
Effect of Strategic Leadership on Organization Ambidexterity and Agility as Perceived by Staff Nurses

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Abstract

Background: The fast changes evolving in the marketplaces force health care associations to exert extra effort in addition to pursuit for their sustainability as well as existence than in the past, and this requires a strategic leadership that has vision, able to implement desired goals, demonstrate both exploitation as well as exploration actions, and react to alterations that occur external and internal to the association to gain competitive advantages. **Aim:** To examine effect of strategic leadership on organization ambidexterity and agility as perceived by staff nurses at Oncology Center- Mansoura University. **Method:** Descriptive correlational design was utilized as well as the study was done on 230 staff nurses working at all inpatients units at Oncology Center. Three tools were utilized to collect data; Strategic leadership questionnaire, ambidexterity behavior scale and organization agility survey. **Results:** The highest percentage of staff nurses perceived high level of strategic leadership, organization ambidexterity and agility (79.1%, 64.8%, & 65.7%) respectively. There was highly statistically significant positive correlation between strategic leadership with both organization ambidexterity and agility. **Conclusion:** It was concluded strategic leadership promote organization ambidexterity and agility. **Recommendations:** To improve organization ambidexterity and agility, it is essential for organization to provide additional attention to its strategic leadership. Administrators should search for strategies that help the organization to know rapidly changing market requirements, communicate regularly with distinguished professionals in other specialties from other hospitals to exploit new opportunities and benefit from them repeatedly.

Keywords: *Organization agility, Organization ambidexterity, Staff nurses & Strategic leadership.*

Introduction

Nowadays fast changes bringing agility into question in health care field, it is probable to say that hospitals require energetic abilities to keep up with changes. Management of diverse methods emerging in the altering circumstances need diverse leadership talents. In another words, effective leaders having the capabilities to behave according to situations (**Abd Elwanis, et al., 2023**). Considering that the strategic leaders having features that can help them to benefit from the present resources inside the organization in the best effective method (exploitation) as well as achieving active plans that contain innovative methods (exploration) to achieve organization ambidexterity. The idea that accomplishing as well as keeping hospital ambidexterity as acceptable is an energetic ability (**Andrade, et al., 2022**).

Organizations continuously want leadership who able to accomplish their goals. Thus requisite a leader who can give advices to followers to perform their responsibilities as well as duties to accomplish the goals of an organization. Strategy is a term that converts theory to practice, delivers the preferred outcomes and builds a robust personality to stay alive as well as strive in an uncertain condition. Strategic leadership is the capability of realizing the coming,

determining a mission, providing elasticity as well as reinforce the members in an altering circumstance to begin the strategic modifications, motivate and persuade others to acquire that mission (**Belias, & Trihas, 2022**).

Strategic leadership is a decision creating practice to accomplish the greatest suitable, preferred as well as satisfactory strategies for hospital in addition to followers, as well as the ability to implement this plan in a complex environment. Strategic leadership is an individual's capability to expect, generate an idea, sustain elasticity, think purposefully in addition to cooperate with others to start modifications that can get a healthier future for the association. Absence of strategic leadership is considered as one of the principal obstacles for active strategy implementation in associations (**Demirhan, 2020**).

Strategic leadership is a broader view of leadership and the main of vital performance which consists of establishing prolonged objectives, discover as well as influence the association's essential competencies, controlling societal in addition to human resources, confirm moral beliefs, inspiring a maintainable organizational principle, formulate as well as execute a stable directing scheme that will not delay viable change but simultaneously confirm administrative

constancy. Strategic leadership takings into concern the personal relations in addition to the extension of the leader's accountability to generate a vision, set strategy and manage operations that accomplish the preferred organization's outcomes (Tantiyasawasdikul, et al., 2023).

Strategic leadership style is a collection of three diverse personal capabilities as well as skills which are: Visioning, focusing, in addition to implementing. Visioning; reflects the aptitude of leader to perceive the future of the organization obviously as well as totally, it also includes the wishing to modify the present condition, and ability to determine opportunities in the environment. Focusing; indicates the ability of the leader to transfer the association from emphasis on the existing state to accept the novel vision, as well as communicate this vision to another, formulating a robust directing partnership, and establishing the teams necessary for implementation process (Jansen, et al., 2019). And finally, implementing that describe the capability of the leader to achieve the numerous strategies as well as ideas of the recent vision in addition to setting planned strategies into action. Executing involves the capability to motivate nurses toward energetic contribution in applying strategies, and the capacity to inspire as well as motivate them to reach raised achievement (Ofei, et al., 2022).

A strategic leader forms ambidextrous organizations throughout actions emphasized inside the organization as well as actions emphasized outside the organization. Importance of strategic leadership regarding organization ambidexterity is alike to the center of organizational learning theory through integrating recent inner knowledge by outer knowledge to avoid organizational impasse. Strategic leaders have an important function in knowing chances in addition to creating choices which effect on novelty practices as well as ambidexterity (Klonek, et al., 2021). Ambidexterity is an initiative's double competencies, to be exact, the initiative can not only combine as well as use the present assets in order to enhance the effectiveness of practices but as well enlarge outside assets to significantly win competitive advantage in an active as well as stimulating environs. Ambidexterity means the capability of an association to equally exploit as well as explore (Farzaneh, et al., 2022).

Organization ambidexterity clarifies the associations' capability to display exploitation and exploration behaviors together. Exploitation is a continuous improvement and modification of present processes as well as facilities built on the initiatives' present information in addition to technologies to achieve the existing consumers' requirements (Ali, et al., 2022). Exactly, exploitation profits association through

permitting it to promote its present abilities as well as takings benefit of basic skills in the little time. Exploration is the method of generating novel properties, processes as well as facilities through gaining recent information or more integration of present information, research, discovery, experimentation, divergent thinking, invention and risk-taking (Chakma, & Dhir, 2023).

In order for organizations to adjust to altering as well as emerging circumstances, and also to attain competitive benefits, it is extremely significant to be elastic, response to consumer requests rapidly as well as have the capabilities in order to deliver them, specifically, to become an agile organization. Agility is defined as the capacity to thrive in a world that is always changing and unpredictable while maintaining high-quality, low-cost, and patient-focused services (Marhraoui & El Manouar, 2020). It is the fruitful implementation of competitive foundations as speediness, novelty, elasticity, in addition to excellence through the combination of allocated resources as well as greatest benefits of information-rich environs in order to deliver consumer-interested goods as well as facilities in a rapid exchanging condition (Al-Taweel, & Al-Hawary, 2021).

Organization agility is the ability of an organization to identify as well as realize market chances, replying innovatively as well as efficiently toward unanticipated alterations in its surroundings and using such alterations as opportunities for progress as well as improvement. Organizational agility including many aspects as elasticity, adaptableness, reconfiguration, in addition to the amount of response to alteration (Lootah, Mansoor, & Worku, 2020). Nursing staff and resources which are elastic as well as willing to adjustment, as well as the technology infrastructure to support that change; all are found in agile organizations. Additionally, emerging modification competence, shared leadership, education ability, common goal, as well as the presence of elastic capitals can help organizations to become more agile. In today's world, organizations that are not agile will not be able to thrive. Agile organizations understand that in order to compete, they must become more adaptable and nimbler (Kavosi, et al., 2021).

Organization agility is affected by multiple factors which include leadership, organizational change speed, integrity and complexity of organizational structure, speed in reacting to environmental changes, flexibility, mutual cooperation of nursing staff and their managerial functions (King, 2021). Agility in hospitals can lead to better staff performance, meet patient needs, reduce costs, introduce new services, and increase competitiveness. Also, it can improve associational competencies through easing

approaches as suitable communication, self-organizing values, shared decision creating, in addition to confidence in nursing staff who are skillful in elasticity, independence, as well as innovation (Clauss, et al., 2021).

Significance of the study:

The fast changes developing in the marketplaces force the organizations to exert additional effort as well as look for their viability as well as existence than in the past. Associations want to equally make the maximum usage of the chances they have in addition to willing for the coming. It is inadequate for the administrators to implement methods that maintain the existing condition, but as well they want to accept as well as demonstrate an initiative and advanced approaches for the upcoming. Strategic leadership has the ability to understand the entire organization and the surroundings in which they work, as well as using this information for generating strategic modification throughout other persons and help the organization to achieve short-range constancy as well as long-standing sustainability (Akkaya, & Mert, 2022). Health care organizations need strategic leadership that has vision, able to implement desired goals, display exploitation and exploration behaviors equally, as well as reply to organizational internal and external alterations to gain competitive advantages, and adding value (Ofei, et al., 2022).

Some studies have been conducted in USA to increase understanding about strategic leadership, organization ambidexterity and agility as the link between organizational agility and leadership (Akkaya, & Tabak, 2020). The concept and the measurement of strategic leadership (Belias, & Trihas, 2022). And, exploring the determinants of ambidexterity in the context of small and medium enterprises (SMEs): a meta-analytical review (Chakma, & Dhir, 2023). The studies done in Egypt focus on testing the impact of strategic leadership on organizational ambidexterity (Abuzaid, 2016). Organizational agility: the pathway to career aspirations among staff nurses at selected hospitals (Ali, et al., 2022). No attempts were done to examine effect of strategic leadership on organization ambidexterity and agility as perceived by staff nurses at Oncology Center- Mansoura University. So, this study aims to examine effect of strategic leadership on organization ambidexterity and agility as perceived by staff nurses at Oncology Center- Mansoura University.

Aim of the study:

This study aims to examine effect of strategic leadership on organization ambidexterity and agility

as perceived by staff nurses at Oncology Center- Mansoura University.

Research questions:

- Q1. What is the level of strategic leadership as perceived by staff nurses?
- Q2. What is the level of organization ambidexterity as perceived by staff nurses?
- Q3. What is the level of organization agility as perceived by staff nurses?
- Q4. Is there a relationship between strategic leadership, organization ambidexterity and agility as perceived by staff nurses?

Method:

Design: Descriptive correlational design was utilized.
Setting: This study was done at all inpatients departments of Oncology Center. With bed capacity of 500 beds. The center belongs to the Ministry of Higher Education, and found in Mansoura City followed Mansoura University Hospitals, Dakahelia Governorate. It provides various health care services at Delta Region.

Participants:

Convenience sample was used which consists of all staff nurses (n= 230) who working in the previously mentioned departments, and achieves the criteria of having a minimum of one-year experience, as well as available at time of data collection in order to give their opinion about study variables.

Tools of data collection:

For data collection in this study, three tools were used, namely; Strategic Leadership Questionnaire, Ambidexterity Behavior Scale and Organization Agility Survey

Tool I: Strategic Leadership Questionnaire: This tool was developed by Abuzaid, (2016). It was used to measure staff nurses' perception of strategic leadership. It involves two parts:

The first part: Staff nurses' personnel characteristics as; age, marital status as well as years of experience.

The second part: It consists of (15) items that cover 3 dimensions as each dimension has 5 items: Visioning, focusing, and finally, implementing. Staff nurses' response were rated on a five- points likert scale ranging from, 5 = strongly agree to 1 = strongly disagree. 5= strongly agree, 4 = agree, 3 = neutral, 2 = disagree, & 1 = strongly disagree. Scoring system is (<50%) was low level of strategic leadership, (50-75%) moderate strategic leadership and (> 75%) high level of strategic leadership established on cut of point 50%.

Tool II: Ambidexterity Behavior Scale: This tool was developed by the researchers based on literatures review such as (Jansen, Van den Bosch, & Volberda, 2006; Anturi, Luzon, & Caballero, 2020; Yunita, , Sasmoko, Bandur, & Alamsjah, 2023); and (Trieu, Nguyen, Tran, Vrontis, & Ahmed, 2023). It was used

to measure organization ambidexterity. The scale contains 17 items, categorized into two dimensions; which are exploitative behavior (9 items) and explorative behavior (8 items). The participants' reactions were rated on a five- points likert scale ranging from, 5= strongly agree to 1= strongly disagree. 5= strongly agree, 4 = agree, 3 = neutral, 2 = disagree, & 1 = strongly disagree. Scoring system is (<50%) low level of organization ambidexterity, (50-75%) moderate level and (> 75%) high level of organization ambidexterity based on cut of point 50%.

Tool III: Organization Agility Survey: This tool was developed by Worley & Lawler (2010) to assess organization agility. It consists of 51 items that covers 15 agility characteristics, the characteristics are as follows: Develops robust strategies (2 items), encourages innovation (2 items), information transparency (3 items), change capability (7 items), sense of shared purpose (5 items), flexible resources (6 items), shared leadership (3 items), development orientation (2 items), learning capability (4 items), flexible reward systems (5 items), information sharing (2 items), change friendly identity (4 items), strong future focus (2 items), flexible structure (2 items), and sustainability (2 items). Answers esteemed with five- points Likert scale ranging from (1= not at all) to (5= to a large extent). 5= to large extent, 4 = to moderate extent, 3 = to some extent, 2 = a little, & 1 = not at all. Scoring system is (<50%) low level of organization agility, (50-75%) moderate level of organization agility and (> 75%) high level of organization agility based on cut of point 50%.

Validity and reliability

The researchers translated the tools of data collection into Arabic, as well as tested for its face and content validity as well as applicability through a (5) jury in nursing administration from faculties of nursing, and consequently the required modifications were carried out. The reliability of these tools were made using cronbach's alpha test. It was (0.94) for strategic leadership, (0.92) for ambidexterity behavior, and (0.90) for organization agility.

Pilot study

A pilot study was carried out on (10%) of staff nurses (n= 23 staff nurse) from diverse departments at Oncology Center, that haphazardly chosen and excepted from the study participants to appraise in addition to ensure the applicability as well as clarity of the tools.

Ethical considerations:

An ethical approval was attained from the Research Ethical Committee, at Faculty of Nursing- Mansoura University before beginning the study. Sharing in the

study was volunteer. Written informed agreement for involvement in the study was obtained from all study sample. Privacy of gathered data was kept, and confidentiality of the studied sample was appreciated. Findings was utilized for directing coming learning, research, and publications. An official approval to perform this study was took from the supervisor of hospital after explanation of its aim. Every participant has the choice to finish the participation in the study at any time in addition to take away without any consequences.

Data collection:

The actual field work started from the beginning of December 2023 to the end of February 2024. Data gathered throughout meeting with the staff nurses, then clarifies the study aim to them. The questionnaire sheets were distributed to contributors separately in their work settings during morning as well as afternoon shifts. Researchers existing at the time of filling to explain any uncertainty as well as answer any questions, in addition to check each questionnaire filling and ensuring its completeness. The time wanted to fill the sheets extended from 20-25 minutes.

Data analysis:

The gathered data were organized, tabularized then statistically analyzed using SPSS software (Statistical Package for the Social Sciences, version 22, SPSS Inc. Chicago, IL, USA). The categorical variables were illustrated using frequency and percentage. Constant variables were showed in the form of mean, as well as standard deviation. Pearson correlation coefficient test was conducted in order to examine the association between two constant variables. Multiple regression analysis was used to evaluate influence of nurse' perceptions of strategic leadership on ambidexterity behavior and organizational agility. Statistically significant was measured at p-value \leq 0.05 & 0.01).

Results:**Table (1): Personal characteristics of studied staff nurses (n= 230)**

Characteristics	n	%
Age		
20-30	148	64.3
31-40	78	33.9
>40	4	1.7
Mean \pm SD	29.34 \pm 4.96	
Marital status		
Single	35	15.2
Married	195	84.8
Years of experience		
1-5	53	23.0
6-10	97	42.2
>10	80	34.8
Mean \pm SD	9.98 \pm 5.25	

Table (2): Mean scores of strategic leadership, organization ambidexterity and agility as perceived by studied staff nurses (n= 230)

The study variables	No of items	Min	Max	Mean \pm SD
Strategic leadership				
Visioning	5	7.0	25.0	21.55 \pm 4.87
Focusing	5	7.0	25.0	20.71 \pm 4.88
Implementing	5	8.0	25.0	21.00 \pm 4.77
Total	15	22.0	75.0	63.26\pm14.2
Organization ambidexterity				
Exploitation	9	12.0	45.0	36.10 \pm 8.23
Exploration	8	8.0	40.0	30.27 \pm 8.42
Total	17	21.0	85.0	66.37\pm16.3
Organization agility				
Develops robust strategies	2	2.0	10.0	7.92 \pm 2.41
Encourages innovation	2	2.0	10.0	7.60 \pm 2.51
Information transparency	3	3.0	15.0	11.17 \pm 3.74
Change capability	7	8.0	35.0	26.95 \pm 6.88
Sense of shared purpose	5	6.0	25.0	19.11 \pm 4.85
Flexibility of hospital resources	6	6.0	30.0	23.20 \pm 6.06
Shared leadership	3	3.0	15.0	11.47 \pm 3.07
Development orientation	2	2.0	10.0	7.60 \pm 1.99
Learning capability	4	4.0	20.0	15.04 \pm 4.08
Flexible reward system	5	6.0	25.0	19.10 \pm 5.31
Information sharing	2	2.0	10.0	7.67 \pm 2.18
Change-friendly identity	4	4.0	20.0	15.36 \pm 4.07
Strong future focus	2	2.0	10.0	7.71 \pm 2.07
Flexible structure	2	2.0	10.0	7.73 \pm 2.20
Sustainability	2	2.0	10.0	7.69 \pm 2.17
Total	51	60.0	255.0	195.31\pm50.39

* Percentages are calculated relative to maximum score

Table (3): Levels of strategic leadership, organization ambidexterity and agility as perceived by studied staff nurses (n= 230).

Variables of study	Variables levels	Scores	n	%
Strategic leadership	• Low (<50%)	15-37	23	10.0
	• Moderate (50%-75%)	38-56	25	10.9
	• High (>75%)	57-75	182	79.1
Organization ambidexterity	• Low (<50%)	17-42	25	10.9
	• Moderate (50%-75%)	43-63	56	24.3
	• High (>75%)	64-85	149	64.8
Organization agility	• Low (<50%)	51-127	29	12.6
	• Moderate (50%-75%)	128-191	50	21.7
	• High (>75%)	192-255	151	65.7

Table (4): Relationships between levels of strategic leadership with organization ambidexterity and agility levels as perceived by studied staff nurses (n= 230).

Levels of the variables	Strategic leadership						X ² / p
	Low (<50%)		Moderate (50%-75%)		High (>75%)		
	N	%	n	%	n	%	
• Low (<50%)	23	92.0	2	8.0	0	0.0	282.85/0.000**
• Moderate (50%-75%)	0	0.0	23	41.1	33	58.9	
• High (>75%)	0	0.0	0	0.0	149	100.0	
Organization agility							250.89/0.000**
• Low (<50%)	23	79.3	4	13.8	2	6.9	
• Moderate (50%-75%)	0	0.0	21	42.0	29	58.0	
• High (>75%)	0	0.0	0	0.0	151	100.0	

** Highly statistically significant (P ≤ 0.01)

Table (5): Correlation between total strategic leadership, organization ambidexterity and agility as perceived by studied staff nurses (n= 230).

Variables of study	Total strategic leadership	
	r	p
Total organization ambidexterity	0.91	0.000**
Total organization agility	0.86	0.000**

r:pearson coefficient

** Highly statistically significant (p ≤ 0.01)

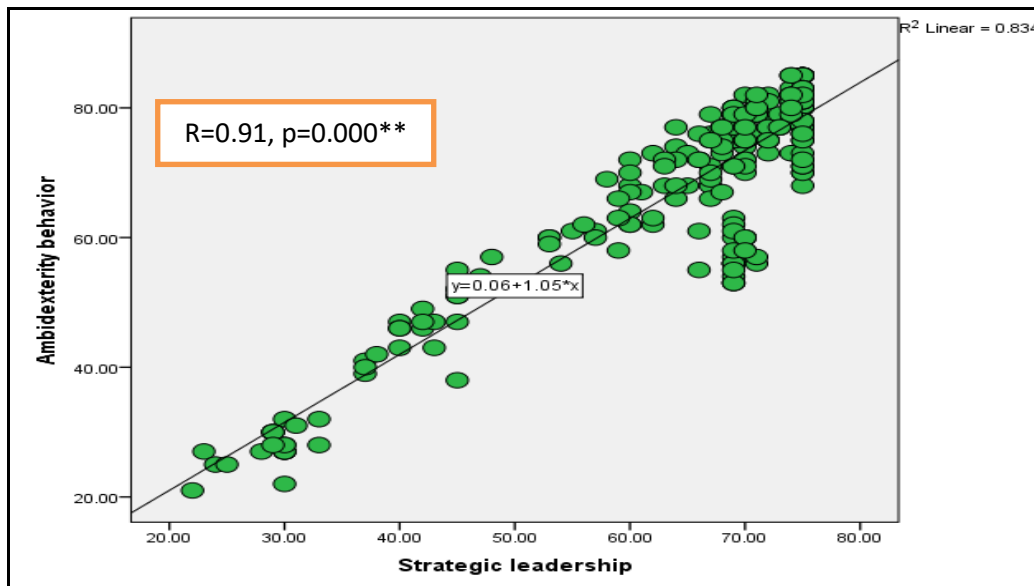


Figure (1): Correlation between strategic leadership and organization ambidexterity as perceived by studied staff nurses (n= 230).

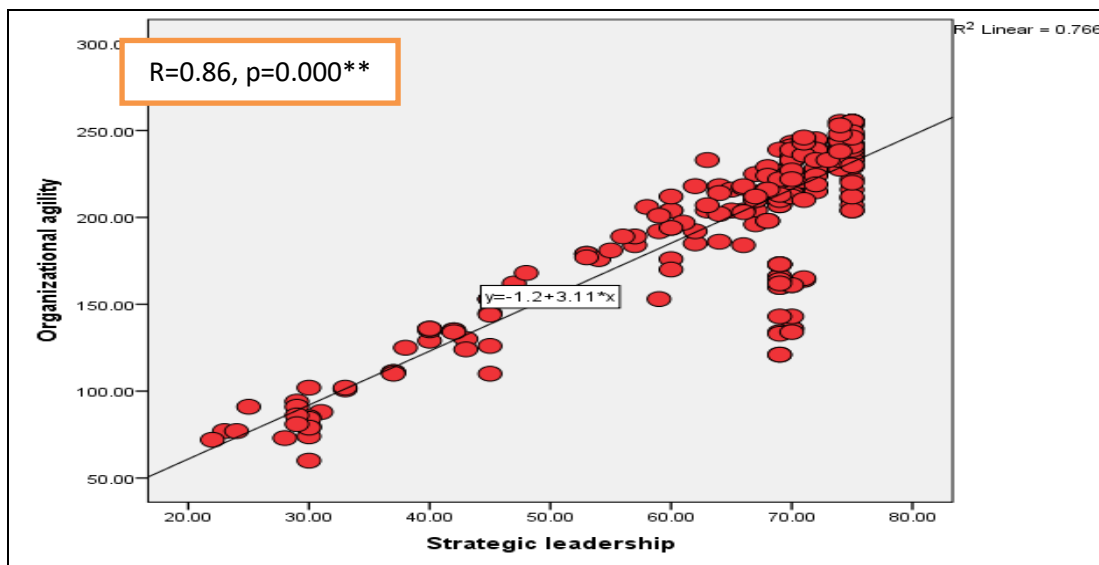


Figure (2): Correlation between strategic leadership and organization agility as perceived by studied staff nurses (n= 230).

Table (1): Shows personal characteristics of studied staff nurses. As regards to age more than two thirds (64.3%) of staff nurses were ranged from 20-30 old years. Most of them (84.8%) were married. Concerning to experience years, (42.2%) of them had years of experience ranged from 6-10 years at work in oncology center.

Table (2): Clarifies mean scores of strategic leadership, organization ambidexterity and agility as perceived by studied staff nurses. Total mean score of strategic leadership was (63.26±14.2), organization ambidexterity was (66.37±16.3), and organization agility was (195.31±50.39).

Table (3): Illustrated levels of strategic leadership, organization ambidexterity and agility as perceived by studied staff nurses. Levels of strategic leadership, organization ambidexterity and agility were high (79.1%, 64.8%, & 65.7%) respectively.

Table (4): Clarifies relationship between levels of strategic leadership with organization ambidexterity and agility levels as perceived by studied staff nurses. There was highly statistically significant positive relationship between levels of strategic leadership with both levels of organization ambidexterity and agility (p= 0.000**).

Table (5): Shows correlation between total strategic leadership, organization ambidexterity and agility as perceived by studied staff nurses. There was highly statistically significant positive correlation between total strategic leadership with both total organization ambidexterity and agility (p= 0.000**).

Figure (1): Illustrated correlation between strategic leadership and organization ambidexterity as perceived by studied staff nurses. There was highly statistically significant positive correlation between

total strategic leadership and organization ambidexterity (p= 0.000**).

Figure (2): Illustrated correlation between strategic leadership and organization agility as perceived by studied staff nurses. There was highly statistically significant positive correlation between total strategic leadership and organization agility (p= 0.000**).

Discussion:

Improving ambidexterity and agility is very important for every health care association in order to meet fast changes and competitiveness in health sector. This requires a strategic leadership that has the ability to operate effectively with new opportunities and in the same time ongoing to maximize the worth of present assets as well as competencies in addition to react to alterations in both inside and outside the organization (Iborra, et al., 2022).

The results of existing study showed that staff nurses perceived total strategic leadership at the high level. This may be because of continuous desire of head nurses to modify the present condition of hospital, exert effort to detect the available chances in the surroundings, communicate the image to others in active manner, working on the reorganization of work as well as the order of priorities to achieve the goals. Also, accomplish continual success in constructing appropriate group for demonstrating hospital's strategies as well as ideas, has the ability to encourage their colleagues to implement the action plans, make all things in order to eliminate the performance difficulties, giving the opinions in addition to knowledge that required during the problems occurrence and managing works' confusion. This was in the similar line with Suriyankietkaew, &

Kungwanpongpun, (2022) who specified that staff nurses documented their total strategic leadership as high, ensuring that strategic leadership has the capability to recognize the whole organization in addition to the surroundings within which they function besides utilizing this awareness for making strategically changes.

This is agreed with, **Tantiyasawasdikul, et al (2023)** who identified that the studied sample reported high levels of overall and each dimension of strategic leadership, and this leadership utilizing a mixture of thoughtful, performing, as well as persuasion talents to transfer the organization in the path of continuing success. Additionally, **Belias, & Trihas, (2022)** who discovered that the majority of considered sample perceived high level of overall strategic leadership, adding that the strategic leadership function in each association is more predominant in its advance as well as progress.

Regarding to staff nurses perception of total organization ambidexterity, result of current study exposed that staff nurses' total organization ambidexterity was at high level. This may be because of the hospital constantly encourage staff nurses to develop their skills to be able to improve the services that currently provided and have the ability to exploit new opportunities and benefit from them repeatedly. Their hospital struggles to enhance its experience in using accessible technology to rise production, trying to reduce the consumption of available resources as possible and seeks to develop capability in discovering resolutions to resolve complications of patients. Also, the hospital makes adjustments to improve the quality of services currently provided and has the ability to know rapidly changing market requirements to keep pace with what is new in it. This is consistent with the results of **Gayed, & El Ebrashi, (2023)**, who stated that staff nurses displayed elevated level of organization ambidexterity, ensuring that organization ambidexterity enables organizations to achieve recent actions however examining novel chances, as exploitation is desirable in a stable condition, while exploration is significant in a changing condition.

In support of existent study, **Priyanka, et al (2022)** stated that most of nurses identified elevated level of organization ambidexterity, and said that long-standing existence of organization rests on its ability to have an equilibrium of exploitation of present technologies with the exploration of coming chances. Also, **Seo, et al (2022)** revealed that the studied participants score their organization ambidexterity at high level, and said that exploitation as well as exploration together are necessary for every association in order to deal with illogicalities in addition to several stresses in the present-day as well

as the coming, promote its present resources, attain efficacy as well as success, and also do novelties. On the contrast, **Jaidi, et al., (2022)** told that the majority of studied sample perceived their organization ambidexterity at low level.

Regarding to organization agility as perceived by staff nurses, results of existing study indicated that staff nurses perceived their organization agility at the high level. This may be due to that their organization's job duties are elastic as well as easy to change, supports them to develop novel information as well as abilities, extensively communicate best practices information, and integrates sustainability into its services. Also, has plans that helps it to adjust to altering marketplaces, stimulates novelty, sees the aptitude to variation as force of the hospital, also can positively cope with numerous change creativities concurrently. This result consistent with **Ali, et al (2022)** who stated that most of the studied nurses demonstrated elevated level of organization agility, and revealed that hospital administration exert efforts in order to stay changeable, react rapidly as well as intelligently to both expectable and unexpected alterations, also adapt speedily to environs' needs, as doing modifications to the present job methods that were realized as well as achieved by nurses.

This is consistent with the findings of **Basiony, & Ibrahim, (2023)** who indicated that over than two thirds of measured sample had moderate level of perception of organization agility, and found that agility in hospital settings can lead to better staff performance, and strengthening organizational agility in the hospital can meet patient needs, reduce costs, introduce new services, and increase competitiveness. This was in the similar line with **King, (2021)** who found that the level of organization agility was moderate, and confirming that advancing changes' competence, knowledge proficiency, common goal, collective leadership, in addition to the presence of elastic capitals can help organizations to become more agile.

Furthermore, **Zhang, et al, (2023)** reported that the study participants perceived their organization agility at moderate level. As well, **Thomas, & Suresh, (2023)** showed that nearly half of studied sample had an average level of perception toward organizational agility. This may perhaps the organization has a well-developed change capability as well as a goal that is carried out on a daily basis. On the adversary, this finding inconsistent with **Kavosi et al., (2021)** who investigated organizational agility in Shiraz University of Medical Sciences Hospitals in Iran; and found that mean score of organizational agility is below the average level.

The results of this existing study shown that strategic leadership was positively correlated with organization ambidexterity. These results means that strategic leadership has the ability to convey the vision to subordinates in an effective way, operate effectively with new opportunities whereas ongoing toward maximize the worth of present competencies as well as assets. This was in congruent with **Chakma, & Dhir, (2023)** who discovered that strategic leadership is positively associated with organization ambidexterity, confirming that strategic leadership empowers ambidexterity throughout delivering mandatory strategic intent as well as generating a shared beliefs and mission for exploration in addition to exploitation activities together, besides setting hopeful objectives for progress as well as novelty.

In the same respect, **Alzawahrah, & Alkhaffaf, (2021)** who stated that strategic leadership has a positive impact on organizational ambidexterity, concluding that strategic leadership practices are crucial for organizations, since they utilize existing strengths and explore new opportunities simultaneously. Also, the present result is continual with the results of **Jacob, et al (2022)** who displayed that strategic leadership was positively correlated to both exploitative as well as exploratory novelty, clearing that strategic leaders have an obvious idea in addition to commitment to the application method for accomplishing ambidexterity that provide their organizations the greater action as well as keep their existence. This is agreement with **Kassotaki, (2022)** who mentioned that organization ambidexterity affected by strategic leader, clearing that strategic leader has the capability to give feedback at the correct time for persons as well as groups in order to work in coordination with recognized idea, in addition to developing the criteria of active direction for applying and improving existing methods as well as approaches, in addition to obtaining new knowledge and services.

Findings of existing study showed that strategic leadership was positively correlated with organization agility. These results means that strategic leadership has a culture that embraces change, the ability to know rapidly changing market requirements and makes adjustments in order to react to unexpected alterations in the surroundings. In this context, **Akkaya, & Tabak, (2020)** reported that organizational agility is directly associated with strategic leadership that has capacities to recognize environmental changes early and respond accurately, in addition to acquiring new possibilities and competitive advantages.

This finding supported by **Alamsjah, & Asrol, (2023)** who reported that the strategic leadership three dimensions are very significant, as well as wholly of

them show a positive effect on the organization agility. Also, **Arifin, & Purwanti, (2023)** identified that strategic leadership has an optimistic as well as important influence on organization agility, confirming that strategic leadership is around altering and managing; and extra alteration continually requires extra leadership that has the capability to imagine, expect, preserve elasticity, in addition to allow others to generate strategic alteration when required. This was in agreement with **Khairy, et al (2023)** who specified that strategic leadership correlated positively with organization agility, and strategic leaders have a vital function in knowing chances as well as creating choices that effect change in addition to novelty practices.

Conclusion

The majority of staff nurses perceived high level of strategic leadership, and more than two thirds of them perceived high level of organization ambidexterity and agility. There was statistically significant positive relation among strategic leadership and both organization ambidexterity and agility. Finally, when there is a strategic leadership, organization ambidexterity and agility at Oncology Center Mansoura University improved. So, we can conclude that organization ambidexterity and agility are affected by strategic leadership.

Recommendations:

- Improve organization ambidexterity and agility, it is essential for organization to provide additional attention as well as care to its strategic leadership.
- Managers should encourage head nurses to communicate the vision to others in an active method, reorganize the order of priorities and building coherent teamwork to improve the focusing as a dimension of strategic leadership.
- Administrators should communicate regularly with distinguished professionals in other specialties from other hospitals to exploit new opportunities and benefit from them repeatedly.
- Managers should searching for strategies that help the organization to know rapidly changing market requirements to keep pace with what is new in it, in addition to advertise and market new services.
- Hospital administrators should encourage staff nurses to constantly developing their skills through attending different conferences and workshops to access and learn new things in the field of health care to promote innovation thinking.
- Enhance the culture that embraces change and innovation by appreciating new ideas and services, considering the ability to change as strength point, and fostering the thinking about the future of organization.
- Additional researches are required to conduct about ambidexterity in health care settings.

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