their job, the topic of leadership has become one of the concerns of researchers and those in administrative roles. In order for subordinates to understand the nature of their tasks and complete many of their administrative operations, tasks, and practices, rational leadership must create an environment and working conditions that are conducive to job.

The need for leadership styles emerged at the dawn of the twenty-first century, which caused views on the behavior of the leader to shift. As a result, organizations began to focus more on strategic leadership, and strategic principles are now seen as the leader's tool in his job as well as an authentic behavior and characteristic in his administrative practices. Due to its function in the process of self-management, controlling the behavior of the leader within his organization, and achieving strategic principles like justice, equality, and honesty in the treatment of employees, leadership ethics are significant. Because the success of leaders depends on their dedication to achieving the objectives of the organization, there is

a need for brilliant strategic leaders at every level, and the future of society depends on those leaders who can exercise strong leadership that includes service to others.

### -Study problem:

The problem of this study can be formulated in the following main question:

-What is the extent to which strategic leadership contributes to job engagement from the perspective of CCLS employees?

The following sub-questions fall under this problem:

- To what extent leadership strategy dimension are available from point of view of CCLS

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-Is there a concern about the quality of the job environment from point of view of CCLS employees?

-Is there a statistically significant relationship between strategic leadership and job engagement from point of view of CCLS employees?

**- Study Hypothesis:**

This study proceeds from the following hypotheses:

- The CCLS organization in M'sila possesses strategic leadership dimensions.

- At CCLS M'sila, there is a great deal of interest in job engagement.

- At the 5% significance level, the strategic leadership dimensions (strategic orientation, supportive organizational culture, organizational change management, human capital development, and employee empowerment) have no statistically significant effect on job engagement at CCLS in M'sila.

**- Study objectives:**

We hope to accomplish the following objectives through this research:

- Introducing the most important scientific concepts and foundations for strategic leadership and job engagement.

- Identifying job engagement in the organization of liquefied dry grains and legumes.

- Identifying the influence of strategic leadership dimensions on job engagement.

- Providing recommendations to the organization under consideration for job engagement.

**- Study Approach:**

In our study, we used the descriptive approach in the theoretical and field aspects, relying on various sources and references, and we analyzed the various results using the statistical package for human sciences SPSS26 program.

**1. Literary review:**

-study of (kulkarni, Rohit, & Sanjeev, 2020) in titled **Role of strategic management for employee engagement and skill development for start-ups.**

Purpose – Start-ups are the new avenues for innovation and employment. Strategic management is critical for employee engagement and skill development of start-ups. This study aims to understand the impact of strategic management on employee engagement and skill

development. Design/methodology/approach – The study attempts to identify principal factors of strategic management influencing employee engagement and skill development. Structural equation modeling has been used to understand effects of the study.

Findings – The study results have shown the challenges concerning employee skill development and reflected on importance of the employee engagement programmes for the growth of the human resource in the start-ups. Research limitations/implications – The study has confined to strategic management for employee engagement and skill development. However, studies related to challenges encountered by start-ups in the specific areas of marketing, operations and finance, etc. would provide more detailed impact on the growth of start-ups.

Practical implications – This study provides an insight into strategic management for employee engagement and skill development. The results would provide directions for improving strategy management from the perspective of employee engagement and skill development.

Social implications – The study on start-ups provides a direction to the owners of start-ups to understand the importance of strategic management and human resource management for building strong enterprising which can provide employment opportunity for the youth of the nation and improve the society at large.

Originality/value – This paper is an attempt to provide directions for managing challenges from the perspective of employees' engagement and skill development, which is essential for growth and sustainability in the future.

**-study of (Bhardwaj, Swati Mishra , & Trilok Kumar Jain, 2021) in titled Analysis of strategic leadership for organizational transformation and employee engagement:**

Effective strategic leadership is seen as a key element in the effective operation of a company operating in an increasingly dynamic and difficult environment of the 21st century. In the face of information insecurity and resource scarcity, strategic leadership is needed to address environmental turmoil and the constant need for appropriate organizational transformation to realize set goals. The majority conceptual and empirical studies have revealed that strategic leadership significantly impacts results. Despite their importance, studies have shown that the impact of strategic leadership on a company's performance depends on conditional constraints or random effect. Till date, only some experiential studies have analyzed the direct and indirect association between strategic leadership, the external environment, organizational transformation and results. This article aims to discover this research gap by critically analyzing relevant conceptual and empirical aspects Literature suggesting the possibility that the external environment and organizational changes may affect the relationship between strategic leadership and organizational performance. The article analyzes emerging preposition

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suggesting that the direct impact of strategic leadership on results is controversial and, therefore, ambiguous, because the impact of the external environment and organizational changes can be moderated and mediated. It is to be hoped that the magazine's postulates will conduct empirical research in various contexts to accelerate the removal of existing knowledge gaps.

**-study of (Bushra Alvi, Aftab Haider, & Muhammad Akram, 2021) in titled The Role of Strategic Leadership on Employee Performance with Mediating Effect of Employee Engagement: An Empirical Study of Higher Educational Commission Employees.**

The study was conducted to investigate the relationship of strategic leadership on employee performance through the mediation of employee engagement in the Higher Education Commission Islamabad head office. The inquiry was conducted in a natural working environment of an organization where respondents are situated/located that is a field study. A simple random sampling technique was used to carry out the research. The questionnaires were based on a five-point Likert scale measuring strategic leadership, employee engagement and employee performance. 167 questionnaires were distributed among middle-level employees of the Higher Education Commission, out of which 127 were useable. The data were analyzed using SPSS software. The descriptive statistics

indicated that strategic leadership shows a significant positive impact on employee performance, whereas employee engagement does mediate the relationship between the independent variable, i.e., Strategic leadership, and dependent variable i-e, Employee Performance. Recommendations to improve employee performance under this study are provided to the organization

**-Study of (VERA & CROSSAN, 2004) in titled Strategic leadership and organizational learning.**

The study aimed to identify the concepts of strategic leadership and organizational learning by developing a theoretical model to examine how specific strategic leadership methods and mechanisms can facilitate and enhance the development of organizational learning stocks and flows. The theoretical literature on strategic leadership and organizational learning was used as the study sample. The study concluded that transformational leadership has a positive impact on generative organizational learning and that the most effective strategic leaders in facilitating organizational learning are those who can job in both transformational and transactional styles.

**-Study of (Khandekar, 2005) in titled Organizational Learning in Indian Organizations: A Strategic HRM Perspective:**

The purpose of the study was to investigate the role of organizational learning and human resource management strategy in achieving a competitive advantage in Indian organizations. A

**-Study of (El-Sherbiny, 2015) in titled The Impact of Transformational Leadership on Job Engagement:**

The study concluded that transformational leadership is critical in the development of job engagement, whether at the individual, job team, or organizational levels. It is in charge of defining the organization's mission and future vision, developing policies, strategies, defining long- and short-term goals, developing plans to achieve them, identifying the necessary material and human resources and capabilities, and increasing the organization's ability to adapt to the environment in which it operates. This is accomplished by achieving harmony between its internal organizational conditions and the influential external forces, confirming the organization's social responsibility to the society in which it operates, developing beliefs, values, and behavioral patterns in the organization to efficiently and effectively achieve its mission and purpose, and building subordinate commitment to organizational goals within this framework.

**1.1. Research gap:**

The most important feature that distinguishes the current study from its predecessors is as follows:

- In terms of objective and subject matter, our study aims to test the impact of strategic leadership on job engagement in the service sector, and it differs from all previous studies by incorporating modern dimensions in the study model such as organizational change and employee empowerment rather than general strategic leadership practices.
- In terms of application, our study was based on the cooperative organization of liquefied grains and dry legumes (CCLS), which is a different community than what some previous studies dealt with, particularly because it did not address the two variables simultaneously on the same current study population, which was generally based on academic university institutions.

**2. Study Theoretical framework**

**2.1. Strategic Leadership**

**2.1.1. Strategic leadership concept:**

Strategic leadership is defined as "the ability to anticipate, visualize, maintain flexibility, and delegate strategic change to others when necessary" (Hitt, Ireland, & Hoskisson, 2007). It was also defined as "multi-tasking leadership, as it not only assists the organization in adapting to

the rapidly changing globalization environment, but also in encouraging and motivating senior managers to perform their daily activities" (Lee & Chen, 2007). Strategic leadership has also been defined as "management through others to assist organizations in dealing with the rapid change implied by the business environment in light of the successive events of globalization" (Jooste & Fourie, 2009).

Some administrative thinkers associate strategic leadership with the ability to clarify the organization's strategic vision, as well as motivate and push others to believe in and understand it (Hill, 2016). Others define strategic leadership as "a leader's ability to anticipate, maintain flexibility, and empower others to effect strategic change as needed, facilitating the organization's ability to adapt to rapidly changing environmental conditions" (Normy, 2018).

### **2.1.2. Strategic leadership dimensions:**

#### **. Strategic orientation:**

The strategic orientation of the organization can be defined as part of the expectations of managers or strategic leaders regarding the organization's future, that is, the process of determining where the organization wishes to be (Bilgin, 2017).

#### **. Creating an effective organizational culture:**

Strategic leadership's role in creating enabling and cultural organizational values is critical to the organization's success. A group of individuals with organizational culture, creative ideas, and common goals who job with them in a flexible system that uses their own experiences and knowledge in organizational development is considered successful (Azbari, 2015).

#### **. Human capital development:**

Human resource development refers to an organization's work force development and knowing the capabilities of its members, which assists leaders in retaining talented employees and placing the right person in the right job (Bilgin, 2017).

#### **. Empowerment:**

According to (Pande, 2014), empowerment is one of the modern concepts that crystallized in the field of management. It is defined as: the process of providing confidence in job and empowering them with the capabilities that they must deal with at the appropriate time and place.

#### **. Organizational change:**

The role of leaders in the organization is critical to the successful implementation of planned organizational change, emphasizing the importance of leaders understanding the

## 2.2. Job Engagement

### 2.2.1. Job engagement concept:

A concept that overlaps with and proposes an alternative to a group of terms, such as (functional integration, job immersion, employee participation, and immersion or Job engagement) (Mazen, 1993). Immersion is intended to focus attention on something so that

the individual is not distracted by anything else. In this definition, engagement is defined as a state in which a person is deeply engaged in something and is not preoccupied with anything else.

(Sweem) believes that job engagement reflects the employee's level of commitment and connection to the job and the organization. In this concept, job engagement refers to the emotional state of a worker that expresses his emotional connection to his job, his commitment to it and his organization, exerting a high level of effort to achieve its goals, and eagerness to stay in it because of his belief in its values and goals.

Job engagement can also be defined as "the individual's internal integration into job" (Moayad & Shalal, n.d). According to Leong "it is a state of the individual's realization of the extent of his psychological compatibility with his job as long as the job has the ability to satisfy the individual's prominent and expected needs" (Salah, 2007).

### 2.2.2. The importance of job engagement:

The significance of job engagement stems from the fact that it enters the heart of the functional relationship because it deals with what individuals do, how they behave in their roles, and what motivates them to behave in other ways in order to achieve organizational and personal goals alike. The followings demonstrate the significance of job engagement (Isma & Ameen, 2018):

- Job engagement influences organizational performance indicators positively.
- High levels of job engagement encourage initiative and the pursuit of learning objectives among employed individuals.
- The job engagement of employees plays a significant role in the implementation of organizational change.
- Individuals' job output and customer satisfaction will reflect their perceptions of their significance and influence within the organization.



### 2.3 Theoretical study model:

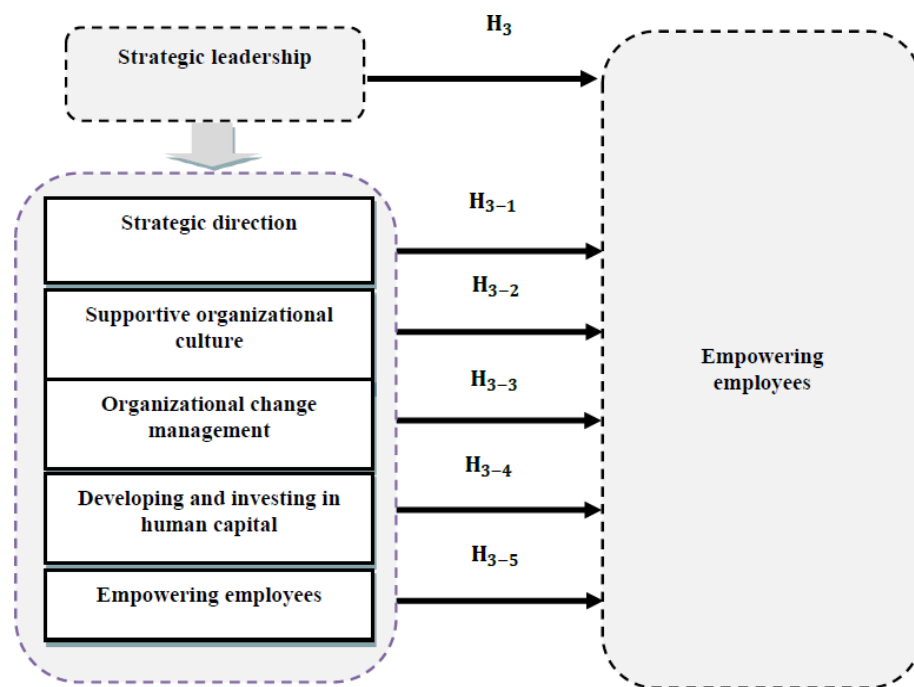


Figure1. Theoretical study model

## 3. Methodology:

### 3.1. Study field presentation

The Cereals and Dry Legumes Cooperative Organization, based in M'sila, was founded in June 1975. It is situated in M'sila's industrial zone. Its primary activity is the collection, storage, conditioning, distribution, and marketing of grains and dry legumes. It employs approximately 275 people in various positions.

#### . Study sample:

In order to achieve the study's objectives, 250 questionnaires were distributed to a random sample of job, but only 207 were retrieved and the rest were not filled out.

#### . study limitations:

- Temporal limits: The study was conducted during the months (January, February, and March) of the year 2022.
- Spatial limitations: The study was conducted at the CCLS organization in M'sila.
- Objective limits: In order to approach objectivity and facilitate access to logical results, scientific research methodology requires the need to control the analysis related to the nature of

the theoretical study, by setting an appropriate problem for the subject and adjusting the correct path for analyzing it and testing its hypotheses.

### . Study tools:

The questionnaire was used as the primary data collection tool in the study.

The first section contains personal and professional information (gender, job, educational level, age and experience). The second section includes the independent variable strategic leadership, which consists of 15 questions distributed across 05 dimensions (from 01-15). The third section includes 15 questions and contains the dependent variable on job engagement (from 16-30). As shown in Table 1, this questionnaire was divided into several sections:

Table 1. Determine the questionnaire's axes and dimensions

Axis	Dimensions	Code	Number
Strategic leadership (x)	Vision and strategic orientation	X1	3
	Effective organizational culture	X2	3
	Organizational change management	X3	3
	Human capital	X4	3
	Empowering employees	X5	3
Job engagement (y)	Job engagement	Y	15

### 3.2. Statistical analysis of questionnaires

#### - Validity and stability of the study tool:

In its preparation, this study relied on multiple sources (books, periodicals, published research, articles, and dissertations), where arbitrators in the specialty were consulted for the apparent validity of the scale, and necessary adjustments were made based on their observations and suggestions, As shown in Table No. 2, a five-point Likert scale was used:

Table 2. Rating scale on the five-point Likert scale

Category	Response	Weighted average
1	Totally disagree	From 1 - 1.8
2	Disagree	From 1.81- 2.60
3	Neutral	From 2.61- 3.40
4	Agree	From 3.41- 4.20

5	Totally agree	From 4.21 - 5
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The following equation is used to calculate the relative importance of the respondents' responses: (We get 1.33 by subtracting the upper end of the scale (5) from the lower end of the scale (1) and dividing by the number of required categories (3). Then we multiply the lower limit by 1.33 to get the upper limit, and thus we get the scale for analysing the answers as follow

Table 3. The level of relative importance of the respondents' answers

Range	Relative importance of the answer
[1-2.33[	Low level
[2.33-3.66[	Average level
[3.66-5[	High level

### . Methods of statistical analysis of research data:

Frequencies and SPSS 26 was used, and the statistical analysis included the following methods: Percentages, Cronbach's Alpha Test, Pearson's Correlation Coefficient "R", Coefficient of Determination "R<sup>2</sup>", Durbin-Watson Test, VIF Test, Tolerance Test, Simple and Multiple Linear Regression.

### 3.3. The study's stability:

To assess the study's stability, the Cronbach alpha coefficient equation was used with the SPSS 26 program, According to Table No. 04, the stability coefficient for the strategic leadership axis was 0.899, which is a very high value. The stability coefficient for the job engagement axis was also 0.901, which is a high value. Cronbach alpha, the overall stability coefficient, was 0.919, which is a high percentage and higher than the accepted percentage (0.6). This indicates that the questionnaire has been adjusted and approved for the purpose of the study, and confirms its suitability for field use, and the results were as follows:

Table 4. Stability coefficient Cronbach alpha

Variables	Number of paragraphs	Cronbach alpha coefficient

Strategic leadership	15	0.899
Job exhaustion	15	0.901
Study as a whole	30	0.919

### 3.4. Study sample characteristics

It is clear from Table No. (05) above that the percentage of males was 77.4%, while the percentage of females was 22.6%. We notice a difference in the percentages between the two variables. This is because the organization's activity requires more males than females. It also turns out that the percentage of administrators was 87.1%, while the percentage of technicians was 12.1%. We notice a difference in the percentages between the two variables. This is due to the nature of the activity, which is dominated in the organization by administrators rather than technicians. Furthermore, the percentage of those with a secondary level or less was 32.3%, the percentage of undergraduates was 48.4%, and the percentage of those with postgraduate studies was 19.4%. This explains the hiring of skilled and qualified personnel by a cooperative organization for grains and dry legumes. It was also discovered that 22.6% of the workforce was under the age of 30. Finally, the percentage of those with less than 05 years of experience is 19%, the percentage of those with 6 to 15 years of experience is 68%, the percentage of those with 16 to 25 years of experience is 12%, and the percentage of those with more than 26 years of experience is 4%, As shown in Table No. (05):

Table 5. Study sample characteristics

Variables	Category	%
Gender	Males	77.4
	Female	22.6
Occupation	Administrative	87.1
	Technical	12.9
	Bachelor's degree or less	32.3

Educational level	University degree	48.4
	Postgraduate	19.4
Experience	Less than 5 years	19
	From 6 to 15 years	68
	From 16 to 25 years old	12
	Over 26 years old	4

## 4. RESULTS AND DISCUSSION

### 4.1. Hypotheses Testing

testing the hypotheses of the study, it is necessary to ensure that the conditions for applying the linear regression model are met.

Table (06) results show a strong positive correlation between strategic leadership and job engagement in the organization under study. This is supported by the Pearson coefficient, which has a value of ( $R = 0.760$ ), and by the value of the determination coefficient ( $R^2 = 0.577$ ), which indicates that the management's reliance on strategic leadership accounts for 57.7% of job engagement in the grain cooperative. That is, strategic leadership as an independent variable (dimensions combined) explains (57.7%) of the variance in job engagement commitment, with the remainder due to other factors.

Table 6. Linear association between strategic leadership and job engagement

Model	R correlation coefficient	Determination coefficient $R^2$	R-square adjusted	Estimate Standard error
	0.76	0.577	0.49	0.581

#### - Normal distribution test:

The value of the level of statistical significance for the strategic leadership axis in Table (07) is 0.149, which is greater than (0.05), indicating that the data of the independent variable follows a normal distribution. While the level of significance for job engagement axis was (0.086), it was greater than (0.05), indicating that the dependent variable's data followed a normal distribution, As shown in Table No. (07):


Table 7. Study tool normal distribution test (Kolmengrove and Shapiro)

Axis	Z value	Sample size	Sig
Strategic Leadership	0.136	250	0.149
Job Engagement	0.147	250	0.086

-Independence test for independent variables:

H0: No correlation H1: There is correlation

To ensure that there is no strong correlation between the independent variables, the coefficients VIF and Tolerance were estimated as follows:

Contrast inflation coefficient  $VIF < 03$   
Tolerance coefficient of variation  $Tolerance > 0.20$  

Independence of variables

The results show that the value of VIF for all independent variables is less than 3, and the value of Tolerance for independent variables is greater than 0.2, so we accept the null hypothesis H0 and reject the alternative hypothesis H1.

Table 8. The results of the test for the independence of variables (VIF, Tolerance)

Variables	VIF	Tolerance
X1	1.238	0.648
X2	1.78	0.425
X3	2.139	0.4
X4	1.65	0.522

. First hypothesis test:

H1: The CCLS organization in M'sila possesses strategic leadership dimensions.

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The descriptive statistics of the variables are shown in Table (09), and the data show that the effective organizational culture dimension is the most important, with an arithmetic mean (3.946) and a standard deviation of 0. (0.621). With an arithmetic mean (3.914) and a standard deviation (0.649), the dimension of empowering worker came in second place, with a high relative importance. It is followed by the human capital dimension, which comes in third place with an arithmetic mean (3.741) and a standard deviation of (0.792). Vision and strategic orientation ranked fourth, with an arithmetic mean of (3.677) and a standard deviation of (0.701). Finally, managing organizational change had an arithmetic mean of (3.580) and a standard deviation of (0.902). Whereas the table results show that the general orientation of the answers takes the form of approval, this explains that strategic leadership is of a high level from the perspective of the study sample, and this explains that the worker of the organization job under the scope of supervision and leadership characterized by an effective organizational culture, and the worker participate in the change. It becomes clear to us that they job in an environment that discourages organizational change, and they must amend and change some internal systems.

The first axis of strategic leadership resulted in a high level with an acceptable degree. Its arithmetic mean value was (3.772), and its t-test value is statistically significant at the significance level ( $p < 0.05$ ) compared to the standard value -3-, according to the above table. As a result, we demonstrate the validity of the first hypothesis H01: The CCLS organization in M'sila possesses strategic leadership dimensions.

Table 9. Arithmetic means, standard deviations, relative importance of the independent variable, and student analysis

Study dimensions	Arithmetic mean	Standard deviation	T value	General trend	Importance order
Vision and strategic direction	3.677	0.701	10.042	High	4
Effective organizational culture	3.946	0.621	9.872	High	1
Organizational change management	3.58	0.902	9.22	Average	5
Human capital	3.741	0.792	9.28	High	3
Empowering	3.914	0.649	9.261	High	2

Employees					
Strategic Leadership	3.772	0.553	9.88	High	/

### -Second hypothesis test:

H2: At CCLS M'sila, there is a great deal of interest in job engagement.

The descriptive statistics of the dependent variable are shown in Table (10) above, where the data show that the job engagement variable is of relative importance, with an arithmetic mean (4.090) and a standard deviation (0.571). Where we see from the table results that the general trend is approval, and this explains that job engagement is at a high level from the perspective of the study sample, and this explains that the organization's worker job under focused and attentive supervision and leadership, and they enjoy their jobs.

The second axis result, job engagement, was at a high level with an acceptable degree, as its arithmetic mean value was (4.090). The above table also shows that its t-test value is statistically significant at the significance level ( $p \leq 0.05$ ) when compared to the standard value -3-. As a result, we demonstrate the validity of the second hypothesis: At CCLS M'sila, there is a great deal of interest in job engagement.

Table 10. The mean, standard deviation, and the relative importance of the dependent variable

Variables	Arithmetic mean	Standard deviation	T value	Relative importance
Job engagement	4.09	0.571	10.77	High

### -Third hypothesis test:

H3: At the 5% significance level, the strategic leadership dimensions (strategic orientation, supportive organizational culture, organizational change management, human capital development, and employee empowerment) have no statistically significant effect on job engagement at CCLS in M'sila.

We divided the third hypothesis into five sub-hypotheses, as follows:



**-First sub-hypothesis test:**

We will attempt to analyze the outcomes of each hypothesis at a significance level of  $\alpha \leq 0.05$ .

**H0:** There is no statistically significant effect of the strategic orientation on the level of job engagement.

**H1:** There is a statistically significant effect of the strategic orientation on the level of job engagement.

According to the results in Table 11, the calculated level of significance for the t statistic is (Sig = 0.397), which is greater than the level of significance used (0.05). That is, accepting the null hypothesis H0 and rejecting the alternative hypothesis H1, which states that the strategic orientation dimension has a statistically significant effect on the level of organizational learning in the institutions under study.

**-Second sub-hypothesis test:**

**H0:** There is no statistically significant effect of the organizational culture dimension on the level of job engagement.

**H1:** There is a statistically significant effect of the organizational culture dimension on the level of job engagement.

The results of multiple regression shown in Table (11) show that the sig value of the t statistic is less than 0.05 (Sig = 0.001), implying that the null hypothesis H0 is rejected and the alternative hypothesis H1 is accepted, indicating that the organizational culture dimension has a statistically significant effect on the level of job engagement.

**-Third sub-hypothesis test:**

**H0:** There is no statistically significant effect of human capital development on the level of job engagement.

**H1:** There is a statistically significant effect of the human capital development dimension on the level of job engagement.

The multiple regression results shown in Table (11) indicate that the sig value of the t statistic for the human capital development and investment dimension is less than 0.05 (Sig = 0.001). That is, rejecting the null hypothesis H0 and accepting the alternative hypothesis H1, which states that the dimension of developing and investing human capital has a statistically significant effect on the level of organizational learning in the institutions under study.

#### -Fourth sub-hypothesis test:

**H0:** There is no statistically significant effect of the organizational change management dimension on the level of organizational learning.

**H1:** There is a statistically significant effect of the organizational change management dimension on the level of organizational learning.

Table (11) shows that the sig value of the t statistic for the organizational change management dimension parameter is less than 0.05 (Sig = 0.000) based on the results of multiple regression. This entails rejecting the null hypothesis H0 and accepting the alternative hypothesis H1, which states that the organizational change management dimension has a statistically significant effect on the level of organizational learning in the institutions under study.

#### -Fifth sub-hypothesis test:

**H0:** There is no statistically significant effect of the employee empowerment dimension on the level of organizational learning.

**H1:** There is a statistically significant effect of the employee empowerment dimension on the level of organizational learning.

The multiple regression results in Table (11) show that the sig value of the t statistic for the parameter of worker empowerment is less than 0.05 (Sig = 0.000). That is, rejecting the null hypothesis H 0 and accepting the alternative hypothesis H 1, which states that the dimension of employee empowerment has a statistically significant effect at the level of organizational learning in the institutions under study.

Table 11. Multiple linear regression estimation between the dimensions of strategic leadership and job engagement

Independent variables		Non-parametric coefficients		parametric coefficients	T value	Sig
	Dependent variable	B	Std. Error	Beta value		
Constant		0.934	0.987	-	0.940	0.000
X1	Job	0.073	0.122	-0.341	-1.045	0.397
X2		0.198	0.115	0.115	3.859	0.001

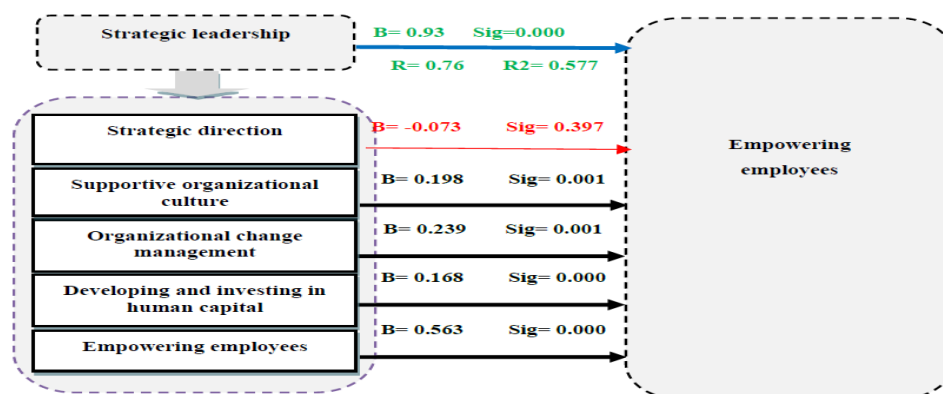
X3	engagement	0.239	0.145	0.197	2.664	0.001
X4		0.168	0.120	0.158	3.878	0.000
X5		0.536	0.108	0.568	4.943	0.000

### 5.The final study model and regression equation:

After excluding the strategic orientation parameter due to the lack of a statistically significant effect on the dependent variable (job engagement) at a significant level (0.05), four dimensions were achieved (supportive culture, human capital development, organizational change management, and employee empowerment). This is supported by the Pearson coefficient, which has a value of ( $R = 0.760$ ), and by the value of the determination coefficient ( $R^2 = 0.577$ ), which indicates that the management's reliance on strategic leadership accounts for 57.7% of job engagement in the grain cooperative. That is, strategic leadership as an independent variable (dimensions combined) explains (57.7%) of the variation in job engagement commitment, while the remaining percentage is due to other factors. As a result, strategic leadership has a relatively strong positive effect on the level of job involvement in general. The least squares method can be used to estimate the regression equation as follows:

$$Y_i = 0.198 X_{2i} + 0.239 X_{3i} + 0.168 X_{4i} + 0.536 X_{5i} + \varepsilon_i \quad (1)$$

According to the estimated regression equation, any one-unit increase in the two dimensions of organizational culture and organizational change management will result in a (0.198, 0.239) increase in the dependent variable (job engagement). While any increase of one unit in the two dimensions of developing human capital and empowering workers will result in an increase of (0.168, 0.536) in the dependent variable. The final study model and field study findings are depicted in the figure below.



## CONCLUSION

The study's theoretical component demonstrated the importance of strategic leadership practices in business organizations as a safety valve in critical and difficult situations that the latter is experiencing, through its ability to correctly see the future of the organization and manage organizational change in line with the continuous changes in the external environment. The study also demonstrated the significance of job engagement as a critical strategic necessity for the organization's progress and survival, as it contributes significantly to dealing with change and adapting to the conditions of the internal and external environment by detecting and correcting errors, developing competencies, acquiring knowledge, and investing experiences in order to achieve the greatest possible success in the future.

In terms of its application, it achieved the following results:

The final results showed that four of the five strategic leadership dimensions (supportive culture, human capital development, organizational change management, and employee empowerment) were met, which is sufficient for the validity of the study's final model.

The results of the multiple regression analysis revealed that organizational change management has a greater and statistically significant impact on the dependent variable (job engagement). This demonstrates the leaders' interest in continuous improvement and development in the organizational structure, personnel, and technology in response to the continuous changes in its environment. The dimension of human capital development is followed by evidence of decision makers' interest in ongoing programs to train and develop the capabilities of their employees. Then there are the two dimensions of managing organizational change and empowering employees, which indicate the availability of a work-friendly organizational climate and independence in expressing opinions and making decisions.

The strategic orientation parameter was excluded from the final study model because there was no statistically significant effect at a significant level of less than 0.05. This indicates a lack of awareness among leaders and decision-makers about the strategic orientation, a lack of interest in technology, the development of communication programs, and performance follow-up.

In light of the study's findings, the following recommendations were made:

- The researchers recommend that senior leaders establish organizational objectives and a future vision that reflects the anticipated strategic directions.
- Providing employees with confidence and opportunities to participate in future-focused strategic decision-making.

- The administration should prioritize the development of its software, the replacement of its equipment, and the implementation of modern technologies for communication and performance monitoring.

- Facilitating the understanding and transfer of information by fostering a culture of sharing and exchanging experiences and knowledge.

Retention of employees with difficult-to-replace tacit knowledge whose loss would hinder the organization's ability to achieve its objectives by increasing employee engagement.

### Author contributions

Authors contributed equally. All authors have read and agreed to the published version of the manuscript.

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