

# The Role of Strategic Leadership in Improving Organizational Excellence

**Running Title:** A Sample of the Opinions of Workers in the General Company for Petroleum Industries and Chemicals / Basra

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**Abstract:** *The purpose of the research is to identify the impact of strategic leadership as an independent variable represented by its dimensions (future vision, human capital, basic capabilities, moral culture) and organizational excellence as a dependent variable represented by dimensions (leadership excellence, organizational culture excellence, human resources excellence, strategy excellence, excellence By providing a service, distinguishing knowledge). The analytical descriptive curriculum was adopted, where the Ministry of Industry and Minerals/State Company for Petroleum Industries Chemicals/Basra was selected as a research field. The sample also identified who holds a leading position in the researching company. (Director General, Department Director, Division Director) under consideration, has been distributed (130) identification and retrieved (120) of them, data collected based on personal interviews and identification, The research found that the strategic leadership variable contributed to the impact of organizational excellence in the research company. The researchers also suggested several findings and recommendations that the research company strengthen the role of the employees of the company by giving them more powers that are commensurate with the size of the business entrusted to them by achieving the company's objectives, thereby enhancing their confidence and love for work while maintaining excellence by strengthening the culture of change and working to create a climate suitable for it.*

**Keywords:** Strategic Leadership, Organizational Excellence, The General Company For Petrochemical Industries / Basra

## 1. Introduction

The performance of companies and institutions is closely related to the performance of the strategic leader, and although capable leadership is not the only element in their distinction, it is an important element in it; With the increasing pressures and great challenges facing companies in our current era, Companies' need for active leadership has emerged that will have a major role in transforming them from a state of disintegration and downhill to a strong, distinct company. In order to stimulate the company, there must be a strategic leader capable of conveying the vision, ethical culture and creativity of intellectual capital, core abilities and how to use it to achieve organizational excellence. The problem of our research is that strategic leadership is the primary key to enable the research company to achieve organizational importance in light of turbulent changes.

Organizational excellence is one of the most important attributes of activity that affects the quality of organizational work appropriate to accelerate changes in the world. In the event of omission and lack of interest in leadership and its strategic vision, it may result in organizational non - excellence in the research company and failure to achieve the desired goals. The problem at hand is centered around the concept of strategic leadership and organizational excellence. The purpose of the research is to understand the level of awareness of both dimensions of the research sample, as to whether the company's leader exercises the required strategic leadership roles. Additionally, the research seeks to determine the level of interest the management of the research company has in applying strategic leadership.

Ultimately, the goal is to gain insights into the current state of strategic leadership and organizational excellence within the research company, and identify areas for improvement.

As the research objectives for both strategic leadership and organizational excellence are the focus of interest of many researchers in administrative sciences. The objectives include highlighting the contemporary and important nature of this theme, Orient organizations on how to achieve success through strategic leadership, measure the correlation between the independent variable (strategic leadership) and the dependent variable (organizational excellence), and clarify these variables to distinguish them from other strategic concepts. Through these objectives, The aim of the research is to contribute to the management science sector and to help organizations reach their goals. This research includes four axes, the first axis deals with research methodology, and the second axis presents the theoretical side of the research in strategic leadership and organizational excellence. The third axis dealt with the presentation of the field aspect related to the diagnosis of the reality of the research variables and the testing of the hypotheses on which the research was based. The fourth and final axis presented the conclusions reached by analyzing the investigators' responses, testing the hypotheses of association and impact and making recommendations that were found to be appropriate and applicable to the investigating company

## 2. Hypothetical Chart

In light of the results of the initial exploratory study that was conducted, the researchers adopted a hypothetical scheme

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that shows the nature of the relationship between the two research variables for the purpose of conducting the scientific treatment of the research problem and reaching its objectives, as shown in Figure (1).

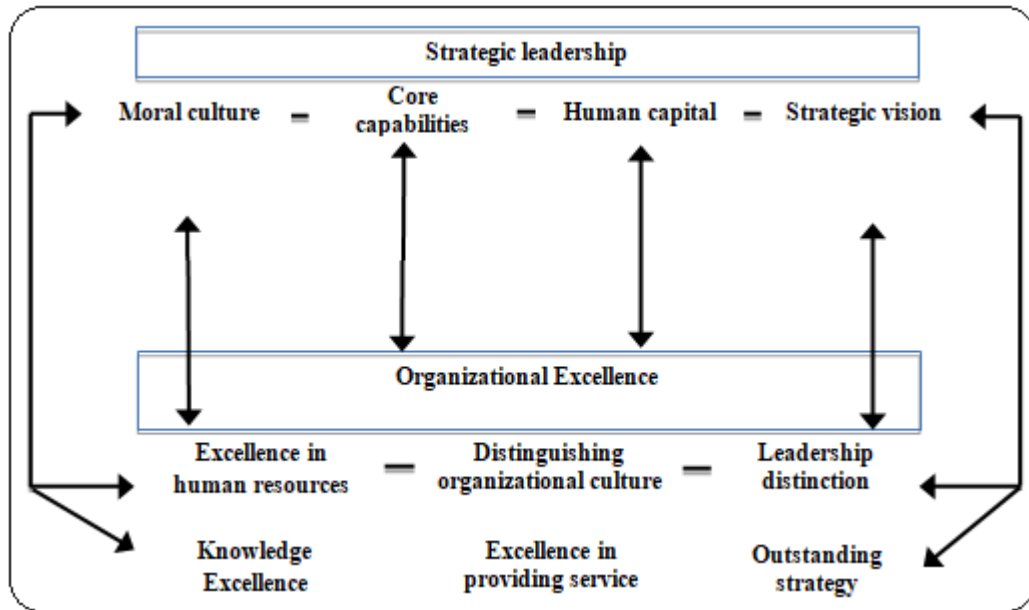


Figure 1: The hypothetical scheme of the research

Sources: Researcher

### Research Hypotheses

There is a statistically significant correlation between strategic leadership and institutional excellence.

There is a statistically significant effect relationship between strategic leadership and institutional excellence.

### Research Importance

Research shows that the effective practices of strategic leaders are essential to achieving organizational excellence. This research helps in identifying the most influential strategic leadership practices that contribute to achieving organizational excellence. It also strengthens the theoretical frameworks related to strategic leadership, its capabilities, strategies, and organizational excellence. Understanding the benefits of exercising strategic leadership roles is also important for companies. Therefore, this research holds significant importance for businesses to improve their overall performance and achieve excellence.

### Methods of Collecting Data and Information:

The various scientific sources consult a collection of Arab and foreign literature from books, periodicals, master's theses, PhD dissertations, research and articles related to research variables, As well as from the sources provided by the global information network, which enriched the theoretical aspect of this research.

### Interviews and field visits:

**Identification:** - The identification was used to collect metadata obtained from sample personnel, and the following steps were followed in identification numbers, arbitration, numbers and final distribution and finally collection.

### Search Limits

**Spatial limits:** The limits of spatial research represented by Ibn Majid State Company .

**Human limitations:** The human sample consisted of 120 individuals represented by senior management employees and heads of departments and departments in the research company.

**Temporal limits:** the time period extending from the date (2023).

## 3. Theoretical Aspect

### First: Strategic Leadership

Despite the long history of research in the field of leadership, sociologists, primarily organizational behaviorists have only recently begun to attract strategic leadership as a focus of attention. (Lear, 2012) As a result of economic conditions, social, political, and technological factors that became much more complex after World War II, and how much environmental progress became more competitive, this led to the need for a strategic leader to lead the organization to new heights, and create a new home in leadership that went hand in hand with the strategy (Didolkar, 2013) A strategic leader researching inside and outside the organization asks why - why do we do what we do? That is, looking beyond organizational or functional boundaries to understand the bigger picture (Patterson, 2014). Strategic leadership is about multiple functions, seeking to understand and adapt the external environment to the internal environment, and it estimates that different attitudes require different types of intelligence in order to implement flexibility to adapt to the required course of action. (Anenih, 2017) Strategic leadership is the ability of wisdom and vision to develop and implement a plan in an unstable, complex, and uncertain strategic environment that requires an experienced leader (Aslan, 2011).

**Dimensions of strategic leadership****Strategic vision:**

The core competency of a strategic leader is to develop long - term strategic ideas and plans for the organization, to support strategic decision making and to forecast the future of the organization or the field in which the organization operates, as well as to develop a complete vision of long - term human resources and how to attract the best competencies in ways commensurate with future development (Mohsin et al, 2022).

**Human capital:**

Human capital is the most important asset of the organization and acts as a guarantee for the achievement of the organization's goals. It is the duty of the strategic leader to continuously improve this resource through training, development, motivation and rewards to ensure that the organization makes the best investment in human resources (2017, Bilgin).

**Substantive estimates**

With the increasing interest of human resources departments and leaders of emerging organizations in formulating and implementing their plans for sustainable development and success in the globalized world, and the need to gain a competitive advantage through its complex climate and rapid changes that cannot keep up with that speed in terms of their dynamic challenges, only they have a mind excited by skills, talent, knowledge and strategic ability To ensure the implementation of the organization's goals and objectives (2015, Brathwaite).

**Ethical Culture**

Organizational culture is the principles, values, ideas, symbols and rituals of organizations. Organizational culture is the organization's identity. It is the duty of the strategic leader to maintain this culture by developing and strengthening it so that the organization can achieve its goals (2012, Phipps).

**Second: Concept of Organizational Excellence**

The concept of organizational excellence was based on several books, studies and research. This diversity reflects the importance of the concept, which prompted contemporary methods of management to focus their efforts on defining concepts of organizational excellence directed towards achieving the general goals of the organization in the face of multiple changes in the environment. (2016Azimi,) Institutional excellence is an intellectual and managerial philosophy based on a methodology of how to achieve tangible results in an enterprise to achieve some balance in meeting the needs of all parties, both stakeholders and society as a whole, within a culture of learning, creativity and continuous improvement (Waswas, 2019) is an organization - owned source that can be a distinct human being, a distinct technique, a way of working that others cannot imitate (Naser & Shobaki, 2017) An intellectual and management philosophy based on a methodology to achieve measurable results in the organization to achieve a certain balance in meeting the needs of all stakeholders and society as a whole in a culture of learning, creativity and continuous improvement (Waswas, 2019).

**Dimensions of Organizational Excellence:**

Distinction of the organizational structure: This means relying on a flexible organizational structure to make changes, seize opportunities and make decisions quickly, rather than a rigid organizational structure that reduces the movement of team members (A Alnoor, 2020).

Leadership excellence: excellence through leadership is demonstrated by the leader's outstanding ability to exploit organizational opportunities that help the organization to meet challenges. Leadership directly affects excellence by developing and encouraging workers' capacities towards excellence (Ahmed, 2017).

Distinction of organizational culture: Diversity throughout organizational culture refers to the diversity of values and beliefs held by individuals. This culture includes elements (openness, cooperation, trust, authenticity).

Organizational culture influences: the level of performance and achievement of subordinates, which determines the success and excellence of the organization greatly (Balsalem, 2017)

Excellence in human resources: It means that subordinates have sufficient skills, abilities, and behaviors to enable them to perform their work effectively, as they present ideas and products that are modern and creative, to achieve the goals of the organization (Al - Shahrani, 2017)

Strategy Excellence: It is the organization's pursuit to achieve excellence in its performance through its movement in accordance with an integrated and clear vision, which achieves distinction in the steps taken by the organization to achieve its vision and mission (Al - Shahrani, 2017)

Excellence in service provision: by adopting a set of rules that work to develop the provision of service to customers, including placing the customer first in order to improve the level of services, as well as building a long - term relationship with the customer after the sale to ensure that he is satisfied, as well as working to enhance the capabilities of The organization in order to provide service to customers (Haji Hassan, 2010)

Distinction of knowledge: the latter is considered the main element that distinguishes a successful organization from other organizations, and excellence in knowledge means managing it in a way that ensures the smooth flow of information and knowledge among the team, and its use in making rational administrative decisions and encouraging creativity. The organization makes mistakes in storing knowledge and not delivering it to the stakeholders, which is reflected in the performance of the organization in light of the era of the knowledge revolution (Waswas, 2016).

**Third Axis  
(Practical Side)**

**First:** Statistical description: presenting and analyzing the research results (Preliminary diagnostic results)

**1. Dimensions of organizational excellence**

In light of the presentation that came regarding the statistical description of the dimensions of organizational excellence, it

could be said that the level was high in all dimensions. The levels of these dimensions can be summarized using the following table (1).

**Table 1:** The arithmetic mean, standard deviations, degree of response, and the relative importance of the main dimensions of the organizational excellence variable (n = 100)

The main dimension	Arithmetic Average	Standard Deviation	Answer Grade	Relative Importance
Distinguish Leadership	3.99	0.82	High	First
Excellence of organizational culture	3.84	0.87	High	Second
Excellence of Human Resources	3.85	0.88	High	Third
Distinguish Strategy	3.70	0.90	High	Fifth
Excellence in providing a service	3.60	1.06	High	Sixth
Distinguish Knowledge	3.98	0.96	High	Second
General rate of variable dimensions of organizational excellence	3.82	0.91	High	-

Based on the data presented in the above table, it was found that the leadership excellence dimension (excessive) ranks first in terms of relative importance based on the responses of the research sample. The lowest dimension was service excellence. In general, the total mean for the institutional excellence variable was (3.82), with a total standard deviation of (0.91).

**Dimensions of strategic leadership**

When presenting the statistical description of the dimensions of strategic leadership, it can be noted that the characteristics of all dimensions range from medium to high. The levels of these dimensions can be summarized using Table (2):

**Table 2:** The arithmetic mean, standard deviation, degree of response, and the relative importance of the dimensions of the strategic leadership variable (n = 100)

Main Dimension	Arithmetic Mean	Standard Deviation	Response Score	Relative importance
The receiving vision	3.93	0.86	High	third
Human capital	4.23	0.81	Moderate	first
Core capabilities	3.58	0.89	High	fourth
moral culture	4.08	0.74	Moderate	second
The general rate of the strategic leadership variable	3.95	0.82	High	-

Based on the data presented in the above table, the strategic leadership dimension ranks first in terms of relative importance according to the responses of the survey sample. The smallest dimension is the dimension of elasticity. In general, the total mean for the strategic leadership variable was (3.95), with a total standard deviation of (0.82).

**Second:** Reviewing the research model and the statistical measurement of hypotheses to determine the nature of the relationship and its implications between the research variables in the studied banks. This axis defines the scope of the analysis for hypothesis testing. The hypotheses are as follows:

**First: Testing The First Hypothesis**

The first hypothesis was: (There is a statistically significant correlation between the dimensions of strategic leadership and the dimensions of organizational excellence).

**Table 3:** The link between strategic leadership and organizational excellence combined

		(S. L)	(O. E)
Strategic leadership	Pearson Correlation	1	884**
	Sig. (2 - tailed)		0
	N	100	100
Organizational excellence	Pearson Correlation	884**	1
	Sig. (2 - tailed)	0	
	N	100	100

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

The correlation matrix in Table (3) showed that there is a strong and significant correlation at the level (1%) between the strategic leadership variable (S. L) with its combined dimensions and the organizational excellence variable (O. E) with its combined dimensions. The value of the correlation coefficient between them was (0.884), and this result supports (the validity of the first main hypothesis), and this indicates that the research sample company has a clear perception of the extent of the dimensions of strategic leadership that contribute to achieving organizational excellence .

**The Second - The Second Main Hypothesis**

The second hypothesis states that there is a significant effect between lean marketing and competitive advantage.

The researchers relied on a simple regression analysis to test the impact of strategic leadership and organizational excellence. Table No. (4) shows the results of the simple regression analysis test, which includes the non - normative beta coefficient, the calculated value (. sig), the significance (. Sig), and the interpretation coefficient (. R2).

**Table 4:** Simple regression analysis between strategic leadership and organizational excellence taken together

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.321	0.367		3.201	0.000
(S. L)	1.730	0.061	0.863	26.78	0.000

a. Dependent Variable: (O. E)

b. R Square = 0.775, F = 285.265\*\*

The previous table (4) shows that there is a statistically significant effect relationship between strategic leadership



and organizational excellence, as the Unstandardized Beta Coefficient between them reached (1.730), and the calculated (t) value was (26.780), which indicates the significance of the non - normative beta at level (1). As for the value of the (F) test, it amounted to (285.275), which is significant at level (1), and indicates the statistical power of the test model. The interpretation coefficient was (0.775 (R2)).

#### 4. Conclusions

Strategic leadership affects organizational excellence through the dimension of intellectual capital: Harnessing the human resources available to the company in the interest of the company requires effective strategic leadership, which reflects on the advancement of its organizational performance. things in his possession. Strategic leadership influences organizational excellence through the core dimension of capabilities: by defining a complete picture of the core capabilities that the company possesses, which helps in achieving the company's goals and the ability to compete.

As the researchers see, the organizational culture dimension: Organizational culture is a system of assumptions, values, and beliefs prevailing in the company that govern the behavior of employees in the company, and through which strategic leadership influences organizational excellence. These common values have a great influence on workers, dictating the way they dress, behave, and perform their jobs. Organizational culture includes the company's expectations, experiences, and philosophy, as well as the values that guide members' behavior, and are expressed in the members' self - image, internal work, interaction with the outside world, and future expectations. The results confirmed the existence of an impact and correlation relationship between the variables of studying strategic leadership and organizational excellence. In addition, it also recommended that the company concerned hold training courses, seminars Conferences in order to disseminate and enhance the importance of strategic leadership and its importance in developing administrative and functional efficiency, and its impact on the organizational level. Additionally, the company should give employees more powers commensurate with the size of their work to enhance their self - confidence and love for work. Finally, maintaining excellence requires supporting a culture of change and creating a suitable climate for it.

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