



The Role of Second-Line Leadership Development in Achieving Competitive Advantage: Evidence from UAE

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Received: 22 September 2025

Accepted: 19 February 2026

DOI: <https://doi.org/10.32479/irmm.22891>

ABSTRACT

This study investigates the role of second-line leadership development in achieving competitive advantage within the Federal Authority for Identity, Citizenship, Customs, and Port Security (ICP) in the United Arab Emirates. Using a descriptive-analytical approach, data were collected through a questionnaire distributed to a random sample of 214 employees, determined according to the Krejcie and Morgan table. Second-line leadership development was measured through development, empowerment, and motivation, while competitive advantage was assessed through service quality, innovation, and operational efficiency. The results indicate a high level of leadership development and competitive advantage within ICP. Regression analysis reveals a statistically significant positive effect of second-line leadership development on competitive advantage, with leadership development exerting the strongest influence. The study highlights the strategic importance of developing second-line leaders to enhance institutional performance and sustainability in public sector organizations.

Keywords: Second-Line Leadership, Competitive Advantage, Public Sector, UAE

JEL Classifications: M12, M10, L25, O15

1. INTRODUCTION

Public sector organizations today operate in highly dynamic environments characterized by growing societal expectations, rapid technological change, and increasing pressure to deliver high-quality, efficient, and innovative services. Within this context, the concept of competitive advantage has transcended its traditional association with private-sector competition to become equally relevant for governmental institutions seeking institutional excellence, sustainability, and superior public value. Competitive advantage in public organizations is increasingly reflected in service quality, innovation capacity, operational efficiency, and the ability to respond flexibly to stakeholders' needs (Al-Hassoun et al., 2012; Al-Hamidi and Al-Maawri, 2021).

Leadership has been consistently identified as a core driver of organizational competitiveness and performance. In particular, strategic leadership plays a decisive role in shaping organizational

direction, mobilizing resources, and enhancing adaptive capacity in turbulent environments. Empirical evidence suggests that strategic leadership capabilities contribute significantly to organizational agility, innovation, and crisis management, thereby reinforcing institutional resilience and competitive positioning (Al-Abadi and Al-Amidi, 2020; Asmi and Muhaimid, 2022; Qarmash and Al-Najjar, 2020). Moreover, creative and collaborative leadership practices have been shown to enhance institutional performance and support sustainable excellence across various organizational contexts (Abu Al-Hassan, 2019; Abdullah, 2019).

Despite the importance of senior leadership, recent literature emphasizes that sustainable competitive advantage cannot be achieved through top leadership alone. Instead, attention has increasingly shifted toward second-line leadership, which represents the executive and operational backbone responsible for translating strategic intentions into effective implementation (Abdulsalam, 2020). Second-line leaders supervise daily

operations, manage teams, lead initiatives, and ensure alignment between strategic plans and operational outcomes. Studies indicate that empowering, motivating, and systematically developing this leadership level enhances organizational learning, innovation, and execution quality, which are essential foundations of competitive advantage (Al-Amari, 2023; Al-Anzi, 2023; Ibn Dakhilallah, 2022).

In the context of the United Arab Emirates, leadership development—particularly the preparation of second-line leaders—has become a national priority aligned with governmental modernization and institutional sustainability agendas. The federal authority for identity, citizenship, customs, and port security (ICP) represents a strategically vital governmental entity whose performance directly affects service quality, security efficiency, and stakeholder trust. Given the Authority's complex operational mandate, developing second-line leadership is critical for ensuring high-quality service delivery, fostering innovation, and optimizing resource utilization. However, despite the growing emphasis on leadership development, empirical research examining the direct impact of second-line leadership development on competitive advantage within UAE federal institutions remains limited. Accordingly, this study seeks to address this gap by examining the role of developing second-line leadership in achieving competitive advantage within ICP, drawing on established leadership and competitiveness literature (Al-Shamsi, 2019; Al-Harathi, 2020; Adobor, 2019).

1.1. Problem Statement

Despite the increasing emphasis on leadership development in public sector organizations, many institutions continue to face challenges in translating strategic intentions into sustainable competitive outcomes. While leadership development initiatives often focus on senior executives, insufficient attention is sometimes given to second-line leadership, which plays a critical role in operationalizing strategies, managing teams, and ensuring effective service delivery (Chen et al., 2022). Previous studies have indicated that weaknesses in empowering and developing middle and second-line leaders may result in gaps between planning and execution, reduced innovation, and inefficiencies in organizational performance (Al-Amari, 2023; Al-Anzi, 2023).

In governmental institutions, particularly those with complex and security-sensitive mandates, such as the federal authority for identity, citizenship, customs, and port security (ICP), these challenges become more pronounced. Although ICP operates within a national framework that emphasizes leadership excellence and institutional readiness, the extent to which developing second-line leadership contributes to achieving competitive advantage—in terms of service quality, innovation, and operational efficiency—remains insufficiently examined. Accordingly, the research problem centers on the need to empirically investigate the role of second-line leadership development in enhancing competitive advantage within ICP.

1.2. Research Objectives

This study aims to achieve the following objectives:

1. To assess the level of second-line leadership development (development, empowerment, and motivation) within the

federal authority for identity, citizenship, customs, and port security

2. To determine the level of competitive advantage achieved by the authority in terms of service quality, innovation, and operational efficiency
3. To examine the impact of second-line leadership development on achieving competitive advantage within the authority.

1.3. Research Questions

In light of the research problem and objectives, the study seeks to answer the following questions:

1. What is the level of second-line leadership development within the federal authority for identity, citizenship, customs, and port security?
2. What is the level of competitive advantage achieved by the authority?
3. To what extent does second-line leadership development contribute to achieving competitive advantage within the authority?

2. THEORETICAL FRAMEWORK

2.1. Second-Line Leadership Development

Second-line leadership refers to the cadre of leaders positioned immediately below top management, responsible for translating strategic vision into operational reality, supervising teams, leading initiatives, and ensuring consistency between strategic plans and day-to-day practices. Contemporary leadership literature emphasizes that organizations cannot rely solely on senior executives to achieve sustainable performance; rather, they must invest in developing leadership capabilities across multiple organizational levels, particularly at the second-line level, which represents the organization's execution engine (Ibn Dakhilallah, 2022; Al-Harathi, 2020).

The development of second-line leadership is commonly conceptualized as a multidimensional process encompassing development, empowerment, and motivation. The development dimension focuses on structured training, leadership skill-building, experiential learning, job rotation, and continuous professional growth. Studies have shown that systematic leadership development enhances leaders' cognitive, behavioral, and strategic competencies, thereby improving organizational readiness and execution quality (Al-Amari, 2023; Al-Shamsi, 2019).

Empowerment represents a second critical dimension of second-line leadership development. It involves delegating authority, granting decision-making autonomy, providing access to information and resources, and fostering participation in problem-solving and planning processes. Research indicates that empowered leaders demonstrate higher levels of initiative, accountability, and innovative behavior, which positively affect organizational agility and performance (Al-Anzi, 2023; Al-Abadi and Al-Amidi, 2020). In public sector organizations, empowerment must be balanced with governance and regulatory controls; however, excessive centralization may constrain responsiveness and limit the effectiveness of second-line leaders (Abu Zaid and Al-Shibli, 2021).

Motivation constitutes the third dimension and reflects the extent to which second-line leaders are encouraged through financial and non-financial incentives, recognition systems, career advancement opportunities, and organizational support. Motivated leaders are more likely to exhibit commitment, proactive behavior, and willingness to assume greater responsibility, which strengthens organizational resilience and continuity. Prior studies have highlighted that inadequate motivation can weaken leadership pipelines and reduce the long-term impact of leadership development initiatives (Al-Balshi, 2023; Ali, 2022).

2.2. Competitive Advantage in Public Sector Organizations

Competitive advantage is traditionally defined as an organization's ability to achieve superior performance relative to competitors by delivering greater value, higher quality, or lower cost in ways that are difficult to imitate. Although the concept originated in private-sector research, it has become increasingly relevant to public sector organizations, which compete indirectly for legitimacy, resources, talent, and stakeholder satisfaction (Al-Hassoun et al., 2012; Adobor, 2019).

In the governmental context, competitive advantage is often reflected in dimensions such as service quality, innovation, and operational efficiency. Service quality refers to the accuracy, reliability, speed, and consistency of services delivered to citizens and stakeholders. Empirical evidence suggests that quality-oriented practices significantly enhance institutional reputation and public trust, thereby strengthening competitive positioning (Al-Daradkeh, 2015; Zarafili, 2022).

Innovation represents another essential dimension of competitive advantage, encompassing the introduction of new or improved services, processes, and administrative practices. Organizational innovation enables public institutions to respond to emerging challenges, simplify procedures, and leverage digital technologies to enhance service delivery. Studies have demonstrated that leadership practices play a crucial role in fostering an innovation-supportive climate, which in turn contributes to sustainable competitive advantage (Othman and Abdulrahman, 2020; Kılıç, 2022).

Operational efficiency and cost optimization constitute the third dimension, particularly relevant for public sector organizations facing budgetary constraints and accountability pressures. Efficiency reflects the organization's ability to utilize resources optimally, reduce waste, and improve productivity without compromising service quality. Research has shown that leadership capabilities, organizational structures, and quality management practices significantly influence efficiency and cost-related competitive outcomes (Al-Hunaity and Al-Qaied, 2019; Altaher, 2022).

2.3. Linking Second-Line Leadership Development and Competitive Advantage

The relationship between second-line leadership development and competitive advantage can be explained through the resource-based view (RBV), which posits that organizations achieve sustainable competitive advantage by developing valuable, rare, inimitable, and non-substitutable resources. Leadership

capabilities—particularly those embedded within second-line leaders—constitute a critical intangible resource that enhances execution, learning, and adaptation (Hitt et al., 2020; Hoskisson et al., 2012).

Developing second-line leaders strengthens organizational capacity to implement strategies effectively, improve service quality, stimulate innovation, and enhance efficiency. When second-line leaders are well-developed, empowered, and motivated, they act as catalysts for translating strategic objectives into measurable competitive outcomes. Conversely, weaknesses in this leadership layer may result in implementation gaps, reduced innovation, and diminished organizational performance (Al-Amari, 2023; Al-Anzi, 2023).

2.4. Previous Studies and Research Gap

A substantial body of research has examined leadership and its relationship with organizational performance and competitive advantage. Studies such as Al-Hassoun et al. (2012) and Al-Hamidi and Al-Maawri (2021) demonstrated that organizational learning, quality management, and leadership practices significantly contribute to achieving competitive advantage. Similarly, studies focusing on strategic leadership found positive effects on organizational agility, innovation, and crisis management, highlighting leadership as a key determinant of institutional success (Al-Abadi and Al-Amidi, 2020; Asmi and Muhaimid, 2022; Qarmash and Al-Najjar, 2020).

Other research has specifically addressed leadership development and succession planning, emphasizing the importance of preparing alternative leaders to ensure continuity and resilience. Empirical studies conducted in educational, security, and governmental settings confirmed that leadership development programs enhance managerial competencies, organizational learning, and execution effectiveness (Al-Shamsi, 2019; Al-Harathi, 2020; Ibn Dakhilallah, 2022).

However, despite the richness of existing literature, several gaps remain evident. First, many studies have focused on top leadership or strategic leadership while giving limited attention to second-line leadership as a distinct and influential construct. Second, a considerable proportion of empirical research has been conducted in private-sector or educational contexts, with relatively few studies examining second-line leadership development within federal governmental institutions that perform complex and security-sensitive functions (Abdulnabi et al., 2019). Third, limited empirical evidence exists regarding the direct impact of second-line leadership development—through development, empowerment, and motivation—on specific dimensions of competitive advantage, namely service quality, innovation, and operational efficiency.

Accordingly, this study addresses these gaps by empirically examining the role of second-line leadership development in achieving competitive advantage within the federal authority for identity, citizenship, customs, and port security in the United Arab Emirates. By integrating leadership development dimensions with competitive outcomes in a federal public-

sector context, the study provides both theoretical enrichment and practical insights relevant to leadership development and institutional excellence.

3. RESEARCH METHODOLOGY

3.1. Research Design

This study adopts a descriptive-analytical research design, which is appropriate for examining the level of second-line leadership development and competitive advantage, as well as testing the impact of leadership development on competitive outcomes. The descriptive approach is used to assess respondents' perceptions of the study variables, while the analytical approach enables hypothesis testing and examination of causal relationships between variables using statistical techniques.

3.2. Study Population and Sample

The study population consists of employees occupying supervisory, managerial, and leadership positions within the federal authority for identity, citizenship, customs, and port security (ICP) in the United Arab Emirates. Given the size of the population and to ensure adequate representation and statistical reliability, the sample size was determined using the Krejcie and Morgan (1970) table.

Accordingly, a sample of 214 respondents was selected, which satisfies the requirements for a confidence level of 95% and an acceptable margin of error. A simple random sampling method was employed to enhance representativeness and minimize sampling bias

4. DATA ANALYSIS METHODS

Data were analyzed using the Statistical Package for the Social Sciences (SPSS). The following statistical techniques were employed:

- Descriptive statistics (means, standard deviations, and relative importance)
- Simple and multiple linear regression analysis
- Hypothesis testing at a significance level of $\alpha \leq 0.05$.

4.1. Descriptive Analysis of Study Variables

4.1.1. Interpretation

The results in Table 1 indicate that the overall level of second-line leadership development within ICP is high, with a mean score of 3.72. The development dimension ranked first, reflecting the Authority's emphasis on training, skill enhancement, and professional growth for second-line leaders. This finding suggests that structured development initiatives play a key role in strengthening leadership readiness and execution capacity.

The empowerment dimension ranked second with a moderate-high level, indicating that second-line leaders are granted reasonable authority and participation in decision-making. However, the result also implies potential variability across units, possibly due to governance requirements inherent in security-oriented institutions. The motivation dimension ranked third, highlighting the need to further strengthen incentive systems and recognition mechanisms to sustain leadership engagement and innovation.

Table 1: Descriptive statistics of second-line leadership development

Dimension	Mean	Standard deviation	Relative importance (%)	Level
Development	3.92	0.73	78.4	High
Empowerment	3.68	0.81	73.6	Moderate-High
Motivation	3.55	0.88	71.0	Moderate
Overall variable	3.72	0.64	74.4	High

4.1.2. Interpretation

Table 2 shows that the level of competitive advantage achieved by ICP is high, with an overall mean of 3.75. Service quality ranked first, indicating that accuracy, reliability, and responsiveness constitute key competitive strengths for the Authority. Operational efficiency ranked second, reflecting effective resource utilization and process optimization.

Innovation ranked third with a moderate-high level, suggesting that while innovative practices exist, there remains scope for expanding innovation through greater empowerment and encouragement of second-line leaders. Overall, the findings indicate that ICP demonstrates strong competitive performance, particularly in quality and efficiency.

4.2. Hypotheses Testing

Hypothesis (H1): Effect of second-line leadership development on competitive advantage.

The results in Table 3 reveal a statistically significant positive effect of second-line leadership development on competitive advantage (Sig. = 0.000 < 0.05). The coefficient of determination ($R^2 = 0.46$) indicates that leadership development explains approximately 46% of the variance in competitive advantage. This finding confirms that improving development, empowerment, and motivation of second-line leaders contributes substantially to enhancing service quality, innovation, and efficiency within ICP.

The results in Table 4 indicate that all three dimensions of second-line leadership development have a significant effect on competitive advantage. The development dimension emerged as the strongest predictor, followed by empowerment and motivation. This suggests that while training and skill development are the primary drivers of competitive outcomes, empowerment and motivation remain essential complementary factors.

5. DISCUSSION OF RESULTS

5.1. The Role of Second-Line Leadership Development in Enhancing Competitive Advantage

The findings of this study provide strong empirical support for the proposition that developing second-line leadership plays a decisive role in achieving competitive advantage within the federal authority for identity, citizenship, customs, and port security (ICP). The significant positive effect identified between second-line leadership development and competitive advantage confirms that leadership capabilities embedded at the operational and executive-middle levels constitute a strategic organizational asset rather than merely a supportive administrative function.

Table 2: Descriptive statistics of competitive advantage

Dimension	Mean	Standard deviation	Relative importance (%)	Level
Service quality	3.89	0.70	77.8	High
Innovation	3.60	0.85	72.0	Moderate-High
Operational efficiency	3.75	0.74	75.0	High
Overall variable	3.75	0.62	75.0	High

Table 3: Simple regression results

R	R ²	F	Sig.	β	t
0.68	0.46	180.2	0.000	0.68	13.42

Table 4: Multiple regression results for leadership development dimensions

Dimension	β	t	Sig.	Result
Development	0.34	5.21	0.000	Significant
Empowerment	0.21	3.18	0.002	Significant
Motivation	0.15	2.11	0.036	Significant

This result is consistent with the resource-based view (RBV), which emphasizes that sustainable competitive advantage is derived from intangible resources that are valuable, rare, and difficult to imitate. Second-line leaders, when systematically developed, empowered, and motivated, represent such a resource because they embody accumulated knowledge, contextual experience, and executional capability that competitors or peer institutions cannot easily replicate. This finding aligns with the conclusions of Al-Hassoun et al. (2012), who emphasized that learning-oriented organizations are more capable of achieving competitive advantage through human and leadership capital.

Moreover, the results reinforce arguments presented by Al-Abadi and Al-Amidi (2020) and Qarmash and Al-Najjar (2020), who demonstrated that strategic leadership capabilities significantly enhance organizational agility, intelligence, and performance. While these studies focused primarily on strategic leadership at higher levels, the current study extends their conclusions by empirically demonstrating that the second-line leadership layer serves as the critical conduit through which strategic leadership is translated into competitive outcomes.

5.2. Leadership Development as the Primary Driver of Competitive Outcomes

Among the dimensions of second-line leadership development, the development dimension emerged as the strongest predictor of competitive advantage. This indicates that structured leadership development initiatives—such as training programs, experiential learning, job rotation, and continuous professional development—have the most pronounced impact on enhancing service quality, operational efficiency, and innovation.

This finding is strongly supported by prior research. Al-Amari (2023) demonstrated that strategic leadership contributes directly to building second-line leadership by enhancing skills, competencies, and readiness for future roles, which in turn

improves organizational performance. Similarly, Ibn Dakhilallah (2022) and Al-Harthi (2020) emphasized that leadership preparation programs grounded in systematic training frameworks are essential for ensuring leadership continuity and execution effectiveness.

From a public-sector perspective, leadership development assumes even greater importance due to the complexity of regulatory frameworks, accountability requirements, and service mandates. The strong effect of the development dimension suggests that ICP’s investments in leadership training and capacity building are yielding tangible competitive benefits, particularly in maintaining high service quality and operational reliability. This result also echoes the findings of Abdullah (2019), who argued that institutional performance improvement depends heavily on integrating learning and results-based management approaches.

5.3. Empowerment and Its Contribution to Organizational Agility and Efficiency

The study also found a statistically significant effect of empowerment on competitive advantage, although its impact was weaker than that of development. This result indicates that granting second-line leaders decision-making authority, access to resources, and participation in planning processes contributes meaningfully to competitive outcomes, particularly in terms of operational efficiency and responsiveness.

This finding aligns with the conclusions of Al-Anzi (2023) and Al-Amari (2023), who argued that empowering leadership practices enhance leaders’ sense of ownership and accountability, thereby improving execution quality. It is also consistent with Al-Abadi and Al-Amidi (2020), who demonstrated that empowerment is a key mechanism through which leadership capabilities foster organizational agility.

However, the moderate strength of empowerment’s effect may reflect the nature of ICP as a security-sensitive governmental institution, where strict governance, centralized controls, and regulatory compliance are necessary. This contextual constraint suggests that empowerment in such organizations must be calibrated rather than absolute, balancing flexibility with control. Similar observations were reported by Hassan (2022), who noted that organizational immunity and decision quality in crisis contexts depend on controlled empowerment rather than unrestricted autonomy.

Thus, while empowerment contributes positively to competitive advantage, the findings suggest that ICP may further enhance its competitive position by refining empowerment mechanisms in ways that preserve governance while expanding operational discretion for second-line leaders.

5.4. Motivation as a Supporting but Critical Factor in Sustaining Competitive Advantage

The motivation dimension demonstrated a statistically significant but comparatively weaker effect on competitive advantage. This indicates that incentives, recognition, and career advancement opportunities play a supportive rather than leading role in

driving competitive outcomes, yet remain essential for sustaining leadership engagement and long-term performance.

This result is consistent with Ali (2022), who found that motivational factors influence organizational learning and leadership effectiveness, particularly when combined with training and empowerment. It also aligns with Al-Balshi (2023), who emphasized that the absence of effective motivational systems can undermine the long-term impact of leadership development programs.

In the context of ICP, the relatively lower weight of motivation may suggest that while leaders are adequately trained and moderately empowered, existing incentive systems may not be sufficiently aligned with innovation outcomes or service improvement metrics. This interpretation is supported by studies such as Abu Al-Hassan (2019) and Osman and Abdulrahman (2020), which highlighted that creative and innovative performance is closely linked to recognition and motivational climates.

Accordingly, enhancing motivational frameworks—particularly those linked to innovation, service excellence, and problem-solving—may strengthen the overall effect of second-line leadership development on competitive advantage.

5.5. Implications for Competitive Advantage Dimensions

The discussion of results also reveals important insights into how leadership development affects specific dimensions of competitive advantage. The high levels of service quality and operational efficiency observed in ICP suggest that second-line leaders play a central role in standardizing procedures, ensuring compliance, and optimizing processes. These findings are consistent with Al-Daradkeh (2015) and Zarafili (2022), who emphasized that leadership commitment is a prerequisite for quality management and service excellence.

The comparatively lower level of innovation suggests that while ICP performs strongly in reliability and efficiency, innovation may require additional leadership support, particularly through empowerment and motivation. This pattern mirrors findings by Othman and Abdulrahman (2020) and Kılıç (2022), who argued that innovation outcomes depend heavily on leadership behaviors that encourage experimentation and risk-taking within controlled environments.

6. CONCLUSION AND POLICY IMPLICATIONS

This study set out to examine the role of second-line leadership development in achieving competitive advantage within the federal authority for identity, citizenship, customs, and port security (ICP) in the United Arab Emirates. Drawing on a descriptive-analytical approach and empirical data collected from a representative sample, the study provides robust evidence that developing second-line leadership constitutes a critical strategic lever for enhancing institutional competitiveness in the public sector.

The findings demonstrate that the overall level of second-line leadership development within ICP is relatively high, reflecting sustained organizational efforts in leadership training, capability building, and professional development. Among the dimensions examined, leadership development emerged as the most influential factor, followed by empowerment and motivation. This hierarchy highlights that while skills and competencies form the foundation of effective leadership, empowerment and motivation function as essential enabling mechanisms that translate capabilities into performance outcomes.

Moreover, the study reveals that ICP exhibits a high level of competitive advantage, particularly in terms of service quality and operational efficiency, while innovation—although present—remains an area with potential for further enhancement. The significant statistical relationship between second-line leadership development and competitive advantage confirms that leadership capabilities at the execution level play a decisive role in improving service delivery, optimizing resource utilization, and sustaining institutional performance.

From a theoretical perspective, the results support the resource-based view by confirming that leadership development represents an intangible organizational resource that contributes to sustainable competitive advantage. From a practical perspective, the findings underscore that competitive advantage in public sector institutions does not arise solely from policies, technologies, or structures, but from the effectiveness of leaders who implement strategies on the ground.

Overall, the study concludes that investing in the systematic development of second-line leaders is not merely a human resource initiative but a strategic necessity for governmental institutions seeking excellence, resilience, and long-term competitiveness.

Based on the study's findings and conclusions, the following policy-oriented recommendations are proposed to support decision-makers within ICP and similar governmental institutions:

6.1. Institutionalize Second-Line Leadership Development Frameworks

It is recommended that ICP adopts a formal, institution-wide framework for second-line leadership development that clearly defines required competencies, development pathways, and progression criteria. This framework should integrate training, experiential learning, mentoring, and performance evaluation to ensure a continuous and structured leadership pipeline aligned with strategic objectives.

6.2. Strengthen Competency-Based Leadership Training

Given the strong impact of the development dimension, leadership training programs should be redesigned to focus on advanced competencies such as strategic execution, data-driven decision-making, change leadership, service design, and crisis management. Training initiatives should be linked to real organizational challenges and evaluated based on their contribution to service quality, efficiency, and innovation.

6.3. Expand Empowerment within Controlled Governance Structures

ICP is encouraged to enhance empowerment mechanisms for second-line leaders through calibrated delegation of authority and increased participation in operational and improvement-related decisions. Clear accountability frameworks and performance indicators should accompany empowerment initiatives to ensure alignment with governance, security, and compliance requirements.

6.4. Align Motivation and Incentive Systems with Competitive Outcomes

The study indicates a need to strengthen motivational systems. Accordingly, incentive and recognition policies should be explicitly linked to competitive performance indicators such as service improvement, innovation initiatives, and process optimization. Non-financial incentives—such as recognition, career advancement opportunities, and leadership visibility—should complement financial rewards to sustain long-term engagement.

6.5. Integrate Leadership Development with Succession Planning

To ensure leadership continuity and institutional resilience, ICP should integrate second-line leadership development with formal succession planning policies. Identifying high-potential leaders, assessing readiness, and preparing them for future roles will reduce leadership gaps and protect organizational performance during transitions.

6.6. Promote an Innovation-Supportive Leadership Climate

To enhance the innovation dimension of competitive advantage, policies should encourage second-line leaders to propose, pilot, and implement innovative solutions within defined risk and governance boundaries. Creating safe spaces for experimentation and learning from failure can significantly improve the Authority's adaptive capacity.

6.7. Establish Continuous Evaluation and Impact Measurement

Finally, it is recommended that ICP establishes a systematic mechanism to evaluate the impact of leadership development programs on competitive advantage indicators. Regular assessment using quantitative and qualitative metrics will enable evidence-based policy adjustments and ensure continuous improvement.

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