



T.C

BINGOL UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

BUSINESS ADMINISTRATION DEPARTEMENT

**ADMINISTRATIVE LEADERSHIP AND ITS ROLE ON
ACHIEVING SUCCESS STRATEGIES**

Prepared By

Kwan Abdulqader ISMAEL

Master's Thesis

Supervisor

Prof. Dr. Sait PATIR

Bingöl- 2017



T.C

**BİNGÖLÜNİVERSİTESİ
SOSYALBİLİMLER ENSTİTÜSÜ
İŞLETME BÖLÜMÜ**

**İDARI LİDERLİK VE BAŞARI STRATEJİLERİNE
ULAŞMADA ROLÜ**

Hazırlayan

Kwan Abdulqader ISMAEL

YÜKSEK LİSANS TEZİ

Danışman

Prof.Dr. Sait PATIR

Bingöl- 2017

TABLE OF CONTENTS

BİLİMSEL ETİK BİLDİRİMİ.....	IV
ÖNSÖZ.....	V
SOCIAL SCIENCES INSTITUTE	VI
ACKNOWLEDGMENTS	VII
DEDICATION.....	VIII
LIST OF FIGURES	XIV
INTRODUCTION	1
CHAPTER ONE	3
THE SCOPE OF THE STUDY	3
1.1 Research Problem	4
1.2 The Key Aim of The Research.....	5
1.2.1 The Objectives of This Dissertation	5
1.2.2 The Significance of This Dissertation.....	6
1.3 Dissertation's Variables.....	7
1.4 Theoretical Framework of The Dissertation.....	7
1.5 The Dissertation Hypotheses.....	8
1.5.1 The First Hypothesis	8
1.5.2 The Second Hypothesis	8
1.6 Data Analysis Methods.....	10
1.7 Dissertation Limitations	10
1.8 Terminology Definitions.....	11
1.8.1 Administrative Leadership.....	11
1.8.2 Strategic Success.....	11
CHAPTER TWO	13
LITERATURE REVIEW	13
2.1 Administrative Leadership.....	13
2.1.1 The Concept of Administrative Leadership	13
2.1.2 Leadership Functions	16

2.1.3 Leadership Elements.....	17
2.1.4 Shapes of Leadership	18
2.1.5 Leadership Skills	18
2.1.6 The Dimensions of Administrative Leadership.....	19
2.1.7 Administration Innovation.....	19
2.1.8 The Importance of Administrative Innovation	20
2.2 Ability to Make Decisions.....	21
2.2.1 The Importance of Administrative Decision Making	22
2.2.2 Factors Influencing Decision-Making	22
2.3 Organizational Culture	22
2.3.1 The Importance of Organizational Culture.....	23
2.4 Strategic Success	24
2.4.1 The Concept of Strategic Success	24
2.5 Measuring The Strategic Success	27
2.6 Previous Studies	30
CHAPTER THREE	34
METHODOLOGY	34
3.1 The Methodology of The Dissertation.....	34
3.1.1the Study Population And Appointed	34
3.1.2 Gender.....	36
3.1.3 Education Level.....	36
3.1.4years of Experience	36
3.1.5scientific Position.....	36
3.1.6 Methods of Data Collection.....	37
3.1.7 Reliability of The Dissertation	38
3.1.8 Statistical Treatment Used	39
CHAPTER FOUR.....	41
RESULTS AND FINDINGS	41
4.1 Descriptive Analysis of Study Variables.....	41
4.1.1 Administrative Leadership.....	41
4.1.2 Administration Creativity	41

4.2 Strategic Success	47
TESTING STUDY HYPOTHESIS	54
4.3 Testing First Hypothesis.....	54
4.4 Testing Second Hypothesis.....	56
CHAPTER FIVE.....	59
CONCLUSION AND RECOMMENDATIONS.....	59
5.1 Conclusion	59
5.2 Recommendations	60
ÖZGEÇMİŞ.....	81



BİLİMSEL ETİK BİLDİRİMİ

Yüksek Lisans tezi olarak sunduğum“Administrative Leadership And Its Role on Achieving Success Strategies” adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süre

bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan ve yadolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu taahhü ederim.

/ /2017

İmza

KWAN ABDULQADER ISMAEL

ÖNSÖZ

“Administrative Leadership And Its Role on Achieving Success Strategies” günümüz işletmelerinin rekabetçi konumunu korumakta giderek daha fazla vurgulanan "tüketici odaklı" yaklaşımlar bağlamında vurgulanmaktadır.

Bu çalışmanın hazırlanmasında vazgeçmeyen danışman; (Prof. Dr.Sait Patir); Katkıda bulunan (Bay Zana Majed Sadq) kişiye katkıda bulunan tüm katılımcılara teşekkür ederim.

Çalışmalarımı tamamlarken moral ve motivasyonumun yüksek seviyede tutulmasına yardımcı olduğum için minnettarlık duyuyorum.

/ /2017

İmza

KWAN ABDULQADER ISMAEL

BINGOL UNIVERSITY
SOCIAL SCIENCES INSTITUTE

This work entitled (Administrative Leadership And Its Role on Achieving Success Strategies), prepared by (Kwan Abdulqader ISMAEL), was found to be successful as a result of the thesis defense examination held on the date of [Defense Examination] and accepted by our juror As the Master's Degree in the Department of Business Admiration.

THESIS JURY MEMBERS (Administrative Leadership And Its Role on Achieving Success Strategies), Prepared by (Kwan Abdulqader ISMAEL)

Chair: Assistant Professor.Dr. Mehmet AYTEKİN Signature:

Supervisor: Professor Dr.Sait PATIR Signature:

Member: Associate Professor.Dr. Abdulvahap BAYDAŞ Signature:

CONFIRMATION

ONAY

The jury determined in the 11 /10 / 2017 have accepted this thes is Session of the Board of Directors of the Institute of Social Sciences of bingol University.

Title Name Surname
Director of the Institute

ACKNOWLEDGMENTS

(Administrative Leadership And Its Role on Achieving Success Strategies) is emphasized in the context of "consumer-focused" approaches that are increasingly emphasized in maintaining the competitive position of today's businesses.

Advisor who does not give up help in preparing this work ;(**Prof. Dr.Sait PATIR**); I would like to thank all the contributors who contributed to the **(Mr.Zana Majed SADQ)** person who contributed.

While completing my work, I offer my gratitude for helping to keep my morale and motivation at a high level.



/ /2017

imza

KWAN ABDULQADER ISMAEL

DEDICATION

This Research is dedicated to:

- ❖ To the spirit of my father, may God have mercy on him.
- ❖ To my dear mother who always supported me, god saves you my mother.
- ❖ My lover's sisters and brothers.
- ❖ To my dear wife (Rezhna), my children (Kavin,Havin and Barz).
- ❖ To my all my friends in the colleagues who helped complete this research.



ÖZET

Bu çalışma, boyutunun (sürekli yenilikler, yatay düzenleme ve etkin uygulama) temel alan başarı stratejilerinin elde edilmesinde boyutunun kapsadığı (yönetim yaratıcılığı, karar verme kabiliyeti ve örgüt kültürü) idari liderliğin rolünü araştırmayı amaçlamaktadır. Irak Erbil şehrindeki üç özel üniversitede (Bilgi Üniversitesi, Bayan Üniversitesi ve Lübnan - Fransız üniversitesi) akademik liderliklerin (kolaj dekanı, yardımcıları, bölüm sorumlusu, bölüm raportörü) perspektifleri üzerine.

Bu çalışmanın amaçları:

- Çalışmanın değişkenleri, İdari liderlik ve başarı stratejileri hakkında bir açıklama yapmak.
- Elde edilen stratejik başarı düzeyini belirlemek.
- Yönetim liderliği ve başarı stratejileri arasındaki ilişkiyi incelemek.
- Yönetim liderliğinin başarı stratejileri üzerindeki etkisini keşfetmek.

Çalışma örneğinden birincil veriler toplamak amacıyla hazırlanan anket formu. Ankete katılanlara bu araştırmanın amacını açıklamak için doğrudan araştırmacı tarafından dağıtılan 120 anket. 112 anket geri döndü ve istatistiksel olarak 106 anketin analizi amaçlandı.

Bu çalışma, idari liderlik ile stratejilerin başarısı arasındaki korelasyonu ve etkiyi incelemek için iki hipotez ve bir alt hipotez seti sundu.

Bu çalışma, yönetsel liderliğin stratejilerin başarısı üzerinde zayıf bir etkisinin yanı sıra olumlu ancak zayıf bir korelasyon olduğunu bulmuştur. Yönetim liderliğinin stratejilerin başarısı üzerindeki rolünü iyileştirmek amacıyla, bu çalışmanın sonuçlarına dayalı olarak sunulan bir öneri seti.

Anahtar Kelimeler: yönetsel liderlik, yönetim yaratıcılığı, karar verme becerisi, örgüt kültürü, başarı stratejileri, sürekli yenilikler, yatay düzenleme ve etkili uygulama

Abstract

This study aims to investigate the role of administrative leadership that its dimension encompass of (administration creativity, the ability to make decisions, and organizational culture) on achieving success strategies that its dimension encompass of (continuous innovations, horizontal regulation, and effective implementation) based on the perspectives of academic leaderships (dean of collages, their assistance, head of departments, rapporteur of department) at three private universities in Iraqi Erbil city namely (Knowledge University, Bayan University, and Lebanese – French university).

The objectives of this study are:

- To give an explanation about the variables of the study, Administrative leadership, and success strategies.
- To identify the level of strategic success achieved.
- To examine the relationship between administrative leadership, and success strategies.
- To discover the impact of administrative leadership on success strategies.

A survey questionnaire prepared in order to collect primary data from study sample. 120 questionnaires distributed directly by the researcher in order to explain the aim of this study to the respondents. 112 questionnaires returned and for the purpose of statistically analyzing 106 questionnaires were appropriate.

This study presented two hypotheses and a set of sub- hypotheses in order to examine the correlation and the impact between administrative leadership and strategies success.

This study found that there is a positive but weak correlation as well as a weak impact of administrative leadership on strategies success. A set of recommendation presented based on the outcomes of this study, in order to improve the role of administrative leadership on strategies success.

Keywords: administrative leadership, administration creativity, the ability to make decisions, organizational culture, success strategies, continuous innovations, horizontal regulation, and effective implementation



LIST OF TABLES

TABLE 1 : ANALYSIS OF RESPONDENTS' DEMOGRAPHICS	35
TABLE 2 : FIVE LIKERT SCALES MEASUREMENT	37
TABLE 3 : QUESTIONNAIRE INSTRUMENTS	38
TABLE 4 : CALCULATED CRONBACH'S ALPHA COEFFICIENT	39
TABLE 5 : ADMINISTRATION CREATIVITY ANALYZING QUESTIONS.....	42
TABLE 6 : ABILITY TO MAKE DECISIONS ANALYZING QUESTIONS.....	44
TABLE 7 : ORGANIZATIONAL CULTURE ANALYZING QUESTIONS.....	46
TABLE 8 : ARRANGING OF ADMINISTRATIVE LEADERSHIP'S DIMENSIONS	47
TABLE 9 : CONTINUOUS INNOVATIONS ANALYZING QUESTIONS	49
TABLE 10 : HORIZONTAL REGULATION ANALYZING QUESTIONS	51
TABLE 11 : EFFECTIVE IMPLEMENTATION ANALYZING QUESTIONS.....	53
TABLE 12 : ARRANGING OF STRATEGIC SUCCESS	54
TABLE 13 : CORRELATION BETWEEN ADMINISTRATIVE LEADERSHIP AND SUCCESS STRATEGIES	55
TABLE 14 : CORRELATION BETWEEN ADMINISTRATIVE LEADERSHIP DIMENSIONS AND SUCCESS STRATEGIES	56
TABLE 15 : THE IMPACT OF ADMINISTRATIVE LEADERSHIP ON SUCCESS STRATEGIES.....	57
TABLE 16 : THE IMPACT OF ADMINISTRATIVE LEADERSHIP DIMENSIONS ON SUCCESS STRATEGIES	58

LIST OF FIGURES

	Page
FIGURE 1 : THEORETICAL FRAMEWORK	7
FIGURE 2 : RESEARCHER'S MODEL OF MEASURING INDICATORS OF STRATEGIC SUCCESS	29



Introduction

The rapid evolution of many of the administrative and technical concepts to encourage organizations to search on proper methods and techniques to achieve their goals in addition to promote the offering the services and products depending on what that they have from potential resources, workforce, and managers that lead the organization. Hence, leadership is one of the management functions that concern to most managers working with organizations as well as the academic scientists in the field of management, as managers and probably most of the employees in the organization are interested to see that which who they deal along with the advantages, future visions, his/her style and accomplishments.

Although leaders' decisions are the core and basic functions of the leader that impact the strategies that the organization is depending on. Furthermore, the degree of strategic success of any organization will depend primarily on the capacity and efficiency of administrative leaders, and their understanding of the methods of administrative decisions. Therefore, effective leader is the one who selects the most suitable strategies rationally and make a decision in order to achieve a specific goal

Nowadays, organizations face many difficulties in order to reaching the success as a result of technological developments and rapid environmental changes, the intensification of competition, as well as constant changes in customer preferences, which has become more complex than before that stimulated organizations to search broadly and more inclusive about the concept of success that able to solving that faced organization in the current time or in the future.

In order to take the subject, this dissertation is divided into five chapters. The first chapter presents the scope of the dissertation, dissertation problem, a key aim of the dissertation, the objectives of dissertation, the significance of the dissertation, theoretical framework of the stud dissertation, the hypotheses of dissertation, dissertation limitations, and terminology definitions.

The second chapter has been divided into three sections, the first section deals with giving a brief explanation about the concept of administrative leadership, its importance, characteristics of administrative leadership, and other subjects that related

to administrative leadership. In section two details about strategic success along with presenting a set definition has been presented, as well as presenting a number of diminutions of strategic success. In section three, a number of previous studies related to this subject have discussed.

Chapter three will present the dissertation methodology along with discussing the study population and study sample, methods of data collection, questionnaire instruments, reliability of the dissertation, and statistical treatment used in this dissertation.

Chapter four will present and discuss the results and outcomes from the questionnaire that have been used as a tool to collect primary data from the participants.

Finally, chapter five will conclude this dissertation by presenting two sections the first section conclusion, and the second is the recommendations.

CHAPTER ONE

THE SCOPE OF THE STUDY

Leadership is the one of the administrations' functions that stills concern managers that working with organizations in addition to researchers and academics that interested in leadership kinds in organizations through studding their characteristics, their advantages, their methods, and their accomplishments. In general, the concept of the leadership means working with others, along with influence them to achieve the desired goal. However, the kind of leadership differently depends on the activities and actions carried out by the organization, since the activities and actions may be administratively, politically or militarily.

Strategic success is the results of intellectual and philosophical interactions at the level of theory and practice and the outcomes of efforts and contracts, as the interests were prevalent in the twentieth century as well as the paradoxes of resource scarcity and increased needs. Also, despite the lack of resources, it is no longer a difficult variable in the organizations equation. This concept can also be considered as distinct intellectual results, with new actions to measure the success of organizations that are more compatible with internal and external environments, including adaptation and growth.

Strategic success is the organization's ability to survive and adapt to growth regardless of the goals achieved. Kenny, (2001, 10) states that success is determined by the results of the activity for customers, employees, owners and all stakeholders from an outside-inside perspective, rather than an inside-out perspective. Strategic success is the ability of strategic management to select / then deal with situations which is an outstanding success for the Organization. In other words it is "the result of administration leadership's faith in the philosophy of coincidence along with employ them stored in memory to anticipate challenges, and the level of success in dealing with or avoid them (AL-Khafaji and Al-Baghdadi, 2001, 154)

1.1 Research Problem

In a global environment characterized by irregular and rapid change, as well as difficult to predict what might happen in a short period of time, which is creating difficulties and a great challenge for organizations (service and productivity), that organizations need to focus on the administrative process that works to meet these challenges. If the management is the essence of the success of the organization, the leadership is the essence of the success of the administrative process.

The organizations in spite of sizes and the sectors that serve need a necessity effective administrative leadership because the relationship between the application of various plans and strategies with an effective tool that understands the practical approach in administrative leadership in addition to move the factors of production and maintain their flow to serve the desired objectives.

Organizations seeking in spite of the difference in size, activities, objectives and the nature of the business to survive, continue, and to grow. This does not take place independently without the existence of efficient leaders in the organization that able to achieve their goals and ambitions in addition to understanding the latest developments and events in order to ensure the continuation and growth of the organization.

Moreover, the concept of administrative leadership and its role in achieving strategic success is worthy to be studying. However, the real challenge that faces administrative leaders in the organizations is how to put this concept is the subject of the application. As a result of the inadequate perception of the importance of administrative leadership in the Iraqi organizations to achieve success strategies the research problem may raise as the following question:

What is the role of successful administrative leadership in achieving success strategies?

The following sub questions emerge from the main question:

1. What is the meaning of leadership, administrative leadership, and Success Strategies?
2. What is the perception of the administrative leaders in the organizations under study about the concept of strategic success?

3. What is the level of significance of the administrative leadership and achieve Success Strategies?
4. What is the type of correlation and impact between administrative leadership and achieve Success Strategies?

1.2 The Key Aim of The Research

The main aim of conducting this research is to examine the role of administrative leadership in success strategies achievement. In addition, to develop a theoretical framework includes the basic concepts of the dissertation's variables.

1.2.1 The Objectives of This Dissertation

This study addresses the following objectives;

1. To give an explanation about the variables of the study, Administrative leadership, and success strategies.
2. To identify the level of strategic success achieved.
3. To examine the relationship between administrative leadership, and success strategies.
4. To discover the impact of administrative leadership on success strategies.
5. To find out the strong relationship and the strongest impact of administrative leadership on Success Strategies.
6. To assist the universities administration in the formulation, development appropriate plans and strategies after identifying the strengths and weaknesses, in order to achieve a high level of strategic success.

1.2.2 The Significance of This Dissertation

The significance of this dissertation: can be illustrates as the followings:

1. The significance of this study that focuses on understanding the importance of administrative leadership that have become the standard that which determines of the success of success strategies achievement. As the subject of administrative leadership among researchers and academics in the science of management subjects.
2. The role of administrative leadership and its prestige comes from being the basis of the role that covers all aspects of the administrative process. Consequently, make the organization more effective, creative and moving them as a tool to achieve their goals and objectives.
3. Contribute in the statement of the importance of dissertation's variables along with its role in the effectiveness of achieving strategic success in the private universities. Since its expected impact will help the universities' administration in the diagnosis of the strengths and weaknesses for the administrative practices in order to contribute to the improvement along with the treatment process in universities' strategies.
4. The importance of private universities in Iraqi Erbil city being one of the most important business organizations that they were able to arise under conditions and environmental changes accelerated and was able to respond to them. Therefore, the current dissertation adds economic importance to enable these private universities to provide modern and sophisticated services and achieve an increase in competitive advantage.
5. The need for the private universities in Iraqi Erbil city to understand the theoretical concepts and practical practices of the variables of this dissertation and its benefits in achieving the effectiveness of success strategies.

1.3 Dissertation's Variables

This dissertation included two main variables. Firstly, independent variable that is administrative leadership represented by three dimensions (administration creativity, ability to make decisions, and organizational culture). Secondly, dependent variable in this dissertation is the strategic success represented by three dimensions as well (continuous innovations, horizontal regulation, and effective implementation).

1.4 Theoretical Framework of The Dissertation

The theoretical framework of this dissertation can be shown in the figure below:

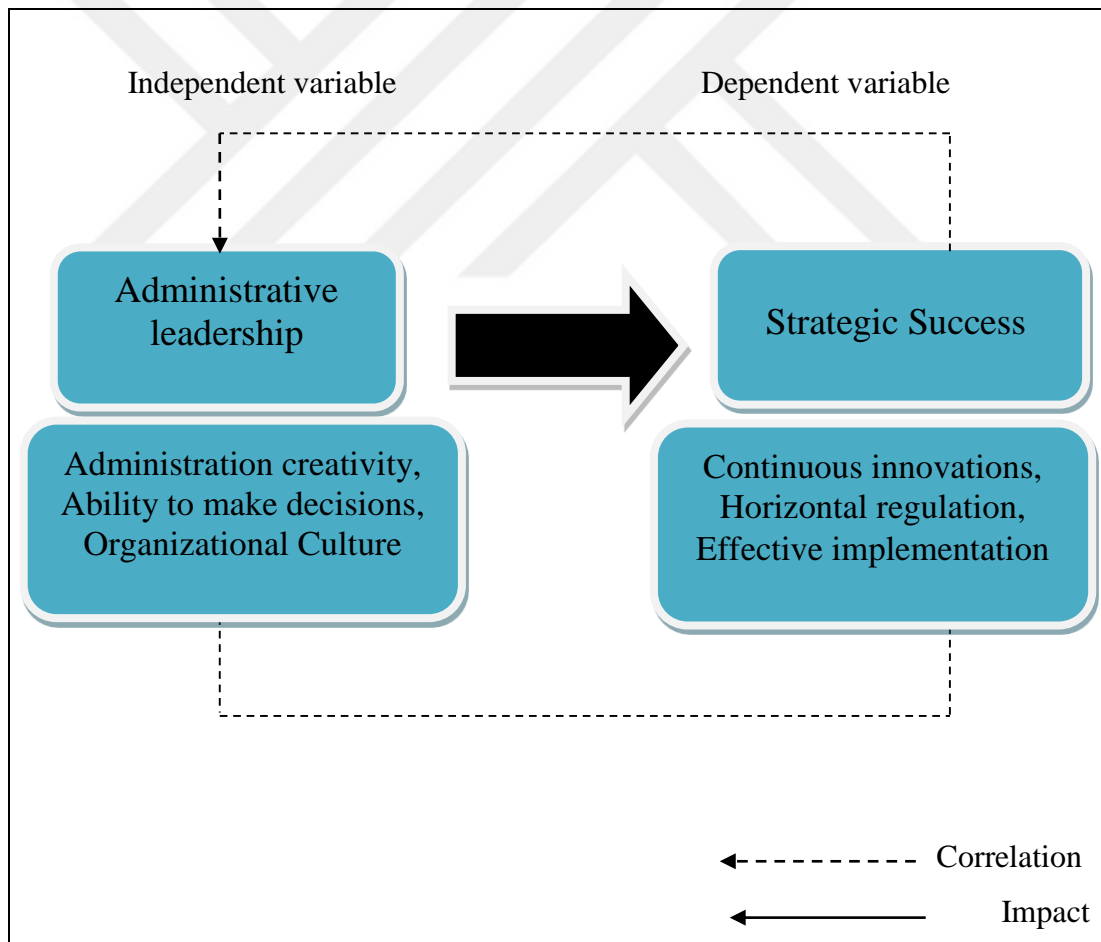


Figure 1 : Theoretical Framework

1.5 The Dissertation Hypotheses

This dissertation attempt to examine two hypotheses:

1.5.1 The First Hypothesis

There is a measurable positive correlation between Administrative leadership, and Success Strategies.

The sub- hypotheses that derive from the First main Hypothesis are:

1. There is a measurable positive correlation between administration creativity and success strategies.
2. There is a measurable positive correlation between the ability to make decisions and success strategies.
3. There is a measurable positive correlation between organizational culture and success strategies.

1.5.2 The Second Hypothesis

There is statistically a significant impact of administrative leadership on success strategies.

The sub- Hypotheses that derive from the second main hypothesis are:

1. There is statistically a significant impact of administration creativity on success strategies.
2. There is statistically a significant impact of the ability to make decisions on success strategies.
3. There is statistically a significant impact of organizational culture on success strategies.

The Methodology

This dissertation adopted descriptive analytical approach based on primary and secondary sources. Books, scientific journals, university dissertations, researches and studies were reviewed in Arabic and English language in order to preparing the theoretical framework for this dissertation.

On the field side, the questionnaire was used to collect data through design and development of a survey questionnaire and distributed to the study sample. Data collected were analyzed by the Statistical Program (SPSS). Using appropriate statistical methods to reach results and outcomes such as reliance on frequencies distributions and percentages, to identify respondents' responses to the main variables of the dissertation instrument (questionnaire). The mean and standard deviation was also used to determine the respondents' responses to the questionnaires items.

In order to identify the correlation between the dissertation variables, the correlation coefficient (Pearson) was used. Finally, a simple regression was used to identify the impact of the independent variable (Administration leadership) on the dependent variable (strategic success).

This dissertation dependence on the results of the descriptive statistical analysis of the collected data. The Likert five scale was used (strongly disagree, disagree, uncertain, agree, and strongly agree) and weights (1, 2, 3, 4, and 5) respectively. The three levels of means relative importance: low, medium, and high that this study depended on was as the following:

1. The level will be low if the general calculated of mean reached from (1 to 2.33).
2. The level will be medium if the general calculated of mean reached from (2.34 to 3.66).
3. The level will be high if the general calculated of mean reached from (3.67 to 5).

1.6 Data Analysis Methods

In this dissertation, and for the purposes of the analysis the questionnaires that distributed to the study sample, the following statistical methods will be used, namely:

1. Descriptive statistical method: to describe the characteristics of the study sample, in addition to presentation and analysis the study sample answers according to the questions in the questionnaire, extracting means, standard deviations, and the level of importance.
2. Extracting the correlation between dissertation variables through Pearson coefficient. The coefficient of determination (R^2) through multiple regression analysis in order to test the impact of the independent variable on the dependent variable.

1.7 Dissertation Limitations

This dissertation's scope of the following:

1. **Objective Limitations:** include the description of dissertation variables along with clarifying the importance of dissertation variables.
2. **Human Limitations:** managers at the Knowledge Private University in Iraqi Erbil city include dean of collages, their assistance and head of departments.
3. **Place Limitations:** Knowledge Private University in Iraqi Erbil city.
4. **Time Limitations:** The time needed for the dissertation accomplishment from October 2016 to May 2017.

1.8 Terminology Definitions

1.8.1 Administrative Leadership

Leadership has significant impact on the strategic management process. In particular, it helps to determine the vision and mission of the organization. Leadership is a set of behaviors' that enforces the people to formulate the organizational goals and then motivate them to jointly contribute in order to achieve the organization's goals. Basically leader plays a vital role in the decision making to ensure efficacy (effectiveness) and the success of the organization.

1. Administration Innovation: is a generation of new ideas for a specific industry, market or environment. Administrative innovation is an individual's ability to use his/her intellectual and mental potential in addition to take advantage of the capabilities and resources available or possible to evaluate a means, tool, idea or product that is useful and valuable to the organization.

2. Ability to Make Decisions: is the process of selecting the most appropriate alternatives that available or planned to achieve the objectives effectively. It is refers to achieving the objectives at the lowest cost.

3. Organizational Culture: is the system of meanings, symbols, beliefs, rituals and practices which evolve and settle with time and become a special feature of organization since it create a common understanding among its members about the organizational characteristics and expected behavior of its members.

1.8.2 Strategic Success

The successful implementation of the strategic plan of the organization as it is a strategic success = strategic planning. It can be also explain that it successful leadership is managers understand for the purpose of the organization and what is happening in the business environment.

1. Continues Innovations: Successful organizations innovate and put their initiative in the market early, outperforming their competitors, while failed organizations insist on offering the same usual versions of their products without development, followed by competitors.

2. Horizontal Organization: Successful organizations operate through a decentralized system that enabling its branches and managers to make decisions. While failed organizations insist on centralized management, all powers shall be withdrawn from their branches and divisions and shall be concentrated solely in the hands of top management. Thus, hampering their competitiveness.

3. Effective Implementation: Successful organizations are concerned with implementation in an effective manner, ensuring that their clients are satisfied, while failed organizations feel paralyzed and unable to implement their strategy.



CHAPTER TWO

LITERATURE REVIEW

2.1 Administrative Leadership

2.1.1 The Concept of Administrative Leadership

The concept of leadership currently is considered to be one of the most topics that have received particular attention in the management thought. Leadership can be defined through a review of a number of definitions presented by some researchers and practitioners in the field of management from their different attitudes, then discusses in order trying to reach the determinant of general characteristics that distinguish the concept of leadership.

Leadership has been defined as the process of moving a group of people in a specific and planned direction by motivating them (Al-Taleb, 2006, 52). Leadership is also defined as a set of attributes and abilities that make a particular person on top form for administrative leadership (Al-Shaibani, 1988, 271). Leadership is skill based on the personality traits of the leader to induce voluntary acceptance of subordinates in a wide range of subjects (Shawqi, 1993, 34).

Leadership has also been defined as assessing the influence of one person on others so that they accept their leadership voluntarily and without legal obligation for their recognition of their role in achieving their goals and to express their hopes and aspirations, which gives him/ her ability to lead the members of the group as he/she sees (Al-Qariouti, 2003, 181).

Leadership is the specialized activity of a person to influence others and make them cooperate to achieve a goal they wish to achieve (Al-Masat, 2003, 95). Leadership is the process of finding positive and good relationships with subordinates with the aim of achieving competition for labor rather than conflict among themselves. Leadership is the process of interaction between leaders and a group of people in a given position will have to set common goals and then take effective action to achieve those goals (Majeed, 2005, 1).

Leadership according to (Abdul Baqi, 2003, 241) is a kind of morale and responsibility in which they embodied leader working to unify the efforts of his subordinates in order to achieve the desired goals. Leadership means the efforts to influence or change employee's behavior in order to reach the goals of the organization and individuals' together (Kalaldehy, 1997, 18).

Leadership is a process which is conducted through it the influence on the behavior of individuals and the group towards organizational goals (Chmeil, 2000, 312). Is the process of inspiring individuals to provide the best results to achieve the desired results. Furthermore, it is related to directing individuals in right guidance, obtain their commitment, and motivate them to achieve their goals (Abawi, 2007, 30).

Administrative leadership is guiding and influencing process on the activities and tasks required of members of the working groups (Balwt, 2005, 416). It is a complex phenomenon that has three dimensional since they formed in their operations and their effects leader - subordinates – positions (Najm, 2012, 31).

On his part, Najji (2000, 305) believes that leadership is "a kind of interaction that an individual (the leader) will be able to encourage or stimulate group to do a job that suited to the expectations of the leader.

Leadership also can be defined as the interaction between the characteristics of the leader as well as the characteristics of subordinates in addition to the situations they are going through individuals or groups towards achieving the desired goals (Al-Adely, 1993, 227).

By observing the above definitions a group of characteristics can be existence:

- The presence of a leader possessing practical, mental, and physical qualities and skills.
- The existence of a goal or group of common goals that everyone seeks to achieve.
- The existence of subordinates convinced of the goals and the joint between them and the leadership and organization.
- The existence of a specific situation or circumstance that leads the leader and followers of their jobs.
- An interactive result with a reciprocal effect between the leader and the work groups.
- The success of leadership is related to attitude, obedience, skill and clarity of purpose.

- The leadership follows different motivational methods to achieve goals.

Leadership is the ability to direct others in order to achieve certain goals. It is the process of the impact of the leader on the behavior of subordinates by making them performing the work assigned to them efficiently in addition to achieve common goals toward a certain situation or a certain subject (Al-Musaida, et al, 2013, 265).

Based on the above definitions of the leadership. The researcher define leadership as the art of influencing subordinates to accomplish the tasks assigned to them in an enthusiasm and sincerity way that it is the ability to motivate and encourage individuals to accomplish what the leadership wants to achieve.

Based on the above definitions, a set of essential elements appeared:

- i. The leader is a person that is different from group members for the reason that his/her ability to influence them.
- ii. Motivating and encouraging employees to achieve desired goals for the organization.
- iii. Situations or circumstance that the leader performs his/her actions to impact the employees' behaviors.

The specifications of the administrative leadership can be summarized as follows (Al-Assaf, 2005, 40):

- Good reputation, honesty and good morals.
- Calm and balance in the handling of things and judgment when making decisions.
- Physical strength and health safety.
- Flexibility and wide horizons.
- Ability to exercise restraint when necessary.
- Good appearance and positive work.
- Self characteristics such as thinking, planning, creativity and the ability to visualize.
- Human (social) skills such as relationships, communication and motivation
- Ability to innovate and behave well.
- His/her relationship with colleagues is perfect and cooperative.

- Combining knowledge with the systems, objectives and laws of work and the ability to influence others.
- Full understanding of the dimensions of the working person.

Administrative leadership can only be achieved when the following three basic conditions are existence (Kanaan, 1999, 91):

- The existence of a group of people: the criterion upon which to determine whether a group of individuals represent a group is to acts their presence as a group in the sense that they work and respond as a group, and that these individuals interact with each other in a shape of a strong and active interaction.
- The process of influence: the presence of a person among the members of the group (leader) that able positively influence the behavior of the other members in order to direct their activity and efforts in a particular direction.
- Achieving desired goals: in the sense that the process of influence aims to direct the group's activity and cooperation to achieve common goals and make them desirable.

There are many qualities that resulted from studies and research that focused on the phenomenon of leadership, namely: social interaction, observant, wary about achieve the group's goal, courage, enthusiasm, positive and proactive, strength of personality, organization, external representation of the group, intelligence, planning, wisdom, modesty, social spirit and emotional sharing, loyalty, culture, integrity and honesty, and working for the group (Khalifa, 2001, 43).

2.1.2 Leadership Functions

The main leadership functions in the organizations can be summarized as the following (Al- Adlouni, 2007, 121):

- i. Transform the group's goals into results and achievements.
- ii. Motivating and encouraging individuals to achieve the goals and objectives of the organization.

- iii. The ability to deal with changes and influences that directly and indirectly affect the organization and individuals.
- iv. Looking ahead for the future and regard planning related to the organization and its goals and strategy.
- v. Support management function elements: planning, organizing, directing, and controlling.
- vi. Preparing a new generation of leaders for the future.
- vii. Courage and challenge to adopt ideas, methods and changes that benefit the Organization.

Furthermore, (Shahada, 2008, 15) states that the functions of leadership are defined in a set of tasks, these functions vary according to the nature of the group, and these functions include:

- i. The leader as a source of thought and conscious knowledge of group members.
- ii. The leader as an expert as the leader is considered to be the source of knowledge and experience in the organization.
- iii. The leader as a planner in the development of plans, methods of work.
- iv. The leader as a role model and symbol in relation to individuals in the organization.

2.1.3 Leadership Elements

Leadership has a number of elements that must be provided in order to achieve the success; the elements are (Al-Mesri, 1999, 195):

- i. **The Leader:** The ability of the leader to influence his subordinates has a significant impact on the outputs of the work required to be accomplished, whenever the greater of the impact is high, then the probability of output will be high as well.
- ii. **Subordinates:** without them there will not be a leader, also the work will not be accomplished without them.

- iii. **Attitude:** attitudes vary according to circumstances and information. Therefore there is no one (attitude) optimal way to handle. Rather, each situation or attitude is dealt with it separately.
- iv. **Objective:** every process has to be established with a specific objective. Leadership is therefore a fundamentally meaningful process to achieve desired goals to the organization.

2.1.4 Shapes of Leadership

In general, studies indicate that there are three forms of leadership that they are (Radwan, 1991, 91):

- i. **Collective Leadership:** is a form of the leadership that responsibilities are distributed among the members of the group, depending on members' abilities through the use of leadership sharing.
- ii. **Administrative Leadership:** is a form of the leadership which the manager is a leader, the subordinates are members of the group he/she leads. The administrative leader must identify and analyze the roles and objectives of the group he/she leads. In addition, directing the group in a democratic method away from authoritarian, bureaucratic, and autocracy methods.
- iii. **Military Leadership:** is the art of influencing men, directing them towards a specific goal, in a way that ensures their obedience, respect, loyalty and cooperation in order to win the battle.

2.1.5 Leadership Skills

Al-Adaily (1993, 229) points out that the most important skills of the administrative leader are:

- i. **Technical Skills:** which relate to the knowledge of the leader of the technical aspects of work and understanding regulations along with the use of information, analysis, and be acquainted with how to accomplish with the actions.

- ii. **Human Skills:** is related to the ability of the leader to understand the behavior of employees and their motives, relationships, and factors affecting their behavior, thus they can deal with them and satisfy their needs.
- iii. **Intellectual Skills:** is related to the ability of the leader to analyze, learn, conclusion, comparison, linkage, the ability to develop, and positive changes.
- iv. **Organizational Skills:** relate to the ability of the leader to understand the theories of organization, organizational development and the view of the organization as an integrated and open system, understanding the surrounding environment, distributing tasks and coordinating the efforts of the workers.

2.1.6 The Dimensions of Administrative Leadership

This dissertation will examine three dimensions of administrative leadership, namely: administration innovation, ability to make decisions, and organizational culture.

2.1.7 Administration Innovation

There have been many definitions of administrative innovation among researchers according to each researcher's vision. Some of them focused on the characteristics of the individual's innovation. However, other focused on the process of innovation itself. Administration innovation according to (Jones, 2007, 515) is the process that organizations use their skills and resources in order to develop new services or to improve the innovation skills of employees.

On his part Daft (2001, 327) states that administrative innovation is a generation of new ideas for a specific industry, market or environment. Administrative innovation is an individual's ability to use his/her intellectual and mental potential in addition to take advantage of the capabilities and resources available or possible to evaluate a means, tool, idea or product that is useful and valuable to the organization (Abu Bakr, 2005, 46).

Administrative innovation is a mental capacity appears at the level of the individual, group, or organization that has a multi-stage process, resulting in a new idea or work that has most sensitive to solving problems, flexibility, originality, continue towards achieve the goal, the ability to form connections, and the discovery

of a new relationship. Moreover, these creative abilities can be developed and improved according to individuals' capabilities and potentials (Hayajan, 1999, 281).

Based on the above, the researcher define the administrative innovation as a combination of capabilities that enables the individual to produce a new and useful idea or the invention of new and acceptable work methods suitable for the conditions and potential of the organization along with their ability to adapt and deal with all changes, improve its production, and improve employees performance.

2.1.8 The Importance of Administrative Innovation

pointed out the importance of administrative innovation by the following advantages Al-Kubaisi (1998, 378):

- i. Increase competition among organizations.
- ii. Increase the size of business organizations.
- iii. Change in values and principles.
- iv. Thinking about problem solving.

2.1.8.1 Levels of Innovation In the Organization

The levels of innovation in the organization can be classified as follows:

i. Innovation at the Individual Level

The human element is the most essential foundation at the organization. Especially if he/she is qualified, experienced and has good mental, intellectual and creative potential. The characteristics of the innovation individual are: knowledge, intelligence and wisdom, courage, risk tolerance, independence, ambition and interaction with others, and flexibility.

ii. Innovation At Group Work Level

Is the innovation that is achieved by the group (committee - department – and work as a team), as a result of interaction among them in addition to exchange of opinion, experience and help each other. The innovation of the group work is influenced by a number of factors, including: the shared vision of individuals, the

climate that motivates to participation, commitment to excellence and excellence in performance, and providing support to innovation.

iii. Innovation at Organization Level

Is the overall individual and group work effort of all members in the organization in the field of development and innovation. There are six approaches to enterprise-wide innovation, namely: new products, new markets, new methods of organization, new services, new production methods, new resources (Jonhannessen & Oslen, 2001, 20).

2.2 Ability to Make Decisions

The word "decision" refers to ruling on an issue or disagreement. It is a sentimental act of the leader. Hence, the sentimental act is the leader's attitude and behavior after reflection and meditation. Making decisions defined as the process of selecting the most appropriate alternatives that available or planned to achieve the objectives effectively. In other words, achieving the objectives at the lowest cost (Yagi, 2002, 22). It is an administrative act to select the possible alternative among a range of alternatives (Schermerhon, 2004, 73).

On his part, defines it as an intellectual rational process characterized in the choice between multiple alternatives with a specification commensurate with the available capabilities and objectives required Al-Sirafi (2003, 60).

argues that decision-making is a series of successive steps which is used by the decision-maker in order to reach the most appropriate and the best option Hareem (1997, 298).

indicates that decision-making is a process of issuing a particular judgment what an individual should do in a situation after careful examination of the various alternatives that can be followed Kanaan (2007, 46).

Based on the above decision-making definitions, three main elements of the decision can be observed:

- i. The existence of alternatives.
- ii. Free will of choice.

- iii. The purpose of decision-making is to achieve objectives.

2.2.1 The Importance of Administrative Decision Making

The importance of administrative decisions comes from the following aspects:

- i. It is the focus of the administrative process, as it is a cross-cutting process in all management functions and activities. (Kanaan, 2007, 84).
- ii. The administrative decision is lawful or systematic, and a means of management to achieve its objectives and goals. Since decision is provides the human forces and the necessary material means for the administrative process (Mashraqi, 1997, 99).
- iii. It is the starting point for all activities and actions in the organization's life (Ayoub, 1997, 14).

2.2.2 Factors Influencing Decision-Making

classified the factors affecting decision-making into three groups Al-Otaibi (2004, 17):

- i. Personal factors or psychological and social composition of the leader in making the decision.
- ii. Social factors that describe the social environment in which the decision is made.
- iii. Civilization and cultural factors that describe methods, habits, and traditions that roles individuals and groups in their behavior in a particular society.

2.3 Organizational Culture

Organizational culture is an essential element of the organization system that the leaders and managers of the organizations should understand its dimensions and elements. Since organizational culture plays a vital role in influencing employee behavior by focusing on values and beliefs of the organization such as attention to workers, sincerity in work, teamwork, and time respect.

Organizational culture is defined as "the system of meanings, symbols, beliefs, rituals and practices which evolve and settle with time and become a special feature of

organization since it create a common understanding among its members about the organizational characteristics and expected behavior of its members (Al-Qarouti, 2008, 379).

Organizational culture is an expression of the values of influential individuals (leaders) in an organization, these values affecting the tangible aspects of the organization as well as in the behavior of individuals. It in addition defines the method followed by these leaders in their decisions, their administrations to their subordinates and their organizations (Hayajan, 1992, 11).

On his part defined organizational culture as a style of artistic stuff, beliefs, norms, standards, and assumptions of a particular organization (Wheelen and Hunger, 1997, 136).

Furthermore, states that organizational culture is a set of values and beliefs that affect employees' thinking, perception, along with their interpretation of things inside and outside the organization, which is reflected in the management practices in achieving the objectives and strategies of the organization (Abu-Bakr & Taha, 2005, 124).

indicates that organizational culture is a basic pattern of common assumptions, values and beliefs which reflect the direction and way of thinking about the problems and opportunities that an organization faces McShane & Glinow (2007, 253).

2.3.1 The Importance of Organizational Culture

Culture is one of the most important assets in organizations. Studies indicate that organizations with an adaptive culture will focus on satisfying and fulfilling the customers changing needs, employees, and shareholders. As a result, this could go beyond the performance of organizations that do not have such a culture (Al-Rakhimi, 2000, 55).

Organizational culture affects the level of performance and loyalty of employees, achievement of groups and individuals. Thus significantly determine the success of the organization. Organizations have its own culture, if the organization has a poor or weak culture will be unsuccessful in the long run, regardless of the quality and attractiveness of the activity in which it operates (Shalawi, 2005, 12). Argues that the importance of organizational culture is one of the elements of an organization's

identity. It is a way of thinking and method of performing operations. Consequently, new members acquire organizational culture to achieve belonging and ensure the survival of the organization (Jawad 2000, 360).

The importance of organizational culture is also seen from the point of view of (Madhoun & Al-Jazrawi, 1995, 397) that it provides an excellent framework for organizing and directing organizational behavior. Meaning that organizational culture affects workers and forms their desired behavior patterns to perform within the organization in which they work.

Moreover, concluded that organizational culture serving four areas in the organization Kreinter & Kinicki (2007, 81):

- Provide individuals working in the organization organizational identity.
- Facilitate employees' commitment.
- Promote social stability system.
- Formation of employees' behavior.

2.4 Strategic Success

2.4.1 The Concept of Strategic Success

The concept of strategic success occupied an important position in studies and researches since the concepts developed by organizational thought through the previous concepts of efficiency and effectiveness. In view of the fact that this concept refers in general to survival, adaptability and development regardless of the goals achieved by the organization.

The word success according to the dictionaries means achieving the desired result. The concept of success overlaps with several terms, most notably is excellence. Brian Harbor identifies several differences between success and excellence as showing bellow:

The Differences Between Success And Excellence

Excellence	Success
Your day should be better than yesterday.	At the organization level being better than others
Being ahead of yourself.	Being better than competitors
Your ambitions should be greater than your abilities.	Exceeded a number of predefined settings.

The concept of strategic success derives from two important entrances (indicators) the first is efficiency and the second is the effectiveness. Since it gives a clear image of the organization and its achievements.

There were many definitions that describe the strategic success, according to the authors, and researchers of the organization. Al-Rukabi, (1999, 220) states that strategic success refers to the organization's ability to survival, adaptability, and develop in light with the goals that seeks to achieve. Kenny (2001, 10) defined it as the success that determined by the results of the activity relating to customers, employees the owners, and all stakeholders from the perspective of outside - inside, rather than the perspective of inside-outside.

Johnson & Scholes (2002, 476) concluded that strategic success is success in formulating strategy, implementation and monitoring. The strategic success, according to (Al-Amiri, 2011, 12) is the organization's ability to achieve long-term success that linked to the achievement of strategic goals in addition to achieve high levels of performance than the performance of competitors. Al-Halalma & Al-Azzawi (2009, 117) confirmed that growth becomes a substitute for efficiency, the organizations, therefore are characterized by high growth are considered as effective organizations.

Strategic success is the administration's ability to owning acquires knowledge, experiences, ideas, and accurate successful analysis of experiences in addition to

history of corresponding organizations, or seizes new opportunities after having achieved its goals on time (Daft, 2001, 261).

Maller, (2002, 4) proposed that strategic success is the successful implementation of the organization's strategic plan. He further mentioned that strategic success is strategic planning. Sukasame, (2005, 3) pointed out that strategic success refers to focus on building relationships with customers along with retention them, as it is the key for obtain successful through competition in the business.

On his part, Tanner (2005, 2) states that strategic success is the existing a clear vision of the organization's activities that contribute to pay it forward, in addition to achieve its objectives by organizing its activities. Furthermore, the development of intangible assets such as employees that working in the organization along with organizational reputation. Waldron & Antonio (2008, 153) concluded that strategic success is the organization's ability to create value for shareholders.

On the other hand, many researchers such as (Al-Xayal, 2005, 331), (Al-Arbid, 2005, 88), (Al-Jundy, 2005, 108), and (Dezinkowski, 2000, 45) pointed out that the success of an organization depends on how they invested intellectual ability, as it represents real value through transfer new learning and knowledge along with put it into action. Furthermore, the reasons for strategic success nowadays refer to intellectual capital as well as become the main factor that will depend upon the success or failure of organizations.

Confirmed that successful leadership depends on the content more than the method. Although leaders reinforce their intellectual capital as a real wealth of organizations. They further indicate that the role of a successful leader is an observer and intelligent monitor that they have an early warning system in order to seize opportunities in addition to works to raise the level of strategic success (Halalma & Al-azzawi, 2009, 121).

Based on the above, the researcher has to a result that strategic success is a variety of reasons that lead to the achievement of excellence and leadership, increase revenue, include high value in business, growth and continue through the adoption of continuous innovations, horizontal regulation, and effective implementation.

In addition, from the previous definitions the following points can be emerged:

1. The survival, growth, and adaptability are standard for measuring the success of the strategic success.
2. Strategic success is the successful implementation in addition to effective plan or strategic planning of the organization.
3. Success in the drafting of the strategy, implemented and monitored contributes to the strategic success of the organization.
4. Achieving long-term success through a holistic vision focus on the success factors or internal factors of the organization from vision, intellectual capital development, staff development and motivation. As well as external factors from adding value to stakeholders and customer satisfaction.

2.5 Measuring The Strategic Success

The process of measuring the strategic success faces challenges resulting the lack of studies addressing this subject and its indicators measure in addition to deficiencies in most of these indicators as it do not correspond to the nature of the organizations' objectives or related organizations, shareholders, or the employees. Or to the lack of an organization's ability to diagnose the source of information that will be adopted for the purposes of measurement.

The process of measuring success is one of the top management tasks represented by various fields of its management along with stakeholders' adoption, depending on several indicators (Al-Rukabi, 2006):

- i. **Adaptability:** refers to the degree of the organization's ability to predict the internal and external problems that will face in the future in addition to any ways to control them as much as possible.
- ii. **Continuous improvement:** Classified the success through giving the degree of organization from (1) weak to (5) excellent, in order to illustrate the extent depend on reason cause from individual reasons of success (Joyce, et. Al, 2000, 4). In their study, (Joyce, et. Al, 2000, 4) did not find a strong or direct relationship between the success of the organization and the individual reasons. They found that the majority of successful organizations do not depend on these individual practices. Furthermore, they also found that some unsuccessful organizations obtain high

marks in these practices. They come to the results that success does not depend on individual reasons. The success according to Joyce, et. al (2000) depends on a combination of reasons, including four primary reasons and four secondary reasons. The four primary reasons are: specific strategy, the effective implementation, motivational culture, and horizontal organizing. In addition, the four secondary reasons are: pivotal talent, unbiased leadership, continuous innovations, and recurrent success deals.

(Dalrymple & Parsons, 1995: 43), (Krishnan et al, 1999, 1195) and (Dagher, 2001, 30) model of measuring the strategic success includes customers' satisfactions an indicator of the success of the service organizations.

On his part, (Schmidt & Laudlow, 2002, 9) studied the following indicators as a model for measuring the strategic success. Firstly, trade mark. Secondly, speed responding to the customers' needs and dealing with their complaints. Thirdly, product quality compared to competitors. Fourthly, organization's environmental performance. Finally, employees' satisfaction and management the relationship with them. However, Boudreau & Ramstad (2002, 21) model of measuring the strategic success was the growth, profitability, and the Uniqueness.

(Al-Rukabi, 1999), (Al-Halalma, & Al-Azzawi, 2009), and (Muhammad ,2013) studied the following indicators as a model for measuring the strategic success (permanence in the field of competition, the growth, and adaptability). On his part, (Albrechts, 2001, 3) examined a set of indicators as a model for measuring the strategic success, namely: vision, message, business strategies, operations environment, the customer values, and the outputs goals.

(Cobbold and Lawrie, 2001), (Al-Taaey, Najy,2015) studied customers' satisfaction, continuous innovations, effective implementation, and specific strategy as model of measuring indicators of strategic success. (Al-Ta'an, 2013) studied motivational culture besides to the four indicators that have studied by Cobbold and (Lawrie, 2001) and (Al-Taaey, Najy, 2015).

In addition, from the above indicators as a model for measuring the strategic success the following points can be highlighted:

1. Most measuring indicators for strategic success were in profit organizations.
2. The presence of qualified leaderships as well as human resources eligible superior performance, adoption of continuous innovations, horizontal regulation, and effective implementation are the basics of strategic success.
3. Notes from previous standard indicators, the satisfaction of customers is considered as a key indicator of the strategic success of organizations.
4. The use of indicators survival, adaptability, and growth by more than researcher.

As a result, the researcher illustrates his model for measuring indicators of strategic success through the adoption of continuous innovations, horizontal regulation, and effective implementation.

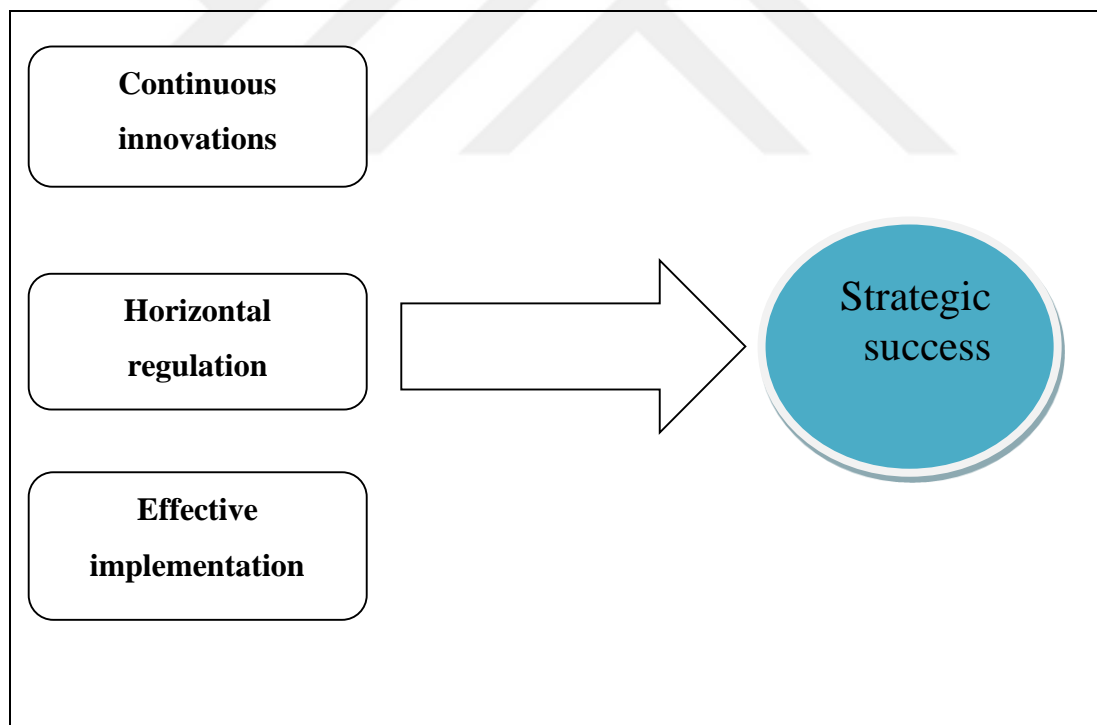


Figure 2 : Researcher's Model of Measuring Indicators of Strategic Success

2.6 Previous Studies

Al-Halalma & Al-azzawi (2009) study, titled: Intellectual Capital and its Impact on Business Enterprise Strategic Success. This study aimed to examine the impact of intellectual capital on reasons success of business enterprises applied on some Jordanian telecom companies.

The most important results of (Al-Halalma & Al-azzawi, 2009) study were the following:

- There was an increase in the intellectual capital of Jordanian telecom companies; the total percentage of its dimensions was (80.4%) the human capital was high at a percentage of (81.2%) excluding structural capital whose significant percentage was (78.6%).
- There was an increase in the level of strategic success of Jordanian telecom companies, the percentage of interest in success causes was (80.4%). The two dimensions of stimulating and innovative culture had the highest interest percentage of (80.18%) and (83.8%) respectively.
- There was a significant correlation between intellectual capital and strategic success as two main variables.

The main recommendations of (Al-Halalma & Al-azzawi, 2009) study was included the followings:

- Increasing efforts to attract and maintain those with technical knowledge and scientific by giving financial incentives and rewards for the distinguished and make it a system followed by the organization.
- Focusing on the quantity and quality of training programs that are suitable for the organization needs.
- Encouraging creativity spirit by adopting the human resources distinguished thoughts which contributes to developing the organization s' abilities to development and success.

AL-Amiri (2011) study, titled: the Impact of Strategic Intelligence and Competitive Intelligence on Strategic Success. (AL-Amiri, 2011) study aimed to investigate the impact of Strategic Intelligence and Competitive Intelligence on Strategic Success on Royal Jordanian Airways Company.

The main results of the (AL-Amiri, 2011) study were:

- There is significant impact to Strategic Intelligence on Strategic Success. There is significant impact to Strategic Intelligence on Competitive Intelligence.
- There is significant impact to Competitive Intelligence on Strategic Success. Finally, there is significant impact to Strategic Intelligence on Strategic Success in Royal Jordanian Airways Company at level (0.05).

In addition, the main recommendations of the (AL-Amiri, 2011) study was:

- The need to increase balance of strategic intelligence and improvement this kind of intelligence through the establishment of an organizational culture encourage the realization of the sample elements of the strategic intelligence.
- Moreover, the need to reinforce and consolidate the strengths of the strategic intelligence method, and actively address the deficiencies that surrounding the company effectiveness.

Muhammad (2013) study, titled: "the impact of capabilities of Strategic Innovation on strategic success". This study dealt with two important subjects "capabilities of Strategic Innovation and strategic success through three dimensions (permanence in the field of competition, the growth, and adaptability).

This study aimed to examine and identifying the relationship and the impact between the two variables in the Battery industry company in the ministry of industry in Iraq. The study reached to integrate the role of capabilities of strategic Innovation with strategic success.

Naif (2014) study, titled: strategic capabilities of knowledge-makers and its role in meeting the requirements of strategic success. This study aimed to diagnose the role of strategic capabilities of knowledge-makers in meeting the requirements of strategic success in business organizations, as well as to examine the differences between personal and functional characteristics of the sample and its impact on the availability of those characteristics.

The main results of (Naif, 2014) were:

There was the achievement of some of the requirements for strategic success of the companies in its various dimensions above average levels.

The main recommendations of (Naif, 2014) were:

- The necessitate to work to re-examine the philosophy of selection.
- Appointment of employees and the adoption strategic capabilities of knowledge makers within description and job descriptions and work to deploy.
- Provide the means and methods of modern technology on an ongoing basis in the organization surveyed the fact that it helps to facilitate the work and raise the level of strategic performance in order to achieve the requirements of strategic success on the one hand, and to develop the capacities of individuals and providing them with new knowledge on the other.

Al-Ta'an (2013) study, titled: the impact of human resources management strategies in achieving strategic success. This study aimed to examine the role of human resource management strategies and strategic success increasing attention for being of important topics and relatively modern, which have a significant impact on the future of organizations.

The main results of Al-Ta'an (2013) study was:

All the relations of influence for human resources management strategies and strategic success were strong and significant impact as well as the significance of all this. Which refers to the role of human resources management strategies to influence the achievement of strategic success of organizations.

The main recommendations of Al-Ta'an (2013) study was:

the formation of work teams would be responsible for "analysis and the formulation and implementation and evaluation of" human resources management strategies in the Ministry of Transport and subsidiaries her to report to the Minister every 6 months for him to remember the activities and problems they may face, the study also recommended increased attention to dimensions of strategic success and activated within the Ministry.

Hamead (2015) study, titled, Customer Relationships Management and its Impact on Achieving Strategic Success. This study aimed to examine the impact of customer relationship management in achieving strategic success as well as determine the nature of the management of customer relations at AL Mammon University College, as if they were qualified to lead the college toward strategic success.

The main results of Hamead (2015) was

There are statistically results recorded to the existence of the impact in addition to a strong and significant correlation between the customer relationships management and strategic success.

The main recommendations of Hamead (2015) was

The formation of working groups with the task of monitoring the activity of managing customer relations and submit its report to the Dean of the College every 3 months to remind him of the activities and the problems that they may face.

The main differences between the current study and previous studies:

- i. It is considered the first studies in the local environment as far as the researcher knowledge that examine the role of administrative leadership in achieving success strategies at private universities in Iraqi Erbil city.
- ii. It is determine the correlation as will as the impact between elements of administrative leadership (administration innovation, ability to make decisions, and organizational culture and elements of strategic success (continuous innovations, horizontal regulation, and effective implementation).
- iii. It highlights the importance of administrative leadership along with its elements, as will as the importance of strategic success inorder to increase their interest and create the right climate for more effective performance.
- iv. To come up with the necessary recommendations to activate strategic success through administrative leaderships in private universities in iraqi erbil city.

CHAPTER THREE

METHODOLOGY

3.1 The Methodology of The Dissertation

Based on the nature of the dissertation in addition to the information to be obtained from the views of the individuals that selected as study sample. Furthermore, the questions that this dissertation seeks to answer them; the researcher will depend on the method of descriptive analysis by using the applied method in order to collect data from the participants. Since it is the most appropriate method in achieving the objectives of the current dissertation.

This dissertation consists of two parts. Theoretical part and a practical part, as on the theoretical part most of the scientific ideas relevant to the dissertation subject have been presented and discussed. However, in the practical part the researcher will depend on the descriptive analysis method including the questionnaire that had been prepared in order to collect and analyze data, as well as test the hypotheses

3.1.1the Study Population And Appointed

The study population consisted of all universities academic leadership in three universities in Iraqi Erbil city namely: Knowledge University, Bayan University, and Lebanese French University. However, the study sample consisted of (106) academic leadership in three named universities.

The academic leadership in three universities is: dean of collages, their assistance, head of departments, and rapporteur of departments. The researcher, distributed (120) questionnaires for each university (40) questionnaires, (112) questionnaires returned, and (106) questionnaires were suitable for the purpose of analyzing collected data.

In addition, the demographic data of the study sample included their gender, age, level of education, and years of experience. The table below (1) describes the demographic data of the dissertation's participants.

Table 1 : Analysis of Respondents' Demographics

analysis the demographics data of respondents'		Frequency	Percent
Gender	Male	83	78.3
	Female	23	21.7
	Total	106	100.0
Level of education	High Diploma.	4	3.8
	MSc.	63	59.4
	PhD.	39	36.8
	Total	106	100.0
Years of experience	Less than 5 years	23	21.7
	6-10 years	41	38.7
	11-15 years	26	24.5
	More than 16 years	16	15.1
	Total	106	100.0
Scientific position	Assistant lecturer	36	34.0
	Lecturer	39	36.8
	Assistant professor	16	15.1
	Professor	15	14.2
	Total	106	100.0

3.1.2 Gender

The table above (1) demonstrates the respondents' gender. The majority of the respondents were male N=83 (78.3%) and N=23 (21.7%) were female.

3.1.3 Education Level

The table above (1) demonstrates the respondents' education level. The majority of the respondents are holding MSc degree N=63 with (%59.4). The respondents that holding PhD degree coming second N=39 with (%36.8). Lastly, the respondents that are holding high diploma degree N=4 with (%3.8).

3.1.4years of Experience

The table above (1) demonstrates years of experience of the respondents, the majority (%41) N= 38.7 their years of experience are between 6-10 years. Coming second, (%24.5) N= 26 their years of experience are between 11-15 years. Then, N= 23 (%21.7) their years of experience are less than 5 years. Lastly, N= 16 (%15.1) their years of experience are more than 16 years.

3.1.5scientific Position

Table (1) shows respondents scientific position. The majority of the participants are lecturers N=39 (%36.8). Secondly, the participants that are assistant lecturers N=36 (%34.0). Thirdly, the participants that are assistant professor N=16 (%15.1). Finally, the participants that are holding professor scientific position N=15 (%14.2).

3.1.6 Methods of Data Collection

The researcher deepened on the descriptive analytical method, which attempts to describe and evaluate the role of administrative leadership in achieving success strategies at the three named private universities in Iraqi Erbil city. In the hope of reaching meaningful generalizations that would increase the researcher's knowledge base on the subject.

Furthermore, the dissertation will depend on the following methods and sources in order to collect data:

1. **Secondary data:** such as books, theses and previous studies, in order to the preparation of the theoretical framework of the dissertation.
2. **Primary data:** a survey questionnaire designed and developed in order to collect data from the participants. Collected data analyzed through SPSS program version 20. Five Likert scales will be used for measuring the questionnaire attitudes as shown below.

Table 2 : Five Likert Scales Measurement

Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
5	4	3	2	1

Furthermore, the questionnaire instrument includes three sections as illustrated in the figure below (3)

Table 3 : Questionnaire Instruments

Study Variables		Items	No. of Items	
1	Biographical Data		4	
2	Administrative leadership	Administration creativity.	X1-X5	5
		Ability to make decisions.	X6-X10	5
		Organizational culture.	X11-X15	5
3	Strategic success	Continuous innovations.	X16-X20	5
		Horizontal regulation.	X21-X25	5
		Effective implementation.	X26-X30	5

3.1.7 Reliability of The Dissertation

The researcher calculated Cronbach's alpha coefficient to ensure the reliability of the measuring instrument. In other words, this means the power of the correlation and coherence between the questionnaire items. Although the measurement bases in the value to be obtained from the coefficient is unspecified, while reaching (Alpha \geq 0.6) in the applied of management sciences and humanity in general is acceptable (Sekaran, 2003) and the table below illustrates the calculated Cronbach's alpha coefficient for the questionnaire variables.

Table 4 : Calculated Cronbach's Alpha Coefficient

Study Variables		No. of Items	Cronbach's alpha value
1	Administrative leadership	Administration creativity.	.668
		Ability to make decisions.	.772
		Organizational culture.	.694
Administrative leadership as whole		15	.837
2	Strategic success	Continuous innovations.	.676
		Horizontal regulation.	.661
		Effective implementation.	.693
Strategic success as whole		15	.712
3	The questioner as whole	30	.831

3.1.8 Statistical Treatment Used

Testing the hypotheses and build the theoretical framework is one of the means that the researcher depended on it in order to reach the indicators that support the objectives of this dissertation, by the use of many of the statistical treatments through the use of (SPSS) software as described below:

- Cronbach's alpha coefficient: to make sure of the degree of questionnaire's reliability.
- Means and standard deviations. In order to answer the dissertation's questions and determine the relative importance of each item of the dissertation's dimensions.

- Pearson coefficient, in order to determine the correlation between dependent variables and independent variables.
- Multiple linear regression analysis to measure the impact of the independent variables on the dependent variables.
- Means relative importance, that will be determined according to the following formula:

$$\text{Relative importance} = \frac{\text{Upper limit alternative} - \text{Minimum Alternative}}{\text{Number of Levels}} = \frac{5 - 1}{3} = 1.33$$

Where there are three levels of means relative importance: low, medium, and high. Thus:

- ❖ The level will be low if the calculated mean reached from (1 to 2.33).
- ❖ The level will be medium if the calculated mean reached from (2.34 to 3.66).
- ❖ The level will be high if the calculated mean reached from (3.67 to 5).

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Descriptive Analysis of Study Variables

4.1.1 Administrative Leadership

Administrative leadership has been studied by three dimensions (administration creativity, ability to make decisions, and organizational culture). For the three mentioned dimensions means and standard deviations has been calculated and demonstrated in the following tables.

4.1.2 Administration Creativity

Table (5) shows the administration creativity (X1-X5) questions analysis through means, and standard deviations. The overall means of administration creativity (4.282) has a high level of contribution. Furthermore, question (X1) that states (I accept the constructive criticism about the new ideas from individuals at the university.) are the most significant question that supports administration creativity questions as the mean and standard deviations reached (4.50, .502) respectively.

Question (X5) that states (As an administrative leader I will be at the forefront of trying to experience new ideas.) comes secondly as significant question that supports administration creativity questions as the mean and standard deviations reached (4.36, .605) respectively.

Question (X3) that states (I desire to work in a team dominated by familiarity and enthusiasm.) comes thirdly as significant question that supports administration creativity questions as the mean and standard deviations reached (4.28, .530) respectively.

Question (X2) that states (I accept evaluate analysis and new ideas that put forward by individuals at the university.) comes fourthly as significant question that supports administration creativity questions as the mean and standard deviations reached (4.18, .687) respectively.

However, question (X4) that states (There is enough time to pursue creative ideas.) have the lowest significant question to administration creativity questions as the mean and standard deviations reached (4.09, .823) respectively.

Table 5 : Administration Creativity Analyzing Questions

	Administration creativity	Mean	StD.	Rank
X1	I accept the constructive criticism about the new ideas from individuals at the university.	4.50	.502	1
X2	I accept evaluate analysis and new ideas that put forward by individuals at the university.	4.18	.687	4
X3	I desire to work in a team dominated by familiarity and enthusiasm.	4.28	.530	3
X4	There is enough time to pursue creative ideas.	4.09	.823	5
X5	As an administrative leader I will be at the forefront of trying to experience new ideas.	4.36	.605	2
General average of Administration creativity		4.282	.6294	

i. Ability to Make Decisions

Table (6) shows the ability to make decisions (X6-X10) questions analysis through means, and standard deviations. The overall means of ability to make decisions (4.032) has a high level of contribution.

Furthermore, question (X9) that states (The crucial decision taken when there is a debate about a specific problem between two sides.) is the most significant question that supports ability to make decisions questions as the mean and standard deviations reached (4.50, .502) respectively.

Question (X10) that states (I not feeling weary and discomfort when I return to a decision taken to deal with a situation.) comes secondly as significant question that supports ability to make decisions questions as the mean and standard deviations reached (4.12, 1.102) respectively.

Question (X7) that states (I prefer to be within my powers in the heart of the event in the decision-making process.) comes thirdly as significant question that supports ability to make decisions questions as the mean and standard deviations reached (3.96, 1.023) respectively.

Question (X6) that states (I took the crucial decisions to the tasks in a timely manner and that cannot be postponed) comes fourthly as significant question that supports ability to make decisions questions as the mean and standard deviations reached (3.92, .829) respectively.

However, question (X8) that states (I prefer to work as teamwork to make decisions in order to resolve any dilemma or problem facing the organization work.) has the lowest significant question to ability to make decisions questions as the mean and standard deviations reached (3.78, 1.087) respectively.

Table 6 : Ability to Make Decisions Analyzing Questions

	Ability to make decisions	Mean	StD.	Rank
X6	I took the crucial decisions to the tasks in a timely manner and that cannot be postponed.	3.92	.829	4
X7	I prefer to be within my powers in the heart of the event in the decision-making process.	3.96	1.023	3
X8	I prefer to work as teamwork to make decisions in order to resolve any dilemma or problem facing the organization work.	3.78	1.087	5
X9	The crucial decision taken when there is a debate about a specific problem between two sides.	4.38	.624	1
X10	I not feeling weary and discomfort when I return to a decision taken to deal with a situation.	4.12	1.102	2
General average of Ability to make decisions		4.032	.933	

ii. **Organizational Culture**

Table (7) shows the organizational culture (X11-X15) questions analysis through means, and standard deviations. The overall means of organizational culture (4.144) has a high level of contribution.

Furthermore, question (X15) that states (I do not repeat questions to the employees with respect to their opinions because they have upheld state of weakness and lack of know-how.) are the most significant question that supports organizational culture questions as the mean and standard deviations reached (4.32, .684) respectively.

Question (X13) that states (There is an integrated flexible from administrative leaders in responding to changes to solve problems.) comes secondly as significant question that supports organizational culture questions as the mean and standard deviations reached (4.16, .852) respectively.

Question (X14) that states (Provide element of the initiative is necessary for the benefit of the team.) comes thirdly as significant question that supports organizational culture questions as the mean and standard deviations reached (4.12, .700) respectively.

Question (X12) that states (I prefer assign important functions to individuals with experience and with academic certificates) comes fourthly as significant question that supports organizational culture questions as the mean and standard deviations reached (4.08, .739) respectively.

However, question (X11) that states (The need to strengthen the organizational culture within the organization because they make workers aware of what goes in the organization.) has the lowest significant question to organizational culture questions as the mean and standard deviations reached (4.04, .872) respectively.

Table 7 : Organizational Culture Analyzing Questions

	Organizational Culture	Mean	StD.	Rank
X11	The need to strengthen the organizational culture within the organization because they make workers aware of what goes in the organization.	4.04	.872	5
X12	I prefer assign important functions to individuals with experience and with academic certificates.	4.08	.739	4
X13	There is an integrated flexible from administrative leaders in responding to changes to solve problems.	4.16	.852	2
X14	Provide element of the initiative is necessary for the benefit of the team.	4.12	.700	3
X15	I do not repeat questions to the employees with respect to their opinions because they have upheld state of weakness and lack of know-how.	4.32	.684	1
General average of Organizational Culture		4.144	.7694	

Based on the above, table (8) illustrates the arranging of administrative leadership. The three universities under study depend first on administration creativity, then organizational culture, and finally on ability to make decisions.

Table 8 : Arranging of Administrative Leadership's Dimensions

Administrative leadership dimensions	Mean	StD.	Rank
General average of Administration creativity	4.282	.6294	1
General average of Ability to make decisions	4.032	.933	3
General average of Organizational Culture	4.144	.7694	2

4.2 Strategic Success

Strategic success in this study has been studied by three dimensions (continuous innovations, horizontal regulation, and effective implementation). For the three mentioned dimensions means and standard deviations has been calculated and demonstrated in the following tables.

i. **Continuous Innovations**

Table (9) shows the continuous innovations (X16-X20) questions analysis through means, and standard deviations. The overall means of continuous innovations (3.892) has a high level of contribution.

Furthermore, question (X18) that states (University invests knowledge and turning it to technical services.) are the most significant question that supports continuous innovations questions as the mean and standard deviations reached (4.41, .565) respectively.

Question (X17) that states (Predominate at the university a situation of activity and dynamism..) comes secondly as significant question that supports continuous innovations questions as the mean and standard deviations reached (4.25, .849) respectively.

Question (X19) that states (The university administration develops communication and information processing systems along with improvements to its branches.) comes thirdly as significant question that supports continuous innovations questions as the mean and standard deviations reached (4.12, .825) respectively.

Question (X16) that states (University supports and encourages initiatives and put forward suggestions presented by employees) comes fourthly as significant question that supports continuous innovations questions as the mean and standard deviations reached (3.50, 1.267) respectively.

However, question (X20) that state (The University is seeking to develop business activities and to create innovative work.) has the lowest significant question to continuous innovations questions as the mean and standard deviations reached (3.04, 1.086) respectively.

Table 9 : Continuous Innovations Analyzing Questions

	Continuous innovations	Mean	StD.	Rank
X16	University supports and encourages initiatives and put forward suggestions presented by employees	3.50	1.267	4
X17	Predominate at the university a situation of activity and dynamism.	4.25	.849	2
X18	University invests knowledge and turning it to technical services.	4.41	.565	1
X19	The university administration develops communication and information processing systems along with improvements to its branches.	4.12	.825	3
X20	The university is seeking to develop business activities and to create innovative work.	3.04	1.086	5
General average of Continuous innovations		3.864	.9184	

ii. Horizontal Regulation

Table (10) shows the horizontal regulation (X21-X25) questions analysis through means, and standard deviations. The overall means of horizontal regulation (3.592) has a medium level of contribution.

Furthermore, question (X23) that states (workers do not suffer at this university of frustration and a weak sense of job security is the most significant question that supports horizontal regulation questions as the mean and standard deviations reached (4.08, .732) respectively.

Question (X24) that states (A situation of spirit of cooperation occurs at the university as well as at its divisions as a family.) comes secondly as significant question that supports horizontal regulation questions as the mean and standard deviations reached (4.06, 1.003) respectively.

Question (X21) that states (Powers and responsibilities distributed regularly at the university.) comes thirdly as significant question that supports horizontal regulation questions as the mean and standard deviations reached (3.42, 1.271) respectively.

Question (X25) that states (There is a participation and transparency in information between the centers and the divisions at the university.) comes fourthly as significant question that supports horizontal regulation questions as the mean and standard deviations reached (3.33, 1.364) respectively.

However, question (X22) that states (The University is interested and keen to morale of its employees.) have the lowest significant question to horizontal regulation questions as the mean and standard deviations reached (3.07, 1.098) respectively.

Table 10 : Horizontal Regulation Analyzing Questions

	Horizontal regulation	Mean	StD.	Rank
X21	Powers and responsibilities distributed regularly at the university.	3.42	1.271	3
X22	The university is interested and keen to morale of its employees.	3.07	1.098	5
X23	workers do not suffer at this university of frustration and a weak sense of job security	4.08	.732	1
X24	A situation of spirit of cooperation occurs at the university as well as at its divisions as a family.	4.06	1.003	2
X25	There is a participation and transparency in information between the centers and the divisions at the university	3.33	1.364	4
General average of Horizontal regulation		3.592	1.0936	

iii. Effective Implementation

Table (11) shows the effective implementation(X1-X5) questions analysis through means, and standard deviations.The overall means of effective implementation (3.964) has a high level of contribution.

Furthermore, question (X26) that states (The Business implemented as an effective manner within the university.) is the most significant question that supports effective implementation questions as the mean and standard deviations reached (4.32, .684) respectively.

Question (X30) that states (The required work implemented by the administration without mistakes.) comes secondly as significant question that supports effective implementation questions as the mean and standard deviations reached (4.07, .820) respectively.

Question (X27) that states (There is a situation of love to work and loyalty to the organization among workers) comes thirdly as significant question that supports effective implementation questions as the mean and standard deviations reached (3.92, .870) respectively.

Question (X29) that states (Information delivery from workers to managers and as required.) comes fourthly as significant question that supports effective implementation questions as the mean and standard deviations reached (3.83, .920) respectively.

However, question (X28) that states (The employees complete the work assigned within the timelines.) has the lowest significant question to effective implementation questions as the mean and standard deviations reached (3.68, 1.047) respectively.

Table 11 : Effective Implementation Analyzing Questions

	Effective implementation	Mean	StD.	Rank
X26	The Business implemented as an effective manner within the university.	4.32	.684	1
X27	There is a situation of love to work and loyalty to the organization among workers	3.92	.870	3
X28	The employees complete the work assigned within the timelines	3.68	1.047	5
X29	Information delivery from workers to managers and as required.	3.83	.920	4
X30	The required work implemented by the administration without mistakes.	4.07	.820	2
General average of Effective implementation		3.964	.8682	

Based on the above, table (12) illustrates the arranging of strategic success. The three universities under study depend first on effective implementation, then continuous innovations, and finally on horizontal regulation.

Table 12 : Arranging of Strategic Success

Strategic success dimensions	Mean	StD.	Rank
General average of Continuous innovations	3.864	.9184	2
General average of Horizontal regulation	3.592	1.0936	3
General average of Effective implementation	3.964	.8682	1

Testing Study Hypothesis

4.3 Testing First Hypothesis

The first main hypothesis states that there is a measurable positive correlation between administrative leadership and success strategies. Pearson's correlation (r) was calculated in order to test the correlation among the study variables. The table below (13) shows that administrative leadership were positively correlated with success strategies as the value of the correlation coefficient (.423^{**}) reached the value of significant at (.000).

Table 13 : Correlation Between Administrative Leadership And Success Strategies

	Statistics	Success strategies
administrative leadership	The correlation coefficient	.423**
	Potential value	.000
	Sample size (N.)	106

** . Correlation is significant at the 0.01 level (2-tailed).

Three sub-hypotheses are derived from the main first hypotheses that looking to test the correlation between administrative leadership dimensions that represented by (administration creativity, the ability to make decisions, organizational culture) and success strategies.

- **Correlation Between Administration Creativity and Success Strategies:** table (14) illustrates that administration creativity were positively correlated with success strategies as the value of the correlation coefficient was below medium (.418**) reached the value of significant at (.000).
- **Correlation Between the Ability to Make Decisions and Success Strategies:** table (14) illustrates that the ability to make decisions were positively correlated with success strategies and has the strongest positive correlation compared to other correlation, as the value of the correlation coefficient was below medium (.496**) reached the value of significant at (.000).
- **Correlation Between the Organizational Culture and Success Strategies:** table (14) illustrates that the organizational culture were positively correlated with success strategies and has the weakest positive correlation compared to other correlation, as the value of the correlation coefficient was below medium (.415**) reached the value of significant at (.000).

Table 14 : Correlation Between Administrative Leadership Dimensions And Success Strategies

	Statistics	Success strategies	Approval
Administration creativity	The correlation coefficient	.418**	Accept
	Potential value	.000	
The ability to make decisions	The correlation coefficient	.496**	Accept
	Potential value	.000	
Organizational culture	The correlation coefficient	.415**	Accept
	Potential value	.000	

** . Correlation is significant at the 0.01 level (2-tailed).

4.4 Testing Second Hypothesis

The second main hypothesis states that there is statistically a significant impact of administrative leadership on success strategies. In order to examine the impact of administrative leadership on success strategies a multiple linear regression analysis has been conducted.

The table below (15) shows that administrative leadership illustrates 42.3% of the success strategies as characterized by the (R^2). At the degree freedom of (1, 104) the significance value is 0.000 which is less than 0.05. The F calculated is 22.721 and it is greater than F tabulated (4.062), which explains that the overall model is significant. As a result, the model is statistically significant in predicting how administrative leadership impacts on success strategies.

Table 15 : The Impact of Administrative Leadership on Success Strategies

	Success strategies			
	R^2	Sig. F Change	F calculated	df1 , df2
Administrative leadership	.423	.000	22.721	1, 104

A number of sub-hypotheses are derived from the main second hypotheses that looking to test the impact of administrative leadership dimensions (administration creativity, the ability to make decisions, and organizational culture) on success strategies.

1. **The Impact of Administration Creativity on Success Strategies:** table (15) shows that administration creativity illustrates 39.5% of the success strategies as characterized by the (R^2) that being considers the weakest dimensional impact on success strategies. At 5% level of significance, the significance value is 0.002 which is less than 0.05 the F calculated was 16.412 and it is greater than its F tabulated (4.062).
2. **The Impact of the Ability to Make Decisions on Success Strategies:** table (15) shows that the ability to make decisions illustrates 49.6% of the success strategies as characterized by the (R^2) that being considers the strongest dimensional impact on success strategies. At 5% level of significance, the significance value is 0.000

which is less than 0.05 the F calculated was 33.957 and it is greater than its F tabulated (4.062).

3. **The Impact of Organizational Culture on Success Strategies:** table (15) shows that organizational culture illustrates 415% of the success strategies as characterized by the (R^2). At 5% level of significance, the significance value is 0.000 which is less than 0.05 the F calculated was 21.694 and it is greater than its F tabulated (4.062).

Table 16 : The Impact of Administrative Leadership Dimensions on Success Strategies

	Success strategies				
	R²	Sig. F Change	F calculated	df1 , df2	approval
Administration creativity	.395	.002	16.412	1, 104	Accepted
The ability to make decisions	.496	.000	33.957	1, 104	Accepted
Organizational culture	.415	.000	21.694	1, 104	Accepted

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

- The three universities under study focuses first on administration creativity, then organizational culture and finally the ability to make decisions among the three administrative leadership dimensions that has been chosen in the present study.
- In addition, among the three dimensions of strategic success that has been selected in the present study. The three universities under study focuses first on effective implementation, then continuous innovations and finally on the horizontal regulation.
- The outcome of participants (administration leader in three universities in Iraqi Erbil city) answers analysis was positive and they agree with administrative leadership along with it's dimensions as well as the strategic success and its dimensions. As the results of means was at high-level rates excepting horizontal regulation which was at medium-level rates.
- Results of the correlation analysis (r) found a positive correlation between administrative leadership and strategic success as well as between the three dimensions of administrative leadership (Administration creativity, the ability to make decisions, and Organizational Culture) and strategic success. The ability to make decisions was the strongest positive correlation compared to other correlation. On the other hand, organizational culture was the weakest positive correlation.
- Results of the multiple linear regression analysis found a weak impact of administrative leadership on strategic success. As well as impact of administrative leadership dimensions (Administration creativity, the ability to make decisions, and Organizational Culture) on strategic success. The impact of administration creativity on success strategies showed weakest dimensional impact on success strategies as characterized by the (R^2). On the other hand, the impact of the ability to make decisions on success strategies showed the strongest dimensional impact on success strategies as characterized by the (R^2).

5.2 Recommendations

Based on the results of this dissertation, the study presented a number of recommendations that can be illustrated as the followings:

- Organizations should constructive criticism about the new ideas and evaluate new ideas analysis that put forward by individuals, which aid administrative leader trying forefront to experience new ideas.
- Organizations administrative leader should crucial decisions to the tasks in a timely manner and that cannot be postponed which powers the leaders to be in the heart of the event in the decision-making process.
- Organizations should strengthen the organizational for the reason that they make workers aware of what goes in the organization.
- Organizations should assign important functions to individuals with experience and with academic certificates in order to obtain benefits from them.
- Organizations should supports and encourage initiatives and put forward suggestions presented by employees in addition to invest knowledge and turning it to technical services.
- Organizations should develop communication and information processing systems along with improvements to its branches that give support to to develop business activities and to create innovative work.
- Organizations should work to distribute powers and responsibilities regularly in order that workers do not suffer of frustration and a weak sense of job security
- Organizations should work to implement business as an effective manner along with provide a situation of love to work and loyalty to the organization among workers.

References

- ABDUL** Baqi, S. (2003) Organizational Behaviour: An Introduction practical contemporary, Alexandria: University House.
- ABU BAKR**, M. M. (2005) Administrative Organization in Contemporary Organizations, Alexandria, University House for Publishing and Distribution.
- ABU-BAKR**, M. & **TAHA**, S. H. (2005) the manager and employee behavior development: A Strategic Approach to Managing Human and Organizational Behavior in Contemporary Organizations", First Edition, Cairo: Al-Walaa Modern Printing Press.
- ABWAI**, Z. M. (2007) Leadership and its Role on the Administrative Process, Amman: Dar Al-Bidaya, First Edition.
- AL-ADAILY**, N. (1993) Management of Organizational Behavior. Riyadh: Dar Maram for Publishing and Distribution.
- AL-ADELY**, N. M. (1993) managing organizational behaviour, Riyadh.
- AL-ADLOUNI**, S, (2007) the role of Leadership on Administrative Process, Amman: Dar Al-Bidaya.
- AL-AMIRI**, A. S. A. (2011) the Impact of Strategic Intelligence and Competitive Intelligence on Strategic Success - An Empirical Study on Royal Jordanian Airways Company. Unpublished master dissertation, Middle East University. Amman.
- AL-ARBID**, A. F. (2005) accounting aspects of the knowledge capital - Theory and Practice. Amman: Zaytuna Journal for Studies and Research. Vol3, No.1.
- AL-ASSAF**, A. A. (2005) Leadership Skills and Commander's Recipes, Riyadh: Scientific Publishing and Printing, First Edition.
- ALBRECHTS**, K. (2001)the Strategic Success Model: The North Bond Train”⁴, Epicenter for Thriving Organizations⁴, Time Gartside. Available online at: <http://www.epicentrefto.com.au/>⁴ pp. (1-3).
- AL-HALALMA**, E. M., & **AL-AZZAWI**, S. F. (2009) Intellectual Capital and its Impact on Business Enterprise Strategic Success: Exploratory Study of Jordan Telecom Corporations. Baghdad College of Economic Sciences University, Issue: 19 PP: 101-164.

- AL-JUNDY**, N. A. (2005) the measurement and evaluation of knowledge capital, one of the basic requirements to determine the value of the business-Suggested model. Journal of Accounting, Management and Insurance. Collage of business, Cairo, No. 65.
- AL-KUBAISI**, A. K. (1998) Organizational Development and Contemporary Issues, Doha: Al -Shorouk for Printing.
- AL-MASAT**, M. (2003) Effective Management, Beirut: Lebanon Library Publishers, 1st edition.
- AL-MESRI**, S. M. (1999) Organization and Management, Alexandria: University House for Publishing.
- AL-MUSAIDA**, M. A., Zaidi, K. A., AL-Heramcha, H. A., and AL-Manaseer, A. F. (2013) Principles of management science. Amman: Dar Al-Masira for publication and distribution.
- AL-OTAIBI**, S. M. (2004) Ideas for Strengthening Workers in Arab Organizations, 5th Annual Arab Conference in Administration, Riyadh.
- AL-QARIOUTI**, M. Q. (2003) Organizational Behavior, Dar Al-Shorouk Publishing and Distribution, Fourth Edition.
- AL-QAROUTI**, M. Q. (2008) The organization theory and organizing. Amman: Wael Publishing House.
- AL-RAKHIMI**, M. J. (2000) The role of organizational culture in applying TQM to the chemical industry sector in Jeddah. Unpublished Masteer disseration, Faculty of Economics and Administration, King Abdulaziz University.
- AL-RUKABI**, K. N. (1999) Strategic management and its impact on the success of the Iraqi organizations management - A field study of a sample of the Iraqi industrial organizations. Unpublished Thesis Doctor of Philosophy in Business Administration, College of Management and Economics, University of Mustansiriya, Iraq.
- AL-RUKABI**, K. N. (2006) "Strategic Management - globalization and competition," 1 ed, Amman: Dar Wael for publication.
- AL-SHAIBANI**, O. M. (1988) Administrative Psychology, Amman: the Arab Book House, First Edition.
- AL-SIRAFI**, M. A. (2003) Modern Administrative Concepts. Amman: House of Culture for Publishing and Distribution.

- AL-TAAEY**, A. H., & Najy, M. N. (2015) the role of organizational change to achieve strategic success a field research in the Petroleum Research & Development Center- Ministry of Oil. [Journal of Economics and Administrative Sciences](#). Baghdad University. Vol. 21, Issue. 82, PP: 46-70
- AL-TAAN**, H. F. (2013) the impact of human resources management strategies in achieving strategic success. AL-dananeer Journal, Vol. 1, Issue. 3, PP: 204-256.
- AL-TALEB**, H. (2006) Leadership Training Manual, Amman: Dar Al-Arabiya for Science, 3rd ed.
- KENNY**, G., (2001), "Strategic Factors: Developing & Measure Winning Strategy", 1st Published, (President Press, National Library of Australia).
- AL-KHAFAJI**, N. A. K., & Al-Baghdadi, A. H., (2001), "Characteristics of the Strategic Personality of Managers: A Cognitive Perspective", Journal of Economic and Administrative Sciences, Special Issue of the First Qatari Conference on Administrative Sciences.
- AL-XAYAL**, T. A. (2005) the importance of accounting for the knowledge capital and determine their impact on the feasibility of accounting information. Commerce and Scientific Research Faculty Journal. Alexandria University, Vol. 42, No. 1.
- AYOUB**, N. (1997) Administrative Decision Theory. Amman: Dar Zahran for publication.
- BALWT**, I. (2005) Modern Principles and Trends in Enterprise Management, Beirut Al-Nahda Al-Arabiya for publication.
- BANI HAMDAN**, K. (2002) the impact of spending on knowledge capital in the strategic success of organizations. First Scientific Conference of the Faculty of Economics and Administrative Sciences, University of Jerash, Jerash, Jordan.
- BOUDREAU**, J.W. & Ramstad, P.M. (2002). From “professional business partner” to “strategic talent leader”: “What’s next” for human resource management. Working Paper 02-10, Center for Advanced Human Resource Studies, Cornell University. Ithaca, New York.
- CHMEIL** , N. (2000) "Work and organizational Psychology, European perspective , Black well publisher Ltd.
- COBBOLD**, I. and Lawrie, G. (2001) “Why do only one third of UK companies realize significant strategic success?” 2GC Working Paper, 2GC Limited.

DAFT, R. (2001) Organizational Behavior, Southwestern publishing, New York, U.S.A.

DAFT, R. L. (2001) "Organization theory and design" 7th ed. South – Western college publishing. Ohio.

DAGHER, M. M. (2001) TQM as a strategic gateway to the development of higher education in the Arab world. The First Arab Intellectual Forum: International standards for universities. Alhadbaa university, (25-26) April, (Iraq / Mosul).

DALRYMPLE, Douglas J., and Leonard J. Parsons (1995). Basic Marketing Management. New York: John Wiley and Sons.

DZINKOWSKI, R (2000) the measurement and Management of Intellectual Capital: An Introduction, Management Accounting: Magazine of chartered Management Accountants, Feb.Vol.18 Issue. 2.

HAMEAD, L. M. (2015) Customer Relationships Management and it's Impact on Achieving Strategic Success, an Exploratory Study in the AL Mammon University College. [Al-Ma'mon College Journal](#). Issue: 26, PP: 150-184.

HAREEM, H. (1997) Organizational Behavior of Individuals in Organizations. Amman: Dar Zahran for Publishing and Distribution.

HAYAJAN, A. A. (1992) Managers assessed the formation of a culture of two Saudi organizations: Royal Commission for Jubail and Yanbu, and SABIC. General Administration, Institute of Public Administration Riyadh, Year 31, No. 74.

HAYAJAN, A. A. (1999): Obstacles to Creativity in Saudi Organizations, General administration, Volume 39 Issue 1, pp. 1-39. Riyadh.

JAWAD, S. (2000) organizational behavior. Amman: Dar Al-Hamed Publishing and Distribution.

JOHNSON, G. & Scholes, K., (2002), "Exploring Corporate Strategy", 6th ed., (Prentice-Hall, Financial Times).

JONES, G. R. (2007) organizational Theory, Design and Change, Seth In., new Jeers, Pearson prentice- Hall, Inc.

- JONHANNESSEN, J.A., B. Oslen, G.T. Lumpkin (2001):** Innovation as newness: What is new, how new, and to whom? *European Journal of Innovation Management*, Volume 4 Number 1, pages: 20-31
- JOYCE R. & ROBINSON, ED, M. S., (2000),** "WEBSTER'S Dictionary Definitions of Creativity", *Journal of Work Force Education and Development*, Vol. 3, N. 2.
- KALALDEH, T. (1997)** administrative leadership, Oman, Dar Zahran.
- KANAAN, N. (1999)** Administrative Leadership, Amman: House of Culture, 1st edition.
- KANAAN, N. (2007)** Making administrative decisions between theory and application. Amman: House of Culture for Publishing and Distribution.
- KENNY, G., (2001),** "Strategic Factors: Developing & Measure Winning Strategy", 1st Published, (President Press, National Library of Australia).
- KHALIFA, M. B. (2001)** Behavioral Skills of Social Worker, Alexandria: Modern University Office.
- KREITNER, R., and KINICKI, A. (2007),** *Organizational Behavior*, 7th Ed, McGraw-Hill, Irwin. China.
- KRISHNAN, M.S., Venkat Ramaswamy, Mary C. Meyer, and Paul Damien (1999),** "Customer Satisfaction for Financial Services: The Role of Products, Services, and Information Technology," *Management Science*, 45 (9), 1194–1209.
- MAJEED, J. (2005)** Studies in Public Administration, University Youth Foundation.
- MALLER, B. S. (2002)** Strategic Success: How to implement your Strategic Plan, BMS consulting center. Available: http://www.bsmconsulting.com/article_08.asp.
- MASHREQI, H. A. (1997)** Administrative Decision Approach Quantitative Approach to Management. Amman: Al-Maysarah for Publishing and Distribution.
- MCSHANE, S., & GLINOW, M., (2007),** *Organizational Behavior*, 6th ed McGraw-Hill, Irwin.
- MUHAMMAD, N. J. (2013)** the impact of capabilities of Strategic Innovation on strategic success. *AL-dananeer journal*, Volume: 1, Issue: 4, PP: 359-390.
- NAIF, B. F. (2014)** strategic capabilities of knowledge-makers and its role in meeting the requirements of strategic success. A prospective study of the views of

a sample of workers in Zain Baghdad. The Journal of Administration & Economics. No. 99. PP: 67-101

NAJI, S. (2000) Strategic management, Oman, Dar Al-Hamed.

NAJM, N. (2012) Leadership and Innovation Management. Amman: Al-Safaa for publication.

RADWAN, S. (1991) Behavioral and Management, Beirut: University Foundation for Studies.

SCHERMERHON, J. (2004) Core Concept of Management. New York: John Wiley. Inc.

SCHMIDT, K. & LUDLOW, C. (2002) Inclusive Branding: The why and how of a holistic approach to brands. Basingstoke, Palgrave Macmillan.

SHAHADA, R. (2008) The Relationship between Leadership and Communication Patterns of Academic Administrators from the Point of View of Faculty Members in Palestinian Universities", unpublished Master Thesis, Faculty of Graduate Studies, Al-Najah National University, Nablus.

SHALAWI, H. F. (2005) Organizational Culture and its Relationship to Organizational Loyalty: A Field Study on the Staff of the King Khalid Military. Unpublished Master dissertation, Department of Administrative Sciences, Naif Arab University for Security Sciences.

SHAWQI, T. (1993) Leadership Behavior and Management Effectiveness, Cairo, Dar Gharib.

SUKASAME, N. (2005), E-Service Quality A Paradigm For Competitive Success of E-Service Entrepreneurs. The Ninth Pacific Asia Conference on Information Systems (PACIS-2005), 2005. Available online at: <http://citeseerx.ist.psu.edu/viewdoc/summary?doi=10.1.1.477.58>.

TANNER. S. J., (2005), "Is Business Excellence of any Value?" west Yorkshire, [Oakland consulting](#).

WHEELLEN, L, & Hunger D., (1997), Strategic Management and Business Police, 6th ed, Addison - Wesley Publishing Go.

YAGHI, M. A. (2002) Organizational Decision Making. Amman: The Curriculum House for Publishing and Distribution.

Appendix (1)

Survey Questionnaire

My name is (Kwan Abdulqader Ismael), MSc. (Business Administration) student at University of (Bingol) in (Turkey). Research is being undertaken into the examining the role Human resource Management on organizational Performance as part of the MSc (Business Administration) at the University of (Bingol). Your assistance would be greatly appreciated and your answers will be treated confidentially and you will have full access to the results and findings once the thesis is complete. Please tick the required box to record your response.

Section A: Biographical Data

Position		
Levels of Education	High Diploma degree	
	BSc. Degree	
	MSc. Degree	
	PhD. Degree	
Scientific position	Assistant Lecturer	
	Lecturer	
	Assistant professor	
	Professor	
Years of Experience	Less than 5 years	
	6-10 years	
	11-15 years	
	More than 16 years	
Gender	Male	
	Female	

		Strongly Agree	Agree	Uncertain	Disagree	Strongly disagree
1. Administrative leadership						
Administration creativity						
1	I accept the constructive criticism about the new ideas from individuals at the university.					
2	I accept evaluate analysis and new ideas that put forward by individuals at the university.					
3	I desire to work in a team dominated by familiarity and enthusiasm.					
4	There is enough time to pursue creative ideas.					
5	As an administrative leader I will be at the forefront of trying to experience new ideas.					
Ability to make decisions						
6	I took the crucial decisions to the tasks in a timely manner and that cannot be postponed.					
7	I prefer to be within my powers in the heart of the event in the decision-making process.					
8	I prefer to work as teamwork to make decisions in order to resolve any dilemma or problem facing the organization work.					
9	The crucial decision taken when there is a debate about a specific problem between two sides.					
10	I not feeling weary and discomfort when I return to a decision taken to deal with a situation.					

Organizational Culture					
11	The need to strengthen the organizational culture within the organization because they make workers aware of what goes in the organization.				
12	I prefer assign important functions to individuals with experience and with academic certificates.				
13	There is an integrated flexible from administrative leaders in responding to changes to solve problems.				
14	Provide element of the initiative is necessary for the benefit of the team.				
15	I do not repeat questions to the employees with respect to their opinions because they have upheld state of weakness and lack of know-how.				
2. Strategic success					
Continuous innovations					
16	University supports and encourages initiatives and put forward suggestions presented by employees				
17	Predominate at the university a situation of activity and dynamism.				
18	University invests knowledge and turning it to technical services.				
19	The university administration develops communication and information processing systems along with improvements to its branches.				
20	The university is seeking to develop business activities and to create innovative work.				
Horizontal regulation					
21	Powers and responsibilities distributed regularly at the university.				

22	The university is interested and keen to morale of its employees.					
23	workers do not suffer at this university of frustration and a weak sense of job security					
24	A situation of spirit of cooperation occurs at the university as well as at its divisions as a family.					
25	There is a participation and transparency in information between the centers and the divisions at the university					
Effective implementation						
26	The Business implemented as an effective manner within the university.					
27	There is a situation of love to work and loyalty to the organization among workers					
28	The employees complete the work assigned within the timelines					
29	Information delivery from workers to managers and as required.					
30	The required work implemented by the administration without mistakes.					

Appendix (2)

SPSS outcomes

Administrative Leadership

1. administration Creativity

X1 = I accept the constructive criticism about the new ideas from individuals at the university.

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	53	50.0	50.0	50.0
Valid Strongly Agree	53	50.0	50.0	100.0
Total	106	100.0	100.0	

X2= I accept evaluate analysis and new ideas that put forward by individuals at the university.

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	2.8	2.8	2.8
Uncertain	8	7.5	7.5	10.4
Valid Agree	62	58.5	58.5	68.9
Strongly Agree	33	31.1	31.1	100.0
Total	106	100.0	100.0	

X3 = I desire to work in a team dominated by familiarity and enthusiasm.

	Frequency	Percent	Valid Percent	Cumulative Percent
Uncertain	4	3.8	3.8	3.8
Valid Agree	68	64.2	64.2	67.9
Strongly Agree	34	32.1	32.1	100.0
Total	106	100.0	100.0	

X4 = There is enough time to pursue creative ideas.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uncertain	31	29.2	29.2
	Agree	34	32.1	61.3
	Strongly Agree	41	38.7	100.0
	Total	106	100.0	100.0

X5 = as an administrative leader I will be at the forefront of trying to experience new ideas.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uncertain	7	6.6	6.6
	Agree	54	50.9	57.5
	Strongly Agree	45	42.5	100.0
	Total	106	100.0	100.0

2. Ability to Make Decisions

X6 = I took the crucial decisions to the tasks in a timely manner and that cannot be postponed.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.9	.9
	Uncertain	38	35.8	36.8
	Agree	36	34.0	70.8
	Strongly Agree	31	29.2	100.0
	Total	106	100.0	100.0

X7 = I prefer to be within my powers in the heart of the event in the decision-making process.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	2.8	2.8	2.8
Disagree	6	5.7	5.7	8.5
Uncertain	21	19.8	19.8	28.3
Agree	38	35.8	35.8	64.2
Strongly Agree	38	35.8	35.8	100.0
Total	106	100.0	100.0	

X8 = I prefer to work as teamwork to make decisions in order to resolve any dilemma or problem facing the organization work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.7	5.7	5.7
Disagree	2	1.9	1.9	7.5
Uncertain	34	32.1	32.1	39.6
Agree	31	29.2	29.2	68.9
Strongly Agree	33	31.1	31.1	100.0
Total	106	100.0	100.0	

X9 = the crucial decision taken when there is a debate about a specific problem between two sides.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Uncertain	8	7.5	7.5	7.5
Agree	50	47.2	47.2	54.7
Strongly Agree	48	45.3	45.3	100.0
Total	106	100.0	100.0	

X10 = I not feeling weary and discomfort when I return to a decision taken to deal with a situation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.7	5.7	5.7
Disagree	2	1.9	1.9	7.5
Uncertain	16	15.1	15.1	22.6
Agree	31	29.2	29.2	51.9
Strongly Agree	51	48.1	48.1	100.0
Total	106	100.0	100.0	

3. Organizational Culture

X11 = the need to strengthen the organizational culture within the organization because they make workers aware of what goes in the organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	6.6	6.6	6.6
Uncertain	17	16.0	16.0	22.6
Agree	47	44.3	44.3	67.0
Strongly Agree	35	33.0	33.0	100.0
Total	106	100.0	100.0	

X12 = I prefer assign important functions to individuals with experience and with academic certificates.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Uncertain	25	23.6	23.6	23.6
Agree	48	45.3	45.3	68.9
Strongly Agree	33	31.1	31.1	100.0
Total	106	100.0	100.0	

X13 = There is an integrated flexible from administrative leaders in responding to changes to solve problems.

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	5.7	5.7	5.7
Uncertain	13	12.3	12.3	17.9
Valid Agree	45	42.5	42.5	60.4
Strongly Agree	42	39.6	39.6	100.0
Total	106	100.0	100.0	

X14 = Provide element of the initiative is necessary for the benefit of the team.

	Frequency	Percent	Valid Percent	Cumulative Percent
Uncertain	20	18.9	18.9	18.9
Valid Agree	53	50.0	50.0	68.9
Strongly Agree	33	31.1	31.1	100.0
Total	106	100.0	100.0	

X15 = I do not repeat questions to the employees with respect to their opinions because they have upheld state of weakness and lack of know-how.

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	2.8	2.8	2.8
Uncertain	4	3.8	3.8	6.6
Valid Agree	55	51.9	51.9	58.5
Strongly Agree	44	41.5	41.5	100.0
Total	106	100.0	100.0	

Strategic Success

1. Continuous Innovations

X16 = University supports and encourages initiatives and put forward suggestions presented by employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	13.2	13.2	13.2
Uncertain	40	37.7	37.7	50.9
Valid Agree	23	21.7	21.7	72.6
Strongly Agree	29	27.4	27.4	100.0
Total	106	100.0	100.0	

X17 = Predominate at the university a situation of activity and dynamism.

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	5	4.7	4.7	4.7
Uncertain	13	12.3	12.3	17.0
Valid Agree	39	36.8	36.8	53.8
Strongly Agree	49	46.2	46.2	100.0
Total	106	100.0	100.0	

X18 = University invests knowledge and turning it to technical services.

	Frequency	Percent	Valid Percent	Cumulative Percent
Uncertain	4	3.8	3.8	3.8
Valid Agree	55	51.9	51.9	55.7
Strongly Agree	47	44.3	44.3	100.0
Total	106	100.0	100.0	

X19 = The university administration develops communication and information processing systems along with improvements to its branches.

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	2.8	2.8	2.8
Uncertain	21	19.8	19.8	22.6
Valid Agree	42	39.6	39.6	62.3
Strongly Agree	40	37.7	37.7	100.0
Total	106	100.0	100.0	

X20 = The university is seeking to develop business activities and to create innovative work.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	13.2	13.2	13.2
Disagree	15	14.2	14.2	27.4
Valid Uncertain	33	31.1	31.1	58.5
Agree	41	38.7	38.7	97.2
Strongly Agree	3	2.8	2.8	100.0
Total	106	100.0	100.0	

2. Horizontal Regulation

X21 = Powers and responsibilities distributed regularly at the university.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	13	12.3	12.3	12.3
Disagree	12	11.3	11.3	23.6
Valid Uncertain	20	18.9	18.9	42.5
Agree	40	37.7	37.7	80.2
Strongly Agree	21	19.8	19.8	100.0
Total	106	100.0	100.0	

X22 = The university is interested and keen to morale of its employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	13	12.3	12.3	12.3
Disagree	12	11.3	11.3	23.6
Uncertain	45	42.5	42.5	66.0
Agree	27	25.5	25.5	91.5
Strongly Agree	9	8.5	8.5	100.0
Total	106	100.0	100.0	

X23 = workers do not suffer at this university of frustration and a weak sense of job security.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Uncertain	24	22.6	22.6	22.6
Agree	49	46.2	46.2	68.9
Strongly Agree	33	31.1	31.1	100.0
Total	106	100.0	100.0	

X24 = A situation of spirit of cooperation occurs at the university as well as at its divisions as a family.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	5.7	5.7	5.7
Disagree	3	2.8	2.8	8.5
Uncertain	5	4.7	4.7	13.2
Agree	57	53.8	53.8	67.0
Strongly Agree	35	33.0	33.0	100.0
Total	106	100.0	100.0	

X25 = There is a participation and transparency in information between the centers and the divisions at the university.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	21	19.8	19.8	19.8
Uncertain	31	29.2	29.2	49.1
Valid Agree	31	29.2	29.2	78.3
Strongly Agree	23	21.7	21.7	100.0
Total	106	100.0	100.0	

3. Effective Implementation

X26 = The Business implemented as an effective manner within the university.

	Frequency	Percent	Valid Percent	Cumulative Percent
Uncertain	13	12.3	12.3	12.3
Valid Agree	46	43.4	43.4	55.7
Strongly Agree	47	44.3	44.3	100.0
Total	106	100.0	100.0	

X27 = There is a situation of love to work and loyalty to the organization among workers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	2.8	2.8	2.8
Uncertain	26	24.5	24.5	27.4
Valid Agree	50	47.2	47.2	74.5
Strongly Agree	27	25.5	25.5	100.0
Total	106	100.0	100.0	

X28 = The employees complete the work assigned within the timelines.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	4.7	4.7	4.7
Disagree	8	7.5	7.5	12.3
Uncertain	26	24.5	24.5	36.8
Agree	44	41.5	41.5	78.3
Strongly Agree	23	21.7	21.7	100.0
Total	106	100.0	100.0	

X29 = Information delivery from workers to managers and as required.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	9	8.5	8.5	8.5
Uncertain	28	26.4	26.4	34.9
Agree	41	38.7	38.7	73.6
Strongly Agree	28	26.4	26.4	100.0
Total	106	100.0	100.0	

X30 = The required work implemented by the administration without mistakes.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	4	3.8	3.8	3.8
Uncertain	20	18.9	18.9	22.6
Agree	47	44.3	44.3	67.0
Strongly Agree	35	33.0	33.0	100.0
Total	106	100.0	100.0	

ÖZGEÇMİŞ



KİŞİSEL BİLGİLER

AdıSoyadı	Kwan Abdulqader Ismael
DoğumYeri	Erbil- Iraq
DoğumTarihi	5/11/1986

LİSANS EĞİTİM BİLGİLERİSarbastIssa

Üniversite	KnoledgeÜniversitesi–Irak
Fakülte	İdareveEkonomik
Bölüm	İşletmeBölümü

YABANCI DİL BİLGİSİ

İngilizce	KPDS (.....) ÜDS (....) TOEFL (....) EILTS (....)
Arapça	Iyi

İŞ DENEYİMİ

ÇalıştığıKurum	Erbil PoliteknikÜniversitesi-Erbil TeknolojiEnstitüsü
Görevi/Pozisyonu	İşçi
TecrübeSüresi	6yıl

KATILDIĞI

Kurslar
Projeler

İLETİŞİM

Adress	Irak-Erbil-Salahadin
E-mail	kwangasab89@gmail.com