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Unlocking Strategic Agility between Sustainable and Situational Leadership for Organizational Performance

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Keywords: Organizational performance, Sustainable leadership, Situational leadership, Strategic agility and Management direction

Abstract

Purpose: This study examines the sustainable and situational leadership effect on organizational performance under the strategic agility boundary condition. The examination is pursued with contingency theory perspective in underdeveloped country context. SDG-08 and SDG-11 were pursued through said relationships analysis.

Methodology: The quantitative method, deductive approach and applied type of research is applied under positivism research philosophy. The adopted and adapted questionnaires were circulated among 203 medical billing companies' executives across healthcare sector and data was analyzed through advanced statistical techniques. It aims to examine the relationships among sustainable leadership, situational leadership, strategic agility, organizational performance, and management direction.

Novelty: This research uniquely integrates sustainable and situational leadership with strategic agility and management direction to explain their combined impact on organizational performance in the healthcare sector of Pakistan.

Findings & Implications: The analysis revealed that situational and sustainable leadership effects organizational performance under mediating role of management director, which highlights the significance of strategic planning. The moderating role of strategic agility played a crucial role in strengthening the relationship between leadership styles and management direction for better outcomes at all levels of organization. Such findings provide recommendations for strategic integration of resources, particularly in healthcare sector and generally in other relevant sectors.

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INTRODUCTION

The global environment is undergoing rapid and complex transformations driven business activity in light of certain challenges, it become essential for organizations to adopt sustainable and situational business practices and for leaders to play a pivotal role in addressing these interconnected issues. According to Qaisar and Noor (2020), sustainable leadership adopts an open-systems perspective, focusing on enhancing the quality of life for all stakeholders while generating both present and future financial gains. Regardless of industry type or company size, sustainability has evolved from being a mere option to becoming a crucial leadership imperative. Additionally, Shahid and Saira (2023) stated that situational leadership lets leaders adapt their style to the organization's needs by assessing the situation and adjusting their behavior for maximum effectiveness. Despite its importance, many organizations struggle to maintain stability in rapidly changing business environments. In the medical billing

industry, both sustainable and situational leadership are recognized as vital for long-term success; however, their actual impact on organizational performance remains unclear. This knowledge gap contributes to the decline of SMEs operating in this sector. The present study aims to enhance leadership decision-making by examining how sustainable and situational leadership influence organizational performance, with particular emphasis on the moderating role of strategic agility and the mediating effect of management direction. Abas et al. (2024) described strategic agility as a firm's ability to respond and adapt to the constantly shifting needs of clients and customers. Developing organizational resilience by integrating dynamic capabilities that support rapid adaptation to unstable environments must therefore be a top management priority (Rachel, 2025).

The researchers identified a clear gap in previous studies regarding how management direction influences the relationship between sustainable and situational leadership and organizational performance. Furthermore, earlier research did not sufficiently analyze management direction as a factor affecting organizational outcomes (Vichai & Thanin, 2020). The present study therefore seeks to expand understanding of sustainable and situational leadership within the business domain in pursuance of SDG-08 and SDG-11 fulfillment. The IT based healthcare sector addressed limited studies for better performance under strategic attributes and leadership perspectives (Tang et al., 2022). This gap highlights a lack of practical understanding regarding how leaders can effectively utilize sustainable and situational leadership to strengthen strategic agility and improve long-term performance (Marc, 2025).

Study organizational performance because of its complexity and many dimensions (Muhammad & Asmat, 2024). The current study addresses the following research questions: 1) How does management direction strengthen or weaken the impact of sustainable and situational leadership on organizational performance? 2) How can integrated sustainable and situational leadership enhance organizational performance and strategic agility? The main objective is to investigate how sustainable and situational leadership styles influence organizational performance, with particular focus on strategic agility and management direction. As emphasized by Badriah, Shahida, and Sumiya (2024) stated that the overall efficacy and comprehensive evaluation of organizational operations fall under the responsibilities of situational leaders.

This study is significant because it addresses a critical gap in understanding how sustainable and situational leadership jointly shape organizational performance in the medical billing industry a sector characterized by rapid environmental, technological, and operational changes. Strategic agility enables organizations to navigate ongoing change with clarity and pivot effectively to seize emerging opportunities (Anila & Merita, 2018). By examining both the moderating role of strategic agility and the mediating effect of management direction, the study offers insights that can help SMEs strengthen resilience, improve decision-making, and sustain long-term effectiveness. Therefore, Sam, Hani, Ibtihaj and Sylvaine (2022) stated that SMEs also need to offer comprehensive support to their employees in order to boost their satisfaction and motivation.

The purpose of this study is to investigate how sustainable and situational leadership styles affect organizational performance, focusing on the moderating role of strategic agility and the mediating influence of management direction. Moreover, Ying and Xuefei (2019) stated that ongoing business development requires organizations to pay careful attention to their management directions. Furthermore, Sander, Muriel, and

Danielle (2013) highlighted that sustainable leadership redefines how businesses create value by integrating economic success with social and organizational responsibility. By exploring these interconnected relationships, the study seeks to provide a clearer understanding of how leadership approaches can be better integrated and applied within the medical billing industry to enhance organizational effectiveness, adaptability, and long-term success.

LITRATURE REVIEW

The reviewed literature underscores the pivotal role of leadership approaches particularly sustainable and situational leadership in shaping organizational performance and strategic direction. Scholars regularly highlight how these leadership styles support long-term viability, adaptability, and effective managerial practices within dynamic organizations. Central to this discussion is the function of management direction, which translates leadership intentions into actionable outcomes. Additionally, strategic agility emerges as a key contextual factor that enhances or constrains the effectiveness of leadership in driving organizational success.

Relationship Between Variables

Sustainable leadership is based on the idea that an organization can maintain long-term viability through its decision-making. Qaisar and Noor (2020) conceptualize sustainable leadership as an independent and crucial component of sustainable development, highlighting its strategic value for contemporary organizations. Extending this perspective, Qaisar, Noor, and Hasliza (2020) argue that organizations practicing sustainable leadership gain measurable benefits, particularly through enhanced resource efficiency and conservation. Furthermore, Qaisar et al. (2020) emphasize that sustainable leadership requires a holistic orientation that integrates all organizational stakeholders into core practices. In alignment with this view, Eun and Eungoo (2020) suggest that effective sustainable leaders balance organizational performance with environmental responsibility, employing strategic agility to foster long-term success. Sustainable leadership thus emerges at the intersection of organizational performance, sustainability research, and leadership philosophy, emphasizing approaches that support enduring organizational success.

H₁: Sustainable leadership is positively related to organizational performance.

The concept of situational leadership highlights that effective leaders adjust their style according to the competence and readiness of their followers, rather than applying a single universal approach. This perspective is theoretically grounded in contingency theory, which posits that leadership effectiveness depends on the fit between leadership behavior and situational demands. Xin et al. (2024) emphasize that situational leadership is versatile and applicable across various organizational contexts, enabling leaders to foster follower maturity and adaptability. Similarly, Badriah et al. (2024) note that organizational performance improves when leaders flexibly transition between directing, coaching, supporting, and delegating, ensuring that leadership behavior aligns with the specific needs of team members and the circumstances. This theoretical foundation supports the hypothesis that situationally adaptive leadership behaviors contribute to stronger organizational outcomes. Additionally, Andy and Dean (2004) introduced an influential framework for enduring leadership in educational contexts, which was later extended to other sectors. Situational leadership, introduced by Hersey and Blanchard in the late 1960s, posits that leadership effectiveness depends on adapting style to follower readiness, including their commitment and competence (Ana, Agustin, & Maria, 2025).

H₂: Situational leadership is positively related to organizational performance.

Sustainable leadership helps organizations focus on long-term sustainability by shaping the company's strategy and development in ways that naturally guide decisions and overall direction. Yaohua (2022) stated that when leaders focus on sustainability, small and medium-sized businesses (SMEs) are more likely to develop new organizational practices that guide the company's overall direction toward more sustainable goals. Similarly, Mohanad and Harshavardhan (2025) noted that leaders encourage employees to act in ways that benefit the organization, and this effect is stronger when employees have strong work knowledge. This means sustainable leadership shapes not just the company's major strategic decisions, but also day-to-day management and employee behavior. Bazal, Wajeetha, and Saira (2025) stated that leaders who adopt a sustainability-oriented mindset are more likely to direct their organizations toward long-term, ethically informed goals rather than short-term profit maximization. Therefore, Jane (2023) argued that there is both a conceptual and empirical basis for hypothesizing a positive relationship between sustainable leadership and management direction. This is further supported by modern perspectives such as total management which emphasize adaptability, innovation, and continuous improvement (Deming, 1986; Senge, 1990). Collectively, these theories underpin contemporary management approaches that balance efficiency, human engagement, and organizational development.

H₃: Sustainable leadership is positively related to management direction.

Situational leadership helps sustain optimal management direction through changing contexts. It has been demonstrated as a highly effective approach for motivating employees across various sectors (Khalil, Bernard, & Radwan, 2017). Situational leadership "optimizes leadership effectiveness by adaptively adjusting leadership behaviors based on the complexity of the task," which enhances team cohesion and organizational outcomes. Moreover, Jeremiah and Herman (2023) stated that SMEs play an important role in the economy and create job opportunities. Their growth and success depend on effective management, and strong leadership is key to achieving organizational goals in different situations. Thus, situational leadership is not only theoretically relevant but also practically significant, highlighting its positive influence on management direction, goal alignment, and overall organizational efficacy.

H₄: Situational leadership is positively related to management direction.

Management direction involves the exercise of leadership to ensure that plans are converted into effective actions toward achieving organizational goals. According to David, Donald, and Vincent (2015), managerial discretion refers to the degree of freedom or range of strategic options a manager has to make decisions and influence organizational outcomes. Further, Kahneman and Tversky (1979); Max (1984)) highlighted the role of human behavior in decision-making and underscored the need to integrate organizational performance into processes to strengthen flexibility and sustainability. Vasudevan and Venkatraman (1988) argued that high-performing firms operate near the center of a performance continuum. Together, these perspectives integrate economic, psychological, and systemic insights. The dynamic capabilities framework, introduced by Teece, Pisano, and Shuen (1997) and expanded by Muhammad and Siti (2012), emphasizes the importance of management direction in uncertain markets. Building on these theoretical foundations, management direction plays a critical role in translating strategic intent into tangible outcomes.

H₅: Management direction is positively related to organizational performance.

The effectiveness of sustainable leadership may depend on the direction provided by management, which serves as a guiding mechanism to align leadership initiatives with organizational objectives (Yukl, 2013). Management direction encompasses strategic planning, clear communication of goals, and resource allocation, all of which facilitate the translation of sustainable leadership practices into measurable performance outcomes (Bass & Riggio, 2006). Empirical studies indicate that when management provides strong direction, sustainable leadership efforts are more likely to enhance organizational efficiency, innovation, and profitability (Avolio Gardner, Walumbwa, Luthans, & May, 2009). However, its impact is not absolute and varies depending on a combination of factors that can either enable or constrain a manager's ability to act (Neubert, Carlson, Kacmar, Roberts, & Chonko, 2009). Moreover, investing in ongoing personnel upskilling and promoting agile decision-making are key components of effective strategic direction (Rachel, 2025). Therefore, it is reasonable that management direction functions as a mediator, bridging the relationship between sustainable leadership and organizational performance by ensuring that leadership practices are effectively implemented and strategically aligned.

H₆: Management direction mediates the relationship between sustainable leadership and organizational performance.

Management direction has evolved through several theoretical perspectives. Early classical management theory primarily focused on organizational structure, formal authority, and efficiency, as emphasized by Taylor (1911) and Fayol (1916). These approaches highlighted standardized procedures and task optimization as key drivers of performance. Later, behavioral approaches shifted the focus toward human relations, recognizing the importance of employee motivation, satisfaction, and interpersonal dynamics in influencing organizational outcomes (Mayo, 1933; McGregor, 1960). Systems theory further expanded this perspective by framing organizations as complex, interconnected systems where changes in one part affect the whole (Kast & Rosenzweig, 1972). Contingency theory then posited that managerial effectiveness is contingent upon situational factors, suggesting that no single management style fits all circumstances (Fiedler, 1964). Within this context, management direction emerges as a critical mediating mechanism between situational leadership and organizational performance, as it translates leadership behaviors into structured strategies, processes, and practices that optimize performance outcomes across varying organizational conditions. James and Robert (2022) specified that Organizations try to working in a way of successful organizations. This is encouraged through "best practices" and the advice of managers.

H₇: Management direction mediates the relationship between situational leadership and organizational performance.

Strategic agility not only enables organizations to adapt to external changes but also plays a critical moderating role in translating sustainable leadership into effective managerial direction. Specifically, under conditions of moderate strategic agility, sustainable leaders can leverage their vision, ethical orientation, and long-term perspective to guide managers in aligning day-to-day operations with sustainability objectives, thereby enhancing managerial direction. However, when strategic agility becomes excessively high, frequent shifts in strategy and operational focus may introduce uncertainty or conflicting priorities, potentially diluting the influence of sustainable leadership on managerial direction (Abas et al., 2024). In other words, strategic agility initially strengthens the relationship between sustainable leadership and managerial direction, but beyond a certain point, further increases may weaken this relationship due to over-flexibility or strategic overreactions (Justin, Frans, & Henk,

2005). Therefore, an optimal level of strategic agility is necessary to maximize the effectiveness of sustainable leadership in guiding managerial decision-making toward sustainability-aligned outcomes.

H₈: Strategic agility moderates the relationship between sustainable leadership and management direction such that increases in strategic agility strengthen the said relationship rather than weakens it

Yves Doz and Mikko Kosonen (2008) formalized the concept of strategic agility, identifying strategic sensitivity, leadership unity, and resource fluidity as essential meta-capabilities that enable firms to sustain a competitive advantage in rapidly changing organization. Kyriakos, Loukia, Lycourgos, and Pieris (2021) stated that Strategic agility enables organizations to sense and respond quickly to emerging opportunities and threats, thereby improving managerial decision-making and adaptive capacity. Moreover, Demetris, Jaroslav, Alkis, Gabriele, and Michael (2023) stated that agility may initially reinforce the relationship between leadership and performance, allowing leaders to better align managerial direction with organizational demands; but beyond a certain point, excessive strategic agility may dilute organizational focus and weaken coordination, thereby undermining leadership effectiveness.

H₉: Strategic agility moderates the relationship between situational leadership and management direction such that increases in strategic agility strengthen the said relationship rather than weakens it

Sustainable and situational leadership are both significant predictors of organizational performance and effective management direction. Management direction emerges as a central mechanism that translates leadership behaviors into strategic actions and performance outcomes. Strategic agility further shapes these relationships, strengthening leadership effects up to an optimal point before diminishing them. Overall, the integrated framework highlights the importance of adaptive leadership, clear direction, and balanced agility for long-term organizational success.

RESEARCH MODEL (CONCEPTUAL MODEL)

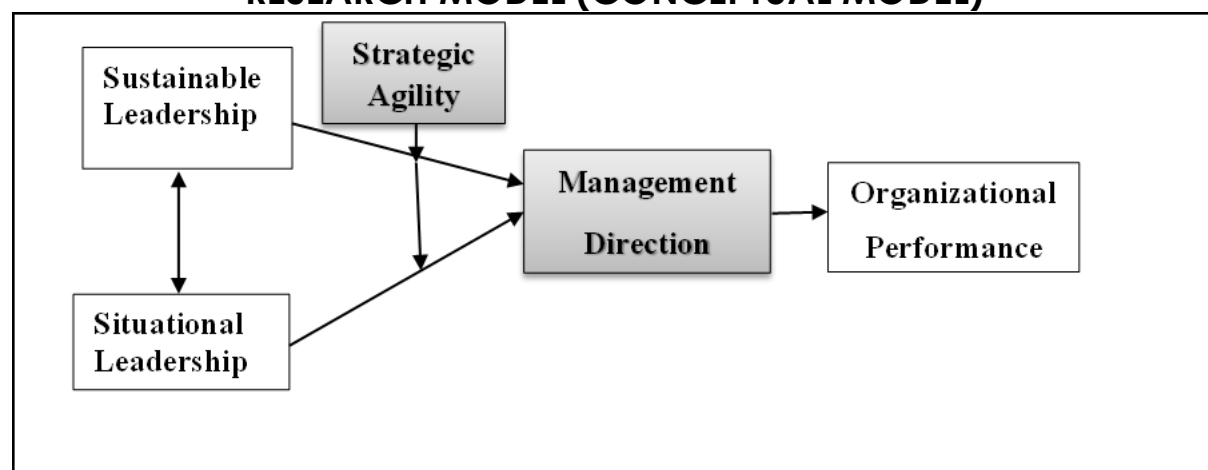


Figure 1.

Conceptual Model of the Study

Sustainable leadership provides a theoretical foundation for effective organizational performance by fostering strategic agility. It ensures a clear, long-term management direction that aligns organizational spirit with sustainable value creation for all stakeholders (Sander, Muriel, & Danielle, 2013). According to Sahala, Francisca, Srinitha, Dewiana, and Budi (2022), staff members are more satisfied when leaders effectively

apply situational leadership. Both sustainable and situational leadership are essential for creating strategic agility to manage organizational performance. Strategic agility refers to a company's capacity to combine, develop, and reorganize internal and external capabilities to adapt to rapidly changing circumstances (Abas et al., 2024).

In the proposed conceptual model, strategic agility serves as a moderator between the dependent and independent variables, while management direction acts as a mediator. Vichai and Thanin (2020) describe management direction as the process of guiding an organization so that strategies can be implemented effectively in day-to-day operations, thereby achieving balance and long-term success. However, organizational performance remains one of the organization's major weaknesses, often resulting from inadequate managerial expertise (Belayneh & Eyob, 2025).

RESEARCH METHODOLOGY

Research Approach

The deductive research approach was used since the study based on existing theories and first-hand literature. Hypotheses were formulated from the research question and tested using non experimental correlational statistical methods. Hypothesis, H_{1-5} directed toward direct causal effects, H_{6-7} (mediation) indirect causal effects and H_{8-9} (moderator) nonlinear conditional causal effects. Using a cross-sectional survey, the positivist paradigm is appropriate because it supports an objective, pragmatic approach to addressing problems in a realistic way and aligns with a deductive approach to knowledge generation.

Research Design

This study employed an applied relational based research design which was explanatory in nature. It using a cross-sectional survey to examine the causal relationships, among sustainable leadership and situational leadership on organizational performance, through the mediating effect of strategic agility and the moderating role of management direction. Respondents were informed about the purpose of the research, confidentiality assurances, and voluntary participation. The data was complied with ethical research standards, ensuring informed consent, confidentiality, anonymity and secrecy of participants. Data was used solely for academic purposes in alignment with scope of research study.

This study is grounded in the positivist paradigm, which assumes that reality is objective and can be measured through survey and analysis. Positivism emphasizes the use of quantitative methods to test hypotheses and identify relationships among variables (Creswell, 2014). As this research explore the relationships among the independent variables sustainable leadership and situational leadership and the dependent variable organizational performance, it integrates strategic agility as a moderator and management direction as a mediator.

Population

The population of the study was healthcare sector dealing in IT based medical bills, which is generalized in nature under private control mechanisms. It was comprising on billing executives' level staff in medium to large SMEs enterprises. N= 10,000 from SMEs Billing Organizations. The population were idealized due to fluctuated no of billing executives among 180 or more than 180 medical billing companies.

Sampling

The non-probability sampling type was applied through convenience sampling techniques to collect cross-sectional data. It ensures representation across operational levels working staff (Edward, 2014) in IT based medical billing organizations. This sampling is employed in cross-sectional studies to facilitate convenient collection.

Sampling technique

The sample size was determined using a sample to item ratio. The total no of items was 36 so, (300/36) resulting in ratio of above five. Therefore, 203 respondents who fully responded to questions were taken as sample size of research study (Mumtaz, Hiram, Jun, Ramayah, Francis, & Tat, 2020).

Variable Measures

The independent variable, sustainable leadership, refers to the practice of guiding an organization or team in a way that balances long-term success with responsible management. The scale used in this study for Sustainable Leadership (SuLS) was adopted from Saqib (2023). The six items from this scale were utilized as the independent variable in his research to examine sustainable organizational performance. Another independent variable, Situational Leadership (SLS), was used with six items scale. The construct was measured using a scale adopted from Emad (2021), who described situational leadership as a leader's capability to adjust their behavior, as per context. The management direction (Med) scale includes seven-items was adopted from Vichai and Thanin (2020) that interact with leadership styles and organizational performance. Next, the dependent variable, organizational performance (OPS), refers to an organization's capacity to achieve its set goals and objectives while delivering services that meet client expectations. The eight-item scale shows a logical relationship with the other variables in this study (Omar, 2015). The moderator variable is Strategic Agility (SA), which is viewed as a measurable outcome of organizational performance and emerges from the behaviors and capabilities of managers as they make and implement strategic decisions (Doz, 2020). The nine-item scale of SA adopted by Deon (2020) captures an organization's ability to anticipate, adapt to, and seize opportunities in dynamic environments, thereby enhancing the effectiveness of leadership practices in rapidly changing contexts. In this study, the survey questionnaire used five-point Likert format (1 = strongly disagree to 5 = strongly agree). The scales demonstrated strong internal consistency.

RESEARCH ANALYSIS

Descriptive statistics (mean, standard deviation, frequency), Correlation analysis to identify relationships among variables. Data were analyzed using SPSS software on the 95% (0.05) of level of confidence. Data was collected via online surveys google form to participating organizations executives.

FINDINGS

Demographics

Table No. 1.
Demographic Analysis Gender (n=203)

Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	149	73.4	73.4	73.4
Female	54	26.6	26.6	100.0
Total	203	100.0	100.0	

Table No. 1. Shows that male respondents was more that female respondents.

Table No. 2.

Demographic Analysis Age (n=203)

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
18-22	43	21.2	21.2	21.2
23-27	97	47.8	47.8	69.0
28 and above	63	31.0	31.0	100.0
Total	203	100.0	100.0	

Table No. 2. Shows that majority were aged 23–27 years, others were aged 28 and above (31.0%), and the smallest proportion were aged 18–22 years.

Table No. 3.

Demographic Analysis Marital Status (n=203)

Marital Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Single	128	63.1	63.1	63.1
Married	75	36.9	36.9	100.0
Total	203	100.0	100.0	

Table No.3. Stated that Out of 203 respondents, 63.1% are single and 36.9% are married, indicating that the majority of participants are single.

Table No. 4.

Demographic Analysis Educational Level (n=203)

Educational Level				
	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	34	16.7	16.7	16.7
Bachelors	103	50.7	50.7	67.5
Masters	46	22.7	22.7	90.1
MPhil/MS	20	9.9	9.9	100.0
Total	203	100.0	100.0	

Table No. 4. Presents the majority respondents hold a Bachelor's degree, secondly, Master's, thirdly, Intermediate, and lastly MPhil/MS, indicating a generally well-educated sample.

Table No. 5.

Demographic Analysis Work Experience (n=203)

Work Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	128	63.1	63.1	63.1
5-10	53	26.1	26.1	89.2
10-15	18	8.9	8.9	98.0
15-20	4	2.0	2.0	100.0
Total	203	100.0	100.0	

Table No. 5. Stated that most respondents have 1–5 years of work experience, with nearly 90% having less than 10 years overall.

Control Variable

Table No. 6.

Control Variable (n=203)

Demographics	Organizational Performance
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	f statistics	p value
Gender	0.034	0.853
Age	0.182	0.834
Marital Status	0.137	0.712
Educational Level	1.134	0.336
Work Experience	0.820	0.484

Table No. 6. Stated that all p-values are greater than 0.05, the results indicate that organizational performance does not significantly affect based on employees' demographic characteristics such as gender, age, marital status, educational level, or work experience.

Reliability Analysis

Table No. 7.

Reliability Analysis (n=203)

Variable Name	No of Items	Mean	Cronback's Alpha
Sustainable Leadership	6	4.37	0.780
Situational Leadership	6	4.21	0.710
Organizational Performance	8	4.39	0.689
Strategic Agility	9	4.14	0.704
Management Direction	7	4.42	0.864

Table No. 7. Stated the high mean values across all variables indicate positive perceptions and demonstrating strong agreement among respondents.

Correlation Analysis

Table No. 8.

Correlation Analysis (n=203)

	Su L	S L	O P	S A	M D
Sustainable Leadership	1	0.411	0.465	0.299	0.368
Situational Leadership		1	0.424	0.397*	0.206
Organizational Performance			1	0.506*	0.439
Strategic Agility				1	0.387*
Management Direction					1

*p<0.05, **p<0.01, ***p<0.001

Table No. 8. Indicates the correlation among Sustainable Leadership, Situational Leadership, Organizational Performance, Strategic Agility, and Management Direction. The values of each perfectly correlated for each construct, while the values represent the strength and direction of the relationships among the variables.

Regression Analysis

Table No. 9.

Multiple Regression Analysis (n=203)

Predictors	Organizational Performance			
	β	R^2	ΔR^2	Sig.
SuL	0.206***			0.000
SL	0.125**			0.012
SA	0.288***	0.385		0.000
Step 3				
SA*SuL	0.027			
SA*SL	0.028	0.525	0.140**	0.013

*p<0.05, **p<0.01, ***p<0.001

The table No. 9. Show all variable are increased organizational performance. Such as; Sustainable leadership (IV1) positive and significant effect on OP, Situational Leadership (IV2) also has a positive significant effect, and the Strategic Agility (moderator) has the strongest positive effect on OP (dependent variable). In this study no control variable so, the r square remains same which is almost 50%. The result of multiple regression analysis has been acceptable. Although, SuL, SL, SA individually improve organizational performance.

Both interactions were not significant and they do not change the effect of OP, where as ΔR^2 has been occurred in very small amount of number but remains significant. Although, SA was the strongest predictor but here it does not act as a moderator. More clarity showed in figures No. 1 and 2 in below;

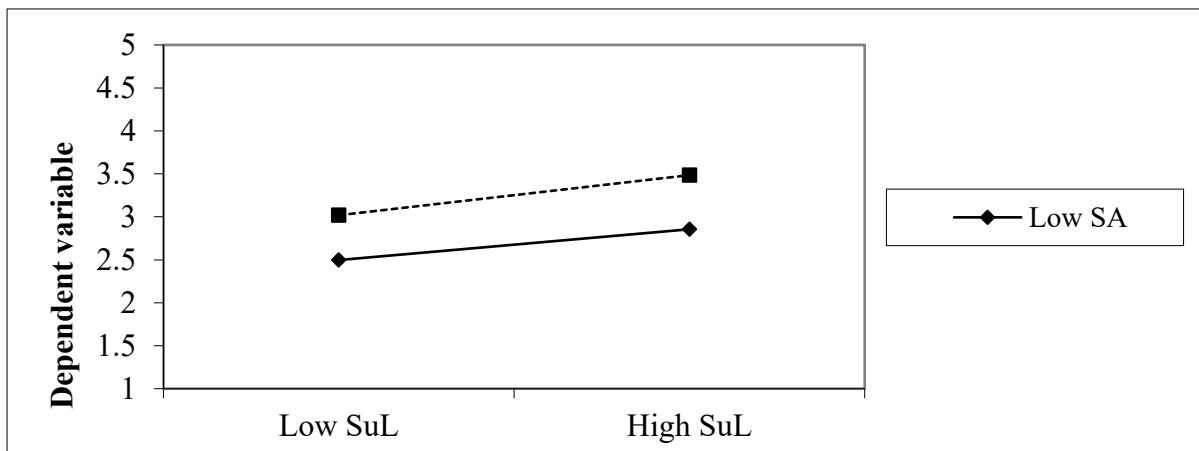


Figure No. 1.
Interaction one (SuL*SA)

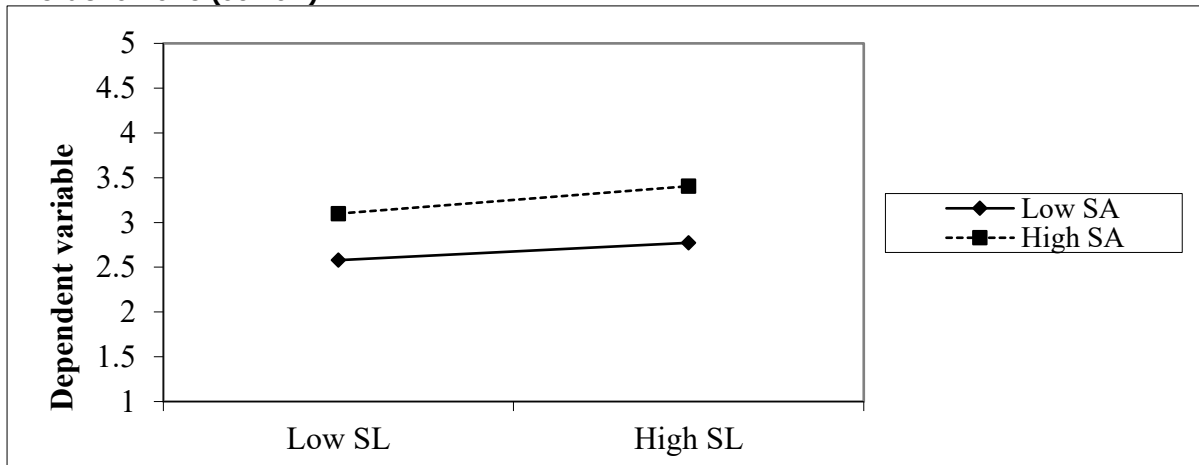


Figure No. 2.
Interaction Second (SL*SA)
Mediation Analysis

Table No. 10.
Mediation analysis with Sustainable Leadership (IV1)

	β	SE	t	p
IV1 $\rightarrow$ DV	0.465	0.044	7.454	0.000
IV1 $\rightarrow$ Med	0.368	0.056	5.609	0.000
Med $\rightarrow$ DV	0.439	0.053	6.925	0.000
IV1 $\rightarrow$ Med $\rightarrow$ DV	0.308	0.238	26.863	0.000

Bootstrap results for indirect effect	Indirect effect	LL95%CI	UL95%CI
	0.157	0.368	0.439

Table No. 10. Stated that step 1 of the mediation model, the regression of sustainable leadership positively effects on organizational performance before considering the mediator. Step 2 showed that regression of the sustainable leadership on the management direction, depression was also significant. Step 3 of the mediation process showed that the mediator (depression), controlling for sustainable leadership was significantly positive. Step 4 of the analysis revealed that controlling for management direction (mediation) depression, sustainable leadership was significant predictor of organizational performance. The reduction suggest that sustainable leadership can be perform through management direction for organizational performance.

Table No. 11.

Mediation analysis with Situational Leadership (IV2)

	β	SE	t	p
IV2 → DV	0.424	0.049	6.636	0.000
IV2 → Med	0.206	0.064	2992	0.015
Med → DV	0.439	0.053	6.925	0.013
IV2 → Med → DV	0.367	0.050	6.107	0.000
Bootstrap results for indirect effect	Indirect effect	LL95%CI	UL95%CI	
	0.057	0.238	0.319	

Table No. 11. Stated that step 1 of the mediation model, the regression of situational leadership positively effects on organizational performance before considering the mediator. Step 2 showed that regression of the situational leadership on the management direction, depression was also significant. Step 3 of the mediation process showed that the mediator (depression), controlling for sustainable leadership was significantly positive. Step 4 of the analysis revealed that controlling for management direction (mediation) depression, situational leadership was significant predictor of organizational performance. The reduction suggest that sustainable leadership can be perform through management direction for organizational performance.

DISCUSSION

This study looked at the connections between managerial direction, strategic agility, situational leadership, sustainable leadership, and organizational performance. The results provide important insights into how leadership styles and management direction impact organizational outcomes in both directions, as well as how strategic agility influences these relationships. The findings of the regression analysis demonstrated a strong and favorable connection between organizational performance and sustainable leadership. It demonstrates that leaders who prioritize social responsibility, ethical behavior, long-term thinking, and staff development have a favorable impact on company performance. Organizational performance was significantly improved by situational leadership, suggesting that leaders are more successful in enhancing organizational outcomes when they modify their approach based on task needs and staff competency. This flexibility boosts output and staff engagement by enabling leaders to adapt to shifting work environments.

Sustainable leadership and management direction were significantly positively correlated. By helping to link organizational goals with daily operations, these executives reinforce managerial direction across the whole business.

There is a positive correlation between situational leadership and management direction. When leaders adapt their behavior to the demands of the circumstances and the requirements of their workforce, they are better suited to lead teams. This flexible leadership approach strengthens managerial direction, improves communication, and makes expectations clear.

There is a positive correlation between management direction and organizational performance. Management direction greatly enhanced performance, indicating that successful planning, direction, and coordination are crucial to achieving organizational goals. When employees understand strategic aims and managerial expectations, overall performance improves.

Management direction acts as a partial mediator in the relationship between sustainable leadership and organizational performance. The results demonstrate that sustainable leadership improves organizational performance both directly and indirectly through better management direction. This suggests that in addition to applying their leadership ideals, sustainable leaders enhance performance by supporting managerial guidance and direction inside the organization.

Management direction was revealed to be a mediating factor in the relationship between situational leadership and organizational success. This study suggests that situational leadership improves managerial direction, which in turn improves organizational outcomes. Therefore, how successful leadership behaviors transfer into performance is largely dependent on improved managerial coordination and direction.

The relationship between sustainable leadership and strategic agility on management direction was not statistically significant. Strategic agility had a large direct impact on organizational performance, but it did neither increase nor reduce the relationship between sustainable leadership and management direction. This suggests that management direction is influenced by sustainable leadership, independent of the organization's level of strategic agility.

The absence of a significant relationship between situational leadership and strategic agility indicates that situational leadership and management direction are not influenced by strategic agility. Situational leadership's impact on management direction remains untouched, despite the fact that strategic agility alone enhances organizational performance.

CONCLUSION

The study emphasizes how crucial situational and sustained leadership are to enhancing organizational success. In order to explain how leadership styles result in better performance outcomes, management direction plays a crucial mediating role. Although its moderating role was not validated, strategic agility shows as a strong direct predictor of organizational performance. These results imply that clear managerial direction, rather than the conditional impacts of strategic agility, is the primary mechanism of leadership performance for Medical Billing companies and IT based healthcare sector.

IMPLICATIONS

To actually increase organizational performance, the variables under study must be translated into precise planning, guidance, and coordination by healthcare

regulatory bodies and Ministry of IT. Selecting a method of management is just the first step, and managers need to realize that management direction serves as a crucial mediator for both situational and sustainable leadership. Leadership should not be seen as a value or a proposition by organizations. Hybrid leadership styles offer for flexibility to address urgent, shifting job requirements when necessary. A significant takeaway is that businesses need to have strategic agility as a resource or capability, but it cannot take the place of clear, decisive leadership.

LIMITATION

The 5000 population limit on the data has an impact on accuracy. To save time and money, a Google Form was used for the study. Only use a quantitative approach to analyze this study quickly.

RECOMMENDATIONS FUTURE RESEARCHES

Strategic agility was found to have no effect on the link between managerial direction and situational and sustainable leadership styles. Therefore, it is advised that future studies aim to clarify the fundamental causes of this phenomena.

The study can improve the generalizability of its results and enable a more thorough investigation of possible causal relationships by enlarging the sample to include a larger population and a variety of geographic areas and using a longitudinal research design to continually monitor variables over time.

It is advised to include another variable by looking at possible mediators or moderators that can have an impact on organizational performance in order to strengthen the analysis's robustness. A more thorough and nuanced knowledge of the underlying mechanisms and contextual elements influencing organizational outcomes would also be made possible by implementing a mixed-methods approach, which combines qualitative insights with quantitative data. It enabling the triangulation of proof, this method improves the validity of conclusions and offers a more comprehensive view of the intricate dynamics that control organizational success.

RECOMMENDATIONS

It is recommended that human resource directors and policymakers create leadership development programs based on a clear recognition of management direction as a critical mediating mechanism between organizational performance and leadership potential. This needs to be pursued by SECP, Ministry of IT and Ministry of National Health Services Regulations and Coordination. In this sense, these programs ought to go beyond traditional frameworks for managing competency and instead emphasize the methodical development of strategic agility. This means giving leaders the ability to foresee changes in the environment, adapt to complex and unstable situations, and successfully match organizational resources and talents with long-term strategic responsibilities. (SOPs, Exhibit-A).

The fact that strategic agility has been shown to have a direct impact on organizational performance, decision-makers should routinely invest in strategic agile approaches. In dynamic situations, the use of cross-functional teams, quick prototyping procedures, and adaptable distribution of resources structures can boost organizational flexibility, enable prompt strategic reactions, and ultimately enhance performance results. (SOPs, Exhibit-B).

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Exhibit-A

SOPs FOR FIRST RECOMMENDATION

Identification of Strategic Leadership Requirements

Purpose: Regarding methodically determine leadership capability shortages that are in line with organizational strategy, both now and in the future.

Procedure:

1. Regularly monitor the environment to evaluate strategic difficulties both inside and outside the company.
2. Compare current leadership skills to long-term organizational goals.
3. List the gaps in your capacity for resource alignment, adaptive decision-making, and strategic foresight.
4. Send results to policy oversight committees and top management for verification.

Program Design and Alignment for Leadership Development

Purpose: To make sure that leadership development programs are clearly in line with performance objectives and organizational strategy.

Procedure:

1. Establish program goals that combine strategic agility with management guidance.
2. Create curriculum that cover topics like planning for situations, systems thinking, and change leadership in addition to conventional managerial abilities.
3. Match organizational performance metrics with learning objectives.
4. Before implementing, get official approval from human resource and governance authorities.

Choosing Participants and Integrating Succession

Purpose: To promote fair and thoughtful program participant selection.

Procedure:

1. Clearly define your hiring criteria based on strategic responsibilities, leadership potential, and succession planning needs.
2. Incorporate official talent management and replacement frameworks with program participation.
3. Obtain support from executive leadership and line managers.
4. Keep thorough records of the choices made regarding participant selection.

Delivery of Programs and Learning Methods

Purpose: To assure that leadership development interventions are delivered in an efficient and reliable manner.

Procedure:

1. Make use of integrated learning techniques, such as executive coaching, strategy simulations, and experiential learning.
2. Include current organizational difficulties in educational activities.
3. Verify that facilitators have both theoretical knowledge and real-world experience in strategic leadership.
4. Keep an eye on program delivery to make sure that authorized curriculum are followed.

Utilizing Performance and Integrating Strategy

Purpose: To transform the results of leadership development into quantifiable organizational effect.

Procedure:

1. Demand that participants create and carry out strategic action plans related to their functional areas.
2. Match managerial direction duties with post-program leadership behaviors.
3. Promote learning transfer, lead peer review and structured reflection sessions.
4. Inform senior management of the results of the implementation.

Observation, Review, and Ongoing Enhancement

Purpose: to evaluate the efficacy of the program and guarantee ongoing improvement.

Procedure:

1. Create evaluation criteria that connect the growth of leadership capabilities to the performance outcomes of the organization.
2. Evaluate management efficacy and strategic agility both before and after the program.
3. Examine assessment data to pinpoint areas of strength and development.
4. Modify program delivery and design in light of evidence-based conclusions.

Policy Compliance, Accountability, and Governance

Purpose: To provide supervision, responsibility, and conformity with institutional and policy framework

Procedure:

1. Give leadership development oversight a distinct governance responsibility.
2. Verify adherence to organizational rules, ethical norms, and national policies.
3. Regularly audit the results and execution of the program.
4. Keep records of decisions and preserve institutional memory for future policy improvement.

Exhibit- B**SOPs FOR SECOND RECOMMENDATION****Establishing and Managing Cross-Functional Teams**

Purpose: To make sure quick decision-making, information integration, and well-coordinated execution within organizational divisions

Scope: Applies to all innovation efforts, change initiatives, and strategic initiatives

Procedure

1. **Identification of the Team**
 - Strategic initiatives needing cross-functional input are identified by executive leadership.
 - The necessary skills (such as marketing, operations, finance, and IT) are specified.
2. **Composition of the Team**
 - Representatives from the appropriate departments are assembled to establish a cross-functional team of five to nine people.
 - A strategically important Initiative Owner (SIO) is designated with the power to make decisions.
3. **Roles and Responsibilities**
 - Team members contribute to common goals while maintaining functional accountability.

- The SIO eliminates obstacles and guarantees alignment with company strategy.

4. **Decision-Making Protocol**

- Joint decision-making is used, and unresolved concerns are escalated within 48 hours.
- Organizations have the authority to decide on operations without first receiving clearance from higher-ups.

5. **Review and Dissolution**

- At predetermined milestones, the effectiveness of the team is evaluated.
- After an initiative is finished, teams are disbanded or reorganized.

Performance Indicators

- Timeliness of initiative delivery
- Decision cycle time
- Effectiveness of cross-functional collaboration

Quick Development and Testing

Purpose: To facilitate prompt strategic answers, lessen ambiguity, and speed up learning.

Scope: Refers to digital projects, process enhancements, new goods, and services.

Procedure

1. **Identify Opportunity**

- Through ongoing environmental monitoring, strategic opportunities or difficulties are recorded.
- Opportunities are ranked according to their potential effect and strategic relevance.

2. **Model Development**

- The development of Minimum Viable Models (MVPs) takes two to six weeks.
- A well-defined hypothesis or strategic concept must be addressed by models.

3. **Testing and Feedback**

- Stakeholders, either internal or external, evaluate models.
- Feedback, both quantitative and qualitative, is recorded.

4. **Iteration or Finish**

- Models are improved in response to feedback or withdrawn if they fail to show value.
- The organization as a whole documents and disseminates the lessons acquired.

5. **Scaling Decisions**

- The resource requirements and scalability of successful concepts will be evaluated.
- Implement on a large scale, executive approval is necessary.

Performance Indicators

- Learning cycles finished
- Time to idea
- Conversion rate from concept to execution

Adaptable Scheduling and Change of Resources

Purpose: To assure that resources are dynamically matched with shifting environmental conditions and strategic priorities.

Scope: refers to all company units' technological, human, and financial resources

Procedure

1. **Strategic Allocation Resource**

- A percentage of yearly budgets, such as 10–20%, is set aside for strategic agile projects.
- Resources can be classified as either fixed or flexible.

2. **Adaptive Allocation**

- To gain access to resources, cross-functional teams produce brief business cases.
- Decisions on resources are made within predetermined timelines (e.g., 7–10 working days).

3. **Reallocation Triggers**
 - Based on market changes, performance indicators, or strategy reprioritization, resources may be reallocated.
 - Initiatives that don't function well are evaluated every three months.
4. **Governance and Oversight**
 - A Strategic Agility Committee assesses allocation choices and guarantees openness.
 - The use of resources is monitored in real time.
5. **Post-Allocation Review**
 - Results are assessed in relation to the original goals.
 - Future allocation decisions are informed by insights.

Performance Indicators

- Alignment of resources with strategic priorities
- Rapidity of resource redeployment
- The outcome of strategic efforts

Ongoing Strategic Evaluation and Modification

Purpose: To continuously assess and modify strategic agility in order to establish it.

Scope: Relates to large efforts and organizational strategy.

Procedure

1. **Environmental Scanning**
 - Every month, market, technological, and competitive trends are examined.
2. **Strategic Review Cycles**
 - Quarterly strategy reviews are conducted, using agile initiative insights.
3. **Adjustment and Communication**
 - Strategic changes are recorded and shared throughout the entire organization.
 - Operational strategies incorporate updated priorities.

Performance Indicators

- The frequency of strategy adjustments
- The ability to adapt to changes in the environment
- The overall results of organizational performance



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