

The Impact of Resonant Leadership on Strategic Supremacy: The Mediating Role of Attitudes Toward Organizational Change: *An Empirical Study on foreign universities in Egypt*¹

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ABSTRACT

This research aimed at examining the direct impact of resonant leadership on strategic supremacy in foreign universities in Egypt and exploring whether attitudes toward organizational change play a mediating role in this relationship. The research began with a literature review resonant leadership, strategic supremacy and attitudes toward organizational change followed by developing a conceptual framework and formulating four main hypotheses. A field study was then conducted using a sample of 246 at three levels (top– middle- executive) at 8 foreign universities in Egypt and the number of completed questionnaires is 233. Collected data were analyzed using the Structural Equation Modeling. Statistical results revealed that all dimensions of the resonant leadership (Mindfulness, Hope and Compassion) have a statistically significant positive direct impact on strategic supremacy that can be measured by the following dimensions (sphere of influence, competitive configurations, Competitive compression) in 8 foreign universities in Egypt. Regarding the direct impact of resonant leadership dimensions on attitudes toward organizational change, it was found that all dimensions of resonant leadership have a statistically significant positive direct impact on attitudes toward organizational change. Moreover, Statistical results also revealed that attitudes toward organizational change have statistically significant direct impact on strategic supremacy. Finally, regarding the mediation of attitudes toward organizational change, findings showed that attitudes toward organizational change play a mediating role in the relationship between resonant leadership and strategic supremacy in foreign universities in Egypt.

Keywords: *Resonant Leadership, Attitudes toward Organizational Change, Strategic Supremacy.*

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I. INTRODUCTION

Nowadays, Organizations encounter competitive pressures from external environment that force the organizations to be always ready to advocate their market share from danger of other organizations that act on them to reduce their share, or may completely acquire its market share and, therefore exit from the market. So, one of the critical techniques that the organizations use to be more competitiveness and achieve a superior level of excellence is owing a resonant strategic leader, who has the ability to affect and convince others emotionally, and motivate them to achieve the organization's vision, mission and goals willingly with their emotional intelligence capabilities that qualify them to achieve what the organization seeks to achieve it. (Alhilawy, Aljanabi & Bareas, 2020)

Resonant leadership (RL) is related to emotional intelligence (EI) and many researchers mentioned that in milieu of challenges, resonant strategic leaders have the ability to achieve efficiency, effectiveness and sustainability by focusing on mindfulness, hope, and compassion (Boyatzis & McKee, 2005). These leaders adopt the concept of resonance that can be defined as the use of elements of intelligence that are related to following attitudes (emotions, financial, environmental, social, and cultural) for inducing subordinates to perform their best in all situations for attaining wanted outcomes (Cummings 2004)

According to (Squires, Tourangeau, Spence Laschinger& Doran, 2010), leaders need to be resonant and have positive emotions to encourage subordinates to be more innovative, stand out their best in every situation and have positive attitudes toward any changes to be able to face any challenges which in turn enhances the level of competitiveness and achieve supremacy for the organization.

Hence, the present research aims to investigate the effect of resonant leadership on strategic supremacy through attitudes toward changes.

2- RESEARCH PROBLEM

Successful business organizations strive to identify environmental indicators and all changes that occur in order to be ready and adapt to them. It is imperative for leaders to be resonant and use their positive emotions to affect the behavior of

subordinates and directed them toward innovativeness and competitiveness to meet the challenges facing it. Also, it is considered one of the important techniques for the organization to impose its supremacy within a specific market sector. (Alhilawy, Aljanabi & Bareas, 2020).

Regarding the role of resonant leadership in achieving the supremacy of organization, there is necessity for more theoretical and empirical researches about the resonant leadership in different organizations for reaching more extended results.

After reviewing previous studies relevant to the relationship between resonant leadership and other variables, the review identified that there isn't any study investigated the relationship between resonant leadership and strategic supremacy indirectly through attitudes toward organizational change as a mediator variable. So, there is research gap that has been recommended for research.

Therefore, the present research will investigate the direct impact of resonant leadership on strategic supremacy, and the indirect impact of resonant leadership on strategic supremacy through attitudes toward organizational change in foreign universities in Egypt.

The education sector is selected as an empirical field generally for the following reasons:

- This sector represents the research problem clearly, and it is an appropriate environment to apply the study because of the importance of resonant leadership in this strategic vital sector.
- The education sector is one the most important service sectors as it is a basic requirement for most citizens and organizations in the light of the technological, economic and social development.
- It is sector with special nature that differ from the rest of the sectors, it requires a high technological level, so it needs special attention and a certain study that enable the advancement of the sector to keep pace with modern development.
- This sector is considered one of the most influential sectors in various sectors due to the association of most organizations with it.

Specifically, the foreign universities in Egypt are selected as an empirical field to this study, So The researcher conducted an official Exploratory Study through access to research and reports about the education sector, as well as conducted a field Exploratory Study by interviewing some officials at the following universities (American university, British university, French university, German university) and The researcher was able through their answers to reach a range of negative phenomena can be summarized as follows:

- Foreign Universities lacks a scientific methodology for adopting resonant leadership in terms of the lack of an integrated system to deal with strategic challenges, environmental changes related to its work.
- There are shortcomings and weaknesses in the policy of change and development as the management see change as temporary process.
- There are obstacles related to the overlapping of powers and bureaucracy that hinder the work of leaders and subordinates.
- Leaders in these universities don't adopt modern leadership and organizational values and methods for dealing and interacting with subordinates.
- There are shortcomings in techniques that monitor all changes that are related to external environment.
- Foreign universities neglect human values that serve and achieve the goals of the university itself and its employees.
- Foreign universities lacks the establishment of transparent guidelines for work that help others in taking decisions.
- Foreign universities are faced with many difficulties that impede the achievement of the planned goals, which indicates a feeling of despair when performing work and a low motivation for change and development.
- Continuing to perform the work without delay, regardless of the level of performance, which indicates the pessimism of leaders and subordinates about their expectations at work.
- Depending on what previously mentioned, research problem can be formulated in the following questions:
- What is the impact of resonant leadership dimensions on strategic supremacy at the foreign universities in Egypt?

- Does attitudes toward organizational change play a mediating role in this relationship?

3 -RESEARCH OBJECTIVES

This research aimed at:

- 3.1 Investigating the impact of resonant leadership dimensions on the strategic supremacy at the foreign universities in Egypt and determining the most important ones that affect strategic supremacy.
- 3.2 Investigating the impact of Resonant leadership dimensions on attitudes toward organizational change at the foreign universities in Egypt and determining the most important one affect attitudes toward organizational change.
- 3.3 Investigating the impact of attitudes toward organizational change on strategic supremacy at the foreign universities in Egypt.
- 3.4 Clarifying whether attitudes toward organizational change play a mediating role in the relationship between resonant leadership and strategic supremacy.
- 3.5 Come up with results and recommendations to convince leaders of foreign universities in Egypt the importance of role played by resonant leadership in making accurate decisions and achieving supremacy which lead to the achievement of the competitiveness and the overall objectives of these universities .

4- RESEARCH IMPORTANCE

This research derives its significance through the contributions expected to be provided at both the scientific and practical level.

At scientific level

- This research helps to fill the gap related to previous studies that can be found through studying the indirect impact of resonant leadership on strategic supremacy in foreign universities in Egypt through attitudes toward organizational change that didn't study before.

- This research is dealing with three contemporary topics in today's knowledge – based economies, which are resonant leadership, strategic supremacy and attitudes toward organizational change. This study will contribute to fine-tuning of these topics literature.
- This research contributes to the development and deepening of academic research through its measurements and variables that can be relied upon to study the relationship between resonant leadership and strategic supremacy.
- The researcher tried to aggregate the most important dimensions of resonant leadership that may affect strategic supremacy.
- Achieving strategic supremacy represent the focus of any organization because of its role in facing competition and achieving the overall objectives of these universities.

At practical level

- Studying the direct and indirect impact of resonant leadership on strategic supremacy will help foreign universities in Egypt to improve its efficiency which in return affect the national economy because the education is one of the most important vital strategic service sector in Egypt.
- The management at universities should grasp the importance and the applications of resonant leadership in universities. It is crucial for leaders to know which resonant leadership elements are important to their businesses so that they can manage and exploit effectively to create value for their universities.
- Direct the research to the education sector as one of the most important strategic sectors related to economic development and growth and depend on strategic planning to achieve more success and become more competitive.

5 -PREVIOUS STUDIES

This study is dealing with three contemporary interesting topics in today's world; Resonant leadership, attitudes toward organizational change and Strategic supremacy. Some of the previous studies that dealt with these topics were presented in this section.

5.1 STUDIES SHOW RELATIONSHIP BETWEEN RESONANT LEADERSHIP AND OTHER VARIABLES

A study which was conducted to explore the mediating role of structural empowerment in the relationship between the elements of resonant leadership and Job satisfaction at nine Canadian provinces was Bawafaa, Wong & Laschinger (2015). Depending on a sample of 1216 nurses. The results showed that resonant leaders are contributory in enhancing the empowerment that leads to higher levels of job satisfaction.

Another study was conducted to investigate the relationship between organizational ethnography and resonant leadership, Al- Ebadi, AL-Sukafaa, AL-Hakim (2016) attempted to determine the role of organizational ethnography in enhancing resonant leadership by using a sample of 450 employee in the University of Kufa, Iraq.

The practical results showed that there is the significant and positive correlation between organizational ethnography and resonant leadership. Moreover, the significant and positive effect of organizational ethnography on all dimensions of resonant leadership (mindfulness, hope, and compassion)

Al-Rubaie (2019) presented a theoretical and applied framework that examined the relationship between resonant leadership and its impact on organizational success, From the perspective of the resonant leadership, the researcher examined the effect of (mindfulness, hope, and compassion) on organizational success through two dimensions (efficiency and effectiveness), Depending upon data collected from 50 managers and officials of the Second Education Rusafa Directorate, The researcher found that all dimensions of resonant leadership had a significant positive impact on achieving organizational success. mindfulness has rated the highest, followed by compassion, and finally hope.

In Ali & Kashif study's (2020), a model was proposed to demonstrate the positive effects of resonant leadership, workplace friendship and serving culture on organizational commitment through a mediating role of compassion at work. In general terms, based on a sample of 442 front line employees (FLEs) working in Pakistani healthcare organizations, results showed that there are positive effects of resonant leadership, workplace friendship and serving culture as a

unified framework to predict organizational commitment via the mediating role of compassion in a healthcare organization in Pakistan.

In Dehradun, Kushwaha's study (2020) conducted a study to empirically examine the impact of Resonant Leadership (mindfulness, hope and compassion) on Psychological Empowerment (significance, skill, self-assurance and effect) among the managers and employees of automotive organizations. A questionnaire was used to gather data from 100 managers and employees of automotive organizations. After statistically analyzing valid questionnaires, findings indicated that all dimensions of resonant leadership have significant effects on enhancing Psychological Empowerment.

5.2 STUDIES THAT SHOW RELATIONSHIP BETWEEN ATTITUDE TOWARD ORGANIZATIONAL CHANGE AND OTHER VARIABLES

Giauque's study (2015) aimed at identifying social and organizational antecedents of Positive attitudes towards change (PATC). The investigated population is composed of middle managers working in Swiss public hospitals (N = 720). Partial mediation effects of organizational commitment in the relationships between independent variables and PATC are also controlled. The findings showed that perceived social support (work relationships with colleagues and supervisors) as well as perceived organizational support (employee voice and participation; information and communication; work-life balance) are positively and significantly related to PATC which can be measured by (Coordination of activities between colleagues Teamwork, Management of uncertainties, Rigor in objectives, Flexibility and adaptability to change and Decision-making power). Stress perception is shown to have a negative impact on PATC.

Saleem & Athambawa (2019) were interested in analyzing the effect of organizational factors (communication of change and training for change) and employee's personal factors (personal beliefs, feeling component and action component) on employee's attitudes towards organizational change which was measured in terms of (receptivity to change, readiness for change, and trust in management). The study was administered in Eastern Province of Sri Lanka among 125 employees working for different NGOs at different levels such as junior level (e.g. Project Assistant), middle level (e.g. Project Officer) and upper level (e.g. Project Manager). After executing the statistical analysis to test

hypotheses, the research concluded that there was significant positive impact of organizational factors and employee's personal factors on employee's attitudes towards organizational change.

Balamurugan & Dhivya (2020) empirically studied the impact of employee attitude towards organizational change which can be measured by (Affective reaction, Cognitive reaction, Behavioral reaction) on employee commitment by using sample of 125 employee in private collages in India. Depending upon the analysis of data collected, the results showed that employee attitude towards organizational change has a direct significant positive impact on enhancing employee commitment.

Mukhtar & Fook (2020) conducted a study to empirically examine the impact of perceived leadership styles and emotional intelligence on attitude toward organizational change which can be measured by (Affective reaction, Cognitive reaction, Behavioral reaction) in Malaysian secondary school context. The study involved a total of 360 teachers chosen randomly from five secondary schools in Selangor. After statistically analyzing valid questionnaires, findings indicated that Transformational Leadership, Transactional Leadership and Emotional Intelligence had direct significant positive effects on enhancing attitude toward organizational change.

Onyeneke & Abe (2021) conducted a study to examine how change leadership activities help bring about employee support for planned organizational change that can be measured by the following dimensions (Affective reaction, Cognitive reaction, Behavioral reaction). This study was applied on sample of 500 employees at the headquarters of the Federal Ministry of Education (FME), Nigeria. The results of this study showed that change leadership activities (visioning, communication, participation, support, and concern for change participants' interests) had a significant positive impact on only two dimensions of employee support for planned organizational change (Affective reaction, Cognitive reaction). But, change leadership activities had no impact on Behavioral reaction.

The purpose of Remos-Macaes & Roman-Portas (2022) was to investigate the relationships among leadership, organizational communication, and employee commitment, in terms of attitudes toward organizational change which can be

measured by (domain's climate of change, process of change, and readiness of change). By depending on 335 employees from the hospitality sector in Portugal at all levels. Results showed that leadership and employee commitment had a significant positive impact on achieving organizational communication that lead to organizational change.

5.3 STUDIES SHOW RELATIONSHIP BETWEEN STRATEGIC SUPREMACY AND OTHER VARIABLES

In Iraq, Hasan & Al-Sheikli, (2020) conducted a study to explore how strategic supremacy which measured by (Scope of Influence, Competitive Configuration, and Competitive Compression) had effect on strategic success. Depending on sample of 75 managers of departments and people in the office of Thi Qar Governorate, the findings of this study indicated that all the dimensions of strategic supremacy were the significant drivers that had positive impact on enhancing strategic success.

Al-Helli, Al-Hindawy & Jaber (2021) attempted to explore the role of organizational virtuousness in achieving strategic supremacy which was measured by (Scope of Influence, Competitive Configuration, and Competitive Compression). By using a sample of 100 managers in the company's laboratories at all the higher departments of the Union Food Industries Company Ltd. In the governorates of the Middle Euphrates. The results for the main hypothesis showed that there is a significant positive correlation between organizational virtuousness and all dimensions of strategic supremacy.

Al-Bashqaly & Sultan (2021) conducted a study to investigate the impact of strategic improvisation through its requirements of strategic alertness, strategic agility, minimal structures, employing resources, and organizational memory on achieving strategic supremacy that can be measured through the following dimensions (sphere of influence, competitive compression, and competitive configuration) at private universities in the Kurdistan Region, Iraq. The study questionnaire was distributed among sample of 200 individuals representing the leadership level in the private universities. Results indicated that there was a significant impact of all requirements of strategic improvisation on achieving strategic supremacy.

Al-Kenany & Al-Nagar (2021) conducted a study to investigate the role and impact of disclosure as an independent variable to achieve the strategic supremacy as a dependent variable (Scope of Influence, Competitive Configuration, and Competitive Compression). The study questionnaire was distributed among sample of 125 respondents at the level of (general manager, assistant general manager, department manager, and division manager) in general company for food industries and general company for textile and leather industries within the formations of the Iraqi ministry of industry and minerals in the Iraqi industrial sector in general. Results indicated that there was a significant impact of disclosure on enhancing strategic supremacy.

Khatib & Al shawabkeh study's (2022) aimed to identify the impact of digital transformation that can be measured by the following dimensions ((Business Model, Customer Experience, Digital Processes, and Impact on People) on achieving strategic sovereignty that can be measured by (Scope of Influence, Competitive Configuration, and Competitive Compression). In the study, the human resource management variable act as an intermediary variable in this relationship. The study population consists of (420 top and middle) managers in two mobile telecommunications companies in Palestine, namely: Jawwal and Ooredoo. The results revealed that there is a significant positive impact of digital transformation on strategic supremacy. Moreover, the study concluded that digital transformation has a positive impact on human resource management, digital human resources management is a mediating variable in this relationship.

In Saeed and Soltan's study (2022) a model was proposed to investigate the role of smart leadership in achieving the strategic supremacy that can be measured by (Scope of Influence, Competitive Configuration, and Competitive Compression) using a sample of 49 administrative leaders at the two private universities of (Nawroz and Ceyhan) in the city of Dohuk, Iraq. The results showed that a significant positive correlation between the dimensions of smart leadership (teamwork, vision and shared objectives, interaction, decision-making participation, organizational culture) and the dimensions of strategic supremacy.

5.4 STUDIES SHOW RELATIONSHIPS BETWEEN DIMENSIONS OF RESEARCH VARIABLES

Iqbal (2011) attempted to explore the role of attitudes toward organizational change in accomplishing competitive configuration and competitive pressure as a dimensions of strategic supremacy. The results showed that there is a significant positive correlation between attitudes toward organizational change and building competitive configuration. Excess competitiveness imposes excessive pressures on businesses to consistently change if they really want to remain in the market.

Ismail, Coetzee, Du Toit, Rudolph & Joubert (2013) conducted a study to empirically examine the impact of burnout, job satisfaction, social support and mindfulness as a dimension of resonant leadership on competitive configuration as a dimension of strategic supremacy. Based on a sample of 209 employees working in a financial corporate environment in Johannesburg in South African, Findings indicated that Mindfulness had direct significant positive effect on enhancing competitive position that lead to achieving supremacy.

Strauss, Niven, McClelland & Cheung study's (2015) aimed to identify the impact of Hope and Optimism in enhancing positive behavior of employee and their response and readiness to change. The sample consists of 299 individuals work at UK police force. The results revealed that there is a significant positive impact of hope as dimension of resonant leadership on enhancing attitudes toward organizational attitudes.

Ande (2019) conducted a literature review paper to show the role of Mindfulness as a dimension of resonant leadership in reducing resistance of employees to change and encouraging attitudes toward change. The data was collected by searching in different computerized database. Results reflected that mindfulness enhances the positive behavior of employee toward organizational change, then influence the success of organization as a whole and smooth attitudes of organization toward change to be able to more adaptive to external environment.

Alhilawy, Aljanabi & Bareas (2020) were interested in analyzing the impact of dimensions of resonant leadership on strategic supremacy which measured by (The sphere of influence, Competitive compression, Competitive configurations) in Kerbela University. Depending on the analysis of data

collected from 70 represented by a number of college deans, their assistants, and department heads, the results showed that all dimensions of resonant leadership have positive significant impact on achieving strategic supremacy.

Dagogo & Dublin (2021) conducted a study to investigate the impact of mindfulness as a dimension of resonant leadership on enhancing responsiveness and attitudes toward organizational change. The study is designed as a conceptual paper. It concentrated on conceptualizing and determining the relationship between organizational mindfulness and responsiveness and readiness to change. Results indicated that there is a link between organizational mindfulness and responsiveness to organizational change and as such concluded that the full awareness of organizational activities at internal and external environment lead to effectively response and specify the changing and growing expectations of its environment.

Comments on Previous Studies

According to what has been mentioned before in the previous studies, it has been noted that:

- All studies have highlighted the importance of resonant leadership as one of the most influential factors in the different aspects of the work of the organization.
- There isn't previous studies investigated the mediating role of attitudes toward organizational change in the relationship between all dimensions of resonant leadership and strategic supremacy.
- There isn't previous studies investigated the impact of all dimensions of resonant leadership (Mindfulness, Hope, and Compassion) on elements of strategic supremacy that can be measured by (sphere of influence competitive configurations and competitive compression) at the foreign universities in Egypt.

6. THEORETICAL FRAMEWORK

This section will provide a theoretical review of the study's three main concepts which are: Resonant leadership, attitudes toward organizational change and strategic supremacy.

6.1 RESONANT LEADERSHIP

Today, business organizations are working through market that is characterized by some features such as rapid changes in different fields, globalization, developments in information technology and competitiveness. These characteristics are represented as daily stressors that face the leaders. The sources of these stressors can be external and internal that motivate and direct organizations toward making changes in the way of thinking of leaders as they encounter enormous stressors inside workplace. (Ali & Kashif, 2020).

Given these pressures, it is imperative that leaders adopt several concepts such as emotional intelligence, resilience, and resonant leadership because the success or failure of an organization depend on the style of leadership that is practiced within the organization. Resonant leaders strive to support and empower their subordinates (Cummings, 2004) that lead to the achievement of personal as well as organizational goals (Marques, 2010)

Resonant leadership has been defined by many ways, but they all inspired from the same meaning, According to Boyatzis & McKee (2005), resonant leaders are great leaders." They are believers, they conserve their values and live passionately. Resonant leaders communicate well with people they are working with, which enables them to work harmoniously and share their ideas and feelings about what to do and why to do". Moreover, (Tiwari & Lenke, 2015) defined resonant leadership as leadership at a superior level of emotional intelligence where leaders respond to and manage the feelings and emotions of their subordinates to build friendly relationships with each other.

Besides, Casale (2017) mentioned that resonant leadership can be considered as a friendly relationship with subordinates based on emotional intelligence combined with training and directing. Additionally, (Kushwaha, 2019) showed that resonant leadership is a type of leadership that depends on the style of social initiative that includes taking advantage of positive feelings to inspire subordinates and to extract their best in all circumstances.

Finally, the researcher defined Resonant leadership as a leadership style where leaders are mindful, optimistic and have hope toward their work and interested in the emotions and feelings of others by focusing on the social and emotional desires of their employees that leads to positive work results.

In this research, by relying on the literature of resonant leadership, resonant leadership has been classified into three dimensions: mindfulness, hope and compassion.

Mindfulness

Mindfulness takes into account the concept of emotional intelligence as leaders should be self-aware and aware of others, have the ability to control their emotions, respect others' feelings to be able to manage these interrelated relationships in a friendly way (social intelligence) (Boyatzis & McKee, 2005).

Besides, Mindfulness means the ability of managing a life by developing a complete and conscious awareness for oneself, others and environment. Indeed, it means realizing ourselves and the world around us clearly, in other words "being awake and aware" (McKee, Johnston & Massimilian, 2006) and the ability to focus the present situation rather than distracted that is caused by anxiety which can hinder the ability of individual to concentrate on the job (Shao & Skarlicki, 2009).

Hope

Hope is considered a powerful motivational force for all members working inside organizations especially leaders that direct them toward striving to achieve their vision for the future. And vision is considered a very powerful positive attractor and push us toward renewal and change. Leader must see the desired future as a realistic condition. Additionally, it is imperative for any leader to be optimistic and has trust in his ability to make change. (McKee, Johnston & Massimilian, 2006).

Moreover, Hope motivates to make goals achievable and encourage others to try to reach and achieve those goals (Boyatzis & McKee, 2005). Consequently, it becomes possible to be hopeful and inspiring in this indefinite world of business. By Hope, organizations and people working inside have achievable future that they will acquire it and develop an optimistic point of view. (Drucker, Goleman, & George, 2011)

Compassion

The authors defined compassion as empathy in Action. The compassion can be easily achieved toward others by listening to them. Moreover, there are three

elements of compassion: caring for others, willingness to act on positive feelings and empathy for others. (Boyatzis & McKee, 2005)

In addition, Compassion helps people to take into account their emotions and feelings during the process of thinking, deciding and acting by identifying the needs and desires of others. They empathize by putting themselves in others' position. It is one of the characteristics of the resonant leaders to treat both the ones they serve and the ones who serve them with empathy and compassion when they face difficulties or when they have opportunities (Boyatzis & McKee, 2005).

6.2 ATTITUDES TOWARD ORGANIZATIONAL CHANGE

Today, the business environment is changing fast. So, It is imperative for any organization to adapt and respond to these rapid changes in business environments because of globalization and liberalization of markets. These changes act as pressures that motivate organizations toward the need for change (Rashid, Sambasivan & Rahman, 2004) Attitudes toward organizational change could be viewed as a complementary to the traditional (bottom line) outcomes, such as survival and profitability (Armenakis & Bedian, 1999).

Attitude in general can be defined as is a mental and neural state of readiness organized through experience, exerting a directive or dynamic influence that is starting from the individual response to different situations. Besides, attitude is a psychological state of mind in work environment that can be positive or negative attitude. It is also defined as an employee's psychological tendency expressed by overall positive or negative evaluative judgment of a change. (Lines, 2005).

On the other hand, Change is the movement away from a present state toward a future state or generally a response to some significant threat or opportunity arising in the external environment. Organizational change can take many forms. It may contain a change in organizational structure, strategy, policies, procedures, technology, or culture. (Balamurugan & Dhivya., 2020)

According to Piderit (2000), attitudes toward organizational change have three components: cognitive, Affective, and intentional.

The Cognitive Component

When an organization is subject to any changes, the organization and its members should be ready to respond to these changes in the form of change schema. A schema is a cognitive structure that shows organized knowledge on a given concept or type of stimulus (Chiang, 2010) that assists the members in organizations in forming expectations about the required changes and its results (Liu, Lui & Man, 2009). However, schemas should be edited and modified in the light of any recent events of new information and are expanded and elaborated or even altered upon as they incorporate that information (Chiang, 2010).

Change schema has three general dimensions determined as follows: change salience, change valence, and change inference. These dimensions serve as a framework for understanding the antecedents, significance, and consequences of change (Liu, Lui & Man, 2009).

The Affective Component

Affect is an inclusive structure that includes a wide domain of feelings and emotions that individuals have such as feeling states. Feeling states are grouped into two types: emotions and moods. Emotions differ from moods in terms of diffuseness. Emotions involve affect that is associated with a specific stimulus (joy, love, fear, anger, sadness, surprise or disgust) (Bovey & Hede, 2001), While, moods usually are less intense and not focused on a specific cause (feeling cheerful) (Barsade & Gibson, 2007).

The Behavioral Component

Behavioral reaction to change is about actions taken by individuals whether to support and respond to change or to resist it. Thus, in order to achieve success for plans of organizational change, management of organizations should comprehend individuals' attitudes to expect and identify human behavior (Sanghi, 2016).

Therefore, According to Ajzen (2012), attitude affects human behavioral intention and determine human behavior. When the attitude is managed to be changed, then the behavior can be influenced easily (Conrey & Smith, 2007). When the attitudes of employees toward organizational change are able to be

detected, suitable measures can be taken to execute a well-planned organizational change.

Additionally, Others focused on explicit behaviors such as employees' inquiry for information and feedback regarding a change (Ashford, 1988), active participation with regards to change (Coyle-Shapiro, 1999) compliance, cooperation, and championing behaviors in response to change and application of change (Jones, Jimmieson & Griffiths, 2005).

6.3 STRATEGIC SUPREMACY

All organizations seek to be the pioneer in the competitive environment by adding value to customers and try to achieve their needs and desires. Strategic Supremacy is a serious approach and meddlesome with some other sciences (politics, economics, law, media, and communications). Organizations must follow up with development by aligning themselves with their resources, capabilities and competitiveness to reach strategic supremacy. (Alhilawy, Aljanabi & Bareas, 2020).

According to Kotze (2003), Strategic supremacy can be described as administrative capabilities of managers, the ability of managers to analyze the external and internal environment. Moreover, Strategic supremacy can also be defined as Acquiring recent advantages and opportunities in order to motivate competitors and expand their influence by providing value to their customers by responding to their needs and desires so that they can shift their resources against other competitors. (D'Avenie, 2004).

Besides, it is the ability to change the rules of the game and control decision-making. This is considered the foundation to social, economic, and technological domination. Thus, this gave organizations the extreme domination over social life of humanity due to acquiring legal and economic privileges. (Jones, 2015).

Furthermore, Hasan and Al-Sheikli (2020) pointed to strategic supremacy as a technique that detects the reason of existence of organizations and its reason for trying to achieve its goals in the future. As for Al-Kenany & Al-Najjar (2021), they defined it as the organization's strength and dominance over large competitive areas, and its ability to influence those areas subject to the influence of other competitors in the market.

Finally, the researcher defined strategic supremacy as the ability of the organizations to reach to the superiority and excellence in its performance that exceeds its competitors by adopting the concept of sustainability and developing a distinctive strategic situation through the execution of activities and processes in a special technique unlike those undertaken by its competitors.

In this research, by relying on the literature of strategic supremacy, strategic supremacy has been classified into three dimensions: sphere of influence, Competitive Configuration and Competitive Pressure.

Sphere of Influence

The backbone of strategic supremacy is the sphere of influence. According to Hasan and Al-Sheikli (2020), because organizations operating in intensely competitive environments, they should reallocate their resources to be relevant to their competitive position. This directs the organization's products portfolio toward fields that have strong points and market control (Al-Kenany & Al-Najjar, 2021).

Sphere of influence can be seen as the geographical portfolio of the organization's products and directed all its efforts and resources toward its own primary market that it possesses, but it is considered the beginning that connects with all surrounding its own market of common capabilities and economies of scale, scope and competitive field for the organization. (D'Aveni, 1999).

D'Aveni, Gunther & Cole, 2001) indicated that sphere of influence is affected by four elements to control the rules of the game within the competitive environment in which it operates:

- Force-affected areas that use forward sites to create a foothold in the competitive field.
- The areas affected by thought fall within the main and pivotal fields in which alliances are strong.
- Areas affected by thought and strength. The role of thought here is to create a coherent area of isolated and strong regions.
- Empty areas of strength, which are likely to be useful in areas where there is no strong position.

Competitive Configuration

Competitive configuration is the basis for spheres of influence to attain strategic supremacy (Alhilawy, Aljanabi & Bareas, 2020). Competitive configuration is a process through which the organizations analyze the structure of industry to achieve supremacy periodically to penetrate and exceed the state of competitive balance and reach superiority given the differences in behaviors of organizations, or due to discrepancy and frequent fluctuations in the industry structure itself, calling for follow-up analysis of the industry structure. (Al-Kenany & Al-Najjar, 2021). Competitive configuration aims to develop a committed and motivated staff of employees in order to cooperate, maintain customers through seeking to add value to them. (Hsieh, Tsai & Jan Hultink, 2006).

Competitive configuration seeks to create a competitive map among all the major competitors through the external environment to identify who is the most powerful (Zee & Strikwerda, 2003). Achieving strategic supremacy can only be achieved through mastering competitive configuration and the ability to build a number of alliances and partnerships with major competitors who have power in the light of internal capabilities and resources to strengthen their competitive position and consolidate their position in the market within the competitive environment. (D'Aveni, Gunther & Cole, 2001).

Competitive Pressure

Can be defined as the ability of organizations to survive and remain through competitive work environment that is characterized with numerous pressures due to excessive competitiveness. So, organizations that seek to supremacy, it is imperative to adapt rapidly with any changes and build strategic alliances and cooperate with competitors to form central structures to assume the process of market control based on less dominant competitors. The desire to dominate the market by strong companies allied with competitors can be referred to as "Cooperative Competitive Fluctuation". (Khatib & Al-Shawabkeh, 2022).

In addition to, Competitive compression can be defined as the ability of the organization to tighten the sources of cash flows that flow to the organization in the market of geographical products through price competition or by enhancing organization's capabilities to expand into new markets so that it is difficult for competitors to attack cash flows in all sectors of the market, and may be

protected for legal reasons (Strikwerda, 2004). Additionally, Competitive compression is based on five forces of buyer power, supplier power, entry barriers, threats imposed by alternative products, competition between industries (Hill & Jonse, 2008).

7. RESEARCH METHODOLOGY

7.1 RESEARCH HYPOTHESES

According to what has been mentioned before in the previous studies and in literature, and in attempt to reach research goals, hypotheses will be formulated as follows:

*H₁: Resonant leadership dimensions have a statistically significant direct impact on strategic supremacy.

H₁₁: Mindfulness has a statistically significant direct impact on strategic supremacy.

H₁₂: Hope has a statistically significant direct impact on strategic supremacy.

H₁₃: Compassion has a statistically significant direct impact on strategic supremacy.

*H₂: Resonant leadership dimensions have a statistically significant direct impact attitudes toward organizational change.

H₂₁: Mindfulness has a statistically significant direct impact on attitudes toward organizational change.

H₂₂: Hope has a statistically significant direct impact on attitudes toward organizational change.

H₂₃: Compassion has a statistically significant direct impact on attitudes toward organizational change.

*H₃: Attitudes toward organizational change have a statistically significant direct impact on strategic supremacy.

*H₄: Resonant leadership dimensions have a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

H₄₁: Mindfulness has a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

H₄₂: Hope has a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

H₄₃: Compassion has a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

7.2 RESEARCH VARIABLES AND MEASURES

Table: Research variables and Measures

Independent Variable	
Resonant Leadership	<p>It will be measured using a set of statements related to:</p> <ul style="list-style-type: none"> - Mindfulness - Hope - Compassion <p>{ Items will be adopted from (Boyatzis & McKee, 2005) and this measure was used by many researchers (Mckee, 2013), (Bawafaa, Wong & Laschinger, 2015), (Kawatra & Bharti, 2016)</p>
Mediating Variable	
Attitudes toward organizational change	<p>Items will be adopted from (Dunham et al., 1989) and this measure was used by many researchers (Vakola et al., 2004), (Rashid, Sambasivan & Rahman, 2004), (Mourad, 2005) and (Haque, 2008).</p>
Dependent variable	
Strategic supremacy	<p>It will be measured using a set of statements related to:</p> <ul style="list-style-type: none"> - sphere of influence - competitive configuration - competitive Pressure <p>{ Items will be adopted from (D'Aveni, Gunther & Cole, 2001) and this measure was used by many researchers (Zee & Strikwerda, 2003), (D'Aveni, 2004), (Strikwerda, 2005), (Al-Zu'bi, 2017)</p>

The following figure illustrates the proposed relationships between research variables

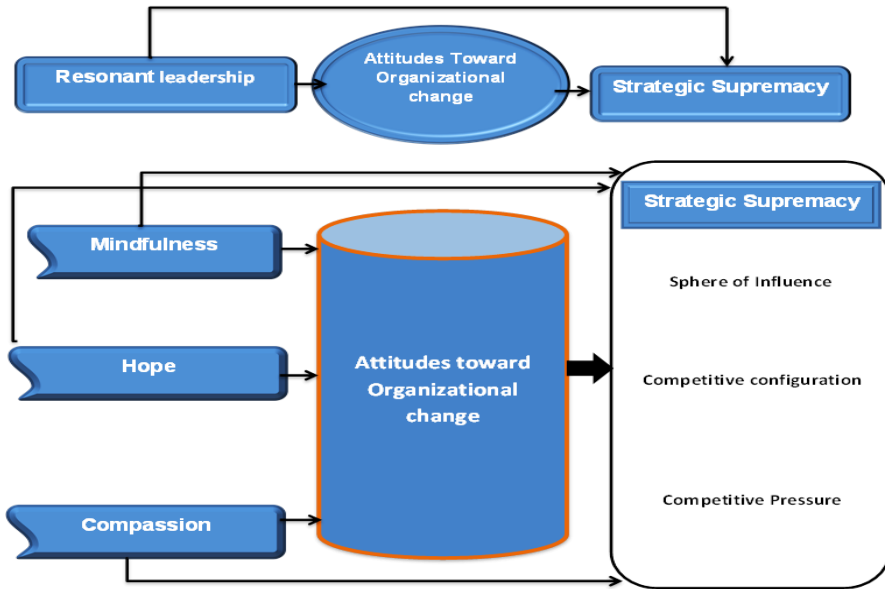


Figure 1: Research variables and proposed relationships

7.3 RESEARCH APPROACH

This research depends upon the deductive approach

7.4 TECHNIQUES OF DATA COLLECTION

– Office Technique

This technique aims at collecting secondary data from sources such as books, references, reports, periodicals and previous studies that related to research variables (resonant leadership, strategic supremacy and attitudes toward organizational change) for constructing the theoretical framework of the study.

– Field Technique

This technique aims at collecting primary data by using questionnaire prepared for the purposes of the current study. This questionnaire will directed to the sample selected randomly (leaders at Upper, middle and executive levels in foreign universities in Egypt)

7.5 QUESTIONNAIRE DESIGN

A questionnaire has been designed to be used for collecting the study's primary data. Prior to designing the questionnaire, an intensive study of relevant literature was undertaken in order to identify the existing measures of related constructs. The measurement items of this study were developed by adopting measures that had been validated in previous studies and modifying them to fit the Egyptian environment.

The researcher developed 42 items to measure the constructs of this study. 14 Items were used to measure the resonant leadership dimensions: 6 items were used to measure Mindfulness, 4 items were used to measure Hope, and 4 items were used to measure Compassion. Regarding the attitudes toward organizational change, 11 were used to measure this construct, with respect to strategic supremacy, 17 items were used to measure it: sphere of influence was measured using 6 items, competitive configurations was measured using 6 items, and finally competitive Pressure was measured using 5 items. A six-point Likert scale was used to measure the respondents' opinions in which 0= "does not occur" and 5= "always occurs".

7.6 LIMITATIONS OF RESEARCH

This research is limited to 8 foreign universities in Egypt that are affiliated to the Ministry of Higher Education that include (American university, British university, French university, German university, Russian university, Japanese university, Chinese university, Canadian university).

This research will focus on a sample at the upper, middle and executive levels of 8 foreign universities in Egypt, these levels represent the following jobs (President of university, Vice of president university, Deans, Vice Deans, Head of Academic Departments, Head of managerial department, and Secretary of the university & Faculties) since they are the most capable ones to assess the situation of their universities and faculties.

7.7 RESEARCH POPULATION AND SAMPLE SELECTION

This research will focus on eight foreign universities in Egypt, By focusing on eight foreign universities in Egypt, the population size of the present research is 675 (10 President of university, 28 Vice of president university, 52 Deans, 70 Vice

Deans, 100 Head of Academic Departments, 352 Head of managerial department, and 63 Secretary of the university & Faculties). The following table shows the total number at eight foreign universities in Egypt

Table 2: Numerical Statistics for the total number of population size at 8 foreign universities in Egypt

University \ Postions	President of University	Vice President of University	Deans	Vice Deans	Head of Academic Departments	Head of Managerial Departments	Secretary of The University & Faculties	Total
American University	2	4	8	12	18	59	9	112
British university	1	5	9	7	10	61	10	103
French University	1	4	3	6	7	24	9	54
German University	2	3	15	17	18	73	16	144
Russian University	1	2	5	6	15	31	4	64
Japanese University	1	4	4	7	10	42	5	73
Chinese University	1	3	4	9	12	21	5	55
Candadian university	1	3	4	6	10	41	5	70
Total	10	28	52	70	100	352	63	675

Calculate sample size had been used to determine the overall sample size of employees in eight foreign universities in Egypt. By applying the previous method on the total size of population research, the researcher reached that the total size of sample (n^*) is 246 (4 President of university, 10 Vice of president university, 19 Deans, 26 Vice Deans, 36 Head of Academic Departments, 128 Head of managerial department, and 23 Secretary of the university & Faculties) in eight foreign universities in Egypt.

In addition to, the sample was distributed by using class random sample method proportionately in all researched companies and at all levels so that the share of each level according to the ratio of the numbers of individuals to this level of management according to the following equation (Abd elsalam, 1996)

The sample size at particular class = Total sample size x size of the class / population size.

The following table shows the size of research sample at eight Foreign universities in Egypt:

Table 3: The size of research sample at 8 foreign universities in Egypt

University \ Postions	President of University	Vice President of University	Deans	Vice Deans	Head of Academic Departments	Head of Managerial Departments	Secretary of The University & Faculties	Total
American University	1	1	3	4	7	22	3	41
British university	0	2	3	3	4	22	4	38
French University	0	1	1	2	2	9	3	18
German University	1	1	4	6	7	27	6	52
Russian University	1	1	2	2	5	11	1	23
Japanese University	1	2	2	3	4	15	2	29
Chinese University	0	1	2	3	4	7	2	19
Candadian university	0	1	2	3	3	15	2	26
Total	4	10	19	26	36	128	23	246

The above table shows that 246 questionnaires have been distributed to collect the required data. The number of completed questionnaires that have been statistically analyzed was 233questionnaire by the percentage 95% .

7.8 CODING OF RESEARCH VARIABLES

Table 4: Coding of research variables

Research Variables	codes	Questionnaire Questions' Nos.
Independent variable		
Resonant leadership	X	1 → 14
Mindfulness	X ₁	1 → 6
Hope	X ₂	7 → 10
Compassion	X ₃	11 → 14
Mediating variable		
Attitudes toward organizational change	M	15 → 25
dependent variable		
Strategic supremacy	Y	26 → 42
sphere of influence	y ₁	26 → 31
competitive configurations	y ₂	32 → 37
competitive Pressure	y ₃	38 → 42

7.9 TOOLS OF STATISTICAL ANALYSIS

a. Cronbach's Alpha Test

Cronbach's Alpha is one of the most commonly used tests in the field of management to verify the reliability of the measures related to research variables and is considered appropriate and beneficial for evaluating the degree of internal consistency between the items that make up each variable.

b. Structural Equation Modeling (SEM)

Due to the multiplicity of relationships within the model proposed for the study and the existence of a number of independent variables, mediating and dependent variables, it will be more suitable to use Structural Equation Modeling (SEM) where this technique allows the researcher to conduct the following test:

- **Path analysis:** this analysis helps the researcher to achieve the following objectives:
- Measuring the direct impact of resonant leadership dimensions on strategic supremacy in foreign universities in Egypt.
- Measuring the direct impact of resonant leadership dimensions on attitudes toward organizational change in foreign universities in Egypt.
- Measuring the direct impact of attitudes toward organizational change on strategic supremacy in foreign universities in Egypt.
- Measuring the indirect impact of resonant leadership dimensions on strategic supremacy through attitudes toward organizational change in foreign universities in Egypt.

The following section focuses on the results of statistical analysis for the field study which includes (the results of reliability analysis, the interpretation of the results of the Structural Equation Modeling, presenting the findings of the field study, and finally presenting the most important vital implications and future research suggested by the researcher.

8. DATA ANALYSIS

8.1 RELIABILITY AND VALIDITY TEST FOR THE SCALES OF THE RESEARCH

The validity of the measures of research (Resonant leadership, Attitudes toward organizational change, Strategic Supremacy) was confirmed by using the confirmatory factor analysis (CFA) using (AmosV.21). According to this, the quality of conformity (model fit) is evaluated by set of indicators for model fit through which the model is accepted or rejected. The following table 5 shows the indicators of the model fit as follows:

Table 5: Indicators of CFA Test

Indicators of model fit	Obtained	Suggested
CMIN /DF	2.298	CMIN/DF \leq 5
NFI (Normed of Fit Index)	0.948	NFI \geq 0.9
IFI (Incremental Fit Index)	0.970	IFI \geq 0.9
TLI (Tucker- Lewis Index)	0.946	TLI \geq 0.9
CFI (Compare Fit Index)	0.969	CFI \geq 0.9
RMSEA (Root Mean Square Error Approximation)	0.075	0.8 \geq RMSEA \geq 0.05

Based on the previous table, the previous indices confirmed that the overall fit of the model to the data was good.

But which related to Convergent Validity, which means that the items of the scale that measure one concept have a strong positive correlation, where (Anderson & Gerbing, 1988) indicated that it is possible to verify this through four criteria, the first of which is the Factor Loading FL (the value of coefficient Weighted standard regression) for each of the variables measured \geq 0.7 at a significance level \leq 0.5, the second is that the average variance extracted AVE for each of the variables \geq 0.5, the third is Construct Reliability \geq 0.5 and finally FL (weighted standard regression coefficient for each of the measurement elements) should be more than twice the standard error (S.E) corresponding to this element, Table (6) shows the results that were used to evaluate those standards.

Table 6: The results of Convergent Validity

Variables	FL	S.E	C.R	Error	Value of Estimated error
X ₁ → RL	0.743	0.068	12.47	e1	0.189
X ₂ → RL	0.741	0.068	12.45	e2	0.270
X ₃ → RL	0.841	—	—	e3	0.265
M ₁ → AOC	0.817	0.063	10.60	e4	0.444
M ₂ → AOC	0.845	0.050	15.56	e5	0.164
M ₃ → AOC	0.836	0.125	9.79	e6	0.052
M ₄ → AOC	0.815	0.058	18.60	e7	1.39
M ₅ → AOC	0.726	0.113	7.69	e8	0.500
M ₆ → AOC	0.801	0.079	8.73	e9	0.699
M ₇ → AOC	0.752	0.347	13.23	e10	0.731
M ₈ → AOC	1.50	0.063	6.06	e11	0.358
M ₉ → AOC	1.03	0.045	15.93	e12	0.862
M ₁₀ → AOC	0.710	0.119	11.11	e13	0.115
M ₁₁ → AOC	0.758	—	—	e14	0.220
Y ₁ → SS	0.711	0.049	19.57	e15	0.270
Y ₂ → SS	0.816	—	—	e16	0.121
Y ₃ → SS	0.712	0.061	12.73	e17	0.129

Using the data mentioned in the previous table, the AVE value was calculated as well as the C.R value for each variable according to their calculation equations. Table (7) shows these values:

Table 7: Calculation of AVA and C.R.

Research variables	AVA	C.R
Resonant leadership	0.775	0.878
Attitudes toward organizational change	0.871	0.989
Strategic supremacy	0.746	0.978

Table No. (7) showed that the FL (weighted standard regression coefficient) for all variables is greater than 0.70 and at a level of significance less than 0.05, and the values of the loading coefficient FL for each of the measurement elements is greater than twice S.E, in Table No. (6), the results indicated the AVE (Average Variance Extracted) and C.R (Construct Reliability) values for all variables are greater than 0.50, which means that the four criteria are identical with the values previously clarified, which reflects the convergent validity of the research variables.

But which related to the Discriminant Validity that indicates that the scale items that measure a particular theoretical concept differ from the scale items that measure another theoretical concept, (Crowley & Fan, 1997) showed that this can be verified through two criteria, the first of which is that the Cronbach's alpha coefficient for each variable should be higher than the coefficients of the correlation of this variable compared with other variables, and the second is the squared root of the average variance extracted (AVE) for the variable is also greater than the coefficients of the correlation of this variable with other variables, and the following table No. (8) shows the results used to evaluate these criteria:

Table 8: Results of Discriminant Validity

Variables	Cronbach's Alpha	AVE	Resonant leadership	Attitudes toward organizational change	Strategic supremacy
Resonant leadership	0.766	0.775	1		
Attitudesto ward organizational change	0.881	0.871	0.753	1	
Strategic supremacy	0.801	0.746	0.652	0.698	1

It is noted from the previous table that Cronbach's alpha coefficient for each variable as well as the AVE values for each variable are higher than the correlation coefficients of each variable with the other variables, which reflects the discriminatory validity of the variables measures. In summary, according to the aforementioned tests, the scales used to measure the research variables are characterized by content validity (model fit), Convergent Validity, and Discriminant Validity.

8.2 RESULTS OF STRUCTURAL EQUATION MODELING (SEM)

SEM analysis aims to answer the research questions which investigate the impact of resonant leadership on strategic supremacy in foreign universities in Egypt and whether Attitudes toward organizational change play a mediating role in this relationship. The collected data was analyzed using Amos v20 and Amos Graphic was used to draw a path diagram specifying four main relationships and nine sub- relationships between research variables as illustrated in figure (2). SEM results were used to test research hypotheses.

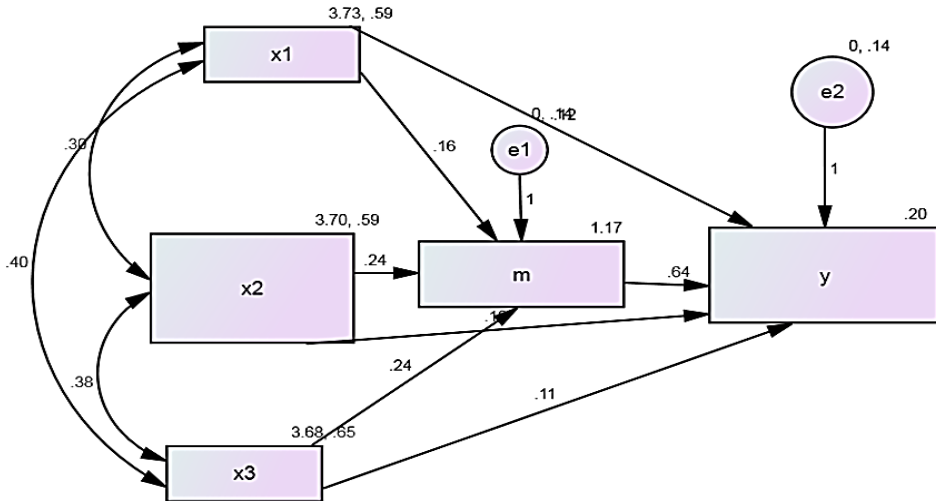


Figure 2: Path Diagram

With respect to testing research hypotheses, this study either accepts or rejects the hypothesis depending on the results of the test performed on the observed data. The path estimates in the model were used to test research hypotheses. The main determinant for accepting or rejecting the hypothesis is the significance of standardized coefficient of research parameters. Levels of significance that will be used in this study are 0.05, 0.01, and 0.001 reflecting strong significance, very strong significance and highly strong significance respectively.

According to the proposed research model, there are Thirteen hypotheses (four main hypotheses and nine sub-hypotheses) representing the proposed relationships among research variables. The Thirteen hypotheses were tested in order to investigate the impact of Resonant leadership dimensions on strategic supremacy in foreign universities in Egypt, the effect of resonant leadership dimensions on Attitudes toward organizational change, the influence of Attitudes toward organizational change on strategic supremacy in foreign universities in Egypt and finally to investigate whether the attitudes toward organizational change in foreign universities in Egypt plays a mediating role in the relationship between resonant leadership and strategic supremacy.

*** Resonant leadership and Strategic supremacy**

The first main hypothesis (H_1) investigates the direct impact of dimensions of resonant leadership on strategic supremacy in Foreign universities in Egypt; it has been formulated as follows:

H_1 : Resonant leadership dimensions have a statistically significant direct impact on strategic supremacy.

This hypothesis consists of Three sub-hypotheses which are:

H_{11} : Mindfulness has a statistically significant direct impact on strategic supremacy.

H_{12} : Hope has a statistically significant direct impact on strategic supremacy.

H_{13} : Compassion has a statistically significant direct impact on strategic supremacy.

Table 9: SEM Results Related to the impact of resonant leadership dimensions on strategic supremacy

Independent variable	SRW	T-value (CR)	P Value	Estimate	S.E	Rank
Mindfulness (X_1)	0.140	3.736	0.006	0.120	0.044	1
Hope (X_2)	0.120	2.359	0.018	0.104	0.044	3
Compassion (X_3)	0.127	2.229	0.026	0.105	0.047	2

Analysis results shown in table (9) revealed that:

Mindfulness has a statistically significant positive direct impact on Strategic supremacy in Foreign universities in Egypt (T-value = 3. 736, $\beta = + 0.140$ with $p < 0.01$). Therefore, hypothesis H_{11} is very strongly supported.

With respect to Hope, Hope has a statistically significant positive direct impact on Strategic supremacy in Foreign universities in Egypt (T-value = 2.359, $\beta = + 0.120$ with $p < 0.05$). Therefore, hypothesis H_{12} is strong supported.

Regarding Compassion, Compassion has a statistically significant positive direct impact on Strategic supremacy in Foreign universities in Egypt (T-value = 2.229, $\beta = + 0.127$ with $p < 0.05$). Therefore, hypothesis H_{13} is strong supported.

Results also revealed that Mindfulness comes in the first place in terms of its importance to the achievement of strategic supremacy in foreign universities in

Egypt ($\beta = + 0.140$), followed by Compassion ($\beta = + 0.127$), and finally comes Hope ($\beta = + 0.120$)

But which related to the first main hypothesis (H_1) that investigates the direct impact of dimensions of resonant leadership on strategic supremacy in foreign universities in Egypt; it has been formulated as follows:

H_1 : Resonant leadership dimensions have statistically significant direct impact on strategic supremacy.

The following figure (3) shows that the dimensions of resonant leadership (Mindfulness, Hope and Compassion) have a statistically significant direct impact on strategic supremacy in foreign universities in Egypt. Therefore, based on the previous results and analyses, the first main hypothesis H_1 is supported.

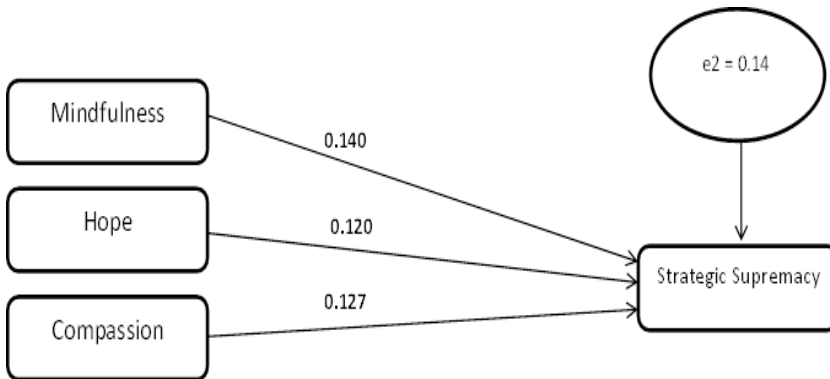


Figure 3: The results of third step of Path analysis

*** Resonant leadership and Attitudes toward organizational change**

The second main hypothesis (H_2) investigates the direct impact of resonant leadership dimensions on Attitudes toward organizational change in Foreign universities in Egypt; it has been formulated as follows:

H_2 : Resonant leadership dimensions have a statistically significant direct impact on Attitudes toward organizational change.

This hypothesis consists of three sub-hypotheses which are:

H_{21} : Mindfulness has a statistically significant direct impact on Attitudes toward organizational change.

H₂₂: Hope has a statistically significant direct impact on Attitudes toward organizational change.

H₂₃: Compassion has a statistically significant direct impact on Attitudes toward organizational change.

Table 10: SEM Results Related to the impact of dimensions of resonant leadership on Attitudes toward organizational change

Independent variable	SRW	T-value (CR)	P Value	Estimate	S.E	Rank
Mindfulness (X ₁)	0.215	3.733	0.000	0.160	0.043	3
Hope (X ₂)	0.330	5.951	0.000	0.244	0.041	2
Compassion (X ₃)	0.336	5.345	0.000	0.239	0.045	1

Analysis of results as shown in table (10) revealed that:

The analysis of the results showed that Mindfulness has a positive significant direct impact on attitudes toward organizational change in Foreign universities in Egypt (T-value = 3.733, $\beta = +0.215$ with $p < 0.001$). Therefore, hypothesis H₂₁ is highly strong supported.

Regarding the Hope and its impact on attitudes toward organizational change, results revealed that Hope has a statistically significant positive direct impact on attitudes toward organizational change in Foreign universities in Egypt (T-value = 5.951, $\beta = +0.330$ with $p < 0.001$). Therefore, hypothesis H₂₂ is highly strong supported.

With respect to the Compassion, results showed that Compassion has a statistically significant positive direct impact on attitudes toward organizational change in Foreign universities in Egypt (T-value = 5.345, $\beta = +0.336$ with $p < 0.001$), which means that hypothesis H₂₃ is also highly strong supported.

Results also showed that Compassion comes in the first place in terms of its importance to the achievement of attitudes toward organizational change in Foreign universities in Egypt ($\beta = +0.336$), followed by Hope ($\beta = +0.330$), and finally comes Mindfulness with the standardized beta ($\beta = +0.215$).

But which related to the second main hypothesis (H₂) that investigates the direct impact of resonant leadership dimensions on attitudes toward organizational change in Foreign universities in Egypt; it has been formulated as follows:

H₂: Resonant leadership dimensions have a statistically significant direct impact on attitudes toward organizational change .

The following figure (4) shows that the dimensions of resonant leadership (Mindfulness, Hope, and Compassion) have a statistically significant direct impact on attitudes toward organizational change in Foreign universities in Egypt. Therefore, based on the previous results and analyses, the second main hypothesis H₂ is supported.

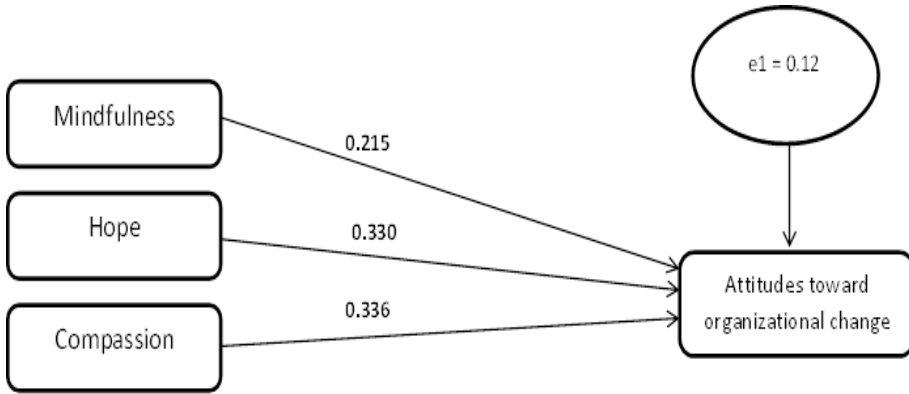


Figure 4: The results of First step of Path analysis

*** Attitudes toward organizational change and Strategic supremacy**

The third main hypothesis (H₃) investigates the direct impact of Attitudes toward organizational change on Strategic supremacy in Foreign universities in Egypt; it has been formulated as follows:

H₃: Attitudes toward organizational change have a statistically significant direct impact on Strategic supremacy

Table 11: SEM Results Related to the impact of Attitudes toward organizational change on Strategic supremacy

Independent variable	SRW	T-value (CR)	Sig.	Estimate	S.E	Independent variable
Attitudes to ward organizational change	0.549	9.753	0.000	.638	0.065	Strategic supremacy

Analysis results shown in table (II) revealed that:

Attitudes toward organizational change have a statistically significant direct impact on Strategic supremacy in Foreign universities in Egypt, where (T-value = 9.753, $\beta = +0.549$ with $p < 0.001$). Therefore, the third main hypothesis H_3 is highly strongly supported.

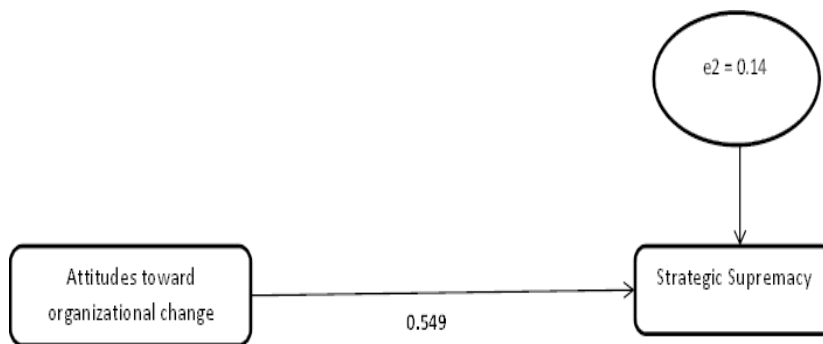


Figure 5: The relationship between attitudes toward organizational change and Strategic supremacy according to results of path analysis

***Resonant leadership, Attitudes toward organizational change and strategic supremacy**

The last main hypothesis (H_4) studied the mediating role that attitudes toward organizational change plays in the relationship between resonant leadership and strategic supremacy in foreign universities in Egypt; it has been formulated as follows:

H_4 : Resonant leadership dimensions have a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

This hypothesis consists of Three sub-hypotheses which are:

H_{4_1} : Mindfulness has a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

H_{4_2} : Hope has a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

H₄₃: Compassion has a statistically significant indirect impact on strategic supremacy through attitudes toward organizational change.

Table 12: SEM Results Related to the indirect impact of elements of resonant leadership on strategic supremacy through attitudes toward organizational change

Independent variable	St.Beta	Sig.	Mediating Variable	Dependent variable	Rank
Mindfulness (X ₁)	0.118	0.000	Attitudes toward organizational change	Strategic supremacy	3
Hope (X ₂)	0.181	0.000			4
Compassion (X ₃)	0.185	0.000			2

From the statistical results shown in the previous table (12), it can be noted that:

Mindfulness has a statistically significant positive indirect impact on strategic supremacy through attitudes toward organizational change in foreign universities in Egypt ($\beta = +0.118$ with $p < 0.001$)

Regarding Hope, results revealed that attitudes toward organizational change plays a mediating role in the relationship between Hope and strategic supremacy in foreign universities in Egypt ($\beta = +0.181$ with $p < 0.001$).

Results also revealed that attitudes toward organizational change plays mediating role in the relationship between compassion and strategic supremacy ($\beta = +0.185$ with $p < 0.001$).

Path diagram shown in figure (2) has been used to explore the indirect effect of the resonant leadership construct on strategic supremacy through the attitudes toward organizational change.

Therefore, based on the previous results and analyses, the fourth main hypothesis (H₄) is supported which assumes that resonant leadership dimensions have a statistically significant indirect impact on strategic supremacy in foreign universities in Egypt through the attitudes toward organizational change. Considering the findings, it can be said that the effects of the three dimensions of resonant leadership on strategic supremacy are enhanced and improved by the mediating role played by attitudes toward organizational change in this relationship.

Table (13) shows the direct, indirect and total effects among research variables.

Table 13: Direct, Indirect and Total Effects Among Research Variables

Effect	St.Beta	Significance Level
Direct Effects		
$-X_1 \longrightarrow Y$	0.140	***
$-X_2 \longrightarrow Y$	0.120	**
$-X_3 \longrightarrow Y$	0.127	**
$-X_1 \longrightarrow M$	0.215	***
$-X_2 \longrightarrow M$	0.330	***
$-X_3 \longrightarrow M$	0.336	***
Indirect Effects		
$X_1 \rightarrow M \rightarrow Y$	0.118	***
$X_2 \rightarrow M \rightarrow Y$	0.181	***
$X_3 \rightarrow M \rightarrow Y$	0.185	***
Total Effects (Direct + Indirect)		
$X_1 \longrightarrow Y$	0.258	***
$X_2 \longrightarrow Y$	0.301	***
$X_3 \longrightarrow Y$	0.312	***

** $P \leq 0.05$, *** $P \leq 0.001$

According to the previous table:

Mindfulness has a significant indirect effect on strategic supremacy through the attitudes toward organizational change. According to the statistical results, the existence of attitudes toward organizational change as a mediating variable between Mindfulness and strategic supremacy, this indirect effect increases the standardized effect of mindfulness on strategic supremacy from 0.140 to 0.258

Additionally, Hope has a significant indirect effect on strategic supremacy through attitudes toward organizational change. According to the statistical results, this indirect effect increases the standardized effect of hope on strategic supremacy from 0.120 to 0.301.

With respect to Compassion, results revealed that it has a significant indirect effect on strategic supremacy through attitudes toward organizational change. According to the statistical results, this indirect effect increases the standardized effect of compassion on strategic supremacy from 0.127 to 0.312.

9. SUMMARY OF RESEARCH RESULTS

Research results revealed that the first main hypothesis (H_1) which investigates the direct impact of resonant leadership dimensions on strategic supremacy was supported. Additionally, regarding the sub-hypotheses that are related to the first main hypothesis, the statistical analysis reached the following:

- Mindfulness (H_{11}) has a statistically significant positive direct impact on strategic supremacy in foreign universities in Egypt.
- Hope (H_{12}) has a statistically significant positive direct impact on strategic supremacy in foreign universities in Egypt.
- Compassion (H_{13}) has a statistically significant positive direct impact on strategic supremacy in foreign universities in Egypt.
- Results also revealed that Mindfulness comes in the first place in terms of its importance and its impact on achieving strategic supremacy, followed by Compassion, and finally comes Hope.
- With respect to the second main hypothesis (H_2) which assumes that Resonant leadership dimensions have a statistically significant direct impact on attitudes toward organizational change, the results of the research showed that this main hypothesis was supported. Moreover, the results of the research supported the following sub-hypotheses as are shown:
 - Mindfulness (H_{21}) has a statistically significant direct impact on attitudes toward organizational change.
 - Hope (H_{22}) has a statistically significant direct impact on attitudes toward organizational change.
 - Compassion (H_{23}) has a statistically significant direct impact on attitudes toward organizational change.
 - Results also showed that Compassion comes in the first place in terms of its importance and its impact on the attitudes toward organizational change in Foreign universities in Egypt, followed by Hope, and finally comes Mindfulness.

Regarding the third main hypothesis (H_3) which assumes that the attitudes toward organizational change have a statistically significant direct impact on strategic supremacy in foreign universities in Egypt, the results of the research showed that this main hypothesis was supported.

Finally, regarding the fourth main hypothesis (H_4) which investigates the indirect impact of resonant leadership dimensions on strategic supremacy through attitudes toward organizational change as a mediating variable, the results of statistical analysis indicated that this main hypothesis was supported. In addition to, the results of the sub-hypotheses that are related to the main fourth hypothesis are shown as follows:

- Mindfulness (H_{41}) has a statistically significant positive indirect impact on strategic supremacy in foreign universities in Egypt through the attitudes toward organizational change.
- Hope (H_{42}) has a statistically significant positive indirect impact on strategic supremacy in foreign universities in Egypt through the attitudes toward organizational change.
- Compassion (H_{43}) has a statistically significant positive indirect impact on strategic supremacy in foreign universities in Egypt through the attitudes toward organizational change.

10. DISSICUSION OF RESEARCH RESULTS

In the light of the results that are previously mentioned, the researcher found the following:

- Research results revealed that the first main hypothesis (H_1) which investigates the direct impact of resonant leadership dimensions on strategic supremacy was supported. This result is in line totally with (Alhilawy, Aljanabi & Bareas, 2020) and partially with (Ismail, Coetzee, Du Toit, Rudolph & Joubert) that reflected resonant leadership dimensions have significant positive direct impact on strategic supremacy where resonant leadership acts as a necessity and commitment for organizations for ensuring the achievement of strategic excellence and supremacy by influencing the behavior and performance of employees.
- Research results also showed that the second main hypothesis (H_2) which investigates the direct impact of resonant leadership dimensions on attitudes toward organizational change was supported. This result agreed partially with (Ande, 2019), (Strauss, Niven, McClelland & Cheung, 2015) and (Dagogo & Dublin, 2020) that showed that resonant leadership dimensions have a

significant positive direct influence on enhancing Attitudes toward organizational change where most organizations adopt the concept of resonant leadership with its elements (mindfulness, hope and compassion), as it is considered a determining factor to motivate employees towards goal achievement, also, this type of leadership act as a direction to implement plans successfully and encourage them to accept any organizational change throughout the organization.

- Research results also mentioned that the third main hypothesis (H_3) which investigates the direct impact of attitudes toward organizational change on strategic supremacy was supported. This result agreed partially with (Iqbal, 2011) that reflected that there is significant positive direct impact of attitudes toward organizational change on achieving the strategic supremacy. This means that attitudes toward organizational change is critical for both implementing a successful change and adapting to change that help any organization to be proactive not reactive to any changes in business environments, embrace innovations inside organization, and ultimately improve its outcomes. Therefore, the organization become more competitive and be able to achieve excellence and supremacy among other organizations.
- Finally, the fundamental and significant contribution of this study is represented through the fourth hypothesis(H_4) that study the indirect effect of resonant leadership on strategic supremacy through Attitudes toward organizational change as a mediating variable.

II. IMPLICATIONS OF RESEARCH

II.1 THEORETICAL IMPLICATIONS

The fundamental and significant contribution of this study is to develop and provide body of further theoretical knowledge on resonant leadership, Attitudes toward organizational change, and strategic supremacy by forming relationships among these concepts that have not been connected in the previous studies. This contribution is represented through the direct effect of Resonant leadership dimensions on Attitudes toward organizational change, the direct effect of Attitudes toward organizational change on strategic supremacy, and finally

studying the indirect effect of resonant leadership on strategic supremacy through Attitudes toward organizational change as a mediating variable.

The main theoretical implications of this study can be shown in the following:

- First, this study suggests that resonant leadership has significant positive direct impact on strategic supremacy. This suggestion contributes to strategic supremacy research by determining the role played by resonant leadership and its dimensions in achieving competitive advantage and organizational excellence. The Resonant leadership framework developed in this body of study indicates that organization can use as an aid in its defense for strategic supremacy over a specific market sector is the possession of a resonant strategic leader, who has the ability to influence others emotionally, and motivate them to achieve the overall strategy of the organization willingly with its emotional intelligence capabilities that qualify it to achieve what the organization aspires to achieve it.
- Second, this study additionally reached that resonant leadership has a significant positive direct influence on enhancing Attitudes toward organizational change. According to resonant leadership that mainly focus on mindfulness, hope and compassion, most organizations adopt the concept of resonant leadership as it is considered a determining factor to motivate employees towards goal achievement, also, it provides direction to implement plans successfully and encourage them to accept any organizational change throughout the organization.
- Third, this study contributes to the strategic supremacy research by proposing that there is significant positive direct impact of attitudes toward organizational change on achieving the strategic supremacy. This means that attitudes toward organizational change is essential for both implementing a successful change and adapting to change that enable any organization to react more quickly to changing external environments, embrace innovations in internal organization, and ultimately improve its outcomes. Therefore, the organization become more competitive and be able to achieve excellence and supremacy among other organizations.
- Fourth, this study also contributes to the supremacy literature by investing the significant positive indirect effect of resonant leadership on strategic supremacy. This indirect effect is mediated by attitudes toward organizational

change. Moreover, existing theory and empirical evidence on the impact mechanisms through which attitudes towards organizational change translates into desirable outcomes is relatively rare and inclusive. Thus, this study is the first to investigate the indirect effect of resonant leadership on strategic supremacy through attitudes toward organizational change. Thus, this study contributes to the strategic supremacy literature by confirming that the indirect impact of resonant leadership that has become a necessity and commitment for organizations for their contribution to ensure the achievement of strategic supremacy by influencing the behavior, performance and attitudes of organizational change. Also, this study previously explained that the direct benefits of attitudes toward organizational change play a vital role in the achievement of strategic supremacy. So, resonant leadership and attitudes toward organizational change are considered supportive tools for achieving strategic supremacy.

II.2 PRACTICAL IMPLICATIONS

Based on the results of the field study, this study also provides significant practical implications through precious views from various perspectives for managers, practitioners, and organizations on how to effectively enhance strategic supremacy in foreign universities in Egypt.

A-Generally, the management in foreign universities in Egypt should focus more on the resonant leadership concept and try to develop this concept among different levels of the university and its faculties which foster the achievement of strategic supremacy through:

- The need for the management of the researched universities to monitor the activities of competitors to know their capabilities and competitive strategies. Also, Management should rely on early warning mechanisms to open pre-emptive outlets to discover and exploit environmental opportunities and quickly addressing risks to minimize their negative effects.
- Forming workshops which enable to exchange and get information that is needed for formulating complete strategies and that is required for determining the budgets for executing their projects and activities.

- Providing training programs and courses for scanning internal and external environments and planning for scenario about SWOT analysis.
- Providing training programs and development courses for encouraging and enhancing the positive feelings and behaviors such as Self-assurance, Self-reliance, independence, and improve the ability to make balance between the personal and professional life.
- Attending various workshops, conferences and meetings which enable to interact effectively with others from different cultural, language and ethnic backgrounds. This will help in understanding and having more information about the nature of others cultures and reducing conflicts and misunderstanding that contribute towards a more effective atmosphere.
- Develop sense of optimism and hope about the future career, by developing skills, as well as resorting to transformational training in case of abundance of labor and resorting to job enrichment in case of labor scarcity in order to achieve balance in the manpower in the administration, and thus the subordinate feels job security and has opportunities in the future such as promotion.
- increasing informal communications channels by applying open door policy.
- Strengthening the subordinates by giving them positive feedback as a result of their ability to accomplish certain tasks, which has a positive impact on raising the morale of the subordinates and urging them to be creative, innovative and move towards change.
- Develop hope among the subordinates and hold several training courses that enable them to achieve both the management goals and the personal goals of the employees.

B- On the other hand It is recommended that top management should show its support to organizational change. This can be achieved through:

- providing adequate change communication (especially formal communication). Change communication should be viewed from both cognitive and affective dimensions. Change communication should be used carefully to build positive attitudes toward organizational change.

- Encouraging who present innovative and new ideas by paying rewards and additional allowances and providing better job conditions to who introduce recent ideas.
 - Giving necessary authority to lower levels to put forth and implement innovative ideas and encouraging to hold negotiation with other units on new ideas through workshops and training programs.
 - Encouraging to embrace change, exerting all possible support, and senior managers should show their commitment to change.
 - Expanding the bottom up communication and involving who has potential capability to influence the change process or to provide real input for future decisions.
 - Creating supportive groups by creating promotion systems based on performance in the development of innovative projects.
- C- Finally, which related to the achievement of strategic supremacy in foreign universities. This can be achieved through:
- The foreign universities should work to provide a package of distinguished educational services that would enable them to lead market with its skills and capabilities that outperform other universities within the framework of expanding its sphere of influence to achieve strategic supremacy.
 - The study suggests that the researched universities take advantage of the existing levels of competitive pressure by focusing on Continuous dynamism based on many capabilities that support its educational services as an appropriate reaction on competitors' counter movements and The university and its faculties should employ professors with high academic titles, which makes it distinct from the rest of the competing universities.
 - The researched universities should take advantage of their strengths in competitive configuration, based on the establishment of Strategic alliances with some universities to avoid destructive competition, and to seek to identify the goals of other universities to determine their strategic directions, and study their market position by knowing the mental image of each competitor of their customers. Then work on evaluating the internal

strengths and weaknesses carefully to seize opportunities and avoid threats to reach the strategic supremacy.

12. FUTURE RESEARCH

Based upon the study's results and conclusions, the following recommendations for future research are suggested:

- Investigating the role of resonant leadership in confronting crises at communications companies.
- Investigating the impact of resonant leadership on the achievement of Strategic success through psychological empowerment as a mediating variable at Egyptian Banks.
- Make a comparison study among pharmaceutical companies in Egypt (governmental- private – multinational) through studying the impact of resonant leadership on organizational excellence.

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APPENDIX A.

The following statements are related to the dimensions of resonant leadership, Attitudes toward organizational change, and strategic supremacy. Please evaluate each statement and answer in a way that reflects your stance, using scales ranging from 0 to 5 taking into consideration that (0=" Does not occur") and (5=" always occurs")

Please make on the scale that expresses your opinion.

Statements	The degree of occurred					
	0	1	2	3	4	5
1. The management develops organizational strategies to adapt to different environmental conditions .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The management focuses on monitoring all changes that are related to external environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The management examines the needs, aspirations and expectations of society in relation to work of university	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Management responds to suggestions and development initiatives related to the improvement of developing working methods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The management takes proactive decisions in anticipation of sudden circumstances or potential problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Management establishes guidelines for work to ensure that the most effective methods of performing tasks and activities are followed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Management seeks to motivate and inspire employees and make them able to achieve the set goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The management depends on clear work procedures that guarantee them success in performing the tasks assigned to them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The management seeks to strengthen and develop the strengths of employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The management acts decisively towards the problems that stand in the way of completing the work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The management works on paying attention and commitment to human values that serve and achieve the goals of the university itself and its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The management is interested in providing an atmosphere of compassion and cooperation between the university administration and its employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Statements	The degree of occurred					
	0	1	2	3	4	5
13. The management has a lot of attention and care for the personnel dimensions in it.	0	1	2	3	4	5
14. The management seeks to promote positive feelings, which in turn enhances the levels of commitment towards co-workers.	0	1	2	3	4	5
15. Change in the work environment increases the ability to control work performance	0	1	2	3	4	5
16. New ideas are not resisted because they are useful for the university.	0	1	2	3	4	5
17. The occurrence of change leads to an increase in the desire to perform the work	0	1	2	3	4	5
18. Do not hesitate to try any new ideas.	0	1	2	3	4	5
19. A large number of members in the university and its faculties benefit from the occurrence of change.	0	1	2	3	4	5
20. The absence of dissatisfaction with most of the changes that occur in the field of work.	0	1	2	3	4	5
21. Feeling motivated to perform work whenever change occurs.	0	1	2	3	4	5
22. There is intention to make utmost effort to support the change in the university.	0	1	2	3	4	5
23. New methods are proposed to accomplish the required work.	0	1	2	3	4	5
24. Feeling of everyone's satisfaction with the change in university and its faculties.	0	1	2	3	4	5
25. New ideas are supported because they improve the position of the university .	0	1	2	3	4	5
26. The university leads the market by setting the rules of the game through services and prices in the sector in which it operates.	0	1	2	3	4	5
27. The management can direct its services to other areas of the country to attract new clients.	0	1	2	3	4	5
28. The management offers a package of services that make it a leader in the labor market.	0	1	2	3	4	5
29. The management can capitalize on insights and turn them into ways to create more value.	0	1	2	3	4	5
30. The university and its faculties employs professors with high academic titles, which makes it distinct from the rest of the competing universities.	0	1	2	3	4	5
31. The management emphasizes maintaining the reputation and scientific standing that distinguishes it from competing universities.	0	1	2	3	4	5

Statements	The degree of occurred					
	0	1	2	3	4	5
32. The management seeks to identify the objectives of their competitors in order to know their strategic directions	0	1	2	3	4	5
33. The management studies the market position of the competing universities and analyzes their capabilities and positions by knowing the market share of each of them.	0	1	2	3	4	5
34. The management studies the market position of the competing universities and analyzes their capabilities and positions by knowing the mental image of each competitor among its clients.	0	1	2	3	4	5
35. The management seeks to establish strategic alliances with some universities in order to avoid destructive competition.	0	1	2	3	4	5
36. The management evaluates the internal strengths and weaknesses to seize opportunities and avoid external threats	0	1	2	3	4	5
37. The management serves its clients and seeks to study their requirements.	0	1	2	3	4	5
38. The management is constantly providing new educational services.	0	1	2	3	4	5
39. The management is trying to provide its educational services at an appropriate cost.	0	1	2	3	4	5
40. The management follows with full awareness the movements of the competing universities.	0	1	2	3	4	5
41. The management responds to market requirements as quickly as possible.	0	1	2	3	4	5
42. The management has the ability to respond to the movements of competitors in the field of education	0	1	2	3	4	5

With sincere thanks and appreciation
 Researcher

أثر القيادة الرنانة على السيادة الإستراتيجية – تحليل الدور الوسيط للاتجاهات نحو التغيير التنظيمي: دراسة تطبيقية على الجامعات الأجنبية في مصر

د. أيه حسين أبو جيل

ملخص البحث باللغة العربية

يهدف البحث إلى اختبار الأثر المباشر للقيادة الرنانة على السيادة الإستراتيجية في الجامعات الأجنبية العاملة في مصر، كما تسعى الدراسة إلى الكشف عما إذا كانت الاتجاهات نحو التغيير التنظيمي تلعب دوراً وسيطاً في هذه العلاقة. بدأت الدراسة باستعراض لأدبيات القيادة الرنانة والسيادة الإستراتيجية والاتجاهات نحو التغيير التنظيمي ومن ثم تم صياغة أربعة فروض رئيسية وقد تم إجراء دراسة ميدانية باستخدام عينة قوامها 246 مفردة في 8 جامعات أجنبية في مصر وبلغت عدد الاستمارات المستوفاة 233 إستمارة، وقد تم تحليل البيانات المجمعة باستخدام نموذج المعادلات الهيكلية. أوضحت النتائج أن جميع أبعاد القيادة الرنانة (اليقظة الذهنية، الأمل، الرحمة) لها تأثير معنوي إيجابي مباشر على تحقيق السيادة الإستراتيجية. أما فيما يتعلق بالتأثير المباشر لأبعاد القيادة الرنانة على الاتجاهات نحو التغيير التنظيمي، فقد أوضحت النتائج أن جميع أبعاد القيادة الرنانة لها تأثير معنوي إيجابي مباشر على الاتجاهات نحو التغيير التنظيمي. كما أظهرت النتائج أن الاتجاهات نحو التغيير التنظيمي تؤثر تأثير معنوي مباشر على السيادة الإستراتيجية في الجامعات الأجنبية العاملة في مصر. وأخيراً فيما يتعلق بالدور الوسيط للاتجاهات نحو التغيير التنظيمي فقد أوضحت النتائج أن الاتجاهات نحو التغيير التنظيمي يلعب دوراً وسيطاً في العلاقة بين القيادة الرنانة والسيادة الإستراتيجية.

الكلمات الدالة: القيادة الرنانة، الاتجاهات نحو التغيير التنظيمي، السيادة الإستراتيجية.

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