

# The Impact of Ambidextrous Leadership on Strategic Success: An Analytical Study of the Opinions of a Group of Administrative Leaders and Employees in Al-Waha Company

Sara thamer jasim<sup>1</sup>

## Abstract

*This study aimed to identify the nature of the relationship between excellent leadership and strategic success based on the main idea that excellent leadership is the cornerstone of achieving strategic success. To achieve this, the opinions of a number of (department managers, units, and employees) from Al-Waha Company for soft drinks, juices, mineral water, plastics, and limited plastic cap manufacturing in Babil Governorate / Al-Dibla were surveyed. To achieve this goal, a questionnaire was prepared as the main tool for data collection, distributed by the researcher to (100) (employees, department managers, and units). The independent variable (excellent leadership) included two dimensions : (Open Leadership Behaviors, Closed Leadership Behaviors), while the dependent variable (Strategic Success) included three dimensions: (Flexibility, Adaptability, Growth). The number of retrieved questionnaires was 100, with a 100% retrieval rate, and they were analyzed using statistical software program 23.SPSS V). The programs used were (23). Amos) and Microsoft Excel 2010. The results of the statistical analysis showed that the study variables had moderate percentages in AL-Waha Company under study. The analysis results also indicated a positive and significant correlation between the variables under study, as well as a significant direct impact of excellent leadership on strategic success. Therefore, the study recommended, within an intellectual perspective, the importance of managers paying attention to Excellent leadership for its significance in the excellence, success, and distinction of the company.*

**Keywords:** *Excellent Leadership, Strategic Success, AL-Waha Soft Drinks Company.*

## Introduction

In today's business world, strategic success is a primary goal for every organization seeking to survive and thrive in a changing and competitive environment. In this context, the role of Excellent leadership is crucial in guiding organizations towards successfully achieving their strategic objectives. Leaders with vision, motivation, and guidance skills can be the driving force in setting the right course and inspiring teams to achieve excellence and innovation. Thus, this research reflects the significant impact of Excellent leadership on the strategic success of organizations in an era of rapid transformations and multiple challenges.

The definitions of excellent leadership vary according to different intellectual schools, but essentially, excellent leadership is characterized by the ability to inspire others, motivate them, and guide them towards achieving common goals. Excellent leaders are distinguished by their strategic vision, which enables them to understand prevailing market trends and identify potential opportunities and challenges. They also possess effective communication skills that help them convey their vision and guide teams effectively. The role of excellent leadership is not limited to supervision and guidance alone, but extends to building trust and a collective spirit within the organization, enhancing belonging and commitment to successfully achieve strategic goals. Furthermore, many studies indicate that excellent leadership has a direct impact on the organization's performance and strategic success. Effective leaders who are able to motivate and empower employees can lead to increased productivity and innovation, thereby enhancing the organization's ability to compete and grow in the market. Furthermore, leaders who adopt a comprehensive strategic approach and have the ability to make sound decisions in a timely manner can improve the organization's ability to adapt to rapid changes in the external environment. However, achieving excellent leadership is not easy and requires a lot of effort, training, and development. Leaders must be prepared to continuously develop their skills and enhance their understanding of the challenges they face in the changing business world. Leaders

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<sup>1</sup> Business administration, Administration and economy, Babylon University, Iraq, Email: Sarathamer78@gmail.com.

must also be familiar with modern leadership and management techniques, and be able to adapt to technological innovations and changes in work and communication methods.

## Research Methodology

### *Research Problem*

Effective leadership is considered a crucial factor in determining the success of strategies in organizations, and the factors of success may vary, making it difficult to identify and evaluate the type of leadership required. In light of this, the research problem is embodied in the following questions:

Does the researched organization have a clear understanding of the concept of effective leadership and strategic success?

What is the nature of the relationship between strategic success and effective leadership?

Is there a cause-and-effect relationship between effective leadership and strategic success?

### *The Importance*

Research on the impact of effective leadership on organizational strategies provides a deeper understanding of how effective leadership influences the ways in which institutions adapt to changing challenges and opportunities. This research also helps provide valuable insights on how to make the right strategic decisions in the face of continuous changes, enabling institutions to make informed, data-driven decisions. Additionally, the research contributes to helping companies keep up with the latest developments and innovations in the business environment, giving them a competitive edge. Similarly, the research enriches scientific knowledge in the field of business management and helps in developing theories and concepts related to effective leadership and strategic success.

## Research Objectives

The aim is to understand the relationship between effective leadership and the strategic success of organizations. The research aims to explore how skillful leaders impact the formulation and implementation of strategies that ensure competitive advantage and sustainable success in the current business environment. Additionally, the research aims to identify the traits and skills that skillful leaders must possess to achieve strategic success, as well as how to effectively apply these traits and skills in the organizational context. In general, the research aims to contribute to the knowledge about the role of leadership in achieving strategic success and provide practical guidance for leaders and organizations to successfully achieve their goals in the contemporary business world.

### *Research Hypothesis*

*There Is a Significant Meaningful Effect of Excellent Leadership on Strategic Success*

#### *First: Excellent Leadership*

Most researchers agree that excellent leadership represents the ability to guide and inspire others towards achieving common goals in an effective and inspiring manner. The concept also refers to a leadership style characterized by the leader's ability to achieve success and have a positive impact on others through a set of unique qualities and skills that allow them to lead teams and groups towards achieving specific goals efficiently and effectively.

These qualities include the ability to guide and direct, inspire, team building, making sound decisions, effective communication, continuous learning, and the concept of excellent leadership aims to motivate

leaders to develop themselves and improve their leadership abilities to achieve success and positive impact in their environment (Hassan: 2021, 50).

A skilled leader is distinguished by advanced guiding skills, the ability to build strong and integrated teams, as well as the ability to make the right decisions at the right time and motivate the team to achieve their maximum potential.

Therefore, the concept of skilled leadership has received increasing attention in leadership studies, as most researchers agree that skilled leadership involves a complex set of behaviors related to cognitive and behavioral complexity. Skilled leadership in an organization represents the organization's ability to balance between exploiting current opportunities and exploring new opportunities in a compatible manner. (Kassotaki 2019:4)

### *The Importance of Skilled Leadership*

The importance of skilled leadership lies in the emergence of various challenges and opportunities, making it an integral part of the strategic plans of any organization and a behavioral influencer of current functions in order to link them to future scientific and technological goals. (Bledow et al, 2011: 305-337) .

Researchers and writers have emphasized the increasing importance of excellent leadership in managing different organizations in the face of environmental uncertainty and increased competition (22: 2016, Coleman). The significance of excellent leadership behaviors in enabling the organization to effectively adapt to its environment and make decisions about the organization's long-term survival is evident (Kraft 4: 2018). Both Coleman (22: 2016) and Probst et al (333: 2011) emphasize the importance of excellent leadership by:

Enhancing performance through attention to adaptive or flexible culture and stable or standard culture.

Responding to dynamic environment and work complexities.

Meeting demands that effectively engage individuals.

Developing leadership methods or programs aimed at establishing leaders' trust and enhancing culture and performance.

Caring for and developing a culture of adaptation and alignment, which will be beneficial for both leaders and employees.

In the same vein, the concept of importance came as follows (29-2015:26 Schindler):

Responding to the pressures facing organizations that require exploration and investment simultaneously to deal with the different conditions resulting from the speed and complexity of today's competitive environment.

Implementing diverse work paths simultaneously and managing a rich set of multi-level learning processes to support exploration and investment.

Integrating open and closed leadership behaviors is necessary as these conflicting behaviors must be flexibly adapted to meet the requirements of the task or creative and innovative work.

As pointed out by (329-327 2011, Rosing et al): -

Granting subordinates' sufficient autonomy for exploration.

The team and the manager enjoy great independence.

Launching initiatives by the manager and supervising and supporting them

### *Dimensions of Excellent Leadership*

Many researchers have identified specific dimensions of excellent leadership, some focusing on two dimensions and others on more than that. This study will focus on the behaviors of open leadership and closed leadership as they align with the researched organization. As shown in the table (), we notice that most researchers have focused on the behaviors of open leadership and closed leadership. The following is an explanation of these two dimensions:

**Open Leadership Behaviors:** Coleman defined Opening Leadership Behavior as a set of behaviors that include encouraging experimentation, giving space for independent thinking and performance, and providing support to challenge existing methods and procedures (2016:37 Coleman). Meanwhile, the definition by Rosing et al. (2011) is to stimulate thinking in new directions to increase diversity in employees' behaviors such as allowing mistakes, encouraging alternative means to accomplish tasks, and pushing employees to take risks.

**Closed Leadership Behaviors:** These are behaviors that focus on achieving efficiency and reducing variance or diversity in employees' behaviors, such as adhering to work routines, ensuring compliance with rules, monitoring goal achievement, and taking corrective actions whenever necessary (Zacher & Rosing, 2015:56).

### *Secondly: Strategic Success*

Before delving into defining the nature of strategic success, we must address the reality of business organizations, their goals, approaches, and attempt to link them with the current and future scientific reality. We notice the existence of new methods for identifying and measuring the company's success in the long term, and these methods will suit the circumstances of the internal and external environment in which organizations operate. Due to increasing competition and rapid changes in the environment in which we operate, organizations have resorted to using modern management approaches to ensure their survival and the success of their work (Abu Zaid, 2018:22).

Therefore, strategic success can be defined as the ability of strategic management to choose and deal with situations that achieve Excellent success for the company. Many researchers and writers have elucidated the concepts of strategic success through various perspectives (2020:4250, Ahmad).

(3: 2005, Thomas) pointed out that the concept of strategic success is successful leadership and management working together to understand the company's goals, caring about everything that is changing in the work environment, and predicting future events. They deal with those events with a long-term perspective. (2007:65, Husham & Magd) focused on working to achieve alignment between the company's organizational goals and the employees' goals, therefore it is necessary to identify the strengths and weaknesses in the targeted areas in which they operate, develop and improve them through studying their dimensions and providing the information that has been collected in formulating the strategy correctly and clearly. In the same vein, (2008:153, Waldron) clarified that strategic success is the company's ability to maximize value for shareholders.

As for (2013:3, Thomas & David), they view strategic success as successful management leadership. Working on the company's survival and success in the business environment and addressing environmental conditions and changes with a long-term perspective by focusing on critical success factors that add value to stakeholders and create value for customers.

### *The Importance of Strategic Success*

Strategic success demonstrates the organization's ability and commitment to serving its beneficiaries and customers, achieving their satisfaction, and also its interest in the intellectual capital it possesses, in its

pursuit to remain competitive, adapt to environmental challenges, and consequently grow and excel over its competitors. Therefore, it is an essential necessity for the survival and continuity of organizations. (17: 2015, Willem)

As explained by (Al-Dulaimi, 2013: 90-93), the importance of strategic success is fully and comprehensively reflected to senior management, stakeholders, and customers about the organization's activities, its proximity to its set goals, its ability to achieve its objectives and mission. It also demonstrates the organization's ability to do things better so that its competitors cannot replicate them, due to its unique and essential capabilities that enable it to continuously develop competitive advantages and secure a distinctive competitive position in the market.

As mentioned by Al-Azzawi (2008: 126), the importance of strategic success lies in providing modern tools to measure the organization's success in the long term, and these tools constitute criteria that are suitable for the internal and external environments in which the organization operates. Based on this, we find that strategic success is important for the following reasons:

Strategic success is an indicator of the company's ability to use its inputs of material, financial, and human resources and to use information in a correct and successful manner that leads to the production of outputs of goods and services that meet the needs and desires of consumers (Hamadi, 2020: 12).

Strategic success is a means to face intense competition in the business environment, and the company's ability to survive and adapt in the face of increasing technological advancements, which have imposed strong and fierce competition in the market (Ghanem, 2005: 16).

Sometimes success is considered a strategic indicator of companies' commitment to quality management system principles, leading to success in domestic markets and facilitating their expansion to regional and global markets by enhancing their marketing environment and entering global markets (Muzaher, 2019, p. 29).

#### *Dimensions of Strategic Success*

Dimensions of strategic success will be focused on here, represented by survival, adaptation, and growth, as most researchers have addressed them and they are suitable for the current work environment. The following is a presentation of these dimensions:

##### *Firstly: Survival*

Business organizations must innovate to survive and remain competitive. Without that, they will fail in the business field due to a lack of knowledge development, neglect of modern technology, and failure to benefit from the experiences and competencies possessed by the company to survive, excel in competition, and attract good consumers for their products. This can be achieved by excelling in all sectors through meeting needs and building credibility with customers (Al-Rikabi, 2004: 374). For the purpose of increasing survival opportunities, companies deal with institutional theory that focuses on developing managerial and technical skills and competencies. The essence of this theory is for companies to adopt the keys and rules of the environment surrounding them, meaning the professional organizational environment, which can be defined as a set of values, concepts, and controls that companies work to achieve in order to define the goals that lead them to success.

##### *Secondly: Adaptation*

Change has become a necessity for organizations facing internal and external environmental conditions and variables. This change requires a quick response from the organization to remain competitive. This change occurs in two directions: either steadily through minor adjustments in the organization, which is considered a relatively constant evolution, or through comprehensive change for competition in the field of business.

The distinctive change can be described as affecting the organization through radical and organizational adjustment (Chrusciel 2003:2-3 Field).

### *Third: Growth*

Many researchers and historians have been interested in studying the growth of organizations due to its significant impact on seizing opportunities and facing threats and challenges surrounding the organization and attempting to adapt to them. Growth as a term refers to an increase in the size of the body in a fundamental change. At the organizational level, this change is in terms of its size measured by the number of individuals working in it, and this change is represented in the form of increase and decrease, focusing either on horizontal expansion, which means entering a new market and introducing new products in those markets. Or selling the product itself in new markets or vertically, which refers to the organization obtaining raw materials as a measure of its growth. Differentiation between growth and development, where growth is a change in the size of the organization, while development is the organization's ability to solve its problems and renew itself through the availability of resources and capabilities necessary for real growth in different conditions and changing variables (Hatim and Ali 267:2014).

### *Practical Aspect*

*Firstly, Describe and Diagnose the Strategic Success Variable.*

"This paragraph includes the analysis and description of the sub-dimensions of the strategic success variable in detail as follows:"

#### *Describe and Diagnose the Dimension of Sustainability.*

Where the post-stay distance was measured by (5) measurement phrases ranging from (ST1-ST5), the distance obtained a total weighted mean of (4.166) and was at a high level with a standard deviation of (0.585), which requires the difference coefficient to be (14.04%) and achieves a relative interest of (83.32%). Of course, this confirms the sample's consensus on the content of the dimension at a high level, indicating that the study sample, Al Waha Company, seeks to renew its competitive strategies to enhance its presence and sustainability in the business sector. This necessitates providing diverse resources for manufacturing products, committing to meeting the growing needs and desires of customers, caring for employees, looking into their specific issues, providing them with development and learning opportunities, and increasing their job satisfaction by clarifying the company's goals, the nature of the required work procedures, and how they can be active contributors to improving the company's future.

"At the level of measurement items, the first item (that the company remains competitive after succeeding in itself) came first by obtaining the highest weighted mean (4.350) and was of a very high level, while its standard deviation was (0.757) which requires its coefficient of relative variation to be (17.40%) and achieved a relative interest of (87.00%), explaining that the answers were suitable for the very high level category in the field."

"Upon examining the measurement items of the same dimension, we notice that the third item (the company management strives to satisfy the employees by protecting them from competing companies) came last by obtaining the lowest weighted mean (3.870)." "The level was high, while the deviation of this paragraph was (1.053), which requires its relative difference coefficient to be (27.20%) and achieved a relative interest of (77.40%), explaining that the answers were suitable for the high-level field."

*Descriptive Measures of the Dimension of Survival.*

	Paragraphs	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	That the company remains in the circle of competition after success in itself.	4.350	0.757	17.40	87.00	1
2	The company's management seeks to secure the necessary resources for survival.	4.340	0.726	16.74	86.80	2
3	The company's management strives to satisfy the employees by protecting them from competing companies.	3.870	1.053	27.20	77.40	5
4	The company's goals are clear to the employees, and what the company seeks to achieve in terms of strategic goals for survival.	3.990	0.772	19.35	79.80	4
5	The company's management relies on modern technology to achieve a necessary competitive advantage to survive in the business world.	4.280	0.791	18.49	85.60	3
<b>The overall balanced approach to survival.</b>		<b>4.166</b>	<b>0.585</b>	<b>14.04</b>	<b>83.32</b>	<b>-</b>

Source: Prepared by the researcher based on the outputs of programs (Microsoft Excel (SPSS)).

*Description and Diagnosis of the Adaptation Dimension*

Where the adaptation dimension was measured by (5) measurement phrases ranging from (AD1-AD5), the dimension obtained a total weighted mean of (4.071), which was high level and had a deviation value of (0.586), requiring the difference coefficient to be (14.39%) and achieving a relative interest of (81.43%). Naturally, this confirms the sample's agreement on the high-level content of the dimension, indicating that Al-Waha Company, the study sample, seeks to follow clear strategies to adapt to the surrounding data, changing environmental events, relying on the available experiences and skills of its employees in facing competition variables and threats of imported products. It is thus working on continuous changes in the organizational structure and functional titles, handling with high flexibility in the internal environment, diversifying the skills of the employees, training and supporting them to increase their adaptation to constantly changing events. As for the measurement paragraphs, the first paragraph states, "The leadership in the company seeks to create new systems in the company that enable it to adapt to the environment." Ranked first by obtaining the highest mean (4.340) and was of a very high level, while the standard deviation of this paragraph was (0.732), which calls for its relative difference coefficient to be (16.86%) and achieved a relative interest of (86.80%), explaining that the answers were suitable for the very high level category field. "When examining the measurement items of the same dimension, we notice that the fourth item (Employees adapt flexibly to changes in the company's internal environment) came last by obtaining the lowest mean (3.780) and was of a high level, while the standard deviation of this item was (0.883), calling for its relative difference coefficient to be (23.35%) and achieving a relative interest of (75.60%), explaining that the answers were suitable for the high level category field.

*Description of the Adaptation Dimension*

	Paragraphs	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	The leadership in the company seeks to establish new systems that enable it to adapt to the environment.	4.340	0.732	16.86	86.80	1
2	The company focuses on adapting to sudden changes in the political and economic environment by preparing advance plans for any emergency.	3.980	0.700	17.60	79.60	4
3	The company's management seeks to adapt to changes in the organizational structure of the company.	4.117	0.758	18.42	82.34	3
4	Employees adapt flexibly to changes in the company's internal environment.	3.780	0.883	23.35	75.60	5
5	Management helps employees in the company adapt to changes by preparing developmental programs.	4.140	0.947	22.87	82.80	2
<b>The overall balanced environment of adaptation.</b>		<b>4.071</b>	<b>0.586</b>	<b>14.39</b>	<b>81.43</b>	<b>-</b>

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS) programs.

*Description and Diagnosis of the Growth Dimension*

"Where the growth dimension was measured by (5) measurement phrases ranging from (GR1-GR5), the dimension obtained a total weighted mean of (4.228) and was at a very high level, with a standard deviation of (0.521). This requires the difference coefficient to reach (12.32%) and achieve a relative interest of (84.56%). Of course, this confirms the sample's agreement on what the dimension entails at a very high level, indicating that Al Waha Company, the study sample, is constantly seeking to achieve high growth rates in the environment. This is achieved by increasing its production units' growth, sales growth, strengthening its relationship with customers through increased interaction with them, paying attention to their suggestions and product requirements, seeking openness to new markets, and offering products to more segments of society."

"But at the level of measurement paragraphs, paragraph five (Company growth is one of the main goals it seeks to achieve) came first by obtaining the highest mean (4.390) and was of a very high level, while the deviation of this paragraph reached (0.686) which requires its coefficient of relative difference to be (15.63%) and achieved a relative interest of (87.80%), explaining that the answers are suitable for the very high level category in the field. When examining the measurement paragraphs of the same dimension, we notice that the second paragraph (The company achieved an increase in production volume to meet the growing market needs) came last by obtaining the lowest mean (4.130) and was of a high level, while the deviation of this paragraph reached (0.677) which requires its coefficient of relative difference to be (16.38%) and achieved a relative interest of (82.60%), explaining that the answers are suitable for the high level category in the field."

*Descriptive Measures of the Strategic Success Variable*

	Paragraphs	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	The company's management seeks growth by increasing production lines.	4.230	0.709	16.75	84.60	2
2	The company achieves an increase in production volume to meet the growing market needs.	4.130	0.677	16.38	82.60	5
3	The company's management continuously looks for new markets.	4.220	0.675	16.00	84.40	3
4	The company's growth generates vitality and activity through the challenges it poses and the returns it provides.	4.170	0.655	15.71	83.40	4
5	Company growth is one of the main goals it seeks to achieve.	4.390	0.686	15.63	87.80	1
<b>The total balanced environment of growth.</b>		<b>4.228</b>	<b>0.521</b>	<b>12.32</b>	<b>84.56</b>	<b>-</b>

Source: The researcher prepared the data based on the outputs of Microsoft Excel (SPSS).

As for the strategic success variable, it obtained a weighted mean of 4.146, indicating a high level with a standard deviation of 0.416. This requires a variance coefficient of 10.04% and achieves a relative interest of 82.91%. This confirms the sample's agreement on the dimension at a high level within the study company's AL-Waha sample.

It is evident from the table that the sub-dimensions ranking of the strategic success variable was as follows: growth, survival, and adaptation according to the sample responses in AL-Waha study company sample.

*Descriptive Measures of the Strategic Success Variable*

	Dimensions	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	Survival	4.166	0.585	14.04	83.32	2
2	Adaptation	4.071	0.586	14.39	81.43	3
3	Growth	4.228	0.521	12.32	84.56	1
<b>Total balanced scorecard of the strategic success variable</b>		<b>4.146</b>	<b>0.416</b>	<b>10.04</b>	<b>82.91</b>	<b>-</b>

Source: The researcher's preparation is based on the outputs of Microsoft Excel (SPSS) programs.

*Secondly: Description and Diagnosis of the Brilliant Leadership Variable.*

"In order to analyze the responses of individuals in the study sample at the level of the application site of the Al Wahah Company, the researcher relied on what was indicated by (Abdul Fattah, 2008: 541) in light of adopting the Likert pentagonal method in determining the answer alternatives to the scale in terms of (strongly agree - strongly disagree). There are five categories that interpret the field mean values,

as shown in Table (33)

Class Sequence	Class Range	Class Level
1	1.79 – 1	Very Low
2	2.59 – 1.80	Low
3	3.39 – 2.60	Medium
4	4.19 – 3.40	High
5	5.00 – 4.20	Very High

Source: Abdul Fattah, Az Hassan (2008) "An Introduction to Descriptive and Inferential Statistics (SPSS)" 1st ed., Riyadh, Kingdom of Saudi Arabia, p. 541.

This paragraph includes the analysis and description of the dimensions of brilliant leadership with its field dimensions and items in detail, as follows:"

*Description and Diagnosis of After Open Leadership Behaviors*

"Where after open leadership behaviors were measured by (7) measurement phrases ranging from (OLB1-OLB7), the dimension obtained a total weighted mean of (4.130) and was at a high level with a deviation of (0.576) and this requires the difference coefficient to be (13.93%) and achieves a relative interest of (82.60%), and of course this confirms the sample agreement on what the dimension includes at a high level, indicating that the managers in the study sample of AL-Waha Company encourage the use of diverse methods in work to address the boring routine and increase the desire for development and work on presenting new ideas in work and benefiting from the errors that occur from time to time and motivating employees to take risks and venture into dealing with the future in order to increase their experience and field skills."

"Regarding the measurement items, the first item (Managers in the company allow working using various methods to accomplish tasks) ranked first with the highest mean score (4.388) and was of a very high level. The standard deviation for this item was (0.764), which indicates a relative difference coefficient of (17.41%) and achieved a relative interest of (87.76%), explaining that the answers were suitable for the very high level category practically."

"When examining the measurement items for the same dimension, we notice that the seventh item (Managers in the company encourage employees to take risks) ranked last by obtaining the lowest mean score (3.960) and was of a high level." The deviation of this paragraph reached (0.987), which requires its relative difference coefficient to be (24.92%) and achieved a relative interest of (79.20%), explaining that the answers are suitable for the high-level field category.

Table (34). Descriptive Measures of the Dimension of Open Leadership Behaviors

	The paragraphs managers in the company:	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	- They allow working based on various methods to accomplish tasks.	4.388	0.764	17.41	87.76	1
2	- They deal flexibly with unintended errors in work.	3.970	0.771	19.43	79.40	6
3	- They allow trying out new ideas, enabling us to work in an innovative way.	4.199	0.927	22.07	83.98	2
4	- They encourage learning from mistakes.	4.184	0.714	17.07	83.68	3
5	- They provide room for good ideas that can enhance the work.	4.040	0.772	19.11	80.80	5
6	- They give employees the freedom to think and act independently.	4.170	0.990	23.74	83.40	4
7	- They encourage employees to take risks.	3.960	0.987	24.92	79.20	7
<b>The overall balanced approach to open leadership behaviors.</b>		<b>4.130</b>	<b>0.576</b>	<b>13.93</b>	<b>82.60</b>	<b>-</b>

"Source: Prepared by the researcher based on outputs of programs (Microsoft Excel (SPSS))."

#### *Description and Diagnosis of Closed Leadership Behaviors*

"Where the dimension of closed leadership behaviors was measured by (7) measurement phrases ranging from (CLB1-CLB7), the dimension obtained a total weighted mean of (4.161) which was at a high level and with a deviation of (0.460), requiring a difference coefficient of (11.04%) and achieving a relative interest of (83.23%). And of course, this confirms the sample's agreement on the high level of content in the dimension, indicating that the managers in the study sample of Al-Waha Company encourage employees to adhere to the prevailing instructions and laws, and to comply with orders issued by senior management, especially those related to implementing work procedures within specified deadlines and how they can contribute to achieving goals and implementing strategies, motivating them financially and morally, while holding them accountable in case of any shortcomings without benefiting from them. This encourages them to monitor their performance, take corrective actions for deviations that occur from time to time, diagnose their causes to prevent their recurrence in the future. As for the measurement paragraphs, the first paragraph (Managers in the company monitor the employees' compliance with rules and procedures) ranked first by obtaining the highest mean score (4.410) and was of a very high level. "When the deviation of this paragraph reached (0.715), it requires its relative difference coefficient to be (16.21%) and achieved a relative interest of (88.20%), explaining that the answers are suitable for the very high field level category."

"Upon examining the measurement paragraphs of the same dimension, we notice that the sixth paragraph (managers in the company take appropriate corrective actions in case of errors) came last by receiving the lowest weighted mean (3.890) and was at a high level, while the deviation of this paragraph reached (0.840), requiring its relative difference coefficient to be (21.58%) and achieved a relative interest of (77.80%), explaining that the answers are suitable for the high field level category."

Table (35). Descriptive Measures for the Dimension of Closed Leadership Behaviors

	The paragraphs of the managers in the company:	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	- They monitor the employees' commitment to the rules and procedures in the company.	4.410	0.715	16.21	88.20	1
2	- They exert pressure on employees to complete tasks within the specified time frame.	4.187	0.849	20.27	83.74	4
3	- They work on monitoring the implementation of the company's specific goals.	3.980	0.789	19.83	79.60	6
4	- They hold themselves accountable for errors that occur during work.	4.170	0.756	18.12	83.40	5
5	- They adhere to the pre-set plans.	4.192	0.759	18.10	83.84	3
6	- They take appropriate corrective actions in case of errors.	3.890	0.840	21.58	77.80	7
7	- They pay attention to the regular completion of plans and assigned tasks.	4.300	0.718	16.69	86.00	2
<b>- The total weighted average of closed leadership behaviors.</b>		<b>4.161</b>	<b>0.460</b>	<b>11.04</b>	<b>83.23</b>	<b>-</b>

"Source: Prepared by the researcher based on the outputs of programs (Microsoft Excel (SPSS))."

"As for the variable of Excellent leadership, it obtained a weighted mean of (4.146) which was at a high level, with a standard deviation of (0.416). This requires a difference coefficient of (10.04%) and achieves a relative interest of (82.91%). Naturally, this confirms the sample's agreement on the high level content of the dimension within the study company, Al-Waha sample."

"Table (36) shows that the sub-dimensions order for the Excellent leadership variable was as follows: (closed leadership behaviors, open leadership behaviors) according to the sample responses in the study company, Al-Waha sample."

"Table (36). Descriptive Measures for the Excellent Leadership Variable."

	Paragraphs	The weighted mean	Standard deviation	Percentage difference coefficient	Relative importance%	Priority ranking
1	Open leadership behaviors	4.130	0.576	13.93	82.60	2
2	Closed leadership behaviors	4.161	0.460	11.04	83.23	1
<b>Total balanced score of the brilliant leadership variable</b>		<b>4.146</b>	<b>0.416</b>	<b>10.04</b>	<b>82.91</b>	<b>-</b>

"The source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS)."

"Main hypothesis test: (There is a significant meaningful relationship between Excellent leadership and strategic success)."

In order to test the main and sub hypotheses of the relationship between the main study variables and their sub-dimensions and to interpret the field results, it is necessary to refer to the values of the simple correlation coefficient (Pearson) which can be used as the data has been subjected to normal distribution as previously tested in the first section of this chapter. For this purpose, the statistical program (SPSS V.25) was used, and the statistical analysis tables in this paragraph will show the correlation coefficients between the study variables. The results here indicate the type of test (2-tailed) and the abbreviation (Sig.) which indicates the significance test of the correlation coefficient according to the significance level (0.01).

To interpret the strength of the correlation coefficient, it will be classified into five categories as explained in Table (42):

**Table (42). Interpretation of the Correlation Relationship Value**

	Interpretation of the correlation relationship	Correlation coefficient value
		1
2	High positive or negative correlation	$\pm ( 0.70 - 0.90 )$
3	Moderate positive or negative correlation	$\pm ( 0.50 - 0.70 )$
4	Low positive or negative correlation	$\pm ( 0.30 - 0.50 )$
5	Very low positive or negative correlation	$\pm ( 0.00 - 0.30 )$

Source: Mukaka. M. J. M. M. J. (2012). Statistics corner: a guide to appropriate use of correlation in medical research. Malawi Med J. 24(3). P. 71.

Based on the above, the hypotheses of correlation can be tested as follows:

"Through Table (42), it is evident that there is a high positive and statistically significant relationship between effective leadership and strategic success, as the correlation coefficient between them reached (0.713\*\*), which is statistically significant at the (1%) level of significance. This, in turn, confirms a confidence level in the relationship results of (99%), indicating a level of harmony and relationship between the variables in the field based on the sample responses at the study and application site of Al Waha Company. This result suggests that the more management in Al Waha Company focuses on the behaviors of effective leadership in terms of general leadership behaviors, supporting employee involvement in developing work procedures, improving goal implementation steps, listening to their voices and suggestions in problem-solving, interacting with them, encouraging information sharing, enhancing their social relationships, and adapting them within the company's official culture, the more attention is paid to instructions and laws to ensure achieving high levels of strategic success."

Based on the above, the first main hypothesis can be accepted.

**Table (43). Correlations Between Effective Leadership Dimensions and Strategic Success**

The independent variable	Excellent leadership	Dimensions of excellent leadership	
		Open leadership behaviors	Closed leadership behaviors
The dependent variable			
Strategic success	.713**	.630**	.599**

Sig. (2-tailed)	.000	.000	.000
Outcome (decision)	There is a strong and significant relationship at the 0.01 level between excellent leadership with its dimensions and strategic success.		

Source: Statistical program outputs (SPSS V.25) n=100

Based on the results of Table (43), sub-hypotheses derived from the first main hypothesis can be tested as follows:

Testing the first sub-hypothesis: (There is a significant positive correlation between the dimension of open leadership behaviors and strategic success)

"It is shown through the table () that there is a moderate positive and significant correlation between the dimension of open leadership behaviors and strategic success, as the correlation coefficient between them was (0.630\*\*) which is statistically significant at the (1%) level of significance, which in turn provides a confidence level of (99%) for the relationship results, confirming a level of harmony and relationship between the variables in the field according to the sample responses at the level of the study and application company."

And this result indicates that the management of AL-Waha Company appointed for the study whenever it sought to focus on open leadership behaviors in terms of seeking to provide employees with opportunities to develop their personal and professional capabilities, support their learning, encourage them to submit their proposals, enhance their role, benefit from their field recommendations regarding the implementation of duties and responsibilities, encourage their participation and assistance to their colleagues, improve communication networks and information flow in order to ensure the improvement of their strategic success level and prepare them for better managerial positions. "Based on the foregoing, the first sub-hypothesis arising from the first main hypothesis can be accepted."

Testing the second sub-hypothesis: (There is a significant relationship between the dimension of closed leadership behaviors and strategic success)

The table (43) shows a moderate positive and statistically significant relationship between closed leadership behaviors and strategic success, with a correlation coefficient value of (0.599\*\*) which is statistically significant at the (1%) level of significance, thus providing a confidence level of (99%) for the relationship results, confirming a level of alignment and relationship between the variables field-wise according to the sample responses at the level of the study company Al Wahah for study and application."

This result indicates that the management of Al Wahah company in the study sample is concerned with closed leadership behaviors in terms of following plans and procedures, officially committing to administrative control procedures, ensuring that employees carry out their assigned duties, monitoring work details, and adopting appropriate corrective actions in case of errors and deviations, identifying their causes to prevent their recurrence in the future. This can enhance the company's capabilities in improving its competitive abilities and ensuring the achievement of advanced levels of strategic success.

"Based on the above, the second sub-hypothesis derived from the first main hypothesis can be accepted:

A. Testing the first sub-hypothesis: (There is a significant effect of open leadership behaviors dimension on strategic success)

Figure (24) shows a significant effect of open leadership behaviors dimension on strategic success, as the standardized parameter estimate value (standardized effect coefficient) reached (0.45), meaning that the dimension of open leadership behaviors affects the strategic success variable by (45%) in the study sample

of AL-Waha Company. This implies that the strategic success variable will increase by (45%) with a one-unit increase in attention to open leadership behaviors. It is also noted that the effect coefficient value is significant because the critical ratio (C.R.) value shown in the table (5.614) is significant at the significance level (P-Value) shown in the same table."

Based on the above, the first sub-hypothesis arising from the third main hypothesis can be accepted.

B. Testing the second sub-hypothesis: (There is a significant effect of closed leadership behaviors on strategic success)

Figure (25) demonstrates a significant effect of the dimension of closed leadership behaviors on strategic success, as the estimated value of the standard parameter (standard impact coefficient) reached (0.39). This means that the dimension of closed leadership behaviors affects the variable of strategic success by a percentage of (39%) at the level of universities and private colleges in the study sample. This indicates that the variable of strategic success will increase by (39%) if attention to closed leadership behaviors increases by one unit. It is also noted that the impact coefficient value is significant because the critical ratio (C.R.) value shown in the table (4.868) is significant at the significance level (P-Value) shown in the same table. **Based on the above, the second sub-hypothesis arising from the third main hypothesis can be accepted.**

Table (46). Path and Test Parameters for the Impact of Excellent Leadership Dimensions on Strategic Success

The paths			Standardized weights	Non-standardized estimation	Standard error	Critical ratio	Significance ratio
Strategic success	<---	Open leadership behaviors	.447	.463	.082	5.614	***
Strategic success	<---	Closed leadership behaviors	.387	.321	.066	4.868	***

Source: Outputs of program (Amos V.25)

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