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STRATEGIC LEADERSHIP AND ITS IMPACT ON THE
INSTITUTIONAL PERFORMANCE OF EMPLOYEES: AN
APPLIED STUDY ON A NUMBER OF PRIVATE
COLLEGES IN BAGHDAD

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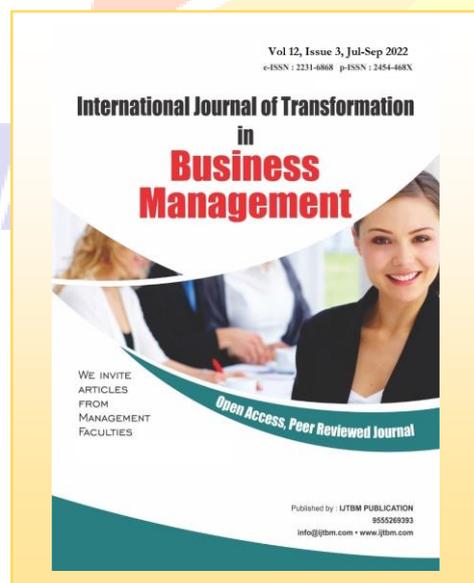
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ABSTRACT

The research aims to present the theoretical implications of both the strategic leadership and the institutional performance of the employees, as well as to identify the extent of the surveyed private colleges for strategic leaders and the levels of institutional performance of the employees in the surveyed colleges. For the research sample and the second axis, the questionnaire questions for the variables, and each of (Al-Mamoun University College, Al-Isra University College, Al-Turath University College, Al-Rafidain University College, Baghdad College of Economic Sciences, Al-Nisour University College) was chosen as a research community, and (160) forms were distributed and (150) were retrieved. A valid form for statistical analysis, and the research problem was to identify the role played by the strategic leadership in private colleges, the research community, a role in developing institutional performance in them, and in order to process the data collected by the researcher by the research sample, the statistical analysis program (AMOS V25) was relied on.) and the program SPSS V25)) and a number of descriptive and analytical statistical methods represented by (percentage, arithmetic mean, standard deviation , coefficient of variation, simple correlation coefficient, simple linear regression analysis and confirmatory factor analysis), the research reached a number of conclusions, the most important of which is that the leaders in the researched colleges have a strategic direction and the ability to closely examine their internal environment, their strengths and weaknesses, and their external environment related to opportunities And threats by participating in the development of that direction to achieve its goals, and accordingly the researcher recommends the leadership of the researched colleges to qualify individuals and work to direct them towards paying attention to the strategic direction of their ideas to enable them to make the right decision in the situations they are exposed to when carrying out the tasks assigned to them.

Keywords: *Strategic leadership, institutional performance, vision*

INTRODUCTION

Leadership represents and is still one of the important variables in management, especially in organizational and strategic studies. This topic has received great attention from researchers and specialists, seeking to try to explain and frame it with different scientific theories and approaches. As a result of the development in management science, attention has begun to turn towards the concept of leadership. Strategy, because of its great importance in organizations, whether public or private sector organizations, as well as determining the fate of these organizations in light of

adopting the strategic approach, if not to say most of them at the present time, no one can imagine the success of applying this vocabulary The entrance is without interest in strategic leadership, so researchers have begun to pay great attention to the top of the organization's pyramid represented by its leadership and work to make it strategic leadership as one of the main determinants of the success of contemporary organizations.

With the increasing pressures that organizations are exposed to at the present time, the need for effective leadership has become urgent, and in order to motivate organizations, this leadership must be

characterized by strategic specifications capable of transmitting the organizational vision to individuals at the middle and executive administrative levels in relation to the process of excellence, and that this vision can To create a climate of participation, to present new and creative ideas, and to create auxiliary conditions, a kind of ingenuity in organization.

The issue of the performance of employees is one of the administrative topics that occupies a large part of the interest of researchers and scholars of administrative thought because of its significant impact on raising the levels of the organization's performance and ensuring that it remains influential within the competition cycle witnessed by organizations today. For employees, because of the leadership's role in developing plans with strategic dimensions and thinking strategically that would improve the performance of employees by adhering to those plans and thus reflecting this on institutional performance in general.

Accordingly, the current research was divided into four sections, the first deals with the research methodology, the second deals with the theoretical side, the third deals with the practical side, and the fourth topic deals with conclusions and recommendations.

THE FIRST TOPIC: RESEARCH METHODOLOGY

First : The Research Problem

The management thought is characterized by continuous renewal and emanating from the priorities and priorities that fall upon researchers to pay attention to and look at (focus, diagnosis, explanation), and to go through the details of organizations and raise their ability to survive and thrive, as organizations today face great challenges represented in diagnosing strategic leaders through Bureaucratic leaders to keep pace with the developments and transformations that have occurred in the world, as organizations no longer need leaders to manage the organization in a traditional way, but rather the leadership must work according to a strategic method to achieve a qualitative leap in the capabilities of the organization to achieve its goals in light of these global transformations and developments. Lack of sufficient interest in showing the roles played by strategic leaders and their impact on institutional performance in general in the private colleges of the research community, and the research problem can be diagnosed more accurately by raising the following question:

Does strategic leadership in private colleges play a role in the research community in developing institutional performance??

It gives rise to the following sub-questions:

1. To what extent do private colleges surveyed have strategic leaders?
2. Do the surveyed private colleges have a clear vision of the institutional performance of the employees?
3. What is the level of influence and correlation between the strategic leadership and the institutional performance of the employees?

Second : Importance of Research

Most of the research and studies derive their importance factors from the importance of the topics and research elements that they sought to address, and the size of the impact they have in the overall environment in which they were treated on the ground in its applied aspect. This is the research that dealt with the link between two variables (strategic leadership, institutional performance of workers) because they are recent topics in linking them and combining different topics (strategy, organizational behavior) and the interaction of their variables, as well as the research community in which it was applied represented by a number of private colleges in Baghdad Being institutions and a scientific edifice that will develop the knowledge and scientific capabilities of students and researchers, and the applied importance of research comes through the research

community, the place of application, which is represented by a number of private colleges in Baghdad, which take upon themselves the task of teaching and developing researchers' knowledge and achieving more scientific progress in the country. It is necessary to identify the role of strategic leadership in raising the levels of performance of employees in those colleges, whether senior administrations or teaching staff, and thus identifying the The dimensions of strategic leadership were raised in raising the levels of institutional performance.

Third : Research Objectives

The research aims to achieve the following:

1. Presenting the theoretical implications of both the strategic leadership and the institutional performance of employees.
2. Identifying the extent to which private colleges surveyed have strategic leaders.
3. Identifying the levels of institutional performance of employees in the colleges under study.
4. Testing the correlation and influence relationship between strategic leadership and the institutional performance of employees.

Fourth : Hypothesis of the Research

The hypothetical scheme aims to clarify the logical relationships of the group of main

variables and related sub-variables for each of them. The dimensions of the variables were chosen according to the intellectual and

literary surveys of the available sources according to the following scheme :

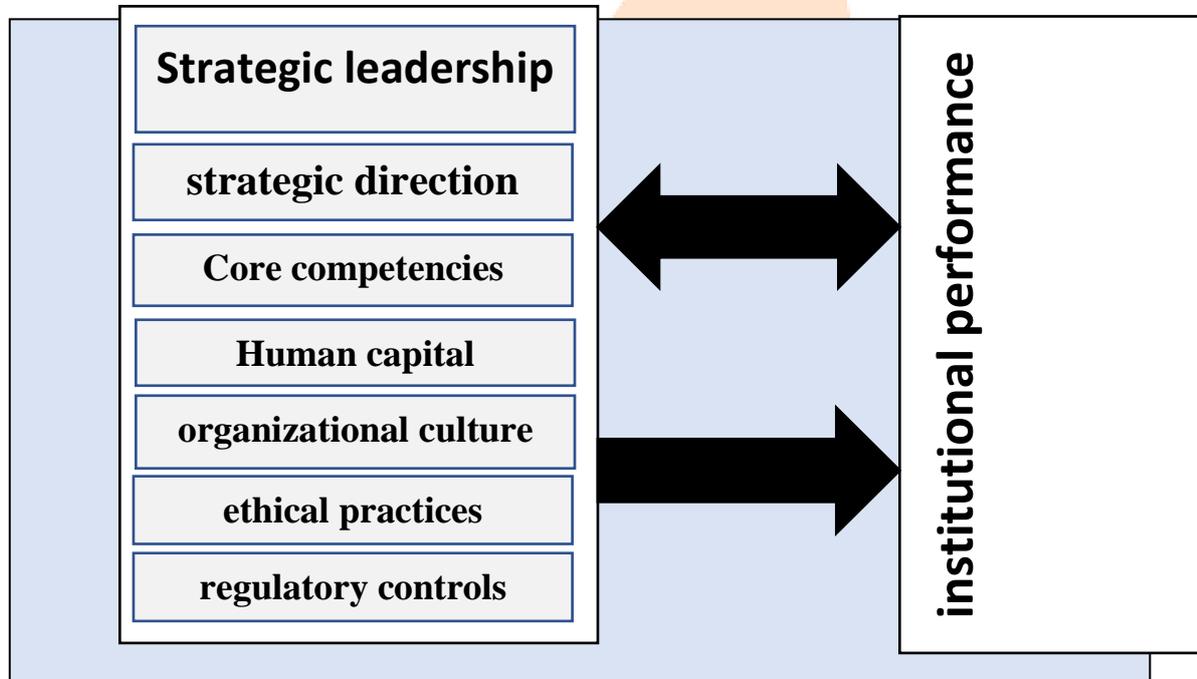


Figure (1) The hypothesis of the research

Source: Prepared by the researcher

Fifth : Research Hypotheses

The first main hypothesis: There is a significant correlation between strategic leadership and institutional performance, and the following sub-hypotheses emerge from it:

The first sub-hypothesis: There is a significant correlation between the dimension of the strategic direction and institutional performance.

The second sub-hypothesis: There is a significant correlation between the dimension of core competencies and institutional performance.

The third sub-hypothesis: There is a significant correlation between the dimension of human capital and institutional performance.

Fourth sub-hypothesis: There is a significant correlation between the dimension of organizational culture and institutional performance.

The fifth sub-hypothesis: There is a significant correlation between the ethical practices dimension and institutional performance.

Sixth sub-hypothesis: There is a significant correlation between the dimension of organizational controls and institutional performance.

The second main hypothesis: There is a significant effect of strategic leadership on institutional performance, and the following sub-hypotheses emanate from it:

The first sub-hypothesis: There is an effect of the strategic direction on institutional performance.

Second sub-hypothesis: There is an effect of core competencies on institutional performance.

The third sub-hypothesis: There is an effect of human capital on institutional performance.

Fourth sub-hypothesis: There is an effective influence of organizational culture on institutional performance.

Fifth sub-hypothesis: There is an effect of ethical practices on institutional performance.

Sixth sub-hypothesis: There is an effect of organizational controls on institutional performance.

Sixth : Research Methodology

The approach used is a reflection of the researcher's ideas as a result of her

awareness of the problem and his attempt to find solutions to it. And framing its dimensions through a questionnaire that included the research variables.

Seventh : Limits of Research

1. Time limits: will be determined upon completion of the practical aspect of the research.

2. Spatial boundaries: a number of private colleges in Baghdad.

3. Human limits: A sample of senior and middle leaders in private colleges in Baghdad, affiliated with the Ministry of Higher Education and Scientific Research, will be selected for the purpose of conducting the field and practical aspect of the research.

Eighth : Society & Research Sample

Each research has a spatial community whose results can be generalized to it and its findings of future suggestions of scientific interest at the field level. Thus, the education sector represented by the Ministry of Higher Education and Scientific Research, Iraq, represents the community that can be identified spatially (spatial community). As for the spatial research sample, it was represented by private colleges. There are (6) private colleges, which are distributed in the province of Baghdad, represented by (Al-Mamoun University College, Al-Turath

University College, Al-Rafidain University College, Baghdad College of Economic Sciences, Al-Isra University College, Al-Nusour University College), and the human sample represents (150) Thus, the study will focus on selecting an intentional sample that includes senior leaders in the mentioned private colleges.

SECOND TOPIC: LITERATURE REVIEW

First : Strategic Leadership

1. The concept of strategic leadership

Leadership was and still is one of the most important variables in the field of management, especially in organizational and strategic studies, and this topic has received great attention from researchers and specialists, seeking to try to explain it, and frame it with different theories, and as a result of the development in management science and in the business environment, strategic leadership has emerged as one of the Concepts because of their great importance in leading organizations and determining their fate (Al-Rawi, 2020:379).

The researchers emphasized that leadership is the art, ability, and skills of a person who occupies a position as the leader of a business unit through which they influence, persuade, inspire and direct employees (Dohamid & Muchlis, 2020: 81). It has been defined as an impact process that leads to the achievement of desired goals and involves inspiring and supporting others to achieve a vision based on clear personal and professional values (Amayreh,2020:2372). Although the strategic leadership theory was clarified in the previous paragraph that it is concerned with the study of leaders at the higher levels of the organization (Castellanos & Georg, 2020: 108). However, the research field on the concept of strategic leadership witnessed a lack of agreement or consensus in finding a comprehensive definition of strategic leadership (Samimi et al, 2020: 2).

In this regard, there are many definitions that dealt with the concept of strategic leadership, and they differed according to the intellectual trends on which it was based. The following is a presentation of some of these definitions, as shown in Table (1) :

Table (1) Definition of strategic leadership

No	Name	Definition
1	(Ferrada et al,2020:3)	The set of capabilities (absorption, change, and management wisdom) that organizations need to achieve their goals.
2	(Alayoubi et al,2020:11)	The leader’s ability to develop and clarify a strategic vision for the organization’s employees to make a strategic change, and to mobilize all available resources to contribute to the realization of the vision, in order to ensure the achievement of a sustainable competitive advantage for the organization.

3	(Kim,2020:122)	Management decision making that predicts organizational performance, to promote a sustainable management system in the organization.
4	(Nakir et al,2020:249)	The ability to influence others to make decisions in daily activities simultaneously that will improve the organization's long-term survival.
5	(Lehto&Jarno,2020:3)	Leadership at the highest levels of the organization makes the effort to define visions and long-term goals as comprehensively as possible.
6	(Abboud, 2020 : 197)	The ability to manage the organization's human and material resources to achieve the organization's long-term goals.
7	(Dohamid&Muchlis,2020:8)	The ability of a leader to communicate the vision of the organization and always inspire all members to continue to act according to that vision on a permanent basis.

Based on the foregoing, the researchers define strategic leadership as the ability of officials at higher administrative levels to visualize the future of the organization and respond to environmental changes by investing and developing the capabilities of the organization's resources in accordance with organizational and ethical controls aimed at achieving sustainability for the organization.

2. Dimensions of Strategic Leadership

a. Strategic Direction

The strategic direction of organizations contributes to opening the windows of thinking for managers to future business prospects and working to restore a state of internal excellence and then build a strong competitive position for the organization externally. Defining this direction clearly depends on several pillars, most notably the presence of strategic information systems and an accurate and comprehensive database, Defining goals for departments and setting future practical plans in the light of

strategies, accurate strategic control systems, and future predictions about the organization's environment variables (Al-Jubouri, 153: 2014).

In the framework of this, strategic leaders work to determine the direction of the organization, translate the strategy into action, harmonize the systems, employees and the strategy in one format, determine the point of effective strategic intervention, and develop the strategic capabilities of the organization that support and enhance the strategic direction (Davies & J. Davies, 2005: 248).

B. Core Competencies

The organization's awareness of its core competencies and the skills that distinguish it is an important and vital element in defining and achieving its goals, and gives it a high ability to allocate its resources to what is necessary to improve its operations according to its capabilities. The process of tracking and investing in opportunities is weak (Hamdan et al, 2020: 58). (Hitt et al,

2003) indicated that the core competency is the resources and capabilities owned by the organization, which act as a source of competitive advantage for the organization and make it superior to its competitors. He adds (Zamanan, 2012: 7023) that core competencies are a very important organizational resource and are no less important than other resources, and that the organization's use of its resources correctly enables it to achieve excellence, and this is done through learning and the flow of knowledge within the organization.

c. Human Capital

Human capital in organizations is a human resource that works to present new ideas, innovations and innovations that contribute to enhancing the ability of organizations to respond to the changes that occur in their external environment. And training to increase the knowledge, resources and skills of employees, which leads to maximizing the organization and its outputs (Al-Anzi and Al-Mulla, 2017:29) Human capital is referred to as a group of individuals who possess skills and knowledge that contribute to increasing the economic value of business organizations, and is represented by all individuals working in organizations who form a capital resource (Alayoubi et al, 2020: 16).

d. Organizational Culture

The concept of organizational culture is one of the important concepts that has received great attention in administrative and organizational thought, as its concept is manifested in the behavior of workers, as culture is entrenched in daily work life, and organizational culture is linked to various disciplines of psychology, sociology and anthropology (Mckenzie, 2010:57). In this context (Schein, 2004:2) described culture as a dynamic phenomenon that surrounds us at all times, is constantly enacted and created by our interactions with others. Whereas (Gilley et al, 2001:25) sees it as the interdependence between shared beliefs, behaviors and assumptions that are acquired over time by members of the organization..

e. Ethical Practices

Ethical practice refers to right and wrong behavior within a framework of ethical rules and principles. Ethical principles are to control and direct managers' moral behaviors, perceptions, and behavior in situations where it is necessary to strike a balance between the organization's self-interest and the interests of stakeholders. However, the main purpose of ethical action It is directing employees to abide by the code of conduct that will help them secure confidence in developing their business

towards the services and products they provide (Noor, 2014: 187).

Ethics is the statement of right from wrong or good and evil, and it is a well-established characteristic of the soul that performs the good deeds that come out of it without a price (Amayreh, 2020:2374).

f. Balanced Regulatory Controls

Organizational controls mean those measures that managers rely on in order to maintain organizational activities or make changes in their patterns, and organizational controls contribute to achieving adaptation to environmental changes, and it consists of two types (financial controls and strategic controls). He balances these two types of controls in pursuit of the organization's strategic objective (Alayoubi et al, 2020:16). In addition, the success of organizations requires effective management of procedures in a balanced manner and the possession of senior management with the skills and tools necessary to formulate an appropriate strategy and then work to implement it because "strategic leadership" is what draws the vision and direction for the growth and success of the organization (Alayyoubi et al, 2020: 16).

Second: Institutional Performance - Theoretical Framing

1. The concept of institutional performance

Institutional performance is one of the contemporary concepts that has attracted the attention of researchers and has gained great importance to society, and the adoption of performance in the mentality of the organization, which is the image that expresses the idea of joint cooperation between individuals in order to achieve common goals that serve the individual or society in general, and this is consistent with the direction of human instinct. Towards teamwork, which is often mandatory and not optional because it is one of the necessities of maintaining the requirements of life and occupation in particular, as research has been trying to draw a picture of performance in various fields and different disciplines in order to reach effectiveness, efficiency, continuity, appropriateness, correlation and influence, which reveals the reality of the organization. and its future, which the organization seeks (Al-Zuhairi, 2018: 36). (Silvi & Callahan, 2009: 5) referred to performance as the end result of all operations and procedures inside and outside the organization by relying on the organization's ownership of resources, benefiting from positively affecting factors and challenging negative influences

enlightened by its vision seeking to achieve its mission and targeted goals. Table (2)

shows the concept of institutional performance, as follows :

Table (2) The concept of institutional performance according to the opinion of some researchers

No	Name	Definition
1	(Silvi & Callahan, 2009 : 5)	It is the final outcome that resulted from all operations and procedures inside and outside the organization, depending on the organization's ownership of resources, benefiting from the positively affecting factors and challenging the negative influences, enlightened by its vision, striving to achieve its mission and targeted goals.
2	(Al-Zubaidi, 2010: 104)	Organizations of different types and orientations strive to reach the ends and goals set for them, through the effort made by their members at all the different administrative levels of the organization.
3	(Chien & Yaum, 2013 : 43)	A group of achievements made by the organization in order to achieve the goals it aims to.
4	(Abd, 2018: 68)	The activity or work undertaken by the organization to use its financial and human resources efficiently to reach its ultimate goals and objectives.

After reviewing what the researchers put forward in institutional performance, the researchers see that institutional performance is nothing but the final outcome of the interaction of all the influential and common elements in the organization that help it achieve its goals and which are the indicator of the organization's success in exploiting its resources and conditions optimally.

2. Importance of institutional performance

The importance of institutional performance is manifested as a step that determines the current position of the organization, and it also expresses the ability of the organization to find acceptable results in achieving the demands of groups interested in the organization, including shareholders,

interests, competitors and suppliers, as it represents the extent to which it can successfully accomplish business or achieve a goal with superiority (Al-Ani, 2002). : 47)

Therefore, the importance of institutional performance lies in the following indicators: (Saad & Nasser, 2018: 94)

a. It expresses the effectiveness of the organization and its ability to produce acceptable results and achieve the demands of the group interested in the organization.

B. Institutional performance is the central axis for assessing the success or failure of organizations in their decisions and plans, especially strategic plans.

In fact, talking about performance necessarily leads to talking about the human dimension to it, and if we accept that the overall performance of the organization is nothing but the product of the total performances of the individuals working in it, within the framework of their organizational units, through evaluating the performance of individuals, it becomes clear to us the shortcomings in performance that create or constitute. In turn, the training needs, which are nothing but individual competencies and skills (the intellectual capital of the organization) must be available in the individual to raise his performance to a better level, including improving the performance of the organization as a whole (outstanding performance).

Third : The Relationship Between The Variables

The events experienced by different organizations in the context of the third millennium indicate that the importance of strategic leaders and the role they play in business organizations is increasing and its implications for achieving the overall goals that qualify different organizations to excel and excel over others by finding new ways to excel competitively based on the desired innovation and creativity. On the other hand, some organizations have become Organizations are characterized by what is known as pioneering organizations that

aspire to the success they began to seek and maintain, in order to achieve a distinguished position for themselves with other organizations that practice their activities in the field of providing goods and services according to the best specifications for their beneficiaries (Faisal, 2017: 256). It discusses (Khan, 2010: 167) that organizations that are able to develop strategic leadership are able to gain a sustainable competitive advantage, and the positive relationship between strategic leadership and institutional performance can be clarified through the following several levels :

1. A higher level of strategy for senior management to determine the production mix and the strategic direction of the organization in general.
2. The level of a functional strategy for middle management to achieve competitive advantage.
3. An operational strategy level for lower management to greatly maximize resource productivity.

Based on these levels, the researchers believe that the higher strategy focuses on the general activities of marketing products, prices and financial flows related to the productivity of the organization and the impact of the external environment on the organization in case it wants to open new markets for it. The middle level management

gives part of the autonomy to make its own strategy, either the third level, the operational strategy level highlights the human resources of the organization in order to maximize productivity and achieve the goals of the upper and middle management of the organization.

THIRD TOPIC: APPLICATION FRAMEWORK

First : Test the correlation between the research variables

The current paragraph of this topic deals with testing the correlation relationship between the independent variable represented by strategic leadership with its dimensions (strategic direction, core competencies, human capital, organizational culture, ethical practices, balanced organizational controls) and the dependent variable represented by institutional performance, as the correlation coefficient (Pearson to discover the strength and direction of the relationship between the variables, and the positive correlation between two variables indicates that the increase in one of the variables corresponds to an increase in the other variable, while the negative correlation refers to the increase in one of the variables offset by a decrease in the other variable. +0.3 to +0.7), and acceptable positive when (1 to +0.3), while the correlation is strong negative when it is (-0.3 to -0.7), and weakly negative when it is (-

0.3 to 0). +1 indicates a perfect positive correlation, (-1) indicates a perfect inverse correlation, and (0) indicates no correlation.

1. Testing the first main research hypothesis, which states (there is a significant correlation between strategic leadership and institutional performance)

The correlation coefficient between strategic leadership and institutional performance was (0.859) at the level of significance (000.), which is less than the significance level (0.05), which indicates the existence of a strong, significant direct correlation of strategic leadership with institutional performance, which means that the increased application of leadership practices The strategy will increase the institutional performance in the colleges investigated According to the above, the first main hypothesis is accepted, which states that there is a significant correlation between strategic leadership and institutional performance in the college under study.

As for the results of the correlation relationships at the micro level (dimensions) between the study variables, I indicated the following:

a. Testing the first sub-hypothesis of the first main hypothesis: The results of Table (3) show the existence of a positive significant correlation between the strategic direction and institutional performance, as its

coefficient reached (0.783), which indicates that the strategic direction has a strong positive role in institutional performance with a level of significance (.000). Which means the significance of the relationship between them and this means accepting the first sub-hypothesis of the first main hypothesis.

B. Testing the second sub-hypothesis of the first main hypothesis: By checking the results of the statistical analysis in Table (3), it is evident that there is a correlation between the dimension of core competencies and institutional performance, as the correlation coefficient reached (0.742), which indicates the existence of a strong positive correlation relationship, which shows that core competencies enable The faculty of creativity and innovation at work, and confirms the moral value of (Sig) this relationship and therefore we accept the second sub-hypothesis of the first main hypothesis.

c. Testing the third sub-hypothesis of the first main hypothesis: The results of the statistical analysis of the study variables contained in Table (3) confirm the existence of a positive significant correlation between human capital and institutional performance, and the value of the correlation coefficient was (0.747), and the value of (Sig) confirms the significant correlation between capital Human and institutional performance This

result confirms the acceptance of the third sub-hypothesis of the association hypotheses.

d. Testing the fourth sub-hypothesis of the first main hypothesis: The results of the statistical analysis showed a positive correlation between the dimension of organizational culture and institutional performance, as the value of the correlation coefficient between them reached (0.791), and this result indicates the positive role of organizational culture in increasing institutional performance activities and this result confirms Acceptance of the fourth sub-hypothesis of the correlation hypothesis.

e. Testing the fifth sub-hypothesis of the first main hypothesis: The results in Table (3) show that the correlation coefficient between ethical practices and institutional performance was (0.708), which is a strong direct correlation at the level of significance (0.000), which indicates that the increase in ethical practices in the college will lead to an increase Institutional performance activities and this confirms the validity of the sub-hypothesis that states (there is a significant correlation relationship between ethical practices and institutional performance)

f. Testing the sixth sub-hypothesis of the first main hypothesis: The results in Table (3) show that the correlation coefficient between organizational controls and institutional performance was (0.789), which is a strong

direct correlation at the level of significance (0.000), which means that the commitment of the researched colleges to balanced organizational controls will increase the

levels of Institutional performance in it and accordingly accept the sixth sub-hypothesis of the first main hypothesis.

Table (3) results of the correlation between strategic leadership and institutional performance

overall index	عناصر القيادة الاستراتيجية						independent variable
	regulatory controls	Ethical practice	organizational culture	Human capital	Core competencies	strategic direction	dependent variable
0.859	0.789	0.708	0.791	0.747	0.742	0.783	overall index
.000	.000	.000	.000	.000	.000	.000	Indication level

Second : Test the influence relationships between the study variables

This section of the topic deals with the impact test of the independent variable (strategic leadership) on the dependent variable represented by institutional performance.

Third : Test the second main hypothesis

A model was built for the purpose of verifying the validity of the research hypotheses related to the nature of the effect according to the second main hypothesis, which states (there is a significant effect between strategic leadership and institutional performance) on the basis of the foregoing. The above hypotheses can be tested as shown in the test model listed below.

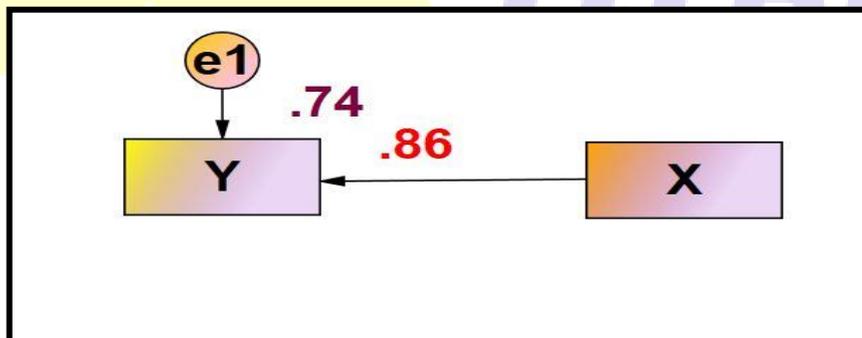


Figure (2) Standard estimates of the impact of strategic leadership on organizational performance

The above model shows the standard estimates of the simple regression model, where the strategic leadership variable (X) represents the independent variable, while the institutional performance variable (Y) represents the dependent variable. We note that the standard estimated value amounted to (Beta = 0.86), meaning that strategic leadership has a significant impact and contribution to performance Institutional In addition, the above model clarified the value of Squared Multiple Correlations, which amounted to (0.74), and this percentage explains 74% of the dependent variable (institutional performance) with the effect of the independent variable (strategic leadership), while the other 26% are due to other external factors and causes, in addition to the correlation coefficient between the variables It reached (0.859), and this value indicates a strong and direct correlation between the variables.

As for the non-standard estimates, they are shown in the model below.

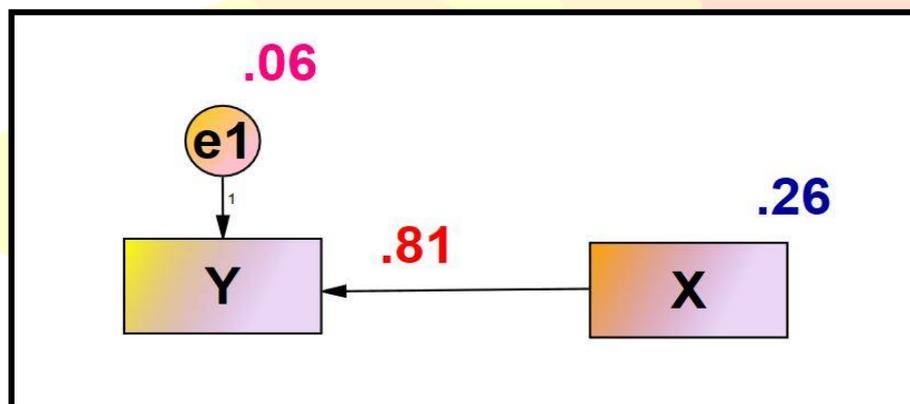


Figure (3) The nonparametric estimates of the impact of strategic leadership on organizational performance

This model shows the nonparametric estimates of the simple linear regression model, as (0.81) represents the value of the marginal slope, while the value of the fixed term was (0.26) and the error value was (0.06), and this is evidence of the significance of the model and the regression equation is as follows :

Strategic Leadership (0.81) + 0.26=Institutional Performance

The table below shows the impact model estimates for the strategic leadership variable in the institutional performance variable

Table (4) estimations of the impact model for the strategic leadership variable in the institutional performance variable

			Estimate	S.E.	C.R.	P
institutional performance	<---	Strategic leadership	.255	.029	8.746	***

FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

First : Conclusions

1. The leaders of the studied colleges have a strategic direction and the ability to carefully examine their internal environment, their strengths and weaknesses, and their external environment related to opportunities and threats by participating in the development of that direction to achieve its goals.

2. The leaders of the surveyed colleges are interested in the individuals working for them and their suggestions, as they depend on individuals with good qualifications and experience and work to provide the necessary support and support for them in order to benefit from the creative ideas they present, in addition to their interest in developing work systems and benefiting from information and communication technology in the performance of its business.

3. The leaders work to give individuals the necessary powers to perform their work and

encourage teamwork, as well as developing the skills of individuals through continuous training programs, rewarding individuals and encouraging them for high performance.

4. The leadership is making supportive and encouraging efforts for its employees to work initiatives, as well as translating the adopted policies into clear work rules and mechanisms to chart the course and plans to be followed by the workers.

5. The leadership works on transforming and translating the adopted policies into clear work rules and mechanisms to chart the course and plans to be followed by employees, and secures the appropriate organizational climate for implementing its plans, as well as encouraging new work initiatives and exchanging ideas between individuals and working to implement them in reality.

6. It became clear that there is an interest in ethical standards, as they are one of the main objectives of the Directorate that governs actual achievement, in addition to its focus

on ethical rules and behaviors in the performance of its work.

Second : Recommendations

1. The researcher recommends the leadership of the colleges under study to rehabilitate individuals and work on directing them to pay attention to the strategic direction of their ideas to enable them to make the right decision in the situations they are exposed to when carrying out the tasks assigned to them.

2. The necessity for the colleges under study to adopt new methods to explore the external environment in order to develop well-thought-out organizational strategies to enhance strengths, explore weaknesses, and develop appropriate solutions to them.

3. Spreading the spirit of initiative and promoting a culture of teamwork among employees, through:

a. Granting individuals the necessary powers to deal with emergency circumstances and decisions.

b. Form qualified and trained teams to perform business in a manner that ensures raising the level of performance.

c. Providing the financial and logistical resources necessary to perform the work of the work teams.

4. Working on motivating individuals and encouraging them to submit new proposals,

granting incentive rewards, delegating the necessary powers to perform work, and adopting new logistical methods to face competition between the researched colleges and other colleges.

5. Develop policies, programmes, activities and future plans and work to achieve them accurately to raise the level of performance, as well as more accurately implement future plans.

6. Forming a work team whose mission is to monitor the conditions of the customer (the beneficiary) and measure their satisfaction with the services provided by the college every three months, in addition to publishing customer complaints boxes in the colleges investigated to serve as a link between the beneficiary and the administration.

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