



T.C.

ISTANBUL ALTINBAS UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

MASTER OF BUSINESS ADMINISTRATION

**STRATEGIC LEADERSHIP AND ITS IMPACT ON  
THE CORPORATION PERFORMANCE  
CASE STUDY: THE INTERNATIONAL ACADEMY  
OF LEADERSHIP AND DEVELOPMENT**

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ISTANBUL, 2019

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PERFORMANCE**

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DEVELOPMENT**


by

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Master, Business Administration, 2019

submitted to the graduate school of social sciences  
in partial fulfillment of the requirements for the degree of  
Master of Business Administration

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.



OMAR ALSUBAYEE

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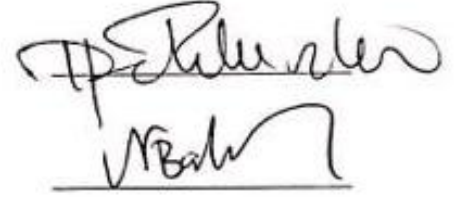


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## **ABSTRACT**

### **STRATEGIC LEADERSHIP AND ITS IMPACT ON THE CORPORATION PERFORMANCE**

#### **Case Study: The International Academy of Leadership and Development**

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The study aimed to identify the role of strategic leaders in the development of performance in the institution by clarifying the strategic leadership styles in the International Academy of Leadership and Development, and determining the relationship between strategic leadership through the leader's behavior on the effectiveness of the team, and identify the role of strategic leadership in improving behavior cooperation and participation, and the disclosure of the role of strategic leaders in the application of organizational behavior of the International Academy of Leadership and Development. The importance of the study stems from addressing the role of strategic leaders in the development of the leadership culture in the institution. The questionnaire was distributed to 180 samples at the International Academy of Leadership and Development, and five variables were identified, including personal information, leader behavior, team effectiveness, collaboration behavior, and organizational behavior. The study found that there is a relationship between the effectiveness of the team and the behavior of the leader in the institution and that there is a relationship between the organizational behavior to improve the performance of the organization and the behavior of the leader, and there is no relationship between the development of employees and the behavior of the leader, so the institution needs to enhance the performance of employees and develop them to reach To the desired objectives. Several recommendations have been made, include: the institution must work on adopting strategic leadership style and caring for the human side and work on developing the skills of individuals through developing cooperation behavior and increasing knowledge, and continuously invest in improving the effectiveness of the team to reach the desired goals.

**Keywords:** strategic leadership, leadership styles, strategic leader, the strategy institutional performance, organizational behavior, cooperation and participation behavior, and team effectiveness.

## ÖZET

### STRATEJİK LİDERLİK VE KURUMSAL PERFORMANSA ETKİSİ ULUSLARARASI LİDERLİK VE GELİŞİM AKADEMİSİ ÇALIŞMASI

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Bu Çalışma, Uluslararası Liderlik ve Gelişim Akademisi'ndeki stratejik liderlik stillerini netleştirerek ve liderlerin ekibin etkinliği konusundaki davranışları ile stratejik liderlik arasındaki ilişkiyi belirleyerek stratejik liderlerin kurumdaki performansın gelişimindeki rolünü belirlemeyi amaçlamıştır. ve davranış liderliği ve katılımının geliştirilmesinde stratejik liderliğin rolünü ve Uluslararası Liderlik ve Gelişim Akademisi'nin örgütsel davranışının uygulanmasında stratejik liderlerin rolünün açıklanması. Çalışmanın önemi, stratejik liderlerin kurumdaki liderlik kültürünün gelişimindeki rolünü ele almaktan kaynaklanmaktadır. Anket, Uluslararası Liderlik ve Gelişim Akademisi'ndeki 180 örneğe dağıtılmış ve kişisel bilgiler, lider davranışı, takım etkinliği, işbirliği davranışı ve örgütsel davranış dahil olmak üzere beş değişken belirlenmiştir. Çalışmada, ekibin etkinliği ile liderin kurumdaki davranışı arasında ilişki olduğu ve kuruluşun performansını artırmak için örgütsel davranış ile liderin davranışı arasında bir ilişki olduğu bulundu. Çalışanların gelişimi ile liderin davranışı arasında bir ilişki olmadığı için kurumun çalışanların performansını arttırması ve istenen hedeflere ulaşmak için onları geliştirmesi gerekir. Ona ilave Birkaç öneride bulunulmuştur onlardan : istenen hedeflere ulaşmak için kurum stratejik liderlik tarzını benimseme ve insan tarafını önemsemeye çalışmalı ve işbirliği davranışını geliştirerek ve bilgiyi artırarak bireylerin becerilerini geliştirmeye çalışmalı ve ekibin etkinliğini arttırmaya sürekli yatırım yapmalıdır.

Anahtar kelimeler: stratejik liderlik, liderlik stilleri, stratejik lider, kurumsal kurumsal strateji, örgütsel davranış, işbirliği ve katılım davranışı ve takım etkinliği.

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## DEDICATION

If the gift is even part of the fulfillment, that the gift to the one who extinguished all the candles of her life to illuminate our lives, to the one who was her prayer was the secret of success and her tenderness that fills us, to the sweetest mam in the world, my mother.

To whom I carry his name with all pride, to those who taught me the giving, my father.

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# Chapter 1

**The General Framework of the Study**



## 1. INTRODUCTION

The progress in strategic science in recent years is the result of the ideas presented by managers to increase their competitiveness in their organizations in the competition between organizations from the perspective of customers and employees in general in the community (Freeman, 2010). The recent years have witnessed a rapid and profound change in the global variables in which the institutions operate. The traditional systems and methods of planning have become inadequate and useless for the institution and their implementation is no longer capable of facing the challenges of the future for the comparison with external standards imposed by major global organizations (Aldrich, 2008). The current world is characterized by a special dynamic after technological development, openness to world markets and diversity of needs, which made the institutions obliged to make greater efforts to keep pace with this new situation and keep pace with the changes in various fields, but we note that the changes were not necessarily accompanied by shifts in the administrative field and it stressed that the basic gap between developed and developing countries is a management gap in the first place, which means the strategic leadership capable of optimizing the available resources in the institution.

The interest in strategic leadership has emerged after ensuring that failure in institutions, despite the availability of resources, results from a lack of highly effective leadership and leadership behavior directly affects the performance of the human resource, and therefore the biggest challenge for organizations is the ability of their leaders to develop strategies that maintain the path and objectives of the organization (Boal & Hooijberg, 2000). The strategic leadership has an important role in the development of institutions to achieve its objectives, and develop the capacity of the institution and the abilities of its staff to influence and flexibility in dealing with and adapt to the changes and contemporary events and variables through their ability to influence and their flexibility in dealing with events and their ability to establish and develop a flexible organizational culture based on innovation and creativity performance and bring a social force that controls the patterns of organizational behavior and draws the features and frameworks of dealing and provide active energy workers to achieve the desired goals (Torraco & Swanson, 1995). The strategy is the cornerstone and the source of the survival and sustainability of institutions, through improvements in various aspects of the institution, and here the leadership plays a role in developing the skills of the leaders of the subordinates and their contribution to creating ideas for a better position in the institution.

This study aims to clarify the role of strategic leadership in the development of institutional performance and leadership in the International Academy of Leadership and Development "IALD", and the consequent preparation of leading cadres that contribute to the development of the institutional work culture, not only the development of methods and strategies based on training Preparing and increasing the scientific level of the employees, and using the administrative methods necessary to develop performance in organizations such as organizational development, total quality management, empowerment and organizational learning as methods that support the development of performance within organizations, The aim is to build a culture of organizational support for change and modernization, and this, in turn, reflects on the effectiveness of the performance of the employees in order to serve the objectives and directions of the organizations, taking into account the social factors and the local environment as factors supporting the formation of a culture of strategic leadership that flexible and distinctive, which helps to achieve the objectives in an optimal manner according to the standards, values, and objectives of the organization.

### **1.1 The problem of the study**

The problem of this study is the importance of recognizing the impact of strategic leadership in developing the performance of institutional work in the International Academy of Leadership and Development in the light of the different influences of the strategic leadership behavior on institutional performance, which may influence the values and behaviors of the organization's leading employees, It supports or limits the development of performance levels in light of the researcher's understanding of his work at the International Academy of the need to develop institutional performance, build a flexible strategic leadership culture, support development processes, and enable an active participation of workers in dealing with problems. And the development methods that lead to reduce time, effort and cost, and what can be played by the strategic leadership in this area, and then the problem of the study was crystallized in the following question:

What is the impact of strategic leadership on the performance of the corporation?

### **1.2 Research questions**

This study sought to answer the following question:

What is the impact of strategic leadership on the performance of the corporation?

Based on the above, the sub-questions can be formulated as follows:

- Does applying organizational behavior have a positive impact on the organization's performance?
- Does strategic leadership play a role in improving the effectiveness of the team ?
- Does strategic leadership have a role to improve cooperation and participation behavior?

### **1.3 The purpose of the study**

The purpose of this study is illustrated by the following points:

- Demonstrate the impact of leadership approach on enterprise performance.
- Highlight strategic leadership and its importance in institutions.
- Explain strategic leadership styles at the International Academy of Leadership and Development "IALD".
- Identify the role of strategic leadership styles in developing the performance of employees in the organization.
- Clarify the most important practices adopted by the strategic leadership in the institutions to change and guide subordinates towards development and achievement of goals.
- Demonstrate that the implementation of strategic management is one of the most important factors that institutions can reach for survival and sustainability.

### **1.4 Importance of the study**

The importance of the study is to understand the importance of strategic leadership and the need for it in the institutions today. It is capable of motivating and encouraging individuals to move in the right direction and push their cards towards development and creativity, and that through strategic leadership the resources available are optimized. Management is seen as a driver an incentive for individuals to perform better that ensures organizations stay. To highlight the most important factors to help implement the correct management strategy that leads to effectiveness, and high performance in view of the importance of the institutions today under the competition.

## 1.5 Research hypotheses

The hypothesis is divided into the sub-hypotheses:

- First Hypothesis "HO1":
  - H0: There is no significant impact of the strategic leadership in improving the effectiveness of the team in the International Academy of Leadership and Development.
  - H1: There is a significant impact of the strategic leadership in improving the effectiveness of the team in the International Academy of Leadership and Development.
- Second Hypothesis "HO2":
  - H0: There is no significant effect of the strategic leadership in improving cooperation and participation behavior.
  - H1: There is a significant effect of the strategic leadership in improving cooperation and participation behavior.
- Third Hypothesis "HO3":
  - H0: There is no significant impact of the organizational behavior in achieving a positive impact on the performance of the institution.
  - H1: There is a significant impact of the organizational behavior in achieving a positive impact on the performance of the institution.

## 1.6 Research model

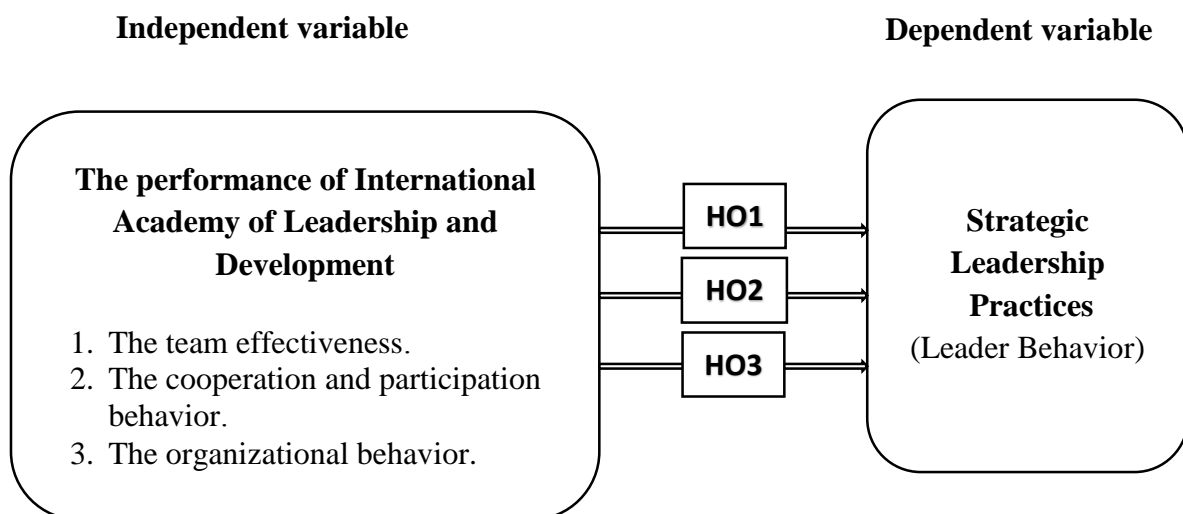


Figure (1.1): Research Model

## **1.7 Research methodology**

The researcher relies on quantitative method to search for the causes and facts to examine the phenomenon, from the perspective of the relationship that occurs between the variables, which enables him to find an explanation of the relationship of cause and effect between variables.

Data collection:

The researcher will use the questionnaire, which includes several data reflecting the objectives and questions of the study, and the statistical program is SPSS will be used for data analysis.

The questionnaire includes four sections:

- The 1st section is the variables: gender, age, academic qualification, career status and years of experience.
- The 2nd section is the Leader behavior (Strategic Leadership Practices).
- The 3rd section is improving the effectiveness of the team.
- The 4<sup>th</sup> section is the staff development (cooperation and participation behavior).
- The 5<sup>th</sup> section in the organizational behavior.

## **1.8 The limits of the study**

- Sampling frame: The International Academy of Leadership and Development "IALD".
- Scientific Boundaries: The variables of strategic leadership practices will be based on the performance of International Academy of Leadership and Development: team effectiveness, cooperation and participation behavior, and organizational behavior.
- Corporation units: the institution Chairman, manager of human resources, student affairs manager, executive manager, manager of supplies and services, manager of public relations, manager of training and development, manager of finance, and the employees).
- Time Limits: The study was applied during the extended residency period in April 2019.

## 1.9 The study concepts

- Leadership

Leadership promotes individuals to achieve goals, has a role in influencing others and on implementing their decisions (Northouse, 2018). Leadership is a positive activity by a person with leadership qualities that has the role of leading a group of employees to achieve clear goals by encouraging, influencing or using power when necessary (Cashman, 2017).

Leadership can be defined as "the art of influencing others". It can be noted that effective leadership is the result of interaction and influence between the leader and his subordinates in different leadership organizational positions in directing individuals behaviorally and coordinate their efforts and balance their motives and desires to achieve the goals of the organization with high efficiency. It is the management of individuals, groups and work resources towards the goals in an effective and evolving manner that develops the commitment and loyalty of the leader to achieve the best results.

- Strategic Leadership

Strategic leadership is the leadership that clearly defines the future vision and seeks to achieve effectiveness and efficiency in the organization based on the relationship between objectives and opportunities to achieve a state of integration and coordination between the organization and the environment by adopting innovation and creativity to reach the goals at the near and long term to put the organization at the forefront (Duursema, 2013).

The strategic leadership in this study is aimed at managers and heads of senior managerial levels of the organization who have a clear vision and are working to provide a leadership culture with a strategic awareness and support and to encourage innovation and creativity to develop the methods of work in the International Academy of Leadership and Development to achieve the objectives efficiently and effectively.

- The strategy

The art of organizing war and developing the concept is the art of mobilizing and using the political, economic, technological, psychological and military forces and moving them in an integrated manner to achieve the objectives set by the political authority (Mintzberg, 1987). It's the long-term plan that is implemented after many years when the appropriate conditions are available for its implementation. The term "strategy" means the art of using potentials and materials in an optimal manner.

- Strategic Leader

The strategic leader is the person who can convince and influence those around him rather than relying on authority, which is the official authority he occupies in the hierarchy of the organization, but relying on his personal qualities and network of relationships, because of this ability affects others and the organization's strategy, which would have implications for development and sustainability and they are responsible for achieving the strategic balance of cross-cutting expectations or needs that are sometimes contradictory (Hughes & Beatty, 2005).



# Chapter 2

**The Theoretical Framework and Previous Studies**



## **2. THE THEORETICAL FRAMEWORK**

### **2.1 Leadership**

In the age of civilized development, global overlap and the emergence of various problems, including financial, social, political, religious and environmental, the interest in leadership has increased and its importance and its impact on the adequate aspects of life in our time. Successful leadership is the cornerstone of successful management, with a quick reading of history, and can confirm this fact. The contributions of leaders have been clear all over the world regarding the effects they have left behind. Taking command is not an honor but the responsibility, the leader must take it seriously and prepare physically and mentally to play the role properly. Bennis and Townsend described the idea of leadership as guiding the realization of vision, ideas and reaching the goal and the leader must be able to influence and inspire others around him to achieve the desired goal (Bennis & Townsend, 1989). Jaques and Clement point out that leadership is a process that identifies a person who will lead a group of individuals and employees to achieve the specified goal with great efficiency and commitment (Jaques & Clement, 1994). In fact, leadership is influencing and understanding others and identifying their needs and working to achieve them, and the needs may differ from individuals depending on the situation. Achieving the objectives of the organization is the responsibility of leaders that encourages individuals to achieve them. The employees work to succeed without counting their wishes because they are confident that they will achieve their goals by achieving the goals of the institution. Leadership promotes individuals to achieve goals, has a role in influencing others and implementing their decisions (Northouse, 2018). So, leadership is a positive activity by a person with leadership qualities that has a role in leading a group of employees to achieve clear goals by encouraging, influencing or using power when necessary.

#### **2.1.1 Leadership theory**

Leadership has very important concepts in terms of position and effectiveness and the consequences of success or failure, and therefore reflected on the theories of leadership was the difference of views and multiple angles that each specialist sees an important role in the breadth and diversity of leadership theories, and the combination of knowledge. It will contribute that to the recipient horizon that will be more than one idea that is undoubtedly useful, and it will contribute to increasing the human culture in this aspect. The theory is defined as a set of hypotheses through which it is possible to arrive at

principles that explain the nature of the leadership (Turner, 2005). Therefore, these theories came as opposed to the concepts that man raises about the leader.

The leadership has raised the interest of many scientists and researchers throughout the ages, where there are many theories that try to explain the leadership phenomenon, which led to the emergence and the development of many leadership theories to the present time, including:

#### **2.1.1.1 The Great Man Theory**

The great man theory is one of the most important theories of leadership, which adopts the concept that leaders are born with some distinguishing features from other individuals that qualify them to be effective leaders. The theory suggests that it is difficult to acquire these attributes and the theory was developed by the philosopher Thomas Carlyle and became popular during the 19th century. The myths helped to support the great man's theory and contribute to the idea that great leaders were born and not made and some of the world's most famous leaders such as Abraham Lincoln, Julius Caesar, Mahatma Gandhi and Alexander the Great (Polelle, 2008). The great man theory has an important place among the theories of leadership and has been applied in many types of research and studies in various fields such as social, political and military fields. The application of the Great Man theory is based primarily on the assumption that leaders are extraordinary individuals and possess several unique traits that qualify them to lead, which are inherent traits that cannot be acquired (Wart, 2003). This theory assumes that the fundamental changes in human societies lives have been achieved by individuals born with exceptional gifts and these talents and abilities are not repeated in many people throughout history. However, modern theories are not in line with the great man's theory. Leadership is an art that can be trained, refined and not necessarily limited to innate traits and that does not mean that anyone can become a great leader (Nahavandi, 1997). There are people who cannot bear the responsibility burden and the impact of decision-making and its consequences, whatever institutions try to train them, there will remain the dilemma of weak capacity. Therefore, the great leader really is the one who gives the opportunity and takes responsibility. In the life of each of us, a great leader has made a remarkable impact on his life or his institution or his people. This leader is an inspiring visionary who understands how he can put the right person in the right place. There were some objections about the theory, where Baker referred to them (Baker, 2007), including:

- The theory disregards environmental factors and leadership does not depend on the appearance of a person with inherited traits. These characteristics are not enough.
- This theory believes that leadership development is not useful because the leader is born and not made, but the results of studies have shown that ordinary people can acquire some habits, traditions, and values so that they can later become successful leaders.

From this, we can conclude that leadership is an absolute status enjoyed by individuals without others, but there are other factors that affect such as situational conditions and others.

### **2.1.1.2 The Trait Theory**

The trait theory is one of the most prominent theories of leadership approach to the great man theory. The theory arose in 1961 by Gordon Willard Allport, an American psychologist who was one of the first pioneers to study human personality that which states that leaders cannot be developed or qualified, where leaders possess the attributes of leadership instinctive to distinguish them from other individuals such as intelligence and ability to assume responsibility and decision-making. Effective leaders must have several personality traits and characteristics that distinguish him from the incompetent leader (Daft, 2014). This theory says that a person who does not have the qualities of leadership cannot become a leader. The king, the prince, the feudal and the capitalist all produce leaders and have genetic qualities that make them worthy of them (Maccoby, 2007). The theory assumes that the basic attributes required for leadership that five types of leadership traits are:

- Physical features (such as health, height, and activity).
- Cognitive mental traits (intelligence, culture, values, and outlook).
- Social characteristics (the art of dealing, gaining others, good communication and creating a moral spirit in the community).
- Emotional traits (self-control and willpower and emotional stability).
- General characteristics (humility and ability to innovate).

The greatest criticism of this theory is that it may be that leaders are born only, that the ability to train and develop leaders is not paramount, and that leadership tends to be art rather than science. Indeed, leadership may be something of an art, but that art cannot dispense with the skills and techniques of leadership that can be learned and practiced.

Therefore, the inability of the trait theory to give an integrated interpretation of leadership behavior. Regardless of the contention that leadership qualities are inherited or acquired, this reflects the fact that there are general attributes and characteristics of leadership that should be present in the leader and his ability to influence others are evident in values and trends.

### **2.1.1.3 The Behavioral Theory**

In the 20th century, several thinkers put forward their studies, which they concluded from investigating the behavior of leaders and managers in institutions. One of these studies was Rensis Likert's in the 1960s, that focusing on studying leader behavior and analysis in the process of leadership and analyzing the impact on the effectiveness of the group and the organization (Schein, 1996). The theory does not look at the characteristics of the leader as much as the type of leader behavior, where the focus is on the manner in which the leader exercises influence, and the proponents of this theory that the leader is the balance between the organization objectives and satisfy the wishes of the group members, and what does the leader and how to act to prove the importance of his role and the behavior of the leader with the individuals to determines the success of the leadership. There are four systems that describe the behavior of leaders in institutions in terms of management style, based on the relationship of leaders with their employees, are:

- **Exploitative system:** This system is found in classical management theory, where managers tend to use punishment and threats to motivate employees. Managers in senior positions within the institution make all decisions and do not realize the problems faced by those at lower levels, where decisions are imposed on subordinates through coercive and rigid methods.
- **Authoritarian system:** This administrative system is less in the degree of control than exploitative management, based on the possible motives of punishment and partly on rewards. The decision-making area is also expanded by allowing staff to participate - at a low level - in policy discussion in a limited manner.
- **Consultative system:** This administrative system depends on motivating workers through rewards and penalties in some cases, with limited participation in decision making and goal setting. Employees have the freedom to make specific decisions that affect their work, but senior management has control over policies and public decisions that affect the institution and has the word of decisiveness in anything that would like to intervene in it.

- A participatory system: The participatory system is the best way to lead, where the system encourages real participation in setting goals and decision-making through communication with employees and taking advantage of their skills and abilities.

Prior to that, in the 1950s, Ohio State University introduced its model of leadership behavior, known as the Ohio State Leadership Studies Model (Eagly et al., 1992). The group of researchers at the Ohio State University sought to identify leaders' behaviors that could be observed and to produce Leaders' Behavior Description Questionnaires (LBDQs) designed to measure leader behavior. The study found that leaders' behavior was classified into two dimensions in the employees' responses:

1. Dependence on the structure and direct directives: the manager adopts on the organizational structure and procedures to determine the role of the employees, and organizes the organization of work, defines relationships and objectives, and adopts performance standards.
2. Attention to Employees: measures the extent to which the relationship between the manager and employees is dominated by mutual trust, respect, and equal treatment.

The behavior theory has contributed to a better understanding of the subject of leadership than previous theories that depended on the personality traits of a person and it has shown the possibility of developing and training leaders on the behavior of a given pattern.

#### **2.1.1.4 The Contingency Theory**

It is a relatively modern theory of administration and focuses on the strong correlation and close relationship between administrative behavior and characteristics that occur in a situation and according to the variables surrounding the situation. Where the qualities and skills required by the leader depend to a large extent on the situation in which he operates, and on the leadership position he occupies. The Contingency theory links the qualities and qualities of the leader and the administrative position through which he works (Horner, 1997). It does not deny what the leadership needs, the leader and the administrative position to which he is subjected on the basis that the factors of the situation and the variables associated with it that determine the features that highlight the leader and work to achieve the effectiveness of leadership.

Fred Fiedler developed a model called Variable Variability Model for Leadership Effectiveness, where he was the first model to lead the position and designed a Least Preferred Coworker (LPC), to determine if the leader is interested in the type of work that

cares about the staff. The basic rule of this theory suggests that the effectiveness of leadership is determined by the appropriateness of the leadership style used in a situation and the precise diagnosis of the managerial situation exercised by the leader and subordinates through the situation elements:

- The leader and staff relationship: Requires knowledge of the extent of acceptance of the staff to their leader and their satisfaction with the deal of the leader with them.
- Organizational Structure: The organizational structure ensures the exact duration of the work, and the leader must inform staff of what they must do.
- Authority of the Leader (in terms of his position): It means the official authority obtained by the leader through his job and the workability on the punishment imposition and the power delegation.

Based on the elements of the leadership positions, the leader can determine the method used and be able to control the factors of the situation, and if the leader is unable to control the situation, he must change the leadership style to succeed. Criticism lies in theory, where most people can become leaders but under condition, if they succeed in facing the situations they are exposed to, the theory considers the individual as a leader if he succeeds in meeting the group's needs at some time or position. When an individual has the appropriate skills and competencies, he may be a leader in a position and get a leadership position. He may be incompetent and do not have the required skills and qualifications and will be accredited to another position.

#### **2.1.1.5 The Transformational Theory**

According to the challenges facing institutions (internal or external), they need a leadership style that able to attitudes and positions management and investment the opportunities to achieve the goals of the institution and work to strengthen the capacity of the institution to meet the challenges efficiently and effectively. To talk about transformational leadership, it is necessary to return to the roots of the concept of leadership, which developed with the development of administrative thought in the twentieth century, moving from the traditional theories of great man theory and the theory of personality that prevailed in the third and fourth decades, and then the behavioral theory that focused on analyzing the behavior of the leader and his actions, and Fiedler which illustrates the leader potential to influence subordinates under different circumstances (Trompenaars & Hampden-Turner, 2002). In the second half of the 20th century, the concept of leadership developed and began to focus on staff, their needs, and

aspirations. Where the concepts of leadership changed to the art of dealing with them and were defined as the dealing art with human nature, or as described by Bass the art of influencing the human behavior to ensure their trust and obedience and cooperation and respect and this requires the skills development that qualify them to deal with subordinates, and influence their feelings, behavior, and motivate them, and instill mutual trust between them, and build a clear leadership and organizational vision aimed at achieving the goals set, and more importantly is a renewed awareness of leadership (Bass & Steidlmeier, 1999).

Based on the modern leadership theories where these qualities reflect the transformational leader, and Bass described as the transformational leader who can build a clear and coherent vision and message for the team, and can motivate subordinates to rethink the work they are doing from a new point of view, to overcome self-interest, and submit public interest and develop their capabilities.

Transformational leadership represents a new point of development and change and the most famous leadership theory of its ability to transform institutions from traditional leadership to modern leadership within advanced methods. The organizations need leadership that can develop a clear future vision and identify a personality that possesses the transformational style. The transformational leader represents the ideal solution for ambitious institutions with a future dimension (Bass et al., 1999). The transformational leader is the leader who plays a key role in the organization and he can build a comprehensive and clear vision for the institution, develops the proposed strategies and thinks about how to implement them as an integrated model.

## **2.1.2 Leadership styles**

The leadership styles reflect how the leaders connect with individuals within and without the organization, and how the leader sees himself and his position as a successful leader or not. Based on the leadership style of the institution that reflects on its relationship with society, especially if the leader is doubting the authority, this is likely to be reflected in the behavior of individuals in the institution in a similar manner when dealing with those around them and with society. While if the leader is a collaborator, that is reflected in the individuals working with him, and it is likely to encourage them to follow the same method and facilitate such cooperation inside and outside the institution. Therefore, what contributes to the development of the institution and determine its work is the method followed by the leader. Where the psychologist Kevin Loewen developed in the 1930s and explained that there are three basic styles of leadership, includes:

### **2.1.2.1 Autocratic Style**

The authoritarian leaders are doing everything themselves because they have full authority for making decisions without reference to one. Where the authoritarian leader retains his authority by force, threat, punishment, and reward or uses his position in it. He may have a clear vision of the work or not, and may lead the institution to the right direction, and its work is based on his opinion and it does not matter if anyone agrees or opposes his actions and decisions (Rosenfeld & Plax, 1975). It is within the powers of authoritarian leadership that allow for quick decision-making and eliminates the debate on how to work. At the same time, it reduces the likelihood of getting different ideas from individuals, and this reflected in the bad handling of authoritarian leaders with individuals, but if the leader gives importance to his position or power and authority, he will be cautious and worried about any opposition to him or his decision or ideas and does not give importance to the ideas of others unless their ideas are part of his plan.

Implications for the organization: The authoritarian leaders raise the feelings of fear and distrust around individuals in the institution, where individuals tend to imitate leaders in protecting their attitudes and distrust of their motives and the ideas of others (Bhatti et al., 2012). Institutions of an authoritarian style do not support personal relations much, but they are more orderly as each individual has his or her own circle and his protected it at whatever cost (Gonos & Gallo, 2013). This approach provides a stable and safe working environment with effective and decisive leadership, but it sacrifices new ideas, initiatives, and individual and collective development of employees, and it is working to



achieve stability in a sequential and a highly structured environment and be where everyone knows his work and what needs to be done, and they follow orders without comment or refused.

### **2.1.2.2 Democratic style**

The Democratic leader believes that it is essential for the institution to maintain individuals and that the institution does not achieve any goal without them. He views the status of the institution and the centers of individuals in terms of responsibilities and tends to consult decision-making (Foels et al., 2000). This leadership style appreciates the opinions of others but tends to be the ultimate leader in decision-making. The leader sees the institution as a project of cooperation and participation but knows that he bears the consequences of his own decisions. This leadership approach calls to involve staff in shaping and articulating the institution's vision, giving space for all to express their views on the work and how to guide the organization (Kaner, 2014). However, the final decisions about the work, ideas, and proposals belong to the leader in the institution.

Implications for the organization: The style of democratic leadership promotes the establishment of good relationships within the organization, as it helps to raise the level of performance, and makes individuals feel appreciated, especially considering the views they pose, so this method of leadership does not make individuals directly linked with the organization and its goals.

### **2.1.2.3 Cooperative Style**

The cooperative leader involves the involvement of individuals in the organization and refers to problems and issues that need to be addressed. The institution follows the principle of cooperative discussions in the decision-making process, which is a form of agreement by consensus or by the majority. The cooperative leader confers confidence and promotes teamwork among staff, but he must give up the need for power or control if he aspires to be effective (Moore & Rudd, 2006). Where the leader tries to strengthen cooperation in the group and individuals in the organization or other participants or organizations involved in collective initiatives to control the vision and work of the institution, and these kinds of leaders need to be confident that the people around them are able to make good decisions, and they are keen to obtain the right information in order to provide facilities to ensure that the proposed decisions are achieved.

Impacts on the organization: The cooperative leadership styles ensure that the members of the organization approach its vision and decisions because they are directly concerned with its development. It is also the closest to reflect the concepts of equality and empowerment that are laid down in the philosophy and messages of many community organizations. Thus, removing the considerable mistrust that is often found among the staff of the centers and officials. Collaborative leaders promote relationships that bring together those who will increase their mutual communication and lead to more effective ways to achieve the goals of the organization (Garwin, 1993). On the negative side, management may be neglected to build a cooperative organization. More specifically, decision-making may be a form of co-operative collaboration. It depends on whether the discussion of ideas goes too far, and it may take hours to resolve petty differences in the trivial aspects of politics.

### **2.1.3 Leadership and Management**

The concepts of leadership and management are among the most common concepts that may be overlapping and like many people, despite the fundamental differences between them. That is why we need to distinguish each other, especially since the person himself may be, for example, a manager and a leader of the department at the same time. The famous management world and the founder of modern management theory Henri Fayol has identified five key management functions, including planning, organization, recruitment, coordination, and control, while leadership is concerned with change, development, empowerment, and building positive relationships with individuals (Wren & Bedeian, 1994). Managers may be managers and leaders at the same time, but they must be leaders to increase their effectiveness. Leadership includes the many methods practiced by leaders and managers using different sources of power, including position, experience, relationships, reward and punishment that make the manager is leading because of his official position and the power of his position, without this position the manager may not be able to exercise leadership, although power is one of the weakest ways to influence leadership. Only leaders can continue to influence the group because they have the confidence and self-recognition of the group as their leaders and their positive influence on the group (Cashman, 2017). Most managers also tend to be leaders, but only if they carry out leadership responsibilities in management adequately, including impact, communication, guidance, motivation, inspiration, and encouraging staff to rise to a higher level of performance, but not all managers are able to become leaders, where some managers have bad leadership qualities, and employees follow the orders of their managers because they are obliged to do so. The leaders try to motivate individuals' personalities, behavior, and beliefs, and he invests himself in tasks and projects to shows

a high degree of passion for work. Also, leaders pay close attention to the success of their employees and enable them to reach their goals. Kotterman compared leadership and management processes to illustrate the differences between them as shown in the following table:

<b>Task</b>	<b>Leadership</b>	<b>Management</b>
Vision Establishment	<ul style="list-style-type: none"> <li>• Sets direction and develops the vision.</li> <li>• Sets strategic plans to achieve the vision.</li> <li>• There is a deep emotional attachment to vision and goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and Budget Management.</li> <li>• Develop practical steps and set a timeline.</li> <li>• There is no personal link to the goals and vision.</li> </ul>
Staff Development and Networking	<ul style="list-style-type: none"> <li>• Arrange objects within the organization in a consistent manner.</li> <li>• Speak about vision, message, and orientation with staff.</li> <li>• Influence through the creation of alliances, teams, and partnerships that understand and accept vision.</li> <li>• Show enthusiasm and high passion.</li> <li>• Increase options.</li> </ul>	<ul style="list-style-type: none"> <li>• Organization and employment.</li> <li>• Maintain regulation.</li> <li>• Undermining responsibility.</li> <li>• Application of vision.</li> <li>• Develop procedures and policies to implement the vision.</li> <li>• Show low emotion.</li> <li>• Restrict staff options.</li> </ul>
Implementation of Vision	<ul style="list-style-type: none"> <li>• Motivation and inspiration.</li> <li>• propagation enthusiasm in the hearts of employees to overcome obstacles to change.</li> <li>• Meet basic human needs.</li> <li>• Tracking high-risk ways to solve problems.</li> </ul>	<ul style="list-style-type: none"> <li>• Try to control.</li> <li>• Identify problems.</li> <li>• solving problems.</li> <li>• Monitoring results.</li> <li>• Tracking low-risk ways to solve problems.</li> </ul>
Vision Outcome	<ul style="list-style-type: none"> <li>• Making beneficial changes and high expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Managers perceive organization and predictability.</li> <li>• Provide consistently predictable results to senior leadership and other stakeholders.</li> </ul>

Table (2.1): Comparison of Leadership and Management (Kotterman, 2006)

## **2.2 Strategic Leadership**

The development of global management thought is what distinguishes the changes and transformations witnessed in the twenty-first century, as reflected in the development of administrative and leadership concepts, especially human resources management. Where the success of the institutions depends on qualified and professional staff who can deal with the modern and rapid changes and strong competition in the work environment and requires a strategic leadership able to be dealing with developments and shifts and changes in working environments. Chris Argyris indicates that the creators of managers who know how to change the concepts of work in the institutions, and they only hope to meet the future in a spirit of success and ambition (Argyris, 1991). The success of the organization requires that the management of change in senior management possess the necessary tools, skills, and capacities to formulate and implement the appropriate strategy. This component is what is now known as "strategic leadership" that defines the vision and trends to achieve the organization's growth and success.

### **2.2.1 Strategic leadership Concept**

Strategic leadership is the influence on the decisions of others voluntarily, which increases the likelihood of long-term success of the organization, achieving the required growth, able to deal with the many variables and ambiguous conditions around them by defining a direction and vision and strategic indicators are feasible and flexible enough to succeed and compete (Duursema, 2013). It works to coordinate efforts of individuals, rationalize the behavior of them, mobilize their abilities and energies, organize their guide and affairs them in the right direction towards achieving the desired goals and objectives. It aims to achieve the vision of the company and achieves at least part of it by working on the management of employees well, in addition to motivating and encouraging them to achieve this vision, and it is the responsibility of this leadership to build and form the internal organizational structure Company.

Strategic leadership is based on the analysis and strategic planning based on the logic of strategic thinking as clearly marked future vision based on Orientalism future and seeks to achieve effectiveness and efficiency that based relationship between goals and opportunities of the organization and embrace innovation and creativity to reach goals and overcome the difficulties and emergency situations to put the organization in the lead (Shamir, 2007). It is more extensive than conventional leadership that focuses on operational plans in the face of immediate events only and tends to adhere to the

instructions and work procedures. The development of strategic leadership has positive implications for organizations and leaders themselves through the development of their knowledge, skills and positive attitudes towards planning and action by adopting organizations for programs and methods aimed at developing the knowledge, skills, and attitudes of leaders.

### **2.2.2 The Strategy Concept**

The success of many institutions depends on having a clear and specific strategy for making the right decisions that lead to the desired goals. The strategy is a concept of military dimension, used in ancient wars to develop appropriate plans to prepare for war before it occurred, or to protect the camp, or the status of any possible attack, so the strategy was classified as a coffin of martial arts, which contributes to dealing with all circumstances leading to the war state. It is a set of principles and rules related to leadership and helps individuals make the right decisions based on a set of structured and accurate plans that rely on developing the right strategies to achieve real and successful results (Allio, 2015). It is also defined as the acts and methods that seek to achieve the planned objectives, considering all the factors and conditions that affect the possibility of their occurrence or actual application. It is important to ensure that strategies are adjusted if they are not suitable for the real events associated with them, so as not to affect the course of achieving the objectives correctly. The strategy reflects the organization's thinking, directions and future perceptions of its ability to deal with accelerating environmental changes. Therefore, strategic leadership should seek to develop the organization through building capacities to cope with crises and difficult emergency situations based on the skills of strategic leaders as effective means in achieving the objectives of the organizations and its ability to achieving a regulatory environment contributes to consolidating and developing the organization is supported by effective performance, in a framework that supports the organization's future directions.

### **2.2.3 The importance of Strategic Leadership**

Each organization, regardless of its size, activities, objectives, and nature, seeks to survive and grow. These goals are not achieved in isolation from a strategic leadership capable of achieving the organization's aspirations. Successful organizations rely on strategic leadership that has a vision of the future and the ability to read events and developments to ensure the continuation and growth of the organization (Appelbaum et al., 1998). There is a need for a strategic leadership that sets a clear vision of the long-term goals to be

reached and the adoption of appropriate ways and means to achieve the goals. The strategic leadership function of the organization is to reorganize the organization's situation so that future problems can be resolved, and it is responsible for the superiority of organizations over others. The strengthening of the organization's capacity to meet challenges requires that the leadership role not be limited to a specific position. The strategic leadership of the organization is integrated through roles, functions, and responsibilities within a framework that regulates the strategic behavior of the organization. Therefore, the board of directors in the organizations is the strategic leader that protects the owners' or the protection of the rights of the community.

The strategic leadership is keen to attract creative managerial talents and develop their abilities to cope with problems in emergency situations and to meet future challenges with creative thinking and a vision of the future considering the changes surrounding the organizations to determine their future goals and areas of growth and spread (Davies et al., 2004). It plays an important role in shaping the organization's organizational culture, as well as other factors and variables. The strategic leader may contribute to this through the way he adopts the leadership of the organization, his management style and his way of designing organizational structures, the delegation of authority, affects the cultural norms and values that arise within the organization.

#### **2.2.4 The role of strategic leadership in organizations**

The strategic leadership is the ability to manage the operations of the organization effectively and maintain a high level of performance on an ongoing basis (Duursema, 2013). At the turn of the century, managers working in different countries of the world face constant pressure to change their intellectual attitudes to cope with the rapid and complex changes taking place in the global economic environment. When strategic leaders fail to respond appropriately and quickly to changes in a complex global competitive environment, the enterprise's ability to achieve strategic competition and generate high returns is weakened. Leaders face the challenges of achieving objectives by developing and implementing plans and challenges of development through modernization processes, as well as challenges of change and excellence through qualified human resources and use of the latest appropriate technical resources (Hughes et al., 2005). This requires strategic leadership efforts to ensure that the financial and knowledge resources of the institution are used efficiently and effectively and in line with its strategic plan. It is the responsibility of the leadership to develop alternative plans to deal with risks, manage crises and allocate resources necessary to implement these plans.

## 2.2.5 Strategic leadership practices

We will cover some of the intellectual contributions of researchers under different names including (practices, components, actions, roles of the strategic leader):

N.	The researchers	Roles of the strategic leader
1.	(Handscombe & Norman, 1989)	<ul style="list-style-type: none"> <li>• Develop and create a sense within the organization of strategic intent.</li> <li>• Creating a state of integration between executive management and strategic management.</li> <li>• Ensure the highest levels of strategic management competition in the leadership team.</li> <li>• Establishing strategic alliances with customers.</li> </ul>
2.	(Hagen, Hassan & Amin, 1998)	<ul style="list-style-type: none"> <li>• Development of human capital.</li> <li>• Effective use of new technology.</li> <li>• appropriate strategic action.</li> <li>• Develop new organizational structures commensurate with the specificity of the situation.</li> </ul>
3.	(Hitt et al., 2001)	<ul style="list-style-type: none"> <li>• Defining the Strategic Concept of the Organization: A strategic long-term strategic vision.</li> <li>• Discover and maintain intrinsic competence.</li> <li>• Developing human capital: those who possess the skills, knowledge and capabilities that contribute to increasing the economic value of business organizations.</li> <li>• Maintain an effective organizational culture: Achieving a state of harmony between thought and action.</li> <li>• Emphasis on ethical practices.</li> <li>• Establishing the foundations of a balanced system of regulatory control: the procedures on which managers depend to maintain organizational activities or change their patterns.</li> </ul>

Table (2.2): Strategic Leadership Practices

## **2.2.6 Strategic Leadership Style**

It is difficult to achieve the ideal leadership in all circumstances and conditions, so the roles of leadership vary depending on the different leadership styles that are determined as follows:

### **2.2.6.1 Participation strategic leadership style**

This is the best style to exercise the leadership roles of any organization. Senior management exercises its leadership functions in the best possible way, and the organization's mission, strategic objectives, plans, and policies are formulated with all strength and clarity. Participatory strategic leadership is a catalyst for those involved in the development of the sector by participating in the formulation of the sector's message accurately and clearly to achieve its objectives and provide feedback (Kedia, Nordtvedt & Pérez, 2002). It also depends on participating in the performance of tasks and facing problems based on the experience of the staff in accomplishing the new tasks, and the preference for the formation of teams based on human relations and promote learning processes in general. It contributes to varying degrees in refining existing strategies. It also tends to enhance the self-confidence of employees, believing that they can participate in the future of the sector, and therefore give some flexibility to the instructions and work procedures to serve the objectives of the organization and achieve its ambitions.

### **2.2.6.2 Transformational strategic leadership style**

It is a style of inspirational and intellectually stimulating leadership that is sensitive to the feelings of individuals. Through this style, the leader helps individuals to transcend their own interests to see the organization more broadly, inspire others to see it, create excitement with enthusiasm, and overcome obsolete assumptions through its determination to reshape the future and make everyone in the organization to develop work and discover new and more effective ways. Transformational strategic leadership style focuses on transforming the organization from the current situation to the desired situation by promoting values of change, developing staff skills through shared values, developing subordinates, achieving major goals, and contemporary concepts that can be called values leadership or forward-thinking (Bryant, 2003). Transforming leaders are at the highest moral levels of their life experience, helping them to sacrifice their own interests to meet the needs of the dependents. Bass points out that the transformational leader focuses on reordering the needs of dependents, not just meeting current needs, which comes at the highest levels of importance and it requires high levels of systematic



mental thinking, sacrifice, and the involvement of subordinates in achieving important goals and shared values (Bass, 1990), while Fairholm stresses that transformational leadership uses inspiration, shared visions, and values to elevate the leader to levels of thought, motivation, and spirit by pushing individuals to redouble their efforts to achieve shared goals (Fairholm, 1995). Transformational strategic leadership style reflects the roles of open systems and models of human relations and is more appropriate to the situation that involves a change in the existing state of learning in the organization.

### **2.2.6.3 Executive strategic leadership style**

Is the way in which the leader initially motivates individuals by exchanging extraordinary rewards, setting goals, clarifying the agreement about what they expect from the members of the organization, how they can be rewarded for their efforts and commitment while providing constructive feedback that contributes to the completion of work and tasks as planned. Executive leaders often seek the objectives of efficiency and gradual development of the status quo, and the effectiveness of operational leadership is to enhance, refine and benefit from the current routine work of the organization and it assists in the application of bureaucratic learning systems, which include a detailed set of procedures and instructions to control the flow of information among the members of the organization (Dragoni et al., 2011). They are reinforcing learning proficiency, develop the necessary capabilities to perform one's work through the practice convergent thinking, and transfer constants and organizational values, considering deviations, errors and irregularities to do what is necessary to make corrections more efficient action within and across departments, and through fostering talks that seek to further improve the current ways of accomplishing the organization's functions.

There is a difference between strategic leadership styles, but all seek to achieve the objectives of the organization from different perspectives. The participation strategic leadership style involved the participation of the staff in the future of the organization, while relying on their efforts and perceptions and skills and vision of the methods of performance development and address problems, while the transformational strategy leadership style on experience and work in an open system taking into account the attempt to adapt to the surrounding environmental changes, the wrong experience is a source of learning, also the executive strategic leadership style focuses on prior logic and change gradual rising, with attention to the internal environment changes, and give priority to the operational aspects. In general, each style has its characteristics that are consistent with the nature of each organization's work.

### 2.2.7 The difference between traditional and strategic leadership

Discrimination Criteria	Traditional Leadership	Strategic Leadership
Domain	<ul style="list-style-type: none"> <li>Seeks to achieve the overall efficiency of the organization based on the harmonization of opportunities and available resources.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks to achieve efficiency and organizational efficiency based on the relationship between objectives and opportunities in accordance with the flexibility of achieving a state of integration and coordination between the organization and the environment.</li> </ul>
Focus	<ul style="list-style-type: none"> <li>Focuses on the internal harmonization of functions and actions for internal coordination of what needs to be done.</li> </ul>	<ul style="list-style-type: none"> <li>Focuses on internal and external harmonization and seeks to adapt to what is going on inside and outside the organization.</li> </ul>
Planning	<ul style="list-style-type: none"> <li>Adopt operational plans in the face of immediate events based solely on their traditional skill.</li> </ul>	<ul style="list-style-type: none"> <li>Adopting strategic analysis and planning based on the logic of strategic and integrated thinking to face current and future events.</li> </ul>
Decisions	<ul style="list-style-type: none"> <li>A specific and planned approach to what needs to be done in the light of specific controls and pre-measured risk-free and uncertain decisions.</li> </ul>	<ul style="list-style-type: none"> <li>Follow intuition in making quick and surprising decisions, especially in a crisis based on the experiences and skills that he carries.</li> </ul>
Culture	<ul style="list-style-type: none"> <li>Tends to adopt a culture of stalemate and closure to new ideas.</li> </ul>	<ul style="list-style-type: none"> <li>Tends to adopt an organizational culture based on respect for new ideas that contribute to the development of the Organization and enhance its capabilities</li> </ul>
Flexibility	<ul style="list-style-type: none"> <li>Tends to follow the instructions and work procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Tends to be flexible in following instructions and working procedures.</li> </ul>
Change	<ul style="list-style-type: none"> <li>Tends to partial change and continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Tends to radical change and comes with new innovations.</li> </ul>

Table (2.3): The difference between traditional leadership and strategic leadership  
(Younis el at., 2002).

### **2.2.8 Strategic leaders**

The strategic leader is one of the key elements based on his ability to visualize the future of the organization, determine the direction of business, identify strategic plans and chart possible paths for their implementation and play an important role in achieving the objectives of the institution and its survival and growth, and the ability to predict and vision and maintain flexibility and enable others to make a difference strategic as and when necessary, dealing with change increases the current and future competitive situation. They are responsible for achieving the strategic balance of cross-cutting expectations or needs that are sometimes contradictory (Hughes & Beatty, 2005), and they are primarily responsible for the success or failure of the organization by formulating its strategy, identifying ways to evaluate and apply it, and formulating, implementing and evaluating the inter-functional decisions that enable the organization to achieve its objectives. Strategic leaders are constantly improving the organization's functions, formulating the vision, practical strategies, and structuring business policy, training others to face the difficulties of solving day-to-day work-related problems and assuming responsibility for achieving results through determination (Hughes et al., 2005), and implementation and evaluation of long-term impact decisions, amendments to the organization's organizational structure to suit its current and future nature and support communication plans between its parts with a view to increasing the organization's capacity to achieve its objectives. It is possible to say that the strategic leaders are: presidents and leaders in senior management centers who formulate the strategic visions of their organizations, design their organizational structures according to their objectives and objectives, nature of their work and resources, and make strategic decisions aiming at continuous improvement to achieve the objectives of the organization.

### **2.2.9 The characteristics of strategic leaders**

In addition to the quality of understanding, preservation, intelligence, love of knowledge, justice, honesty, and determination, strategic leaders must have the following characteristics:

- The commitment of the leader and his association with his followers, the strength of personality, and directing all his energies and trends to achieve the objectives of the organization and develop its activities through his words and deeds (House & Howell, 1992).

- The ability to raise the level of performance of employees to higher and better performance levels through continuous counseling, and guidance.
- The ability to influence subordinates and raise their self-confidence to rely on their abilities, experience, and knowledge in acting and facing problems.
- The ability to confront the conflicting strategic dilemmas by discovering, manipulating, evoking the future and anticipating its events.
- The ability to take risks, calculated risk, ownership of the spirit of entrepreneurship and the emergence of leadership abilities in hot situations to achieve long-term benefits and benefits for the organization and responsiveness and positive interaction with the external environment (Hughes et al., 2005).
- The ability to expand the circle of thinking and narrow the organization and critical vision of ideas and the ability to employ and build on them.
- Creating learning opportunities through the formation of continuous mechanisms for self-development, gaining merit, experimentation and challenging the scope of specific work.

#### **2.2.10 The tasks of strategic leaders**

What distinguishes an organization from another is its leaders, where they have the talent and ability to think strategically creatively, and put it into practice successfully and effectively, and the tasks of the strategic leader which should do to lead the organization to the desired objectives are:

- Identifying the status of the organization: This role requires the strategic leader to know all the internal capabilities of the organization, the nature of its operations, and to extract features that help to build future perceptions (Appelbaum et al., 1998). This requires identifying the strengths and weaknesses of the internal environment and the opportunities and threats in the external environment.
- Determining the future of the organization: The role of the strategic leader in determining the meanings of environmental events (environmental complexity, competition, scarcity of resources, information, etc.) analyzing and dropping them in the future .
- Formulation of strategic plans and their implementation requirements: This step is based on a thorough understanding of the organization's objectives and future goals, and the changing circumstances surrounding it, to prepare for facing the immediate

and future events. Planning and implementation requirements take a long time from the strategic leader.

- Evaluation of the strategic performance and follow-up: this includes the role of the strategic leader in verifying the progress of things planned in accordance with their predetermined tracks and according to the performance and evaluation criteria to determine the effectiveness of implementation.
- Strategic decision-making is one of the most important strategic leadership tasks, where they have many ideas and active participation that increase the likelihood of success in making these decisions (Kedia et al., 2002). External environment and feedback as an effective means of harmonizing inputs and outputs, as well as avoiding hasty decisions based on insufficient or false information.

### **2.2.11 The distinctive elements of the strategic leader**

Elements that distinguish the strategic leader from other leaders:

- Knowledge, experience, and ability to access information that gives him additional power.
- An excellent career center that gives him the power and ability to deal with and take strategic decisions.
- His direct contribution to determining the overall direction of the organization through the decisions it makes, and the decisions taken to implement the key activities involved in defining the areas of organizational structure.
- The source of power that gives influence on others: the legitimacy of self-acquired influence, not the basis of the power it possesses.
- The possibility of expanding relations with influential people both inside and outside the organization to serve the aspirations of the organization and its future options through a network of relationships through which the strategic leader supports the parties that seek to establish it.
- The cognitive map of the individual is one of the means that constitute his way of thinking in strategic decision making, interpretation, and diversity. The framework and the mental map for the strategic decision maker are the sources of all future activities (Hughes & Beatty, 2005).

### 2.3 Leadership in an organization

The leadership represents for the institution through a permanent quest to achieve results, the objectives of the multi-leaders but complementary centered on improving production patterns on the one hand through good follow-up processes, procedures and get accurate information on the other hand, to clarify the vision when making decisions, and this is the aim of strategic leadership.

The understanding of leadership leads to details in the organization and the following diagram shows the different levels of leadership in the organization:

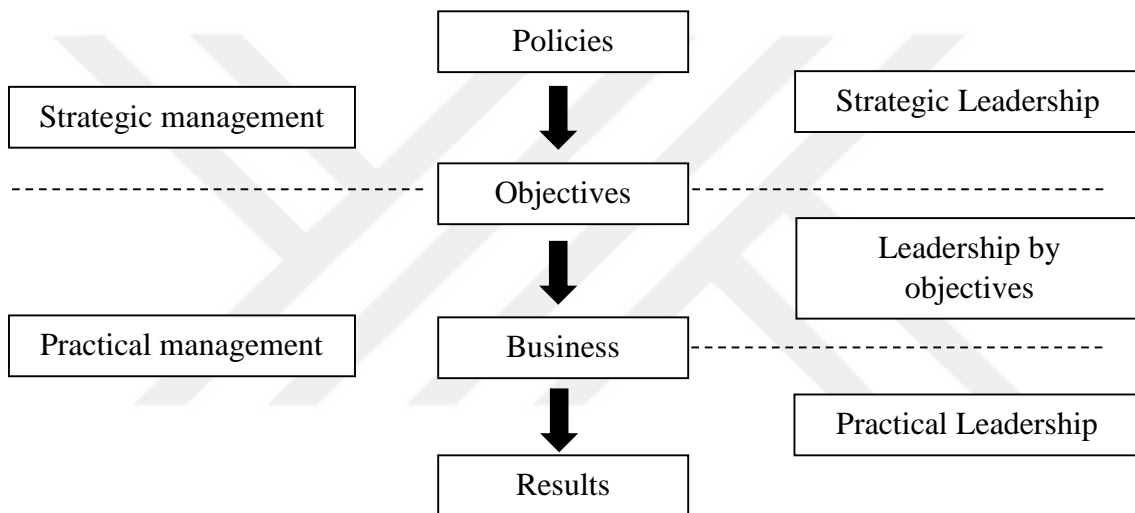


Figure (2.1): Leadership levels in an organization (DeChurch et al., 2010)

The higher organizational level assigned to strategic management provides guidance and strategic objectives within a long-term dimension, assessing what has been achieved and correcting the previously identified directives in the light of developments that translate into problems or changes.

The mid organizational level translates the accounting goals that follow the top strategic objectives into the actual plans, so these frames manage the process .

The lower organizational level contribute to the implementation of the operational plans and ensure that the results are achieved for each process following the programming of the process is very short term, but what concerns us in this matter is the strategic level.

### **2.3.1 Leadership style in the organization**

There is a range of leadership styles that ensure assume the responsibilities of decision-making within the organization based on a set of procedures that govern the decision-making process (Suisse, 2004), and among these styles, we find:

- Independent leadership: In this case, the framework within the institution is responsible for the decision-making process and its implementation after analyzing the results of its leadership. Independent leadership is for the higher hierarchical levels in consultation between the president and his aides.
- Consultative leadership: In this case, the administrator within the institution shall make the decision after consultation with either his colleagues at the same hierarchical level responsible for the conduct of other organizational units or with officials at higher levels.
- Leadership by the top hierarchical level: After analyzing the dashboard results by the supervisor of an organizational unit within the organization, he informs the higher administrator of the results and suggests, if necessary, the driving process where the decision returns to the higher administrator. In this situation, the administrator's role is primarily to alert higher supervisory levels to lead.

It should be noted that the area of responsibility of any director in the institution is linked to the three methods of leadership as independent leadership areas are linked to the local indicators of a specific organizational unit, while the areas of leadership consultative and leadership by the higher hierarchical level is linked to indicators with a comprehensive direction in the organization and require coordination work among them to give a clearer view of the level of desired performance.

### **2.3.2 Performance evaluation in the organization**

The objective is a result directed by the organization all efforts to achieve it, and defines the goals as the endpoint that the institution to reach them from the point of being a continuous process, to achieve the goal of survival. It can be said that goals are ends that can be accessed under the constraints of the available and expected possibilities and conditions. The objective differs from the desire that the latter can be considered as a mental objective with no specific timing or access. The importance of the objectives can be as follows (Suisse, 2004):

- It is the first guide to the activities of the various organizational units in the organization.
- Through which you can see the performance of the institution as a benchmark for performance.
- Give a picture of the importance of the status of the institution in the future.
- Is an essential step in building strategies and this is the way to achieve the goals, reduces the contradictions among the individuals working in the institution, and increases the degree of coordination in the institution.
- The objective always ends with another goal, and the accuracy of the objective depends on the ability of the institution to connect it with the other objectives to be achieved.

Where the goals are classified into three sections (Suisse, 2004), including:

1. Classified on an administrative level basis:

- Strategic objectives: which reflect the true cause of the existence of the institution, describing the aspirations and ambition, where it determines the field of activity of the institution and its commodity formations and markets that deal with them.
- Operational objectives: They determine the endpoints that the institution seeks to achieve through daily practice and its operational activities and measurable results are often identified as short-term, as they relate to the actual activities of the institution.

2. Classified on a functional basis:

- Resource objectives: Relate to obtaining the material, human and financial inputs that the organization requires to expand or improve the level of quality or increase the skill level.
- Market objectives: The market size of the institution or the competitive position you wish to achieve or increase the sales of a specific commodity in a particular region and so on.
- Objectives of the development of working individuals: related to raising the skill of employees through training at different organizational levels, and the design of training programs to achieve these goals.
- The objectives of innovation: related to the development and development of some organizational and technical aspects of the enterprise, the introduction of a new commodity or entering a new market is an innovative goal.



- Productivity objectives: The quantity of outputs that the organization wishes to reach is linked to a certain amount of the available intermediate uses. We rely on indicators such as the cost of producing the unit, the number of units produced, the number of workers, etc..
3. Classified on a time basis:
- Short-term objectives: These objectives relate to the organization's routine work of the institution's activities performed in different departments.
  - Long-term goals: beyond their two-year range, where they are used to see the future and long-term goals are formulated to guide the development of short-term goals, which in turn allows for long term goals to be reviewed.

### **2.3.3 Leadership of strategic projects**

There is no strategy that can be prepared without projects, where projects are linked to their objectives and performance. Restructuring, transformation, renewal, and change are the advantage of all institutions and none of them ignore the impact of major projects on their structure and professions and create their future, requiring them to make important decisions from time to time. The role of the project leader in activating a team rather than a group of individuals, that requires him to form and organize a team of competencies (Shenhar, 2004). It is important to know the three principles of strategic project leadership:

1. First Principle: It stems from the fact that the leadership of the project is not only to address how to achieve and respect the time limit and budget estimates, but strategic leadership seeks to ascertain over time from:
  - The project is consistent with the strategic objectives of the organization's portfolio in its balance and priorities.
  - The difference in achievement in view of the objectives.
  - The current and future impacts of the project on the overall performance of the tracks and their activities.
  - The basic changes required by the project.
2. Second Principle: is to fully integrate the project leads into the strategic leadership, without contradiction or conflict, where the projects are in the service of strategy, so it must be led in this way.

3. Third Principle: The importance of the project lies in the strategic objectives it serves and in adapting to achieve them.

The project leadership is integrated with the strategic leadership in the institution where the observers of the objectives prepare the analyzes and proposals for the project, but nevertheless careful planning and follow-up implementation of the basic requirements of the enterprise from the practical side, but the strategic management of projects put the project at a higher level and make it fully integrated with the outlook of the institution strategy, placed under the collective responsibility of the management team, its integration with the strategic leadership, with taking into account the overall performance of the institution. This monitoring is suitable for projects that have been completed and even supervised by the end. They allow for the diagnosis of the situation, the restructuring of objectives and responsibilities, and the establishment of new control procedures, thus it represents the most effective solution in clarifying the complex and ambiguous situations with a view to re-controlling it and make it homogeneous and accurate.

## 2.4 Literature Review

The Researchers (Neumann et al., 1999) conducted in their study "The president and the college bottom line: The role of strategic leadership styles" the study presents an examination of the strategic approach applied by the heads of universities and discusses strategic leadership methods on eight different heads. The study yielded three results "registration growth, resource growth, and quality improvement". The success and persistence of universities are strongly linked to the style of strategic leadership tiring by heads. Universities need leaders with high skills to achieve the vision and focus on the goals of implementation carefully to reach the development and success and maintain the status of the university. These findings have been concluded where the application of the strategic leadership style by the leaders leads to the success of future universities .

Also, the researchers (Thomas, Schermerhorn & Dienhart, 2004) present a study on "Strategic leadership of ethical behavior in business" this study talks about the relationship between ethical behavior and strategic leadership, especially in the field of business. The study points to the fact that moral influence and behavior of leaders have a significant impact on those around them. To be aware of the reality of this effect as reflected on the members and staff in negative and positive directions. Principals with authority must be the leaders of ethics to establish a regular context within the organization so that this context becomes a positive context that is reflected in ethical behavior and later transformed into regular self-behavior. This study identifies the most important points that reflect the responsibility of the strategic leadership to ethical behavior in three points: It analyzes the failures of stakeholders and emphasizes the need to change ethics to be a positive example, and to demonstrate the impact of members on ethics within the organization and to emphasize the construction and implementation of integrity programs that prove Ethics and labor standards.

Another study for the researchers (Elenkov, Judge, & Wright, 2005) entitled "Strategic leadership and executive innovation influence: an international multi- cluster comparative study" this study examines the relationship between strategic leadership behavior and its impact on executive innovation and social culture. Six different countries were selected in this study, including Germany and Russia. The survey data method was used, and strategic leadership behavior was found to be strongly and positively correlated with the operational impact of strategic leaders on Innovation through the size of the organization and personality of the CEO. The study found that the strategic leaders can

increase efficiency and achieve the correct and positive results in the field of social culture, and they devote most of their time to achieve leadership behaviors and achieve the desired results. Executive management has a reflection on strategic leadership, which gives an indication of the effectiveness of leadership and its impact on innovation. It was found in Germany that leaders support and encourage innovation in management, as they work to achieve inspiration and goals and to give motivation and inspiration, as found in Russia that leaders have a greater influence on creativity in management. These differences emerged in terms of the culture of the selected countries.

Also, a study for the researchers (Boal & Schultz, 2007) entitled "Storytelling, time, and evolution: The role of strategic leadership in complex adaptive systems" this study describes the organizations that working within complex systems that limit the role of strategic leadership in the institution and this leads to the lack of an effective and decisive role in the strategic leaders. The study also pointed to the important role played by the strategic leader who deliberately integrates the past, present, and future in the organization to achieve its objectives and develop its position among the competing organizations. Strategic leaders provide opportunities for new opportunities and discover resources that strengthen their organizations through their facilitation by translating the organization's vision and achieving it. This leads to the identification of a special entity in the organization and the writing of the organization's history and future .

Another study entitled "The role of strategic leadership in effective strategy implementation: Perceptions of South African strategic leaders" for the researchers (Jooste & Fourie, 2009) this study discusses the important role of strategic leadership and the impact, formulation, and implementation of the strategy. Where the formulation and implementation of the strategy correctly to lead effective and influential and be the key to outstanding performance and highly regulated. However, the organizations face obstacles to the proper implementation of the strategy. This study indicates that the study presented on the obstacles, namely, the absence of effective leadership and the correct strategic leadership, considering that the primary and upper part of the organizations is the direct and main obstacle to the implementation and realization of the strategy. In contrast, strategic leadership is the central engine for the implementation and implementation of the strategy. The aim of the study was to demonstrate the importance of achieving the correct perception of the implementation and implementation of the strategy in organizations in South Africa. The results have shown that the difficulty lies in implementation and strategy formulation in organizations in South Africa. The failure

rate was associated with correct implementation and commitment to the implementation of the strategy. The study also indicated the expected effectiveness of the implementation of the strategy, where there is a large gap between the implementation and planning of the enterprise strategy.

The researchers (Memon, Mangi, & Rohra, 2009) are studying titled "Human capital a source of competitive advantage "Ideas for strategic leadership" this study focuses on the role of human capital and its relation to strategic leadership and how human resources play an important role in the organization and how it is maintained and developed according to the strategic plans developed by the organization. Human resources represent the wealth of organizations and their success in successfully existing resources that give the organization a strong competitive advantage in the current competition between international organizations and maintained by the strategic leaders who seek to deliver the institution to achieve the desired goals. The study also presents typical ideas for strategic leadership and how the human element is an important element and a key source for the development of institutions and achieving the global competitive advantage must be maintained and developed and benefit the organization .

Also, a study of researchers (Quong & Walker, 2010) titled "Seven principles of strategic leadership" this study refers to the role of strategic leadership to give confidence in continuing and to continue to lead and achieve the best for the institution. The study identified seven basic principles to strengthen the strategic leadership role of an effective leader who seeks to develop strategic planning that is in the interest of the institution. These principles of the study help to provide leadership roles that contribute effectively to creating an environment that achieves goals.

The researchers (Phipps & Burbach, 2010) submit a study in the title "Strategic Leadership in the Nonprofit Sector: Opportunities for Research" this study presents a new look at strategic leadership and its impact on non-profit sectors and their divergence from practices in the profit sector. The study shows that the organizational performance of the organizations relates to the ability to adapt and change, the clarity of the tasks and objectives and the course, the innovation and wisdom of the strategic leader. The study by the researchers shows that strategic leaders have a significant role and an effective contribution to performance in line with the strategic leadership theory. This study recommends the continuous work of the proposals to give more space to the theory of

strategic leadership in the non-profit sector to reach significant results on how the leader and his effective role in achieving the results fully required the organization.

The researcher (Nthini, 2013) presents a study entitled "Effect of strategic leadership on the performance of commercial and financial state corporations in Kenya" aimed at determining the impact of strategic leadership on the performance of companies in Kenya. The researcher used a descriptive survey and selected 48 commercial and financial centers in Kenya. The results indicated that the relationship between strategic leadership practices and organizational performance is a positive relationship that provides interest to the company and its customers. The study also pointed out that the leaders have administrative functions in the interest of the company, including the strengthening of human resources and leadership and strengthen the aspects of the financial company.

Another study of the researchers (Özer & Tinaztepe, 2014) entitled "Effect of strategic leadership styles on firm performance: A study in a Turkish SME" this study on strategic leaders and how they have a significant and positive impact on the performance of employees and company. This study examines the influence of leadership with a positive performance and its impact on the medium and small companies in Turkey. The study also discusses leadership methods and their impact on the performance of the company. The sample was selected from a different administrative and non-administrative group in the company. Regard to leadership methods, it was found in this study that the method of transformational leadership has a strong and strong impact on the performance of employees and its reflection on the company. Transformational leadership gives leaders the ability to create a stable and clear image of future strategic action, encourage and raise the expectations of employees and stakeholders in the company, and most importantly, reduce complexity in key systems and issues. The study was based on the expectations and perceptions of some participants and knowledge of the behavior of their companies and can increase the number of participants in the questionnaire, which was aimed at 215 people to give more scope to determine the reflection of leadership methods better on the performance of the company.

The Researchers (Singh & Binita, 2015) the study entitled "Impact of Organisational Culture on Strategic Leadership Development with Special Reference to Nalco" talks about the importance of leadership development in the business environment. Executives to show a generation of strategic leaders play a crucial role in the organizational transformation of institutions and organizations on a large scale. The development of

strategic leadership is done by clarifying and linking the culture of leadership in business strategy. This study was conducted at NALCO where data were collected by questionnaires distributed to executives in Bhubaneswar, Orissa. The study concluded that culture is very important and important in making strategic leadership an important and effective leadership. A strong and correct culture works to develop the cultural aspects of the strategic leaders in the organization. This is reflected in the performance within the institution through the role of new leaders or future leaders of the organization in stimulating and encouraging Teamwork, common understanding, facilitation of change, the achievement of goals, high transparency in the evaluation, and career development opportunities. The real test of these organizations or institutions lies in developing their leadership to guide action on the right track.

Another study entitled "Effect of Strategic Leadership on the Performance of Devolved Government System in Kakamega County, Kenya" provided by the researchers (Masungu, Marangu, Obunga & Lilungu, 2015) this study provides an explanation of the impact of strategic leadership and its impact on systems in government institutions in Kakamega. The study identified the impact of strategic leadership as it works to regulate government systems and define and chart a clear strategy and track its objectives. The study was based on descriptive correlation methodology in the study of the phenomenon, where the target group of administrators and employees in public relations and data was collected through the questionnaire and analyzed. The study found that strategic leadership has a positive and significant impact on performance in government organizations. The response rate was 52.6%. It was found that there is a need for strategic leadership to achieve the objectives of the institutions and follow the steps of strategic and correct methodology, Staff, employees, and managers in the study therefore strongly recommend hiring leadership, which has a significant impact on organizations and institutions.

Also, a study entitled "Strategic Leadership Practices and Organizational Performance in Not-For-Profit Organizations in Nairobi County in Kenya" provided by the researcher (Kitonga, 2017) this study examines the practices of strategic leadership on the performance of non-profit organizations that play an important role in the society in which they operate and seeks to determine the impact of strategic leadership and human capital and its impact on organizational performance in Nairobi, Kenya. The researchers selected 1475 of the sample randomly selected in the organizations in Nairobi. The study concluded that there is a strong and positive relationship between strategic leadership and

its practice and its reflection on organizational performance. The researcher pointed out that strategic leadership should be adopted in non-profit organizations because it works to enhance the performance of the organization and this is reflected in the performance of leaders and their practice in organizations.

Another study in the title "Impact of Strategic Leadership on Employee Performance" provided by the researchers (Zia-ud-Din, Shabbir, Asif, Bilal, & Raza, 2017) the study examines the impact and reflection of strategic leadership on the performance of staff in the organization. The study found that strategic leadership works to build a strong and unique image and the relationship between the management of the organization and the staff, which explained the role played by the leader in the organization to enhance and support the performance of staff. The study sample was 120 out of 130. The study concluded that strategic leadership has a strong and strong impact on the employees and their performance in the organization and this is reflected in the work environment inside and outside the institution. And that the leader has a large role on the employee and possible to change their behavior and turn in two directions either positive or negative, due to the behavior of the strategic leader in the institution and the compatibility between him and the role that must be done. The study concluded that leaders need more awareness and organizational awareness in the institutions to have a strategic impact that has an impact on performance and to reorganize the strategic leadership concept and therefore to achieve the necessary consensus and assimilation to achieve positive changes leading to achievement.





# Chapter 3

**Case Study**

**International Academy of Leadership and Development "IALD"**

### **3. Case Study: International Academy of Leadership and Development "IALD"**

#### **3.1 An overview about IALD**

Science, development, values , and youth are the basis of building civilizations and the rise of nations and countries and societies. Every great civilization must be based on a generation of young people who are capable and ambitious, based on strong will, solid scientific and development base, genuine values, solid institutional work, and advanced society. The establishment of the Academy was established to contribute to the quality of human development and society through the construction of the human values and the vision, mission, and leadership in the community, and able to bring development in all sectors of society, through rehabilitation programs and educational and development varied and distinct. It is an independent civil society institution officially registered in Turkey and it is recognized by Decree No. (099 / 205-34).

Therefore, the Academy launched a package of advanced educational and developmental programs and quality, which targets the efficient energies of students and youth, and seeks to build their abilities and skills, and have the skills required to achieve success. The Academy has accreditation, cooperation and partnership agreements with many international institutions, universities and educational institutions, companies, institutes and training centers, and civil society organizations. The institution that contributes to capacity exploration and capacity development, for individuals and community organizations. It is striving to provide scholarships, counseling, and educational services to qualified students. Develops, launches plans and sponsors development programs and leading youth initiatives. The institution provides a distinct educational, developmental and educational environment.

#### **3.2 Objectives of the institution**

The objectives of the Foundation are to build capacity for individuals, teams, and organizations through leadership building (leadership building capable of positive impact and team building) and capacity building of teams and organizations (actively contributing to capacity building of teams and NGOs), there are a main objective and sub-goals, including:

### **3.2.1 The main Objective**

Contribute actively to the future industry, and serve the community and promote individuals and institutions.

### **3.2.2 Sub-objective**

- Building the capacities of youth leaders who are capable of positive influence and team making.
- Explore creative youth, build them scientifically, intellectually, psychologically and skillfully, and give them leading experiences and experiments.
- Participate in the recruitment of youth competencies through the launch of successful initiatives and participation in building effective institutions.
- Building and developing the civil society sector, which has international partnerships, local impact and anti-competitive role in achieving the objectives of sustainable development.

### **3.3 The institution vision**

An experienced, pioneering and specialized capacity building institution for individuals and institutions, providing an advanced learning and development environment.

### **3.4 The institution message**

Community service and advancement, and the manufacture of its future bright, and building future leaders educated, efficient and conscious.

### **3.5 The institution values**

Leadership, mastery, responsibility, creativity, institutionalization, transparency, and openness.

### **3.6 Institution Program**

- Planning and implementing administrative and leadership development programs and capacity building for individuals and institutions.
- Scholarships and scholarships for undergraduate, masters and doctoral students.
- Conducting courses, lectures, conferences, forums and symposia.

- Create modern student housing that provides a high standard of service and a safe environment.
- Sponsorship of pilot programs, initiatives, service, values, and community returns.
- Preparing specialized studies and researches in the field of development and capacity building.

### **3.7 The Institution Principles**

The institution believes that building civilized man, progressive education and comprehensive development is the first step in the process of making the Renaissance, and dialogue, openness, and effective communication is the path of human understanding, diversity investment, and integration. The promotion of the values of freedom, justice, human dignity, and human rights is the foundation of the peace industry and the production of progress, progress, and prosperity.

The institution believes that civil society organizations have a central responsibility to empower communities to shoulder their responsibilities in making progress and achieving sustainable development goals.

### **3.8 Work policies**

- Institutional, professional and efficient in system and performance.
- Creativity, excellence, and development in programs, projects, and initiatives.
- Independence, openness and effective communication with all, inspired by pioneering experiences in the world.
- Expansion of service, improvement and continuous evaluation of systems, programs and methods.
- Exchange of experiences, coordination and continuous cooperation with institutions operating in the same field.

### 3.9 The structure of the institution

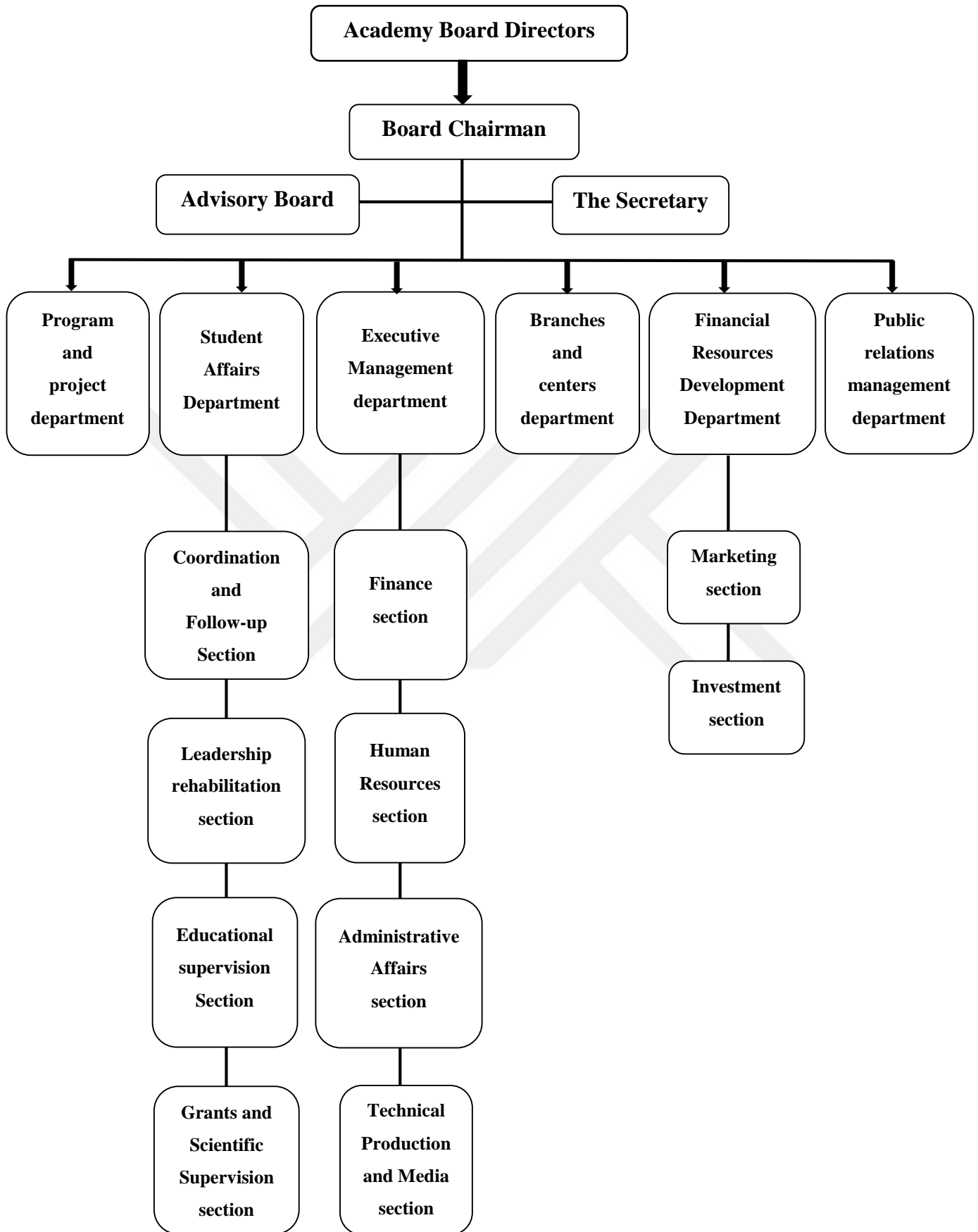


Figure (3.1): The structure of the institution

# Chapter 4

**Data Analysis and Discussions**

## 4. DATE ANALYSIS AND DISCUSSIONS

### 4.1 Introduction

This chapter is discussing the analysis that was done for the research data that was collected from the respondents to test the hypothesis, it starts with the Simple percentage analysis then the regression assumptions tests and finally the hypothesis regression analysis with an explanation about the results.

### 4.2 Simple Percentage Analysis

To get an understanding of the targeted respondents and their answers, Simple percentage analysis was done. It gives an accumulated summary of the answers provided by the respondent according to base on the data collected frequency distribution.

Simple percentage analysis can be calculated by the following formula:

$$\text{Percentage} = (\text{Number of Respondents} * 100) / \text{Total Number of Respondents.}$$

The first part of this analysis is representing the Demographic data that provides an idea about the respondent's characteristics as below:

**Table 4.1:** Demographic Q1, Age:

Age	Frequency	Percent	Cumulative Percent
Less than 25 years	65	36.1%	36.1%
From 25 years to less than 30 years	86	47.8%	83.9%
From 30 years to less than 45 years	16	8.9%	92.8%
45 years and older	13	7.2%	100.0%
Total	180	100.0%	

Half of the respondents are from 25 years to less than 30 years then respondents that are less than 25 years are in the second place.

**Table 4.2:** Demographic Q2, Gender:

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Male	126	70.0	70.0
Female	54	30.0	100.0
Total	180	100.0%	

Most of the respondents in this research are males.

**Table 4.3:** Demographic Q3, Academic qualification:

<b>Academic qualification</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Bachelor	102	56.7%	56.7%
Master	70	38.9%	95.6%
Ph.D.	8	4.4%	100.0%
Total	180	100.0%	

Half of the respondents are bachelor students and then the master students are in second place with few Ph.D. students.



**Table 4.4:** Demographic Q4, Career Status:

<b>Career Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Employee	155	86.1%	86.1%
Manager	25	13.9%	100.0%
Total	180	100.0%	

Half of the respondents are bachelor students and then the master students are in second place with few Ph.D. students.

**Table 4.5:** Demographic Q5, Years of experience:

<b>Career Status</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Less than 5 years	117	65.0%	65.0%
From 5 years to less than 10 years	33	18.3%	83.3%
From 10 years to less than 15 years	10	5.6%	88.9%
15 years and older	20	11.1%	100.0%
Total	180	100.0%	

Most of the respondents of this study are new employees that have less than 5 years' experience.

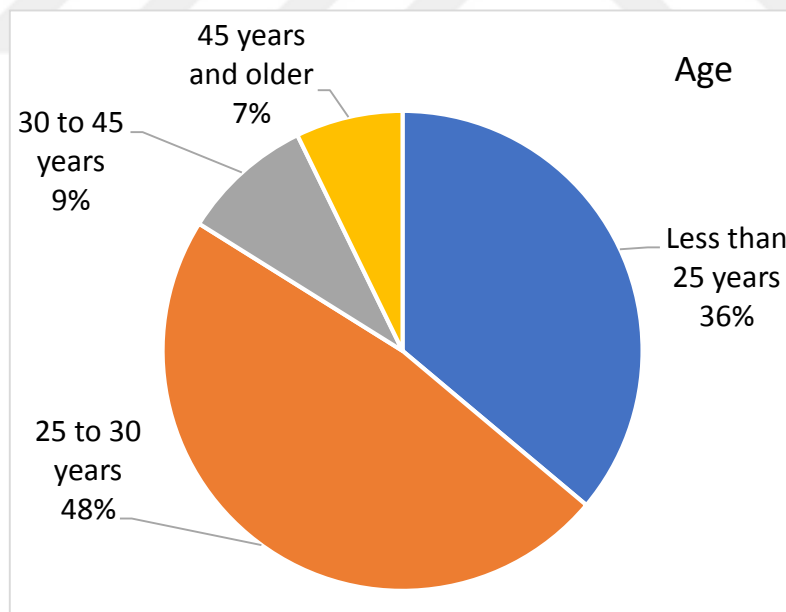
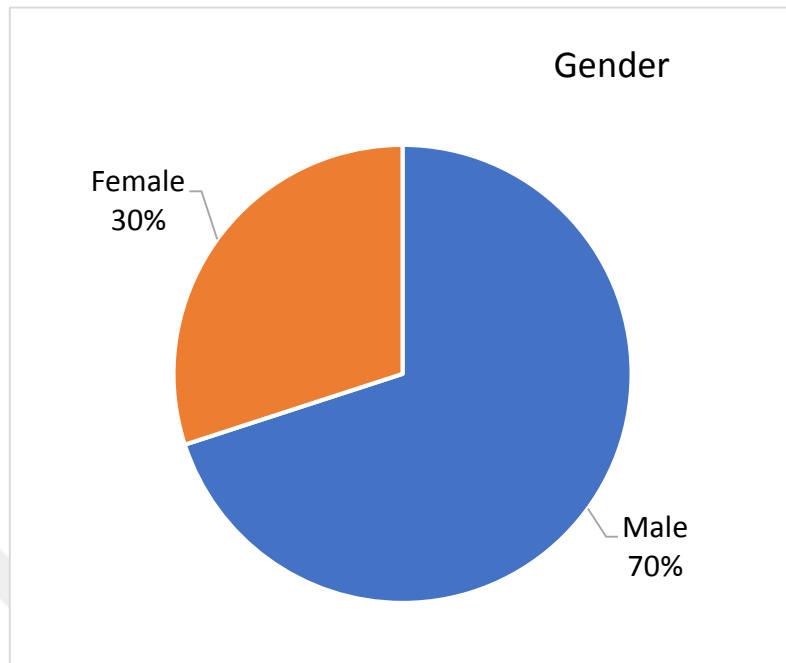


Figure (4.1): Frequency distribution of Demographic data

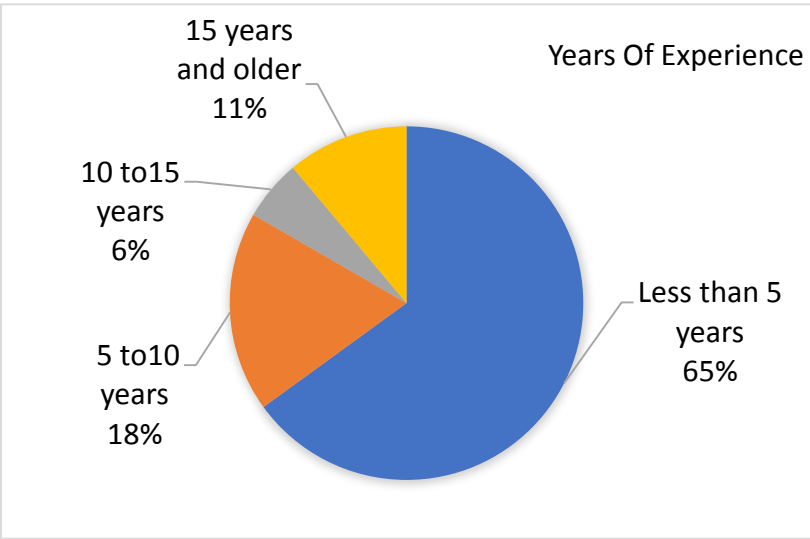
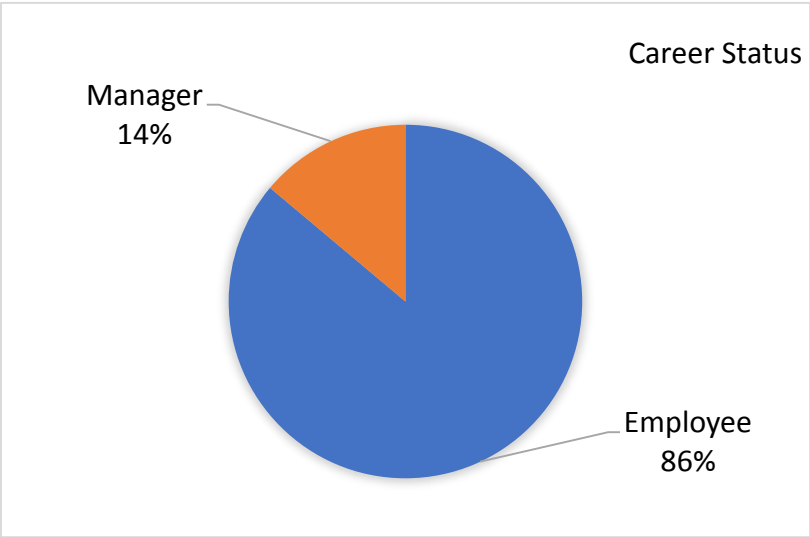
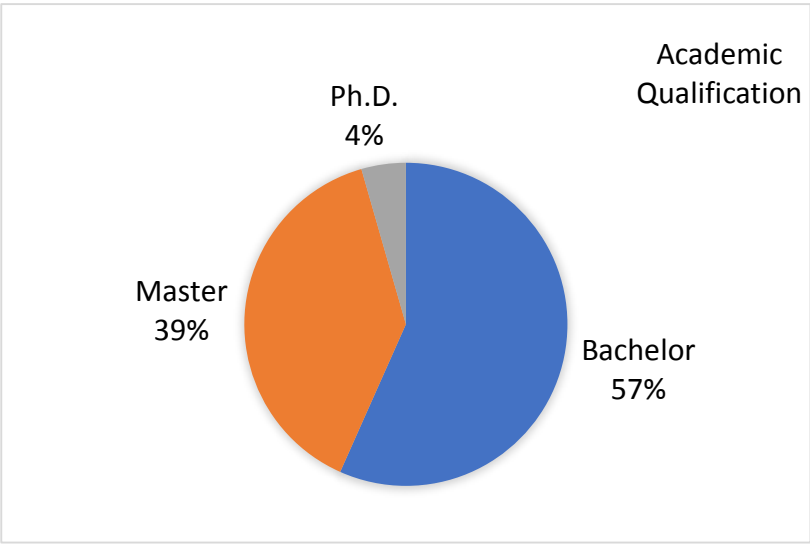


Figure (4.2): (Cont.) Frequency distribution of Demographic data

The second part of the simple percentage analysis is showing the variables hypothesis questions frequency distribution percentage:

The first part of the variables hypothesis questions is related to the Strategic Leadership practices (Leader Behavior):

**Table 4.6:** (Q1) Your manager explains the future direction of the organization and discusses ways to achieve it:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	1	.6%	.6%
Disagree	21	11.7%	12.2%
Neutral	13	7.2%	19.4%
Agree	90	50.0%	69.4%
Strongly agree	55	30.6%	100.0%
Total	180	100%	

80% of the respondents agreed and strongly agreed that their managers explain the future direction of the organization and discuss ways to achieve it.

**Table 4.7:** (Q2) Your manager provides the opportunity for employees to understand the action plan and the way they work:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	4	2.2%	2.2%
Disagree	22	12.2%	14.4%
Neutral	24	13.3%	27.8%
Agree	78	43.3%	71.1%
Strongly agree	52	28.9%	100.0%
Total	180	100%	

71% of the respondents agreed and strongly agreed that their managers provide the opportunity for employees to understand the action plan and the way they work.

**Table 4.8:** (Q3) Your manager works to meet the needs of the employees and build cooperation among them to achieve the goals:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	1	.6%	.6%
Disagree	23	12.8%	13.3%
Neutral	20	11.1%	24.4%
Agree	77	42.8%	67.2%
Strongly agree	59	32.8%	100.0%
Total	180	100%	

75% of the respondents agreed and strongly agreed that their manager works to meet the needs of the employees and build cooperation among them to achieve the goals.

**Table 4.9:** (Q4) Your manager gives importance to discussion with employees about the future of the organization:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	21	11.7%	11.7%
Disagree	20	11.1%	22.8%
Neutral	76	42.2%	65.0%
Agree	63	35.0%	11.75
Strongly agree	21	11.7%	100.0%
Total	180	100%	

Almost half of the respondents are in the middle they do not agree or disagree that their managers give importance to discuss with them about the future of the organization.

**Table 4.10:** (Q5) Your manager encourages to motivate and work together to accomplish tasks:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	0	0%	0%
Disagree	20	11.1%	11.1%
Neutral	15	8.3%	19.4%
Agree	61	33.9%	53.3%
Strongly agree	84	46.7%	100.0%
Total	180	100%	

Almost half of the respondents are strongly agreeing that their managers encourage to motivate and work together to accomplish tasks.



The second part of the variables hypothesis questions is related to team effectiveness:

**Table 4.11:** (Q6) Your manager gives the importance of providing suggestions and ideas to solve the problems of the institution and discuss with the employees:

	Frequency	Percent	Cumulative Percent
Strongly disagree	1	.6%	.6%
Disagree	22	12.2%	12.8%
Neutral	12	6.7%	19.4%
Agree	74	41.1%	60.6%
Strongly agree	71	39.4%	100.0%
Total	180	100%	

80% of the respondents agreed and strongly agreed that their managers give the importance of providing suggestions and ideas to solve the problems of the institution and discuss with the employees.

**Table 4.12:** (Q7) Your manager will provide the required capabilities to apply new ideas in the organization:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	0	0%	0%
Disagree	25	13.9%	13.9%
Neutral	25	13.9%	27.8%
Agree	90	50.0%	77.8%
Strongly agree	40	22.2%	100.0%
Total	180	100%	

77% of the respondents agreed and strongly agreed that their managers provide the required capabilities to apply new ideas in the organization.

**Table 4.13:** (Q8) Your manager focuses on developing the skills of the organization's employees:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	1.1%	1.1%
Disagree	28	15.6%	16.7%
Neutral	13	7.2%	23.9%
Agree	69	38.3%	62.2%
Strongly agree	68	37.8%	100.0%
Total	180	100%	

75% of the respondents agreed and strongly agreed that their managers focus on developing the skills of the organization's employees.

**Table 4.14:** (Q9) Your manager works to provide positive and stimulating thinking and development environment:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	4	2.2%	2.2%
Disagree	26	14.4%	16.7%
Neutral	20	11.1%	27.8%
Agree	75	41.7%	69.4%
Strongly agree	55	30.6%	100.0%
Total	180	100%	

71% of the respondents agreed and strongly agreed that their managers work to provide positive and stimulating thinking and development environment.

**Table 4.15:** (Q10) Your manager checks the workflow and corrects deviations to reach the goals:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	8	4.4%	4.4%
Disagree	24	13.3%	17.8%
Neutral	8	4.4%	22.2%
Agree	80	44.4%	66.7%
Strongly agree	60	33.3%	100.0%
Total	180	100%	

77% of the respondents agreed and strongly agreed that their managers check the workflow and correct deviations to reach the goals.

The third part of the variables hypothesis questions is related to organizational behavior:

**Table 4.16:** (Q11) The organization applies strategic leadership in its work to reach its objectives:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	1	.6%	.6%
Disagree	19	10.6%	11.1%
Neutral	17	9.4%	20.6%
Agree	91	50.6%	71.1%
Strongly agree	52	28.95	100.0%
Total	180	100%	

78% of the respondents agreed and strongly agreed that the organization applies strategic leadership in its work to reach its objectives.

**Table 4.17:** (Q12) The organization sends its employees periodically for training programs:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	3	1.7%	1.7%
Disagree	19	10.6%	12.2%
Neutral	15	8.3%	20.6%
Agree	79	43.9%	64.4%
Strongly agree	64	35.6%	100.0%
Total	180	100%	

78% of the respondents agreed and strongly agreed that the organization sends its employees periodically for training programs.

**Table 4.18:** (Q13) The organization provides modern technologies for employees to perform their work efficiently:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	1.1%	1.1%
Disagree	25	13.9%	15.0%
Neutral	24	13.3%	28.3%
Agree	77	42.8%	71.1%
Strongly agree	52	28.9%	100.0%
Total	180	100%	

70% of the respondents agreed and strongly agreed that the organization provides modern technologies for employees to perform their work efficiently.



**Table 4.19:** (Q14) The organization provides periodic meetings with the staff to identify the problems and suggestions that face them in the work:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	5	2.8%	2.8%
Disagree	24	13.3%	16.1%
Neutral	10	5.6%	21.7%
Agree	87	48.3%	70.0%
Strongly agree	54	30.0%	100.0%
Total	180	100%	

78% of the respondents agreed and strongly agreed that the organization provides periodic meetings with the staff to identify the problems and suggestions that face them in the work.

**Table 4.20:** (Q15) The organization awards prizes for new and innovative ideas provided by employees to achieve the objectives required:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	5	2.8%	2.8%
Disagree	30	16.7%	19.4%
Neutral	21	11.7%	31.15
Agree	58	32.2%	63.3%
Strongly agree	66	36.7%	100.0%
Total	180	100%	

68% of the respondents agreed and strongly agreed that the organization awards prizes for new and innovative ideas provided by employees to achieve the objectives required.

Forth part of the variables hypothesis questions is related to the cooperation and participation behavior:

**Table 4.21:** (Q16) Your manager works to provide open and effective communication systems between employees:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	24	13.3%	13.3%
Disagree	34	18.9%	32.2%
Neutral	87	48.3%	80.6%
Agree	35	19.4%	13.3%
Strongly agree	24	13.3%	100.0%
Total	180	100%	

Almost half of the respondents do not agree or disagree that their manager works to provide open and effective communication systems between employees.

**Table 4.22:** (Q17) Your manager gives some critical tasks to staff:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	6	3.3%	3.3%
Disagree	45	25.0%	28.3%
Neutral	49	27.2%	55.6%
Agree	59	32.8%	88.3%
Strongly agree	21	11.7%	100.0%
Total	180	100%	

Almost half of the respondents agree and strongly agree that their manager gives some critical tasks to staff.

**Table 4.23:** (Q18) your manager works on the rule of respect and mutual trust between employees:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	3	1.7%	1.7%
Disagree	26	14.4%	16.1%
Neutral	17	9.4%	25.6%
Agree	74	41.1%	66.7%
Strongly agree	60	33.3%	100.0%
Total	180	100%	

74% of the respondents agree and strongly agree that their manager works on the rule of respect and mutual trust between employees.

**Table 4.24:** (Q19) your manager shares decision-making related to their work:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	11	6.1%	6.1%
Disagree	56	31.1%	37.2%
Neutral	37	20.6%	57.8%
Agree	47	26.1%	83.9%
Strongly agree	29	16.1%	100.0%
Total	180	100%	

Almost half of the respondents disagree that their manager shares decision-making related to their work.

**Table 4.25:** (Q20) the organization focuses on the exchange of knowledge between employees to provide full harmony among them:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	30	16.7%	16.7%
Disagree	26	14.4%	31.1%
Neutral	79	43.9%	75.0%
Agree	45	25.0%	16.7%
Strongly agree	30	16.7%	100.0%
Total	180	100%	

Almost half of the respondents do not agree or disagree that the organization focuses on the exchange of knowledge between employees to provide full harmony among them.

### 4.3 Descriptive statistics

List of Mean and Standard Deviation for all questions of the research survey questions:

**Table 4.26:** Descriptive statistics:

Strategic Leadership practices (Leader Behavior)	Mean	Std. Deviation
Your manager explains the future direction of the organization and discusses ways to achieve it.	3.98	.948
Your manager provides the opportunity for employees to understand the action plan and the way they work.	3.84	1.045
Your manager works to meet the needs of the employees and build cooperation among them to achieve the goals	3.94	1.001
Your manager gives importance to discussion with employees about the future of the organization.	4.01	.966
Your manager encourages to motivate and work together to accomplish tasks.	4.16	.987

The team effectiveness	Mean	Std. Deviation
Your manager gives the importance of providing suggestions and ideas to solve the problems of the institution and discuss with the employees.	4.07	1.001
Your manager will provide the required capabilities to apply new ideas in the organization.	3.81	.940
Your manager focuses on developing the skills of the organization's employees.	3.96	1.085
Your manager works to provide positive and stimulating thinking and development environment.	3.84	1.084
Your manager checks the workflow and corrects deviations to reach the goals.	3.89	1.143



The organizational behavior	Mean	Std. Deviation
The organization applies strategic leadership in its work to reach its objectives.	3.97	.927
The organization sends its employees periodically for training programs.	4.01	1.008
The organization provides modern technologies for employees to perform their work efficiently.	3.84	1.029
The organization provides periodic meetings with the staff to identify the problems and suggestions that face them in the work.	3.89	1.065
The organization awards prizes for new and innovative ideas provided by employees to achieve the objectives required.	3.83	1.175

Cooperation and participation behavior	Mean	Std. Deviation
Your manager works to provide open and effective communication systems between employees.	3.74	.924
Your manager gives some critical tasks to staff.	3.24	1.060
Your manager works on the rule of respect and mutual trust between employees.	3.90	1.073
Your manager shares decision-making related to their work	3.15	1.203
The organization focuses on the exchange of knowledge between employees to provide full harmony among them.	3.77	1.007

Table (4.26): Cont. Descriptive statistics

#### 4.4 Reliability Assessment (Alpha test)

Reliability is done to evaluate if the measurement tools quality (the answers provided by the respondents to the survey) are good or not when doing a quantitative study that should be measured indirectly by a measurement instrument.

Reliability is “the level the test scores are free from measurement error that occurs when testing something” (Muijs, 2004).

If there the measurement is unreliable the variables will have insignificant relation. Alpha test is one of the ways to test reliability, it is “an internal consistency measure, that shows how closely related a set of items are as a group and explains if the scale is reliable or not.

According to (Muijs, 2004) when the test results are more than 0.70 then the measurement is reliable, the reliability test results of each variable of this study are shown below:

**Table 4.27:** Reliability Assessment (Alpha test):

Variable name	Cronbach's Alpha	N of Items
Strategic Leadership practices	.88	5
The team effectiveness	.87	5
The organizational behavior	.85	5
Cooperation and participation behavior	.78	5

According to the results above it can be concluded that the study measurement is reliable to be used for testing the hypothesis.

### 4.5 Outliers and influencers

Outliers and influencers are some different from the other scores that, or different response from the other respondents, the standard deviation calculation can help to find if there are responses that are far away from mean of each response or not, when the result that is more than 3 that is an Outlier influencing the results (Kline, 2011).

According to the test done for this study, the highest amount is 0.12 which lead to conclude that there is no Outliers and influencers in the responses of this study.

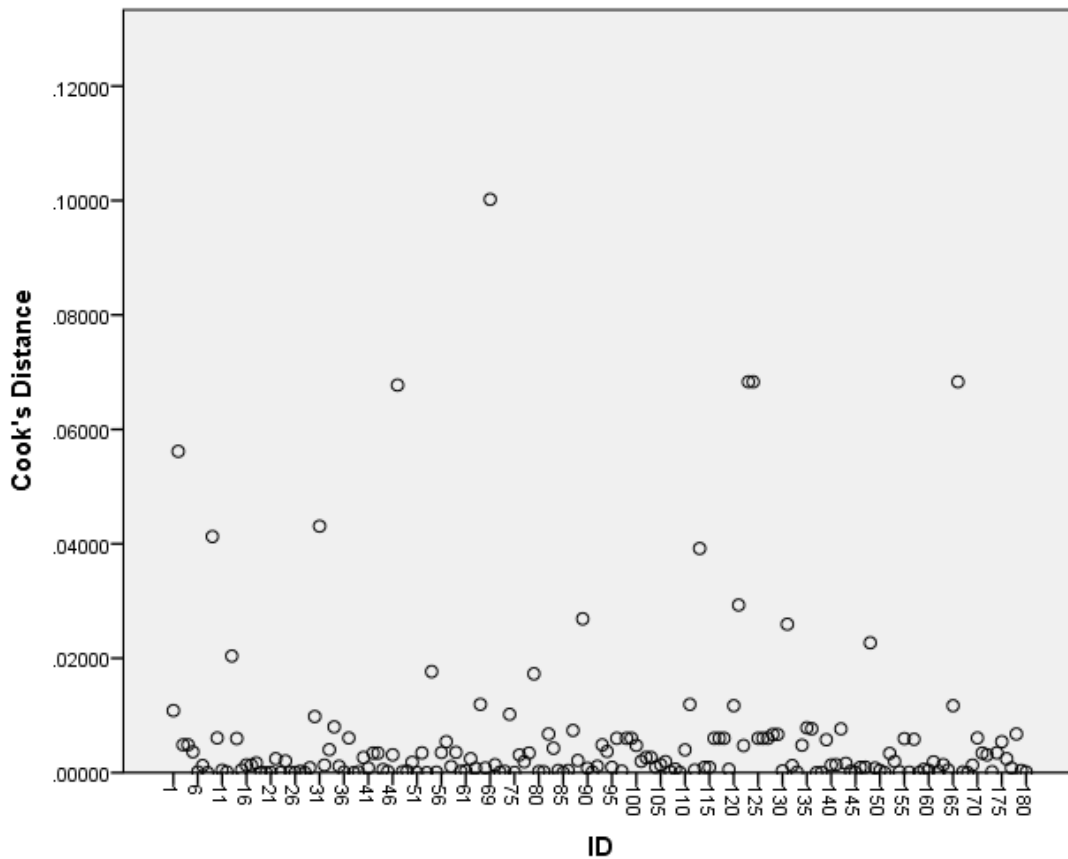


Figure (4.3): Outliers and Influential test

## 4.6 Multivariate Assumptions

Before starting to test linearity and regression relation between independent and dependent variables, some conditions must be taken into consideration which is called the Multivariate Assumptions which are the Normality test and the Multi collinearity assessment.

### 4.6.1 Normality Assessment

Normality assessment is one of the main conditions to implement many statistical tests, with respect to this research according to the below shape it is concluded that the data is normally distributed.

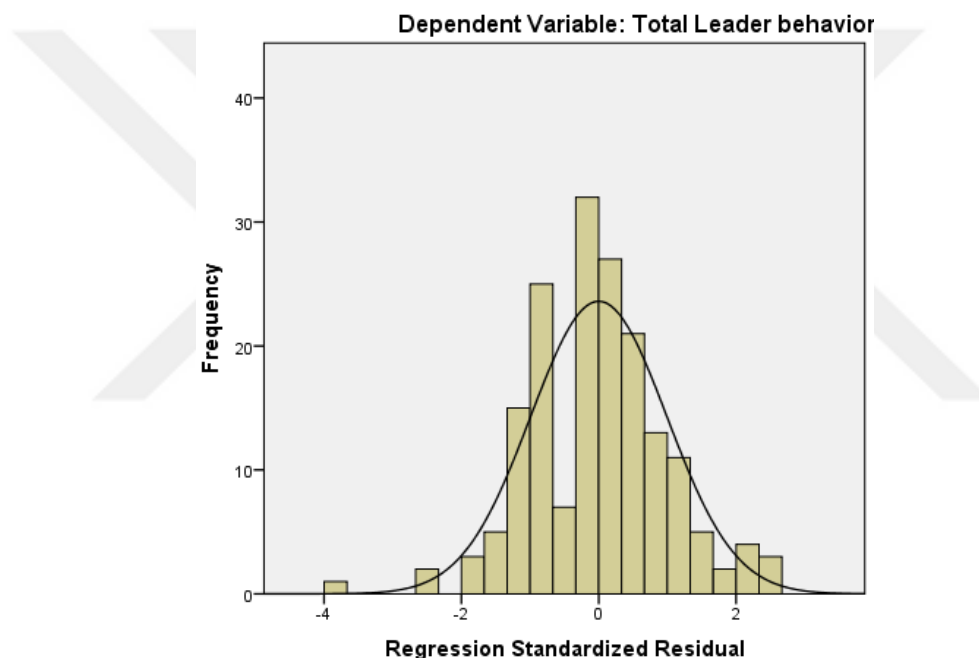


Figure (4.4) Normality assessment

Part of Normality assessment is making sure that there is no Skew and Kurtosis:

- Skew: “happens when the data distribution is not asymmetrical around its mean, either below or above the mean” (Kline, 2011) for not having a Skew the Skew analysis results must be between 3 and -3.
- Kurtosis: “happens when the data have a higher or lower peak comparing to normal distribution” for not having a Kurtosis the Kurtosis analysis results must be between 8 and -8.

According to the results shown in the below table, it can be concluded that there is no Skew and Kurtosis.

**Table 4.28:** Skew and Kurtosis results:

Strategic Leadership practices (Leader Behavior)	Skew	Kurtosis
Your manager explains the future direction of the organization and discusses ways to achieve it.	-.960	0.344
Your manager provides the opportunity for employees to understand the action plan and the way they work.	-.811	-0.046
Your manager works to meet the needs of the employees and build cooperation among them to achieve the goals.	-.800	-0.216
Your manager gives importance to discussion with employees about the future of the organization.	-.801	-0.251
Your manager encourages to motivate and work together to accomplish tasks.	-1.035	0.026

The team effectiveness	Skew	Kurtosis
Your manager gives the importance of providing suggestions and ideas to solve the problems of the institution and discuss with the employees.	-1.015	0.172
Your manager will provide the required capabilities to apply new ideas in the organization.	-.621	-0.405
Your manager focuses on developing the skills of the organization's employees.	-.878	-0.307
Your manager works to provide positive and stimulating thinking and development environment.	-.792	-0.260
Your manager checks the workflow and corrects deviations to reach the goals.	-1.052	0.198

Cooperation and participation behavior	Skew	Kurtosis
--	------	----------

Your manager develops organizational objectives and effective communication systems between employees.	Skew -.489	Kurtosis -0.523
The organization applies strategic leadership in its work to reach its objectives.	-.912 -.077	0.360 -0.861
Your manager assigns critical tasks to staff.		
The organization sends its employees periodically for training programs.	-1.848	-0.425
The organization provides modern technologies for employees to perform their work efficiently.	.058 -.709	-1.126 -0.348
Your manager shares decision-making related to their work.		
The organization focuses on the exchange of knowledge between employees to provide full harmony among them.	-.523	-0.764
The organization provides periodic meetings with the staff to identify the problems and suggestions that face them in the work.	-1.022	0.305
The organization awards prizes for new and innovative ideas provided by employees to achieve the objectives required.	-.717	-0.643

Table (4.28): (Cont.) Skew and Kurtosis results

#### 4.6.2 Multi-Collinearity analysis

Multi-Collinearity happens when independent variables are correlated and not independent from each other there is, when this correlation between variables is high there will be some accuracy problems when interpreting the regression results.

To test Multi-Collinearity (VIF) and tolerance are used:

The VIF must be less than 3 and tolerance must be more than 0.1 to accept that there is no Multi-Collinearity issue (O'Brien, 2007, p. 673).

In this research there are three independent variables (The team effectiveness, the organizational behavior, and the cooperation and participation behavior) using SPSS one variable of the three variables was put as dependent and the other two as independents to see the results which are as below and lead to conclude that there is no multicollinearity issue:

**Table 4.29:** Multi-Collinearity analysis results:

<b>Collinearity Statistics: Part 1</b>		
<b>Dependent Variable:</b> team effectiveness	<b>Tolerance</b>	<b>VIF</b>
Total organizational behavior	.476	2.100
Total Staff development	.476	2.100

<b>Collinearity Statistics: Part 2</b>		
<b>Dependent Variable:</b> organizational behavior	<b>Tolerance</b>	<b>VIF</b>
Total team effectiveness	.401	2.492
Total Staff development	.401	2.492

<b>Collinearity Statistics: Part 3</b>		
<b>Dependent Variable:</b> Staff development	<b>Tolerance</b>	<b>VIF</b>
Total team effectiveness	.354	2.824
Total organizational behavior	.354	2.824

#### 4.7 Regression Analysis for Hypotheses Testing

Regression is “a predictive analysis tool which examines the relationship between independent and dependent variables, with a goal to fit a mathematical function describing how the value of the response changes when the values of the predictors vary” (Gkioulekas & Papageorgiou, 2019). Linear regression is the simplest form of regression which in the case multiple regression, works to explain the data by simply fitting a hyperplane minimizing the absolute error of the fitting. Regression Analysis for Hypotheses Testing result is the P value that is between 0 and 1, to accept or reject a hypothesis, the cutoff point 0.05, if it's less the hypothesis, is accepted if more it is rejected (Hair Jr, et al., 2014).

The Regression Analysis for Hypotheses Testing results is shown in the below table:

**Table 4.30:** The Regression Analysis for Hypotheses Testing results:

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
Total The team effectiveness	.443	.072	.469	6.158	.000
Total Staff development	.120	.069	.113	1.736	.084
Total organizational behavior	.326	.069	.330	4.700	.000

a. Dependent Variable: Total Leader behavior



The P-value which is less than 0.05 results lead to conclude that:

- There is a significant relationship between Team Effectiveness and Leader Behavior.
- There is no significant relationship between Staff development and Leader Behavior.
- There is a significant relationship between Organizational Behavior and Leader Behavior.

#### 4.8 Hypothesis Results Summary

	<b>Relationships</b>	<b>P-value</b>	<b>Interpretation</b>
H1	Team effectiveness → Leader behavior	.000	Supported
H2	Staff development → Leader behavior	.084	Not Supported
H3	Organizational behavior → Leader behavior	.000	Supported

Table (4.31): Hypothesis Results Summary



# Chapter 5

## Conclusions and Recommendations

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

The study included five chapters in addition to the references and supplements. The idea of this study started from the impact of the strategic leadership on the performance of the institution, considering that the strategic leadership affects the performance of the institutions and is influenced by them, which means the possibility of taking advantage of the strategic leadership in promoting a flexible institutional culture the appropriate leadership climate for creativity and innovation, and enable the institution to perform its functions efficiently and effectively through the accuracy of the completion of the tasks required to reach the goals. The problem of the study has been determined by the capabilities, talents and potentials of the strategic leaders in the organization and the development of the performance of the individuals working in the organization, indicating that there is an inappropriate leadership climate, or at least limiting the investment of these capabilities and capabilities, with a somewhat rigid leadership culture and the application of the principles of bureaucracy, which often prevents the development of its performance and limits the effectiveness of the strategic leadership role and its impact on staff and organizations in general, its impact on the organization's present and future, and its ability to formulate a flexible leadership culture for organizations through it has the authority to guide, motivate and contain critical situations, and the values and methods of management that allow it to leave its mark on the organization. The formulation of the future directions of any organization depends on the element of leadership. The appropriate leadership style and its characteristics. The future vision and the formulation of a culture of leadership and support for the development processes in the organization to allow them to stay and continue and competition in light of increasing environmental ambiguity and the proliferation of rapid and complex variables and scarcity of resources, which necessitates the need to prepare and create strategic leaders able to practice difficult and unfamiliar with critics that combines the conscious assimilation of the theory and the possibility of the application, which ultimately leads to building a distinctive leadership culture contribute to the development of the organization's performance strategic thinking roundabout. The problem of the study was the following question:

What is the impact of strategic leadership on the performance of the organization?

Based on the above, the sub-questions were formulated as follows:

- Does the application of organizational behavior have a positive impact on the performance of the organization?
- Does strategic leadership play a role in improving team effectiveness?
- Does strategic leadership play a role in improving cooperation and participation behavior?

After the questionnaire was retrieved, the results were analyzed on the SPSS program, the research found a relationship between the leader's behavior (strategic leadership practices) and the improvement of the organization's performance through the strategic leadership role in improving team effectiveness and organizational behavior, and there is no relationship between the leader behavior and the cooperation and partnership behavior, which necessitates the institution to strengthen cooperation between its subjects to raise the level of performance and work more efficiently to achieve the achievements and strategic objectives.

## **5.2 Results of the study**

### **5.2.1 Results of strategic leadership practices (leader behavior)**

The leader plays an important role in:

- Explain the future direction of the organization to reach the goals.
- Give the employees the opportunity to understand the work plan and the way they work.
- Meet the employees needs and focus on building cooperation among them.
- Work to encourage employees and motivate them to accomplish tasks.
- While the leader does not give importance to discuss the future of the institution with the employees.

### **5.2.2 Results of the team's effectiveness in the organization**

Strategic leadership has an impact on the performance of employees through the behavior of the leader who gives an important role in:

- Accept proposals and ideas to solve problems related to the institution and discuss with employees.
- Provide the capacity to apply new ideas that help improve team effectiveness.
- Focus on developing the employees skills to interact more in the work.

- Providing a positive thinking and positive development that helps to improve the performance and effectiveness of the employees.
- Check the workflow and correct the deviations to reach the desired goals.

### **5.2.3 Results of organizational behavior in the organization**

Strategic leadership has an impact on organizational behavior to improve performance in the organization through:

- Apply strategic leadership style to achieve the desired goals in the organization.
- The organization develops its staff and sends them periodically to enhance organizational behavior to raise the level of performance in the organization.
- The organization provides modern technologies to develop performance and organizational behavior to perform the work efficiently and distinctly.
- The Foundation provides regular meetings with the staff to identify problems and discuss the suggestions they face in working to enhance organizational behavior and build institutional and leadership culture.
- The Foundation awards prizes for new and innovative ideas offered by employees to achieve the desired goals.

### **5.2.4 Results of the cooperation and participation behavior of between employees**

Strategic leadership has an impact on the behavior of cooperation and collaboration between employees to improve performance in the institution through:

- The leader promotes mutual respect and confidence among employees to improve performance and strengthen cooperation and partnership.
- While the organization needs to strengthen the coordination of communication between employees to develop the behavior of cooperation and partnership.
- The assignment of critical tasks has a negative effect on improving the performance of the employees and prevents them from promoting cooperation among them and do not agree to implement them. Therefore, the strategic leader should clarify the course of work for the employees especially in the difficult tasks.
- The strategic leader must strengthen the rapprochement between him and the staff to help them make informed decisions.
- While the leader needs to strengthen the knowledge and emphasis on the exchange between the workers to provide harmony and cooperation and share them to achieve the goals.

### 5.3 Recommendations

- Strategic leaders must internalize external influences on employee behavior, eliminate negative impacts, and strengthen and support positive aspects.
- Strategic leaders should work to create an effective leadership culture by creating clear organizational policies stemming from the organization's reality.
- Considering the importance of empowering the employees of the institution to achieve positive results in the institution, and a positive impact on the worker is raising his morale and motivates him to more tender and creative.
- Strengthening strategic leadership practices at the International Leadership Academy for Development.
- Work to motivate employees through a variety of different ways, as well as reward outstanding employees.
- Develop the skills of the strategic leader in the organization through customized training programs, with the need to allocate training programs for the employees to develop their job performance.
- The institution needs to review the strategy periodically, and the emphasis on correcting any deviations after the identification, to ensure the workflow efficiently and effectively.
- Promote greater coordination and cooperation between different departments through effective communication and exchange of information.
- Develop the skills of the strategic leader in the organization through customized training programs, with the need to allocate training programs for the employees to develop their job performance.
- Working towards providing a leadership culture that is flexible and avoids stalemate by ensuring that employees at various administrative levels participate in the process of making decisions to achieve the objectives of the institution.
- Attention to the plans and strategies necessary to implement strategic leadership development programs.
- Promote the values of justice, equality and focus on the self-managed task forces, with the aim of increasing the loyalty and belonging levels of the employees of the institution.

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## APPENDIX

### Questionnaire

#### Part 1

##### Personal Information

Age:

- 1- Less than 25 years
- 2- From 25 years to less than 30 years
- 3- From 30 years to less than 45 years
- 4- 45 years and older

Gender:

- 1- Male
- 2- Female

Academic qualifications:

- 1- Bachelor
- 2- Master
- 3- Ph.D.

Professional status:

- 1- Employee
- 2- Manager

Years of Experience:

- 1- Less than 5 years
- 2- From 5 years to less than 10 years
- 3- From 10 years to less than 15 years
- 4- 15 years and older

Part 2

Num.	Strategic Leadership Practices (Leader behavior)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	I agree (4)	I totally agree (5)
1.	Your manager explains the future direction of the organization and discusses ways to achieve it.					
2.	Your manager provides the opportunity for employees to understand the action plan and the way they work.					
3.	Your manager works to meet the needs of the employees and build cooperation among them to achieve the goals.					
4.	Your manager gives importance to discussion with employees about the future of the organization.					
5.	Your manager encourages to motivate and work together to accomplish tasks.					

Part 3

Num.	Improve the team effectiveness	Strongly Disagree (1)	Disagree (2)	Neutral (3)	I agree (4)	I totally agree (5)
1.	Your manager gives the importance of providing suggestions and ideas to solve the problems of the institution and discuss with the employees.					
2.	Your manager will provide the required capabilities to apply new ideas in the organization.					
3.	Your manager focuses on developing the skills of the organization's employees.					
4.	Your manager works to provide positive and stimulating thinking and development environment.					
5.	Your manager checks the workflow and corrects deviations to reach the goals.					

Part 4

Num.	Improving the performance of the organization (organizational behavior)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	I agree (4)	I totally agree (5)
1.	The organization applies strategic leadership in its work to reach its objectives.					
2.	The organization sends its employees periodically for training programs.					
3.	The organization provides modern technologies for employees to perform their work efficiently.					
4.	The organization provides periodic meetings with the staff to identify the problems and suggestions that face them in the work.					
5.	The organization awards prizes for new and innovative ideas provided by employees to achieve the objectives required.					

Part 5

Num.	Staff development (cooperation and participation behavior)	Strongly Disagree (1)	Disagree (2)	Neutral (3)	I agree (4)	I totally agree (5)
1.	Your manager works to provide open and effective communication systems between employees.					
2.	Your manager gives some critical tasks to staff.					
3.	Your manager works on the rule of respect and mutual trust between employees.					
4.	Your manager shares decision-making related to their work.					
5.	The organization focuses on the exchange of knowledge between employees to provide full harmony among them.					