Organizational Culture Adaptability by Leaders and its Influence on Firm Performance

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Abstract

This study investigates the influence of leaders' adaptability to organizational culture on firm performance, specifically focusing on higher education service institutions in Jeddah, Kingdom of Saudi Arabia. The sample comprised 100 employees from private universities. Employing a questionnaire as the primary data collection tool, the study delves into key aspects such as leaders' comprehension of organizational culture, flexibility, adaptability, and their impact on job satisfaction, self-development, commitment, and team collaboration. Statistical analysis using the SPSS program revealed several noteworthy findings. Particularly, leaders' adaptability to organizational culture positively affects employees' job satisfaction. Leaders actively fostering a culture of adaptability create a conducive work environment, fostering continuous learning and employee development. Additionally, leaders' cultural adaptability contributes to higher levels of commitment and trust within the organization. Overall, leaders' adaptability significantly influences positive teamwork dynamics within the organization.

Keywords
Adaptability, Leaders, Organizational Culture, Firm Performance, leaders' adaptability.

1. Introduction
In today's rapidly evolving business landscape, effective leadership is recognized as a cornerstone for organizational success. One critical aspect of leadership that has garnered significant attention is the leader's ability to adapt to and influence the organizational culture. The research objective is focusing on exploring the relationship between leaders' adaptability to organizational culture and its impact on firm performance in this dynamic business environment. Recognizing the essential role of effective leadership in organizational success, the study aims to explore into how leaders' cultural adaptability influences the overall performance of the firm positivity by increasing the employee satisfaction, high productivity, innovation, and overall improved firm performance.

By examining the mechanisms through which leaders shape and navigate organizational culture, the research seeks to provide valuable insights into effective leadership strategies. Ultimately, the research aims to provide insights that can inform leadership practices and strategies for enhancing organizational culture and, by extension, firm performance.

2. Literature Review
Organizational culture is a basic concept in the field of management and organizations of all types and refers to the common beliefs, values, norms, symbols, procedures, and language patterns that shape the behavior and interactions of individuals within the organization. The collective mentality and patterns of behavior determine the identity and character of the organization, as organizational culture plays a crucial role in influencing employee behavior, decision-making processes, and overall organizational performance (Bellot, 2011).

It can be said that organizational culture includes a wide range of elements and beliefs, which are common understanding and assumptions about the organization and its purpose. Values also represent the principles and standards that are considered important and guide the decision-making process. Standards are the unwritten rules of behavior that shape how employees interact with each other and with external stakeholders (Asbari et al., 2020).

Organizational culture is not something that can be easily changed or imposed from the top down. They develop overtime through a range of formal and informal processes, interactions, and experiences within an organization. Leaders play a critical role in shaping culture by setting an example, communicating values, and reinforcing desired behaviors (Isensee et al., 2020).

A strong organizational culture can have many benefits for a company. It can create a sense of identity and belonging to the organization, enhance employee engagement and commitment, enhance teamwork and collaboration, encourage innovation and creativity, attract the best talent, and ultimately contribute to the overall success and competitiveness of the organization (Hogan & Coote, 2014). However, developing and maintaining a positive organizational culture can also present challenges. It may be difficult to achieve cultural fit between different departments or locations, especially in large organizations or those with a diverse workforce. Managing cultural change can also be complex and demanding. Effective leadership and communication. Additionally, if culture becomes too rigid or resistant to change, it may hinder adaptation and innovation (Sanz-Valle et al., 2011). In essence, organizational culture is the fabric that defines an organization's identity and guides its members on how to behave and interact. It is a powerful force that can significantly impact an organization's performance, ability to adapt to change, and overall success (Linnenluecke & Griffiths, 2010). Based on the above, organizational culture is a complex and multifaceted concept that includes basic beliefs, assumptions, values, attitudes, and behavioral patterns within the organization. It shapes the organization's unique social and psychological environment and influences how employees, customers, and other stakeholders experience the organization. Culture is often created by an organization's leaders and is reflected in various aspects such as company policies, workspace design, and employee behavior. Organizational culture plays a pivotal role in shaping the organization's identity, behavior, and performance. It includes the shared values, beliefs, attitudes, and practices that define the social and psychological environment of the workplace. Furthermore, culture is a key indicator of employee satisfaction, and nearly half of employees would leave their current job for a lower-paying opportunity at an organization with a better culture. A positive culture that prioritizes employee well-being, open communication, and appreciation can lead to higher levels of engagement and satisfaction (Tsai, 2011).

Organizational culture also affects how customers experience the organization and its brand. Culture affects various aspects of customer experience, from the style of interactions to the values and attitudes reflected in the company's products and services. A strong culture that prioritizes customer satisfaction, ethical behavior and quality can enhance an organization's brand image and reputation (Alvesson & Sveningsson, 2015). In conclusion, organizational culture is a critical factor that affects the success, performance, and identity of the organization. A strong, positive culture can drive employee engagement, attract top talent, enhance adaptability, and enhance customer experience. It is essential for leaders and organizations to prioritize developing and maintaining an effective organizational culture that aligns with their values and goals. By doing so, they can create a workplace that supports the well-being and success of their employees and the long-term prosperity of the organization.

2.1 Leaders Adapting Organizational Culture

Organizational culture plays a crucial role in managing change among leaders. Owning and activating organizational culture is a critical element for generating success in change management and transformation efforts, because it helps leaders and workers to be less resistant to change. Flexibility is another key characteristic that determines organizations that thrive. Or it remains or falters during periods of change. Therefore, leaders must understand that organizational culture is a dynamic process, and that change will occur in their organizations even if they do nothing to direct it. They also need to take a proactive approach to building the right culture to support the transformation (Singh et al., 2017). In the digital age, organizational culture, which in turn embraces change management, ensures a smoother digital transformation, as innovation and adaptability become essential for achieving sustainable growth. Leadership greatly affects the organizational culture in the organization, and leaders can enhance organizational values by helping their employees grow. And development through goal setting, communication, and decision making. Senior executives must truly and effectively support the desired cultural transformation, as their alignment and support are critical to the success of change efforts. By promoting open communication, listening to employee feedback, and embracing progress, Leaders can create an organizational culture that supports change and contributes to the success of their organizations (Belias & Koustelios, 2014). Leaders play a crucial role in shaping organizational culture and adapting

it to improve performance, as many experiences and studies have shown that organizational culture is significantly related to leadership behavior and job satisfaction, and that a strong organizational culture can lead to higher levels of employee effectiveness and innovation, and leaders can also adapt to Organizational culture has many ways to increase performance in an organization, and one of the main approaches is to demonstrate constant curiosity about the values, motivations, and changing nature of the organization, in addition to thinking about their roles with an open mind (Paais & Pattiruhu , 2020).

On the other hand, leaders need to understand that organizational culture is a dynamic process, and that change will occur in their organizations even if they do nothing to direct it. Therefore, they must take a proactive approach to building the right and effective organizational culture and avoid the need to reshape organizational culture in parallel with large-scale organizational transformation. Furthermore, leaders shape organizational behaviors by cultivating emotional intelligence, modeling desired behaviors, promoting open communication, empowering employees, and promoting adaptability and inclusion. By taking these actions, leaders can effectively adapt and shape organizational culture to raise the level of performance. Significant and effective (Yuan & Lee, 2011).

Leaders who want to achieve flexibility in changing environments must adapt to organizational culture, as organizational culture gives the ability to adapt by giving more freedom to employees to make decisions on their own, find solutions to problems without the need for advice from a leader at higher management levels, and transform quickly. When change is needed, leaders can promote flexibility as part of the work culture by showing that they themselves are flexible, transparent, authentic, and focused on employee engagement (Chalab & Chraimukh, 2023).

Building a diverse and inclusive team necessarily enhances a culture of adaptability, and leaders must employ and localize individuals at different administrative levels within the organization who have the ability and ability to adapt. Leaders must also focus on building trust, creating a safe space for people to present their ideas, and collecting feedback, and implementation, where creating a culture of adaptability begins at the top, and leaders must not only embrace adaptability themselves but also promote it within all individuals working in the organization (Azanza et al., 2013).

The availability of work flexibility is an action that can have a significant impact on the organizational culture in organizations, because it shows respect, increases satisfaction levels, helps employees maintain a positive work-life balance, and by recognizing the importance of adaptability by leaders within different Organizations, developing the necessary skills, and instilling a culture that promotes resilience, organizations can stay ahead of the competition, identify new opportunities, and achieve sustainable growth (Eversole et al. , 2012).

2.2 Firm Performance

Organizational culture has a significant impact on performance in companies and organizations in general, as a strong company organizational culture tends to lead to more important innovations, especially for organizational cultures that encourage experimentation and risk-taking, because building a positive and effective organizational culture enhances productivity, participation, and improvement. employee experience, which in turn leads to greater innovation and creativity. Studies indicate that organizations with organizational cultures that closely align with their mission are more successful and tend to achieve high levels of performance (Nikbin et al., 2010).

Moreover, a strong organizational culture can have a positive impact on the performance of employees and workers in the organization at all levels of management. When employees feel appreciated and have some control over their jobs, they achieve a higher level of performance. Strong company cultures also give employees Opportunities for growth, which motivates them and improves their performance. In addition, improving employee satisfaction through a strong and supportive company culture can reduce recruiting, hiring, and training expenses while improving morale and increasing profits (Awadh & Saad, 2013).

Furthermore, organizational culture plays a crucial role in employee engagement, as a positive work culture can make employees feel appreciated and proud within the organization, which affects their performance positively. Employees also realize the tangible impact of workplace culture, as the majority believe that it affects their performance. Their job, and their ability to do the best work, and this is what raises the levels of efficiency, productivity, performance, ability to provide the best service to customers, commitment to help achieve the company's goals, commitment to ethical behavior, in addition to innovation and creativity among employees in the organization in general (Martinez et al., 2015).

2.3 Leaders' Organizational Cultural Adaptability and Firm Performance

Leaders' organizational cultural adaptability can be defined as their capacity to comprehend, navigate, and effectively manage the cultural dynamics within their organizations. This adaptability is essential for firms operating in diverse and globalized environments, as it allows them to harness the strengths of different cultures and enhance their overall performance. The relationship between leaders' organizational cultural adaptability and firm performance has been a subject of extensive research in the fields of organizational behavior, management, and international business (Mladenova & Davidkov, 2023).

Leaders play a crucial role in shaping the organizational culture, which includes the shared values, beliefs, norms, and practices that define how work is conducted within a company. When leaders demonstrate adaptability to different cultural contexts, they can foster an inclusive and collaborative work environment that capitalizes on the diversity of their workforce. This adaptability involves not only understanding different cultural nuances but also integrating them into the organization's strategies, processes, and decision-making (Yilmaz & Ergun, 2008).

Research indicates that leaders with high cultural adaptability are more effective in leading multicultural teams, managing cross-border collaborations, and navigating complex international markets. By embracing diverse perspectives and fostering a culture of inclusion, these leaders can drive innovation, creativity, and problem-solving within their organizations. Additionally, their ability to communicate effectively and build relationships across cultural boundaries contributes to stronger partnerships with stakeholders from various backgrounds (Tognazzo et al., 2021).

The impact of leaders' adaptability to organizational culture on firm performance is extensive. It affects employee satisfaction, engagement, and retention by fostering a supportive and respectful workplace culture. Additionally, it can bolster the organization's reputation as an employer of choice for diverse talent. Moreover, culturally adaptable leaders are better equipped to identify opportunities in global markets, customize products or services to local preferences, and establish meaningful connections with customers worldwide. This underscores the crucial role of organizational culture in driving long-term success and adaptability to change (Stoica et al., 2003).

In summary, leaders' organizational cultural adaptability is a critical factor in driving firm performance in today's interconnected world. By recognizing the importance of cultural diversity and developing the skills to effectively navigate it, leaders can position their organizations for sustained success in both domestic and international contexts.

2.4 Impact of Organizational Culture Adaptability on Firm Performance

Organizational culture adaptability refers to an organization's ability to adjust its cultural values, beliefs, and practices in response to changes in the external environment. Firm performance, on the other hand, encompasses various aspects such as financial performance, innovation, employee satisfaction, and customer loyalty (Ngo & Loi, 2008). The impact of organizational culture adaptability on firm performance has been a subject of interest for researchers and practitioners alike. This relationship is crucial as it influences the organization's ability to thrive in dynamic and competitive business environments (Ahmad, 2012).

Organizational culture adaptability can significantly impact firm performance in several ways. Firstly, a flexible and adaptable organizational culture enables firms to respond effectively to changes in the market, technology, and customer preferences. This adaptability allows organizations to innovate and develop new products or services that meet evolving customer needs, thereby enhancing their competitive advantage (Bakhsh Magsi et al., 2018). Secondly, an adaptable culture fosters employee engagement and commitment by promoting a sense of inclusivity and openness to new ideas. This, in turn, can lead to higher levels of employee satisfaction, productivity, and retention. Thirdly, an adaptable culture can facilitate effective decision-making and problem-solving processes within the organization, leading to improved operational efficiency and overall performance (Akpa et al., 2021).

Moreover, organizational culture adaptability can also influence customer perceptions and loyalty. A culture that is responsive to changing customer needs and preferences can lead to higher levels of customer satisfaction and retention (Pathiranage, 2019). Additionally, an adaptable culture can enhance the organization's reputation and brand image in the market, further contributing to improved firm performance (Polychroniou & Trivellas, 2018).

In conclusion, organizational culture adaptability plays a crucial role in shaping firm performance across various dimensions. By fostering innovation, employee engagement, operational efficiency, and customer satisfaction, an adaptable culture can contribute significantly to the overall success and sustainability of an organization.

2.5 Multicultural Teams in Organizations in Saudi Arabia.
Managing multicultural teams in Saudi Arabia requires a deep understanding of cultural intelligence and the ability to interact with and relate to different cultures in a manner that shows sensitivity to differences. In a country with a diverse workforce that includes individuals from different backgrounds such as Saudis, Americans, and Pakistanis, it is important for leaders to be aware of the cultural differences in values, styles, and personalities. For example, a leader should focus on clearing issues related to workplace language, eating habits, dress, values, and political views. Effective leadership of a culturally diverse workforce in Saudi Arabia is essential for the success of multinational corporations operating in the country.

Many studies and research have been conducted about multicultural teams in organizations in the Kingdom of Saudi Arabia. Some of this research provided a general overview of the challenges faced by organizations operating in the Kingdom of Saudi Arabia when implementing change initiatives, including managing multicultural teams. These researches also conducted by highlighting the importance of effective communication, leadership, and cultural understanding in promoting successful organizational change (Al-Haddad & Kotnour, 2015). As for other research, it presented perceptions and experiences about the work of female employees regarding cultural diversity in Saudi organizations, in addition to the challenges faced by multicultural teams regarding gender dynamics and provided recommendations to enhance inclusivity and equality (Karout et al., 2013).

In a related context, some studies addressed the impact of cultural diversity on team performance among information technology specialists in the Kingdom of Saudi Arabia. They discussed the positive aspects of multicultural teams, such as increased creativity and innovation, but also highlighted potential challenges related to communication and coordination (Saad, G. B., & Abbas,2018). Others have investigated the impact of cultural diversity on organizational citizenship behavior in Saudi organizations and have studied the potential effects of cultural differences on employees' willingness to engage in discretionary behaviors that benefit the organization as a whole (Elamin & Tlaiss,2015). As for some, they have studied the cultural influences on leadership effectiveness in organizations operating in the Kingdom of Saudi Arabia, through an effective and insightful look at the importance of cultural intelligence and cross-cultural understanding to effectively manage multicultural teams (Javidan et al. ,2016). Multicultural teams in organizations in Saudi Arabia are becoming increasingly common due to the country's growing international business presence and the influx of expatriates. These teams consist of individuals from diverse cultural backgrounds, and their effectiveness is influenced by various factors such as communication, leadership, and conflict resolution. Understanding the dynamics of multicultural teams in the Saudi Arabian context is crucial for organizations to leverage the benefits of diversity and achieve their goals (Saati, 2023).

In Saudi Arabia, multicultural teams are prevalent in various sectors, including finance, healthcare, education, and technology. The composition of these teams often reflects the global nature of business operations in the country, with members hailing from different countries such as the United States, India, the Philippines, and various Arab nations. As a result, organizations must navigate cultural differences and create an inclusive environment that fosters collaboration and innovation (Abaker et al., 2019). One of the key challenges faced by multicultural teams in Saudi Arabia is communication. Language barriers, varying communication styles, and non-verbal cues can lead to misunderstandings and hinder effective teamwork. Organizations must invest in language training and cross-cultural communication workshops to bridge these gaps and promote clear and respectful interactions among team members (McCarthy et al., 2013). Leadership within multicultural teams also plays a critical role in shaping their performance. In Saudi Arabia, leaders need to adopt a culturally intelligent approach that acknowledges and respects diverse perspectives. Embracing inclusive leadership practices can enhance trust and cohesion within the team while empowering individuals to contribute their unique skills and insights (Omer, 2012). Conflict resolution is another aspect that demands attention within multicultural teams operating in Saudi Arabia. Disagreements arising from cultural differences or differing work approaches can escalate if not addressed promptly. Organizations should implement conflict resolution mechanisms that consider cultural nuances and promote mutual understanding among team members (Almutairi et al., 2013).
Moreover, promoting cultural awareness and sensitivity is essential for fostering a harmonious environment within multicultural teams. By educating employees about different cultures' customs, values, and etiquettes, organizations can minimize misunderstandings and promote a culture of respect and appreciation for diversity (Al-Esia & Skok, 2014). In conclusion, multicultural teams in organizations in Saudi Arabia present both opportunities and challenges. By prioritizing effective communication, inclusive leadership, conflict resolution strategies, and cultural awareness

initiatives, organizations can harness the potential of diverse teams to drive innovation and success in the dynamic Saudi Arabian business landscape.

2.6 Theoretical Background
Numerous scholars theorized organizational culture and leadership, hence we put-forth the following theories for theoretic grounding of our research.

Organizational Culture Theory emphasizes the shared values, beliefs, and practices that shape the identity of an organization (Schein, 1985). This theoretical context is consistent with contemporary ideas and opinions in this field because organizational culture encompasses the shared values, beliefs, and practices that shape an organization and guide the behavior of its members. These values and beliefs are essential components of an organization's identity, influencing behavior and decision-making. They create a sense of unity and purpose, leading to a positive and productive workplace. Organizational culture is defined by the proper way to behave within the organization, established through shared beliefs and values set by its leaders (Bellot, 2011).

Core values serve as the foundation of a company's culture, shaping the way employees behave and make decisions. They are deeply ingrained principles that guide all a company's actions and should be unique to the organization, inspiring employees and driving business success (Asbari et al., 2020). Organizational culture is crucial for creating a positive and productive work environment, and it is important to ensure that the values are actionable, relevant, and integrated into the organization's daily practices (Isensee et al., 2020). Leaders have a vital role in shaping and influencing organizational culture. Leaders' ability to adapt to and navigate the organizational culture is crucial. Effective leaders understand the existing cultural norms and adapt their leadership style to align with these cultural elements (Denison, 1990).This is consistent with the practical reality in most successful business organizations in terms of effective management, as leaders in these organizations play a crucial role in shaping organizational culture, which is the common beliefs, values, and behaviors that affect the way employees interact with each other and with the organization (Belias & Koustelios, 2014). Effective leadership is essential to creating a harmonious, collaborative, and trustworthy workplace. By prioritizing these aspects, leaders can create a positive and supportive environment that enhances employee engagement and drives business success (Singh et al., 2017). This adaptability fosters positive cultural integration, influencing firm performance positively. From the above discussion we can infer that organizational culture theory further underscores the importance of leaders understanding and adapting to the existing cultural norms within an organization. This adaptability is linked to positive cultural integration and enhanced firm performance.

Similarly, the Transformational Leadership Theory focuses on leaders who inspire and motivate followers to achieve beyond their self-interests for the collective good (Bass & Riggio, 2006). Transformational leaders exhibit adaptability by fostering a culture of innovation, encouraging openness to change, and aligning the organizational culture with strategic goals (Bass & Avolio, 1994). This adaptability positively influences firm performance through increased employee engagement and commitment. We see that "Transformational Leadership Theory" highlights leaders' adaptability in fostering an innovative culture and aligning organizational culture with strategic objectives. This adaptability positively correlates with firm performance through heightened employee engagement (Bass & Avolio, 1994; Bass & Riggio, 2006"). This confirms the existence of a positive relationship between a leader's ability to adapt and employee engagement, and leaders who adapt to changing circumstances demonstrate flexibility and openness, which encourages employees to feel appreciated, motivated, and engaged. This ability to solve problems in diverse contexts leads to more innovative and effective results (Awadh & Saad, 2013). In addition, leaders who demonstrated the ability to adapt have administrative cadres and employees who achieved higher performance. Therefore, the ability of leaders to adapt in organizations is linked to employee engagement (Martinez et al., 2015). On the other hand, Contingency Theory posits that the leadership style can only be effective when it is contingent upon the fit between the leader's approach and the organizational context (Fiedler, 1964). Leaders' adaptability to organizational culture aligns with Contingency Theory, as it emphasizes the need for leaders to adjust their styles based on the specific cultural context of the organization (Fiedler, 1964). Effective cultural adaptability enhances leadership effectiveness and, consequently, firm performance. Fiedler also asserts that the "Contingency Theory explains a leader's adaptability to organizational culture is essential for effective leadership. The fit between leadership style and organizational culture contributes to enhanced leadership effectiveness and firm performance. "

Another important theory is "The Cultural Intelligence (CQ)" proposing that individuals and leaders can develop their functional ability effectively in multicultural team settings (Earley & Ang, 2003). Leaders with high cultural

intelligence can adapt to and navigate diverse organizational cultures successfully (Ang & Van Dyne, 2008). This adaptability positively influences firm performance in multicultural environments. The mentioned studies of 2003 and 2008 emphasize that the Cultural Intelligence (CQ) Theory stresses leaders' ability to function effectively in diverse settings. Leaders with high cultural intelligence can adeptly navigate and adapt to various organizational cultures, contributing to enhanced firm performance.

Leaders can effectively develop their functional capabilities in multicultural team settings by establishing a common language of understanding and an effective way of working for all team members. Through this, they can increase understanding of language, culture, and contextual differences, and develop an agreed-upon team charter (Karout et al., 2013). Additionally, leaders must possess excellent communication skills, project management skills, decision-making skills, and problem-solving skills as cross-functional teams can lead to increased innovation, better problem solving, and create a more motivated workforce (Elamin & Tlaiss,2015). The capacity of leaders to adapt to organizational cultural settings has emerged as a critical driver of organizational performance. Despite its relevance being acknowledged, we still have a poor grasp of how the adaption of leaders to organizational cultural affects the performance of an organization.

Despite the fact that specific leadership techniques and behaviors are often accepted as crucial in cross-cultural leadership, a thorough investigation of their effects on organizational performance is limited. The Gaps of the study are that the literature that is now available on leadership and cultural adaption mostly concentrates on big ideas and theoretical frameworks. Lack of empirical study on the precise processes and behaviors by which leaders affect organizational performance settings is what defines this research gap. In addition, there is a paucity of rigorous and data-driven research to back up the assertions that executives who are culturally flexible may improve an organization performance through enhanced job satisfaction despite anecdotal evidence and common knowledge to the contrary. Also, there is still little research on how various leadership philosophies and diverse degrees of cultural adaption interact. Understanding how certain leadership philosophies, such as servant, transactional, or transformational leadership, interact to assist the team collaborations and levels of commitment by employees resulting in achieving organizational success.

Hypotheses Development
This knowledge gap is especially troublesome for businesses trying to build leadership skills that match their aspirations for globalization and cultural diversity (Figure 1).

In relation to organizational adaptability by leader and organizational performance, the following hypothesis are formulated:

H1: Leaders who actively promote and support a culture of adaptability within their organizations will create a positive work environment that encourages continuous learning, growth, and development among employees, resulting in improved overall organizational behavior.
H2: Organizational cultural adaptability of leaders will positively influence employee job satisfaction resulting in improved overall organization's performance.
H3: Organizational cultural adaptability of leaders will help lead to higher levels of commitment within the organization. resulting in improved overall organization's performance
H4: Leaders who are adaptable to organizational cultures will be more effective in managing teams, leading to improved collaboration and cooperation among employees resulting in improved overall organization's performance.

Conceptual Diagram

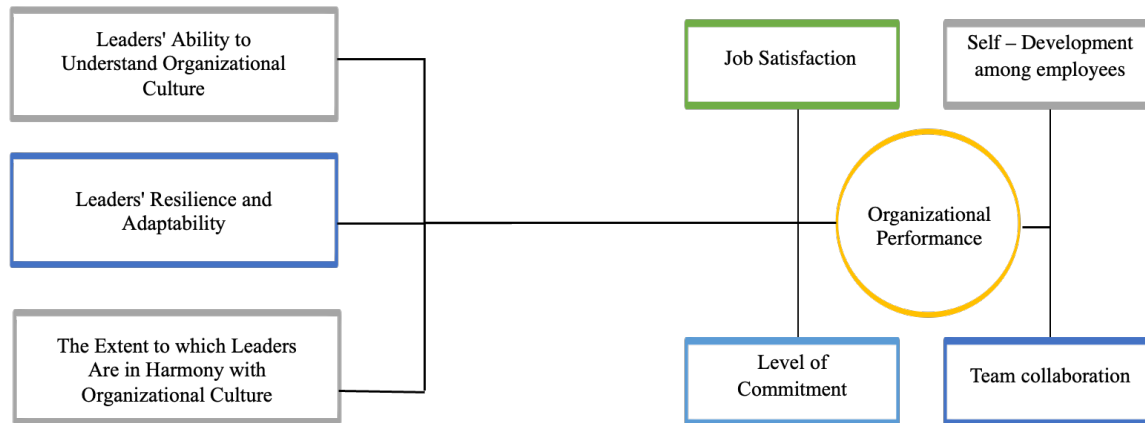Independent   Dependent

Figure 1. Conceptual Diagram

3.   Methods

The research is considered as basic study applying a quantitative research methodology with closed ended questions to be able to test hypothesis and to establish cause and effect relationships between variables. The research strategy that is used is survey to collect information and responses from larger population and having greater statical database. The research relies on deductive approach starting with a theory moving to testing hypothesis ending with finding recommendations (Rahatullah and Baarmah 2017). It is defined as a cross-sectional time horizon: as it is studied one sample who are employees in private universities on a specific timeframe in Jeddah. The level of researchers' interference is limited to minimal degree which aims to minimize any influence or intervention by the researchers. Data collection and observations are conducted in a manner that does not disturb or significantly alter the natural behaviour of the participants. It enables a transparent and structured approach to data collection and analysis while ensuring the research aligns with the ethical principles of minimal interference. This study is carried out in a non-contrived (Natural Environment) setting. The unit of analysis is individuals since it measures different employee's opinions toward the ability of leaders to understand organizational culture and their ability to adapt. The survey will include questions related to leaders' organizational cultural adaptability and their influence in firm performance. A stratified purposive sampling technique was used to select participants from different private universities in Jeddah. The sample included employees from various departments and levels within the private universities. The finding is derived from a sizable sample that accurately reflects the population with a sample size of 100 responses.

4. Data Collection

Data was collected using a structured survey questionnaire. The survey is electronically created using the "SurveyMonkey" software and specifically targeted employees by sending a questionnaire link via their mobile phones and to those connected through LinkedIn, WhatsApp, and emails. The questionnaire included both closed-ended and Likert-scale questions with five levels, ranging from "strongly disagree" to "strongly agree to measure leaders' cultural adaptability and its influence on self- development among employees, employees' job satisfaction, level of employees' commitment and team collaboration. Prior to conducting the main survey, a pilot test of the questionnaire with a small group of individuals was conducted. This may help to identify any potential issues with question wording, relevance, or clarity and ensures that the questions are valid in capturing the intended information. Data was collected anonymously to ensure confidentiality and encourage honest responses.

5.   Data Analysis

The collected data was cleaned, coded, and analyzed using appropriate statistical methods. Descriptive statistics (mean, standard deviation, frequency) were used to - summarize the data. Inferential statistics (regression analysis) were used to examine the relationships between leaders' cultural adaptability, organizational culture, and firm performance. Statistical software such as SPSS was used for data analysis. Participants were assured of the confidentiality and anonymity of their responses. The research complied ethical guidelines and regulations set by the institution or relevant authorities. The research focused specifically on private universities in Jeddah, limiting the generalizability of the findings to other contexts. The reliance on self-reported survey data may introduce response biases. The cross-sectional nature of the study design limits the ability to establish causality.

6. Expected Outcomes

The research is expected to provide insights into the impact of leaders' organizational cultural adaptability on self-development among employees, employees job satisfaction, level of employees' commitment and team collaboration, which are affecting the overall firm performance in private universities in Jeddah. The findings can inform private universities about the importance of cultural adaptability and provide guidance on effective methods for developing organizational cultural adaptability among leaders. The research can contribute to the existing literature on leadership, organizational culture, and firm performance, particularly in the context of Saudi Arabia's private universities.

7. Results and Discussion

7.1 Descriptive Statistics

Statistical analysis was performed it mentions the statistical tests used, the p-values, and the confidence intervals to indicate the strength and reliability of the observed effects or relationships. It includes an explanation of the results (Table 1, Figure 2, Figure 3, Figure 4, Figure 5, Figure 6 and Figure 7).

Table 1 Descriptive Statistics Socio-Demographic Characteristics

	N	%
Gender		
Male	28	26.9
Female	76	73.1
Age		
18-25	6	5.8
26-35	32	30.8
36-45	58	55.8
46-55	8	7.7
Education		
Bachelor's Degree	38	36.5
Master's Degree	60	57.7
Doctoral Degree	6	5.8
Job		
Entry level	4	3.8
Mid-Level	40	38.5
Senior Level	50	48.1
Executive	10	9.6
Years of Experience		
0-5 years	10	9.6
6-10 years	26	25.0
11-15 years	50	48.1
16-20 years	6	5.8
21+ years	12	11.5
Top leadership		
Male	32	30.8
Female	72	69.2
Sum	104	100

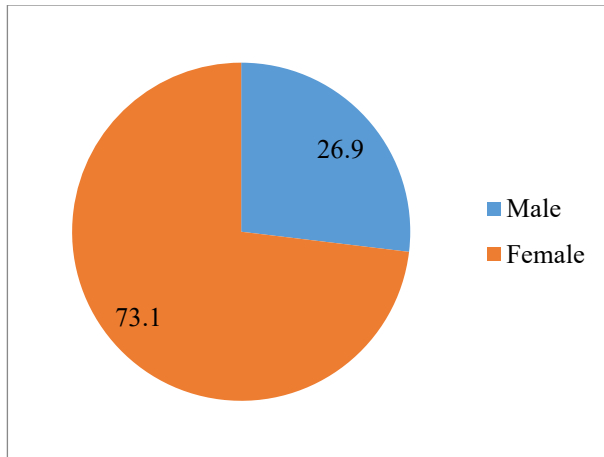*Source: From the results of statistical analysis*

Figure 1. Gender
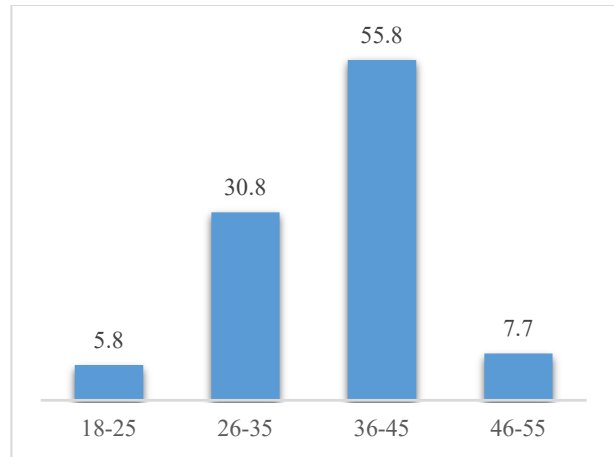Source: From the results of statistical analysis

Figure 2. Age
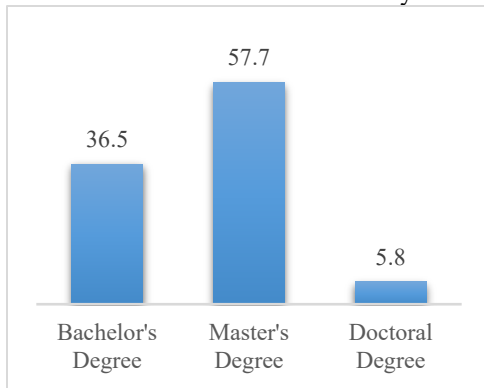Source: From the results of statistical analysis
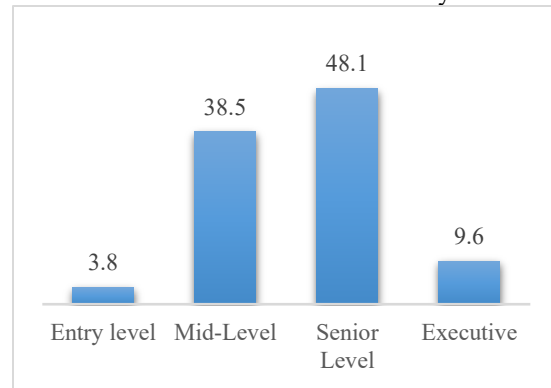
Figure 3: Education

Figure 4: Job
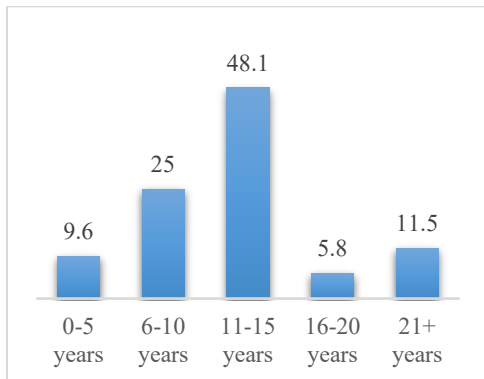
Figure 5. Years of Experience
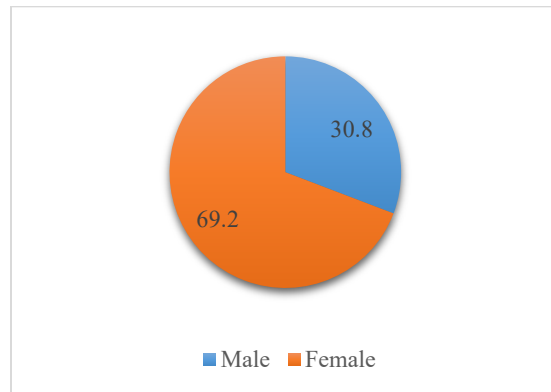
Figure 6. Top Leadership

From the previous outputs it is notable that the percentage of males is 26.9%, while the percentage of females is 73.1%. Most of the respondents were between 36 and 45 years old, accounting for 55.8%. The majority of responds for education level was for masters reaching which is 57.7%. In addition, most of the respondents where their current job positions senior level was head of a department were 48.1%. Most of the respondents had work experience ranging from 11 to 15 years, amounting to 48.1%. Most of the respondents were "females" who represented the highest leadership position in their organizations, reaching 69.2% (Table 2)

Hypothesis Testing

Table 3. Frequency distribution of Leaders' Ability to Understand Organizational Culture

		Frequency	Percent
1- Leaders' Ability to Understand Organizational Culture	Fully Disagree	2	1.9
	Disagree	4	3.8
	Neutral	18	17.3
	Agree	62	59.6
	Fully Agree	18	17.3
	Total	104	100.0

Source: From the results of statistical analysis

From table No. (2): The above table shows the variables regarding Leaders' Ability to Understand Organizational Culture. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include Leaders have a clear vision about the organization's culture, Leaders understand the principles on which the organization's culture is based, Leaders must be aware of the habits that reflect the organization's culture, Leaders can diagnose behaviors that express the organizational culture, Leaders have good knowledge of the history and developments that the organization has gone through and influenced its culture. from the above analysis and interpretation, we analyze that the axis of "Leaders' Ability to Understand Organizational Culture" is managing properly as the frequency and percentage of agree is higher (Table 3).

Table 4. Frequency distribution of Leaders' Resilience and Adaptability

	Variables	Frequency	Percent
Leaders' Resilience and Adaptability	Fully Disagree	2	1.9
	Disagree	10	9.6
	Neutral	30	28.8
	Agree	50	48.1
	Fully Agree	12	11.5
	Total	104	100.0

From table no (3): The above table shows the variables regarding Leaders' Resilience and Adaptability. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include the ability of leaders to modify their leadership style, Leaders show a willingness to adopt new work methods, Leaders can accept and adapt to changes in organizational culture, Leaders use communication skills to pressure employees to bring about cultural changes, Leaders are flexible in the way they interact with different groups within the organization. from the above analysis and interpretation, we analyze that the axis of Leaders' Resilience and Adaptability is managing properly as the frequency and percentage of agree is higher (Table 4).

Table 5. Frequency Distribution of The Extent to which Leaders Are in Harmony with Organizational Culture

		Frequency	Percent
The Extent to which Leaders Are in Harmony with Organizational Culture	Fully Disagree	2	1.9
	Disagree	10	9.6
	Neutral	22	21.2
	Agree	64	61.5
	Fully Agree	6	5.8
	Total	104	100.0

From Table (4): The above table shows the variables regarding The Extent to which Leaders Are in Harmony with Organizational Culture. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include Leaders successfully integrate themselves seamlessly into the organizational culture, Leaders' work styles are consistent with the organizational culture, Leaders demonstrate a

commitment to the values of the organization, Leaders participate in customs that express the organization's culture, Leaders adopt a leadership style that is consistent with employee expectations derived from the organizational culture. from the above analysis and interpretation, we analyze that the axis of The Extent to which Leaders Are in harmony with organizational culture and is managing efficiently (Table 5).

Table 6. Frequency Distribution of Job Satisfaction

		Frequency	Percent
Job Satisfaction	Fully Disagree	2	1.9
	Disagree	6	5.8
	Neutral	16	15.4
	Agree	50	48.1
	Fully Agree	30	28.8
	Total	104	100.0

From table no (5): The above table shows the variables regarding job satisfaction. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include I feel satisfied with my current job, The salary and benefits in this job are rewarding to me, I have sufficient opportunities to develop my skills and abilities in this job. from the above analysis and interpretation, we analyze that the axis of job satisfaction is managing properly as the frequency and percentage of agree is higher (Table 6).

Table 7. Frequency Distribution of Cooperation among Employees

	Variables	Frequency	Percent
Cooperation among Employees	Fully Disagree	2	1.9
	Disagree	2	1.9
	Neutral	22	21.2
	Agree	48	46.2
	Fully Agree	30	28.8
	Total	104	100.0

Source: From the results of statistical analysis

From table no (6): The above table shows the variables regarding cooperation among employees. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include There is effective cooperation between me and my colleagues at work, I am part of a team, not just an individual employee, I can rely on my colleagues when I need help in performing my tasks. from the above analysis and interpretation, we analyze that the axis of cooperation among employees is managing properly as the frequency and percentage of agree is higher (Table 7).

Table 8. Frequency distribution of commitment and trust within the organization variables

		Frequency	Percent
Commitment and trust within the organization	Fully Disagree	2	1.9
	Disagree	4	3.8
	Neutral	24	23.1
	Agree	46	44.2
	Fully Agree	28	26.9
	Total	104	100.0

From table no (7): The above table shows the variables regarding commitment and trust within the organization. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include "I feel a high level of commitment towards this organization", "I have significant trust in the leadership and management of this organization"," I will continue working in this organization for many years to come".
from the above analysis and interpretation, we analyze that the axis of commitment and trust within the organization is managing properly as the frequency and percentage of agree is higher (Table 8).

Table 9. Frequency Distribution of Continuous Learning, Growth, and Development among Employees

		Frequency	Percent
Continuous learning, growth, and development among employees	Fully Disagree	2	1.9
	Disagree	2	1.9
	Neutral	22	21.2
	Agree	50	48.1
	Fully Agree	28	26.9
	Total	104	100.0

From table no (8): The above table shows the variables regarding continuous learning, growth, and development among employees. According to the above table the respondents' responses are according to the like-rt scale from strongly disagree to strongly agree. The variables include the organization provides continuous training opportunities to develop my skills, there is an effective performance appraisal system to identify training needs of employees, my competence and skills have been continuously improving since I started working here. from the above analysis and interpretation, we analyze that the axis of continuous learning, growth and development among employees is managing properly as the frequency and percentage of agree is higher.

Table 10. Descriptive analysis (Mean and S.D)

Variables	*Mean ± SD*
Leaders' Ability to Understand Organizational Culture	3.87 ± 0.813
Leaders' Resilience and Adaptability	3.58 ± 0.889
The Extent to which Leaders Are in Harmony with Organizational Culture	3.60 ± 0.819
Leaders' Adaptability to Organizational Culture	3.6205 ± 0.552
Job satisfaction	3.96 ± 0. 924
Cooperation among employees	3.98 ± 0.870
Commitment and trust within the organization	3.90 ± 0.909
Continuous learning, growth, and development among employees	3.96 ± 0.858

From Table 9, The mean score can be used to compare different groups or conditions. There are multiple groups or categories in dataset, comparing the mean scores can provide insights into the differences or similarities between the groups. The average value achieved in all the groups is given above. Standard deviation is a statistical measure that quantifies the amount of variability or dispersion in a dataset. It provides information about how the individual values. in a dataset are spread out or deviate from the meaning.

Validity and reliability of the questionnaire
The study relied on the virtual validity measurement tool to ensure the validity and feasibility of the questionnaire. Regarding the stability of the study questionnaire, the internal consistency coefficient was used to verify the stability of the instrument according to Cronbach's alpha coefficient. The root of Cronbach's alpha, which represents the validity coefficient, and the following table shows the internal consistency coefficients for the reliability and validity coefficient.

Table 11. Reliability Analysis

Variables	Cronbach's Alpha	No of Items
The questionnaire	0.936	27
Independent variable	0.900	15
Dependent variable	0.972	12

Table 10 shows that the internal consistency coefficient of the questionnaire, which reached 0.936, which is greater than 0.60, meaning that it can be said that the questionnaire has an excellent degree of stability. Also, it shows the internal consistency coefficient for the independent variable, which reached 0.900, which is greater than 0.60, meaning that it can be said that the questionnaire has an excellent degree of reliability. In addition, it shows the internal consistency coefficient for the dependent variable, which reached 0.972, which is greater than 0.60, which means that it can be said that the questionnaire has an excellent degree of reliability.

Regression Analysis
H1: Organizational cultural adaptability of leaders will positively influence employee job satisfaction.

Table 12. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390[a]	0.152	0.144	0.855

a. Predictors: (Constant), x

As indicated in the above Table 11, we can see that R-square value is 0.152 which means that our independent variable i.e., Cultural Adaptability causes 15% change in the dependent variable i.e., Job Satisfaction

Table 13: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	13.358	1	13.358	18.292	.000[b]
1	Residual	74.488	102	.730		
	Total	87.846	103			

a. Dependent Variable: y1
b. Predictors: (Constant), x

In the above Table 12, ANOVA results show that p-value is 0.000 which is less than 0.05, hence we can say that there is a significant relationship between our independent variable i.e., Cultural Adaptability and the dependent variable i.e., Job Satisfaction.

Table 14 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.600	0.558		2.866	.005
1	Cultural Adaptability	0.652	0.152	0.390	4.277	.000

a. Dependent Variable: y1

The above Table 13 shows the coefficient results. As it was noted that the beta value is 0.390, the beta value is positive, which indicates the positive relationship between cultural adaptation and job satisfaction, and it is significant.

H2: Leaders who are adaptable to organizational cultures will be more effective in managing teams, leading to improved collaboration and cooperation among employees.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.378[a]	0.143	0.135	0.809

a. Predictors: (Constant), x

As indicated in the above Table 14, R-square value is 0.143 which means that our independent variable i.e., Cultural Adaptability causes 14% change in the dependent variable i.e., cooperation among employees

Table 16: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	11.144	1	11.144	17.012	.000[b]
1	Residual	66.818	102	.655		
	Total	77.962	103			

a. Dependent Variable: y2
b. Predictors: (Constant), x

In the Table 15, ANOVA results show that the p-value is 0.000 which is less than 0.05, hence we can say that there is a significant relationship between our independent variable i.e., Cultural Adaptability and the dependent variable i.e., cooperation among employees.

Table 17: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	1.824	.529		3.449	.001
1	Cultural Adaptability	.596	.144	.378	4.125	.000

a. Dependent Variable: y2

The Table 16 shows the coefficient results. As indicated, the beta value is 0.378 the beta value is positive which indicates the positive relationship between Cultural Adaptability and cooperation among employees, and it is significant.

H3: Organizational cultural adaptability of leaders will help lead to higher levels of commitment and trust within the organization.

Table 18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.311[a]	0.097	0.088	0.868

a. Predictors: (Constant), x

As indicated in the Table 17, we can see that R-square value is 0.097 which means that our independent variable i.e., Cultural Adaptability causes 1% change in the dependent variable i.e., commitment and trust within the organization

Table 19: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	8.225	1	8.225	10.922	.001[b]
1	Residual	76.814	102	.753		
	Total	85.038	103			

a. Dependent Variable: y3
b. Predictors: (Constant), x

In the Table 18, ANOVA results show that p-value is 0.001 which is less than 0.05, hence we can say that there is a significant relationship between our independent variable i.e., Cultural Adaptability and the dependent variable i.e., commitment and trust within the organization.

Table 20: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.051	.567		3.617	.000
1	Cultural Adaptability	.512	.155	.311	3.305	.001

a. Dependent Variable: y3

The Table 19 shows the coefficient results. As indicated that the beta value is 0.311 the beta value is positive which indicates the positive relationship between Cultural Adaptability and commitment and trust within the organization, and it is significant.

H4: Leaders who actively promote and support a culture of adaptability within their organizations will create a positive work environment that encourages continuous learning, growth, and development among employees.

Table 21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.299[a]	.090	.081	.823

a. Predictors: (Constant), x

As indicated in the Table 220, we can see that the R-square value is 0.090, which means that our independent variable, i.e., Cultural Adaptability causes 0.9% change in the dependent variable i.e., continuous learning, growth, and development among employees. commitment and trust within the organization

Table 23: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	6.802	1	6.802	10.048	.002[b]
1	Residual	69.044	102	.677		
	Total	75.846	103			

a. Dependent Variable: y4
b. Predictors: (Constant), x

In the Table 241, ANOVA results show that the p-value is 0.002 which is less than 0.05, hence we can say that there is a significant relationship between our independent variable i.e., Cultural Adaptability and the dependent variable i.e., continuous learning, growth, and development among employees.

Table 25. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.277	.538		4.235	.000
	Cultural Adaptability	.465	.147	.299	3.170	.002

a. Dependent Variable: y4

The Table 262 shows the coefficient results. As indicated, the beta value is 0.299 the beta value is positive which indicates the positive relationship between Cultural Adaptability and continuous learning, growth, and development among employees, and it is significant.

The objective of the study is to examine the adaptation of leaders to organizational culture and its influence on the company's success. The study applied on employees working in private universities in the city of Jeddah in the Kingdom of Saudi Arabia, and by using the questionnaire as a tool for collecting data and by dividing the questionnaire. The study reached several results, based on the hypothesis that were developed for the study. Among the most prominent of these results is the discovery that the ability to adapt to organizational culture among leaders affects in a positive way the variable of Job satisfaction. The study also found that leaders who have the ability to adapt to organizational cultures are more effective in managing work teams, which leads to raising the level of cooperation among employees. The organizational cultural adaptability of leaders helps a lot in reaching high levels of commitment and trust among employees within the organization. Leaders who actively work to promote and support the culture of adaptability within their organizations are able to create a positive work environment that encourages continuous learning, growth and development among employees. By reviewing the previous results, we can say that most of the results of the current study agreed with most of the previous studies that were exposed to the same topic as our current study and studied the variables of the same study, as regarding the ability to adapt to the organizational cultural culture of leaders positively affects the job satisfaction of employees, this agreement agrees. The result consistent with many studies, most notably (Fiori et al., 2015) and (Sony & Mekoth , 2016). The result of the study, which is that the organizational cultural adaptability of leaders helps in reaching levels of commitment and trust within the organization, is consistent with the following studies (Rudolph et al., 2017) and (Hirschi et al., 2015).

The result that leaders who work to promote and support a culture of adaptability within their organizations are able to create a positive work environment that encourages continuous learning, growth and development among employees is also consistent with the results reached by the following studies (London & Sessa, 2007) and (Sarder, 2016). Ultimately, the current study, reached important and fundamental results regarding the variables of the study, and this study can provide promising scientific horizons for researchers who wish to expand scientifically and develop research ideas and standards in this field and within these variables. In addition, the study relied on a large sample of female participants, whose percentage reached (73.1%) of the total participants in the questionnaire, and here it is expected to reach more mixed results if the sample was changed, and a larger number of male participants were added. The study also was applied to a service institution, which is the university that provides higher education services, as it is expected to reach more different results if the study were applied to industrial or productive institutions or of a different administrative or economic nature, which gives new horizons for researchers in this field. The current study also distributed the questionnaire to a number of participants, most of whom possessed high academic degrees (master's degrees) and also had high experience, which gives researchers the opportunity to reach different results if this study were applied to a different sample, which provides promising research opportunities. To the academic community, and it is also expected to reach more diverse and different results if researchers use tools to collect data different from those used by the researcher, such as checklists, regular interviews, or in-depth interviews.

8. Conclusion

This study aimed to investigate the organizational cultural adaptability of leaders and its impact on firm performance in private universities in Jeddah, Saudi Arabia. A quantitative research methodology was employed, utilizing a survey questionnaire to collect data from employees of various private universities. The findings provide useful insights into the relationship between leaders' cultural adaptability and various aspects of firm performance. The results indicate that leaders' ability to understand and adapt to organizational culture has a positive influence on employee job

satisfaction, cooperation among employees, commitment and trust within the organization, and continuous learning and development. Leaders who promote a culture of adaptability are better able to create an environment that supports these factors. The study contributes to the existing body of literature on leadership, organizational culture, and firm performance. It highlights the importance of leaders developing cultural adaptability skills to effectively lead diverse organizations. The results demonstrate the impact of cultural adaptability on key performance indicators. Additional methods such as interviews could provide deeper insights. Longitudinal studies may offer more clarity on causal relationships between the variables. Finally, this research enhances understanding of how leaders' cultural adaptability influences firm performance. The findings offer practical guidance for developing adaptive leadership capabilities and cultivating supportive organizational cultures. Further research can continue to shed light on this important topic.

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Biographies

Monerh F. AlBogami is a distinguished professional dedicated to academic administration and business leadership. Born on June 16, 1984, in Saudi Arabia. Monira embarked on her academic journey by obtaining a bachelor's degree in business administration with a specialization in Management Information Systems from King Abdul Aziz University, Jeddah, Saudi Arabia, graduating in July 2007. Monira's academic pursuits culminated in the completion of a master's degree in executive business administration from King Abdul Azizi University, Jeddah, in February 2012. Presently, she is pursuing a Ph.D. in Business Administration at Effat University. Monira has held several significant roles at Dar Al-Hekma University in Jeddah, Saudi Arabia. Notably, she served as the President's Office Director from September 2019, where her responsibilities included effectively managing administrative tasks, coordinating meetings, supervising staff, and addressing student and faculty concerns. Prior to this, Monira held positions such as Support Services Manager, Logistics Coordinator, within the Purchasing & Support Services Department.

Ola W. Sharawi My educational journey reflects a commitment to continuous learning and a holistic approach to personal and professional development. From the foundational principles of business administration at King Abdul Aziz University in 2005 to the strategic insights gained in the MBA program at Dar Al Hekma University in 2013, coupled with language enrichment experiences at the University of Washington in 2007, each phase has contributed to my well-rounded skill set and prepared me for the dynamic challenges of the global business environment. With a career spanning over a decade at Dar Al Hekma University, I have had the privilege of contributing significantly to the university's growth and success. My journey within the institution has been diverse, evolving from roles in government relations and recruitment to eventually assuming the position of Human Resources Director. This extensive experience has provided me with a comprehensive understanding of the university's dynamics and the broader field of human resources. In April 2019, I was honored to receive the Annual Award for Outstanding Performance in the Managers Categories at Dar Al Hekma University in Jeddah. This prestigious accolade served as a testament to my unwavering dedication, exceptional contributions, and exemplary leadership within the university's managerial spher

Rahatullah M. Khan with an extensive and diverse accomplished professional and academic background spanning more than 30 years, he has garnered substantial expertise as a senior executive and academic specializing in business and entrepreneurship/start-up development and growth, personnel management, and teaching across diverse regions such as Asia, the Middle East, and Europe. His professional journey traverses' sectors including heavy industry, process management, services, real estate, and higher education, where he has successfully nurtured and developed numerous start-ups. Adopting the philosophy of economic gardening, his approach centers on catalyzing the creation and development of start-ups, as well as fostering the growth of first and second-stage entrepreneurs. He provides robust and enriched support, offering guidance that empowers businesses to not only grow and thrive but also contribute to employment generation. In the realm of education, his teaching pedagogy is founded on principles of empowerment, personal transformation, and the practical application of theory. He is dedicated to enhancing students' knowledge, skills, and competencies by leveraging expertise, fostering reflective practices, and establishing authentic evidence. He firmly believes in an education that is dynamic, responsive to development, and adaptable to industry requirements. In addition to his professional pursuits, he has actively coached and mentored students, guiding them in strategic thinking, and inspiring innovation and creativity in their endeavors. He is the owner of www.plansane.com. It is a complete business planning and automated financial modelling website. He continues to bring his wealth of

experience to the forefront, facilitating a platform that aligns with his commitment to fostering growth, innovation, and excellence in both business and education.