

STRATEGIC LEADERSHIP AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE A SAMPLE STUDY AT THE UNIVERSITY OF BAGHDAD

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Abstract: *The research aims at revealing the impact of the elements of strategic leadership, represented by (planning, organization, determining strategic direction, control and direction), on organizational performance, where the research sample was chosen to include (a number of employees, and to achieve the objectives of the research, a questionnaire was developed and distributed to a sample of (95) Individuals, males and females of different ages and educational qualifications, (90) valid questionnaires of which were retrieved for analysis. So, for the purpose of data processing, a number of statistical methods were used, most notable of which are: (arithmetic mean, standard deviation, correlation coefficient (spearman) and regression coefficient) using the statistical program (spss). The most prominent findings of the research were the existence of a correlation relationship and a positive impact of strategic leadership on organizational performance. The most prominent recommendations were the need to strengthen the relationship between workers intellectually and socially in order to support strategic leadership, and develop the level of organizational performance via holding training courses to improve employee performance.*

Keywords: *Strategic Leadership, Organizational Performance.*

Introduction

Strategic leadership has an active role in the development of organizations to develop their goals and give them the confidence that guarantees them development, growth and adaptation to contemporary environmental events and changes, through its efficiency to influence, and its superior flexibility in dealing with events, where organizational performance has become of great importance in many organizations in our recent times, given its important role in supporting and enhancing the developmental processes in any organization. The interest in the strategic approach has increased recently, at the level of various organizations, as it has become one of the important tools to achieve superiority in competition, and achieve maximum success in organizational performance. It is a well-known fact that strategic leadership represents the beating heart of the

performance of this approach, so no one can imagine the success of applying the teachings of organizational performance of this approach without paying attention to strategic leadership, and that organizations that apply these two approaches are moving towards excellence. Hence, regarding the University of Baghdad, which is one of the pioneer organizations, as it lives in an environment surrounded by many variables with a high degree of uncertainty, the educational institution needs time to ensure good control of the performance of the organization via the available capabilities within the institution, (Al-Moraba Saleh, 2008, p. 15).

The First Topic

Research Methodology

First: Problem of The Study

Universities are considered among the most important organizations operating in Baghdad as they are educational institutions that have the task of preparing and rehabilitating a distinguished human cadre capable of advancing the Iraqi society which suffers from many political, economic and social problems and burdens. Also, through observing the results and recommendations of some previous studies and research researchers that were applied in Iraqi universities, it was notable that universities are suffering from many weaknesses and shortcomings regarding the administrative procedures followed by university administrations, which limit the emergence of creative ideas, the desire of some administrative leaders in Iraqi universities to constantly interfere in the work of their employees, and the reluctance of some employees to exercise the powers provided to them out of fear of failure, as well as the tendency of administrative leaders to use centralization in administrative work to control areas of work by adhering to the laws and regulations in force in the university, (Abu Muammar, 2009, p. 120).

Second: Objectives of The Study

- 1- The importance of the role of leadership and its role in the success of organizational performance in institutions.
- 2- To highlight the role of strategic leadership in achieving organizational performance.
- 3- Knowing the relationship between strategic leadership and organizational performance from the point of view of administrative leadership.
- 4- Detecting differences in the application of the role of strategic leadership from the point of view of administrative leaders.
- 5- Supporting organizational performance within the organization in line with employees.

Third: The Importance of The Study

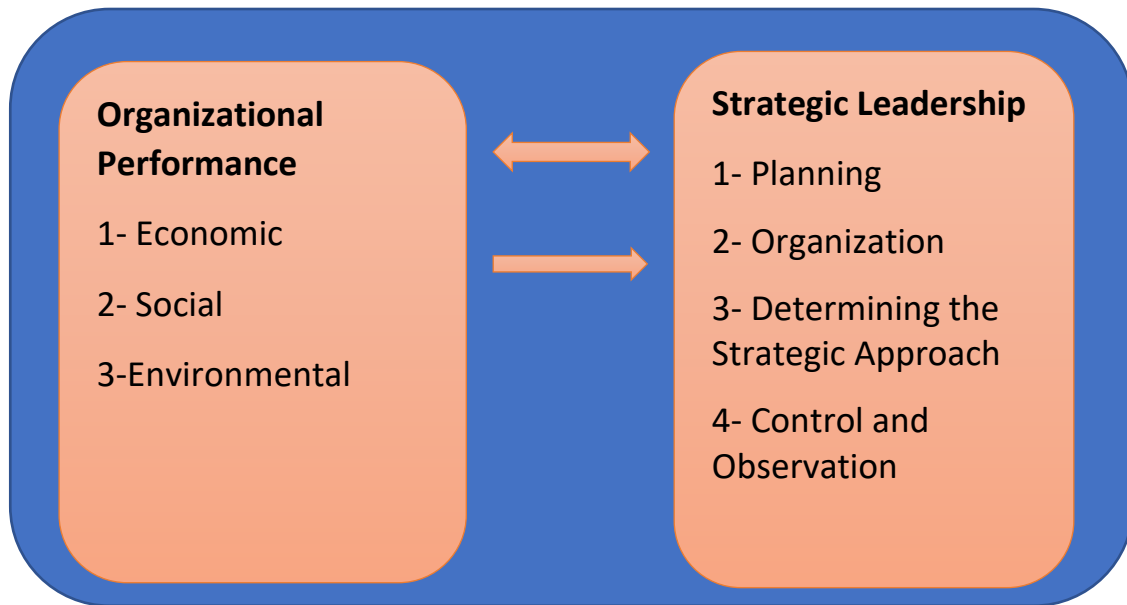
- 1- Organizations to identify complex work problems and provide magic solutions to them, which contributes to the advancement and development of organizations.
- 2- This research may help the leaders of Iraqi universities in identifying the organizational performance of strategic leadership and adopting its practices to improve the performance level of Iraqi universities and prepare them for global competition.
- 3- It is the leadership that has the ability to imagine and visualize the future, build flexibility and support others towards creating the necessary and required strategic change to raise the organizational performance of the organization, (Jad Al-Rub, 2012, pg. 49).

Fifth: Hypotheses of The Study

First Hypothesis: There is a significant correlation between strategic leadership and organizational performance.

Second Hypothesis: There is a significant effect relationship between strategic leadership and organizational performance.

Sixth: The Hypothetical Diagram of The Research



Seventh: Previous Studies

1- Faisal's study (2017) entitled "Strategic leadership and its role in activating organizational performance".

The study aimed to identify the strategic leadership and its role in activating organizational performance, which is an analytical study of the views of the heads of departments in the General Authority. The most prominent proposals were to deepen awareness of the role of strategic factors in managing organizations and their role in developing organizational performance.

2- Al-Hilali's study (2013) entitled "Excellence Management Entrance" and the requirements for its application at Mansoura University.

The study aimed to identify the concept of excellence management and its most important characteristics and to identify the requirements for the application of excellence management in higher education institutions and the most important challenges facing it. The results of the study: It showed that there was a difference between the degree of importance and the degree of availability in the topic (leadership, strategic planning, customer focus, employee participation) in favor of importance, and effective leadership showed a pivotal role in formulating the goals and objectives of the institution.

3- Jurists' study (2012) entitled Adopting a strategy of institutional excellence in learning and education and their role in achieving sustainable competitive advantage for higher education institutions.

The study aimed at identifying the role of adopting strategies of excellence in learning and education in achieving sustainable competitive advantage for higher education institutions. The study concluded that performance excellence and giving an institutional dimension, and that following and implementing these strategies at the level of the academic process has contributed to changing the foundations of competition with universities, as it went beyond the traditional method to a modern method that approved the student as the focus of the academic process.

The Second Topic

The Theoretical Approach

First: The Concept Of Strategic Leadership

Strategic leadership is a new concept, as it creates superiority and strategic excellence, as it embodies administrative wisdom and creativity in administrative decision-making (Al-Khafaji, 2008, p. 178).

(Jad Al-Rabb, 2012, pg. 49) defined it as the leadership that has the lead and the ability to imagine and imagine the future, as well as building flexibility and supporting others towards creating the necessary and required strategic change in the organization.

Also, (Najm, 2011, p. 135) defined it as the ability to manage the company's human and material resources to achieve the company's long-term goals.

(Younis, 2012, p. 39) defined it as the leadership that is characterized by a clear future vision and seeks to achieve effectiveness and efficiency in the organization based on the relationship between the goal and the purpose available according to the flexibility that achieves the state of integration and coordination between the organization and the environment by adopting innovation and creativity to reach the goals in the short and long term to put the organization at the top of priorities.

A- Dimensions of strategic leadership:

- 1- **Planning:** Planning is one of the most important basic functions of senior management, which is concerned with developing one or more detailed plans aimed at creating an optimal balance between the needs of the organization and the resources available to this organization. The planning process identifies short and long-term goals, and sets appropriate practical plans in order to achieve these goals. And the provision of the material means necessary to achieve these goals, and the higher management works to monitor and direct the workers to implement these plans in their sequence. Planning is one of the leaderships and important functions in the public administration, which falls on the shoulders of the administrative leadership, and it must be promoted as a primary function of the higher management.
- 2- **Organization:** organization and coordination of human, material, financial and information resources to implement the organization's plan by defining the organizational structure, drawing the interaction relationships between its various units, as well as defining powers, responsibilities and lines of communication between them. necessary to achieve the objectives, and individuals are grouped into departments according to the specific tasks.
- 3- **Determining the strategic direction:** It is the general direction of the organization and the goals that the senior management seeks to achieve. It also determines the success of the organization in activity within an economic environment with known frameworks, (Hamza, 2015, p. 38).

The strategic direction focuses on the integrated understanding and translation of the internal environment of the organization and its internal resources, as well as the good allocation of these resources as necessary and priorities within what achieves or ensures the achievement of the

organization's long-term goals. Strategic direction is also a prerequisite for those organizations that are looking to achieve competitive advantages, and with the contemporary technology revolution Increasing competition intensity, organizations are gradually realizing the importance of strategic direction and its role as an activity that can be organized and methodical, in order to reach new services and methods that achieve better performance and enhance the competitive advantages of the organization, (Fawzia, 2015, p. 3).

- 4- Control and Observation: Evaluation of work methods to ensure that the administration is going according to the planned work, tasks and roles, and then measuring actual performance, identifying deviations and correcting them in a timely manner, and using the feedback system is necessary to carry out treatments at the appropriate time and place. Monitoring also represents the function practiced by managers at their various levels, upper, middle and lower levels, with the aim of evaluating the method, means, and manner through which the objectives of the organization are achieved. desired or not.

Unifying efforts and materials according to a clear vision and providing the necessary support to help employees understand their roles using leadership, urging, encouragement and motivation, and developing a climate of good human relations in the organization through an integrated communication system from all sides, where the manager leads efforts and resources by adopting a clear vision that should be easily followed subordinates, providing them with support and helping them understand their roles that they will play in achieving the goals of the organization, (Al-Anzi, 26, 2017).

Second: The Concept Of Organizational Performance

- A- The concept of performance: From the managerial point of view, performance is defined as carrying out the functional burdens of responsibilities and duties by the employee to achieve a specific goal (Strong and Salma, 2006, 63). That is, performance is the result of the interaction between three main determinants: individual motivation, work climate or environment, and the ability to perform work, that is, those associated with the basic and official administrative duties assigned to them.

And Al-Hasan defined it as: It is the net effect of the individual's efforts that begin with abilities and awareness of the role and tasks, which thus indicates the degree of achievement and completion of the tasks that make up the individual's job (Al-Hasan, 209, 2003).

- B- Determinants of employee performance: It is the combination between the worker who is required to complete his work and his skills, experience information and the extent of his awareness of what he is doing in the government institution to which he belongs. The elements are determinants of performance, and these determinants are divided in terms of their relationship to the worker or the extent of his control over them into two parts:

The first section is the determinants that relate to the worker as a person and they are called internal determinants, and the second section relates to the surrounding environment that is outside the control of the worker and called the external determinants, performance determinants include a set of elements through which it is possible to activate the performance of employees in government colleges.

C- Dimensions Of Organizational Performance:

1- Economic Dimension

The economic dimension of performance depends mainly on the organization's policy. Through which the institution satisfies the desires of shareholders, customers and suppliers and gains their confidence, and thus the economic activities in the cities will be negatively or positively affected by the economies of that country. The organizational performance represents the organization in general, and that country is in a state of economic prosperity and vice versa. Or, exceptional

circumstances may occur that prevent this, as the economic aspect is the main facet of organizational performance (Al-Khudairi, 2005, p. 61).

2- Social Dimension

The social dimension of performance refers to the extent to which the organization's individuals are satisfied at their different levels, because the level of employee satisfaction is an indicator of the individuals' loyalty to their organization. The importance of this aspect is evident, as the overall performance of the organization may be negatively affected in the long run if the institution is limited to achieving the economic aspect and neglected the social aspect. Its human resources, as it is known in the management literature, that the quality of management in an organization is related to the extent to which economic efficiency is correlated with social efficiency. Therefore, it is recommended to give considerable importance to the social climate prevailing within the institution, to everything related to the nature of social relations within the institution.

3- Environmental Dimension

Which is based on the effective contribution of the institution to the development and development of its environment, it can be said that the components of the activity environment of the forces and conditions have the ability to influence the organization, in terms of securing the inputs and discharging its outputs according to the time bases, whether it is daily, weekly or monthly. Therefore, the short-term decisions of managers are greatly affected in the activity environment. The term organizational environment is called all the forces and surrounding conditions within the organization, emanating from the individuals who influence the work of the organization from suppliers and distributors. This environment draws the dimensions of the relationship between employees and derives the organizational culture of the facility, in addition to the general environment; It is defined as that environment that includes all the forces in the facility.

The Third Topic

Statistical Approach

This topic includes analyzing the data of the study sample and the respondents' answers in the questionnaire regarding the extent to which the basics of strategic leadership are applied and their impact on organizational performance in universities and in the form of statistical tables, analysis and discussion. Where the university institution is managed by experienced people who have at least three or more years of experience in this field

First: Personal Information

1- GENDER

Table No. (1) Distribution of the sample by Gender

Gender	Number	Percentage %
Male	60	67%
Female	30	33%
Total	90	100%

Table (1) shows that the percentage of males is 67%, compared to 33% of females, and this gives an indication that the percentage of existing workers is of males, and this percentage is consistent with the percentages in the university

2- AGE

Table No. (2) Distribution of the research sample by age

Age	Number	Percentage %
Below 20	0	0%
29-20	30	33%
39-30	43	48%
49-40	10	11%
Above 50	7	8%
Total	90	100%

Table (2) shows that the percentage of working individuals from the sample whose ages range from (29-39) years constitute the highest percentage, which is 48% of the sample, followed by the age group from (18-28) years and their percentage is 33%, while the age group is from (40-50)) Their percentage constitutes 11%, and finally the category over 50 years old, their percentage constitutes 8%. From this, it can be concluded that the nature of university employees is young and mature, able to work and produce at desirable levels, on the one hand, and on the other hand, these percentages indicate the possibility of growth and expansion to provide the best services due to the capabilities of the existing staff.

3- Education Level

Table No. (3) Distribution of the research sample by Education level

Education Level	Number	Percentage %
Below Highschool	0	0%
Highschool	27	30%
Diploma	31	34%
Bachelor's Degree	32	36%
Total	90	100%

We notice from Table (3) that the highest percentage of employees are university degree holders which is 36%, followed by diploma holders 34%. As for the preparatory certificate holders, their percentage represents 30%. These percentages give an indication of the quality of employment that works in such university institutions, as they It requires a type of labor with the appropriate scientific qualification and its ability to use modern technology in the field of organizational performance.

4- Monthly Income

**Table No. (4) Distribution of the research sample by income
(In Iraqi Dinars IQD)**

Income in IQD	Number	Percentage %
Below 200,000 IQD	34	38%
201,000-400,000 IQD	43	48%
401,000-600,000 IQD	11	12%
601,000-800,000 IQD	2	2%
More than 800,000 IQD	0	0%
Total	90	100%

Table (4) shows that the monthly averages of incomes ranged from 201-400 thousand dinars, their percentage represented 48%, while for less than 200 thousand, their percentage represented 38%, and the incomes from 401-600 came in the third rank, and their percentage represented 12%. 601-800 thousand dinars, their percentage represented 2%, and we did not find incomes that are higher than that among the sample members.

We chose the income indicator because it is one of the issues that affect the effectiveness of organizations in general, in addition to being linked to performance levels, as it is known that all employees have diverse aspirations and needs that they want to achieve through their work. The higher the income, the higher the levels of performance and loyalty. It is worth noting that the aforementioned levels of income are closely related and consistent with the prevailing conditions of orientation and planning, the size of the profits achieved by these organizations, the nature of the work they practice, as well as working hours. With regard to the sample that was selected, the researcher noted that the first reason for the low levels of income is Adoption of the temporary work system or contracts, meaning that a number of sample members work for a few hours in these universities and have one or more additional work in other places.

Table (5) shows the correlation relationships assumed by the first main hypothesis, as the mentioned table confirms the existence of a positive and moral correlation between **Strategic Leadership and Organizational Performance**, and the value of the total correlation coefficient reached (**0.76**), at the level of significance of (**0.000**), While the value of the correlation coefficient between organizational performance and strategic leadership (after planning, organization, determining orientation, supervision and guidance) was respectively (**0.62, 0.56, 0.65, 0.73**). From the aforementioned result, it can be determined that we could fulfill the first main hypothesis.

Table No. (5) shows the correlation coefficient (Pearson) between strategic leadership strategies and organizational performance

Dimensions of the independent variable		Strategic Leadership X	Planning X1	Organizational X2	Determining Approach X3	Control and Observation X4
Dependent Variable						
Organizational Performance Y	Pearson Correlation	0.76**	0.62**	0.56*	0.65**	0.73**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	90	90	90	90	90

The Second Main Hypothesis

It contains that (there is a statistically significant effect between strategic leadership and organizational performance), and the second main hypothesis is divided into four sub-hypotheses:

- 1- There is a significant effect of the planning dimension on organizational performance.
- 2- There is a significant effect of the organizational dimension on organizational performance.
- 3- There is a significant effect of the dimension of determining orientation on organizational performance.
- 4- There is a significant effect of the control and direction dimension on organizational performance.

Table (6) analyzes the impact of the dimensions of the strategic leadership variable on the organizational performance variable

The independent variable and its dimensions	Constants		(R ²) Determination Coefficient	Calculated (F) Value	Value of (P) Level of Significance	Dependent Variable
	β	A				
Strategic Leadership (X)	.44	.36	.22	19.2	.0000	Organizational Performance (Y)
Planning (X1)	.40	.30	.16	14.3	.0000	
Organization (X2)	.30	.16	.09	7.6	.0010	
Determining Approach (X3)	.36	.27	.13	11.4	.0010	
Control and Observation (X4)	.50	.28	.25	25.3	.0000	
Tabular (f) Value=4.9 at level of significance of 0.01 Tabular (f) Value=2.9 at level of significance of 0.05 n = 90						

It is clear to us, according to Table (6), that the calculated (f) value was (19.2), and this value was greater than its tabular value (4.9) with a significant level (0.01), and with confidence limits (99%), and this means that there is an effect of (for leadership strategy) in the responsive variable of organizational performance. This shows that the regression curve is good for describing the relationship between the two variables. Through table (14), it can be observed that the constant ($\square = 0.36$), which means that there is a presence of strategic leadership, an amount of (0.36), even if the organizational performance is zero. As for the value of ($\square = 0.44$), it indicates that a change of (1) in strategic leadership will lead to a change in organizational performance by (0.44).

The value of the coefficient of determination (R²), which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, and it represents the percentage of decrease in errors when using the regression equation, which was (0.22), which means that the amount of (0.22) of the variance The outcome in organizational performance is a variance explained by the strategic leadership that entered the model and that (0.78) is a variance explained by factors that did not enter the regression model. The table also indicated the significance of (0.000) in the outputs of the statistical system, which is a confirmation of the existence of a high and significant impact of strategic leadership on organizational performance.

With this result, the second main hypothesis of the current study is realized, which is **(there is a statistically significant effect between strategic leadership and organizational performance)**. With these results, the four sub-hypotheses were accepted.

The Fourth Topic**Conclusions And Recommendations****First: Conclusions**

- 1- By addressing the theoretical side of the research, it was found that the concept of strategic leadership is not one of the concepts that has emerged recently, but rather has ancient historical roots, which indicates the importance of this topic and its active role in building educational institutions.
- 2- The results of the study showed that all dimensions of strategic leadership are related to the dimensions of organizational performance, and thus they correspond to most of the studies that dealt with this aspect.
- 3- Although all the dimensions of strategic leadership showed a positive impact, as it became clear from the above conclusion, the planning dimension showed the highest percentage of impact compared to the other dimensions, and this indicates that the research sample institution is interested in this aspect as it represents the main aspect of its sustainability and development.
- 4- Through the answers of the research sample, it was found that there is an effect of the dimensions of strategic leadership individually and collectively on each dimension of organizational performance, and thus the researcher believes that these dimensions are important for organizational performance despite the discrepancy in the impact ratios.

Second: Recommendations

Based on the above conclusions, some recommendations for the current research topic can be made as follows:

- 1- The need to strengthen the relationship between workers intellectually and socially to support organizational performance and develop the level of educational institutions through the establishment of training courses to improve work performance.
- 2- Based on the third conclusion, that educational institutions focus greatly on the planning dimension, as it showed the highest percentage of positive impact on organizational performance.
- 3- The researcher believes, through the results of the research sample, that the organizational dimension also plays an important role in tourism organizations through relationships and communication with customers and gaining their trust.
- 4- Adopting global knowledge in the specialization of strategic leadership, which supports and stimulates the available internal knowledge and competition with similar educational institutions.

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