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The Impact of Strategic Leadership Dimensions on Organizational Excellence: A Field Study

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Abstract

Strategic leadership (SL) is one of the important factors influencing organizational excellence, particularly in academic organizations. The research aims to demonstrate the extent to which strategic leadership, with its dimensions (human capital development, organizational culture, strategic orientation, and ethical practices), influences organizational excellence at the University of Information Technology and Communications. The problem is evident in the neglect of the impact of strategic leadership on organizational excellence and the lack of awareness of its effective role in enhancing it. The research community comprised the faculty at the University of Information Technology and Communications. A sample of 114 respondents was selected. A questionnaire was the primary tool of collecting data, and several statistical methods included in the SPSS statistical program were adopted. Among the most important findings is that strategic leadership practices have an effect on organizational excellence at the overall level.

1. Introduction

Leadership emerged with the emergence of civilizations as a phenomenon shared by societies. Leadership has led to significant achievements throughout history, as was the case with the civilizations of Mesopotamia, Egypt, and Greece. Research into the nature of leadership has continued from that time until the present day, and this topic has received significant attention. As a result of environmental developments, the importance of leadership has become even more apparent today (Neyisci & Erdogan, 2022). Leadership is a vital process for sustaining the work, continuity, and progress of societies, organizations, and groups on a regular basis. Because of this vitality that characterizes it, which is specific to almost all social organizations, its perspective and scope are so

broad that they include almost everything related to common human activities (Saleh & Ibrahim, 2019).

Leadership is one of the topics that has received great attention in administrative literature and has occupied a large space in it. It's a decisive element of an organization's success and sustainability. As for strategic leadership, it's an effective factor of the leaders' contribution to strengthening the organization's vision and mission (Paul et al, 2025). The emergence of strategic leadership as an academic field coincided with the repercussions of the so-called Third Industrial Revolution, which occurred in the 1960s. This was accompanied by careful research into the thinking and behavior of strategic leaders, as well as their decision-making methods (Whitehead et al, 2025).

Today, it boasts a rich heritage of definitions, theories, schools, and approaches to explaining this phenomenon. It continues to receive significant attention and development efforts. Management journals have emerged that address the phenomenon of leadership in a manner that suggests that the vast administrative heritage of study is still insufficient to fully encompass it and its constantly evolving manifestations. Strategic leadership works to rationalize the behavior of individuals (Dawood, 2024).

To understand strategic leadership, two terms must be understood: strategy and leadership. Strategy is "the art of devising or using plans or strategies to achieve a goal." It represents a plan for moving from the current situation to a desired future situation, especially within a competitive environment (Woodruff & Spain, 2023). Organizations are currently increasingly interested in searching for everything that is contemporary in order to achieve compatibility with their environment, which threatens the organization's survival and continuity. Strategic leadership is one of the modern methods resulting from strategic management (Dhamari & Sanabani, 2024).

The organization's environment has intensified, and the survival of organizations in this environment has become more difficult. The coronavirus pandemic that swept the world has had a significant impact on business development. In these circumstances, strategic leadership has appeared to be a decisive factor in the development of organizations, maintaining their excellence and growth. Therefore, researchers have made research contributions on strategic leadership, according to the approach of competencies and traits, and rich results have emerged (Tao et al, 2021). With the increasing pressures and enormous challenges facing organizations at the present time, there has emerged an urgent need for effective leadership that will play a major role in transforming the organization from a state of decline to a distinguished organization. Thus, there must be a strategic leader who conveys the organization's vision to all administrative levels (Al Hasan, 2024).

The environment is characterized by rapid changes, massive disruptions, intense competition, and high uncertainty, so leadership must be able to deal with these data (Arena & Huston, 205). In this environment, organizations face new approaches linked to changing customer desires, as well as technological development. It becomes imperative for these organizations to think seriously and take clear steps towards building effective strategic leadership (Barid, 2025). In order to deal with the repercussions of the turbulent and complex environment, there is a pressing need for leaders who combine vision with effective leadership to achieve sustainable competitiveness (Chishamba, 2024).

With the tremendous developments in the environment, dramatic transformations have occurred in the practices of organizations. It has become clear that organizations need a leader who possesses advanced experience and strategies, as well as a strong desire to work to improve the performance and development of organizations (Banda, 2022). Effective competition and excellence need highly efficient leadership that thinks strategically (Gomsani et al, 2024). An organization's distinction and superiority are not an intellectual luxury or a random matter, but rather are closely linked to aspects of strategic leadership as one of the most important and critical issues facing modern organizations (Enizi, 2024). It is self-evident that success in the current business environment requires organizations to think strategically and embody strategic leadership

practices. However, in light of the complexity of the current business environment, the organization's ability to perform effectively is at risk if strategic leaders fail to deal with that environmental complexity (Kebede et al, 2025). The concept of excellence emerged in the 1940s, which was then linked to quality. Deming, in 1950, considered quality as organizational excellence (Jodah, 2015).

Organizational excellence is a crucial factor in enhancing organizational performance, due to its essential role in supporting organizational values and shaping employee behavior, with the aim of transforming organizational orientations toward modernity. Strategic thinking represents a level of excellence for organizational leaders (Mrozok et al., 2019). This expresses the relationship between strategic leadership and organizational excellence. Some researchers have indicated that strategic planning is part of strategic thinking (Abdul Qader, 2022), and that both play a role in excellence and both are pillars of strategic leadership. Strategic leadership is essential to promote excellence in organizations and encourage innovative practices (Paul et al, 2025).

The research will cover a number of sections, including the theoretical background section, which includes the concept of strategic leadership and its importance. The theoretical aspect also includes the concept of organizational excellence and its importance. The Method section includes the research problem, the research community and its sample, the questionnaire as a main tool for collecting data, as well as the research hypotheses.

2. Theoretical background

2.1. Concept of strategic leadership

According to Saleh & Ibrahim (2019), no consensus has been reached among management scholars regarding the specific definition or concept of strategic leadership, and the approaches to its studies have multiplied in an attempt to clarify its comprehensiveness and to understand it as a human phenomenon necessary to achieve the desired goals and required results (Hamza & Kelabim, 2024). This ability is linked to correcting the future direction of the organization, as well as influencing subordinates to achieve the goals and address environmental challenges and opportunities (Fakih, 2025).

SL directs and influences an organization to achieve long-term strategic goals through a clear vision and plan, for excellence and focus, and ensuring appropriate decision-making to achieve desired goals (Kitab & Yousif, 2025). It is leadership characterized by thought and vision, contributing to anticipating the future and preparing for it in a manner that accommodates various external environmental variables and through optimal investment of all available material and moral capabilities, with a focus on human talent and continuous development through innovation and creativity to achieve renewed goals that keep the organization in an effective competitive position (Dawood, 2024). Strategic leadership helps to work flexibly and embrace change (Al Hasan, 2024). This ability enables the organization to achieve compatibility with external environmental data, including opportunities and challenges, through decisions based on a deep understanding of the market (Gomsani et al., 2024). SL is the systematic processes undertaken by an organization aimed at achieving its objectives and future vision. These processes require cooperation among organizational members and include planning, analysis, training, communication, and implementation (Enizi, 2024). SL is the ability to understand the organization as a whole and its internal and external environment and leverage it to effect strategic change through others (Younis, 2024). SL achieves future growth by emphasizing shared values and a clear vision that enables decision-making within its organization with minimal formal oversight mechanisms. (Al-Bayati et al., 2024). SL is an approach that prioritizes the organization's strategic vision and objectives (Hamza & Kelabim, 2024). SL is inspiring others to move in the right direction (Rahmani & Hambaba, 2024). Strategic leadership represents the extent to which an organization's leadership practices a strategic vision and emphasizes ethical practices within the organization, enhancing organizational culture and human resource development (Dhamari & Sanabani, 2024). The definition of strategic leadership is derived from the concepts of strategy and leadership to outline the organizational approach through which the organization seeks to achieve competitive

advantages (Woodruff & Spain, 2023). SL influence others, to foster change, and shape the future of the organization (Arena & Huston, 2025). SL a set of strategies, behaviors aimed at developing and monitoring organizational processes (Kebede et al., 2024).

Strategic leadership represents an organization's adaptation and long-term success, aiming to confront the turbulent environment's secretions to achieve sustainable competitiveness (Chishamba, 2024). Strategic leadership represents a leader's ideas, practices, actions, and creative aspects related to the essence of organizational work to achieve compatibility with the environment (Tipuric, 2022). Strategic leadership entails pursuing the strategic thinking process, formulating strategic questions, devising options, and then developing the vision through strategic analysis (Takawira et al., 2023). Thus, the discrepancy between researchers in providing a unified definition of strategic leadership is evident due to the complexity of the concept and the differences in researchers' perspectives and philosophical orientations. This is consistent with what was indicated by (Tipuric, 2022). It is noted that the four steps of the strategic leadership process, despite their linear relationship and gradation, are conceptually intertwined, and strategic leaders must review each step in the event of exposure to external challenges from the environment. The process of implementing strategic leadership is embodied in the Figure (1).

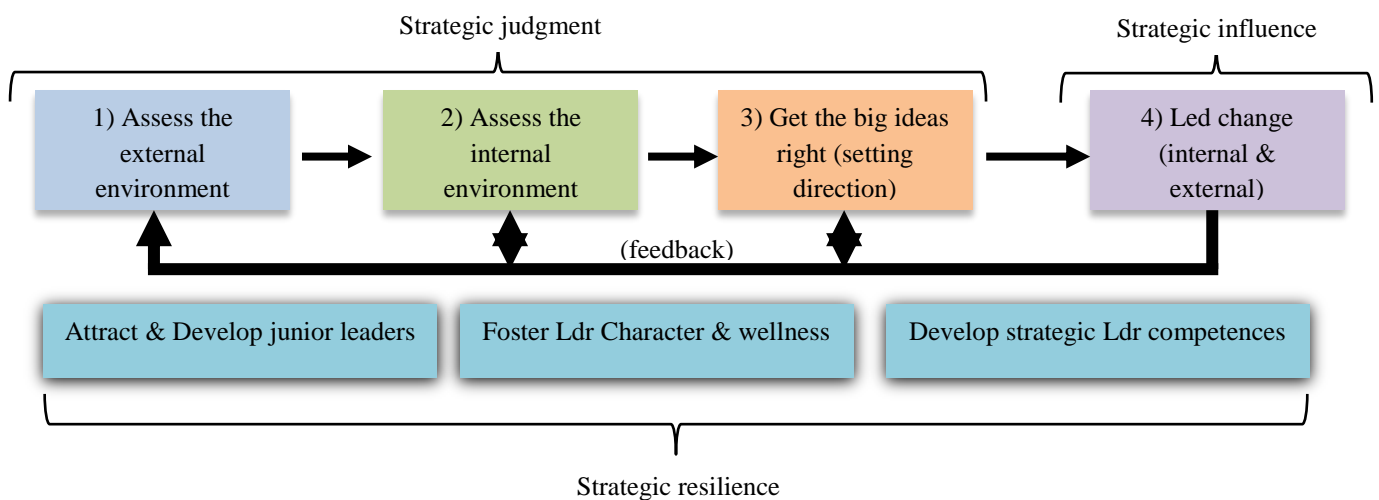


Figure 1: Applied SL Process (ASLP)

Source: Woodruff, T & Spain, E.(2023), *The Applied Strategic Leadership Process: Setting Direction in a VUCA World*, the journal of character & leadership development, 10: 250 – <http://dx.doi.org/10.58315/jcld.v10.250> p.48

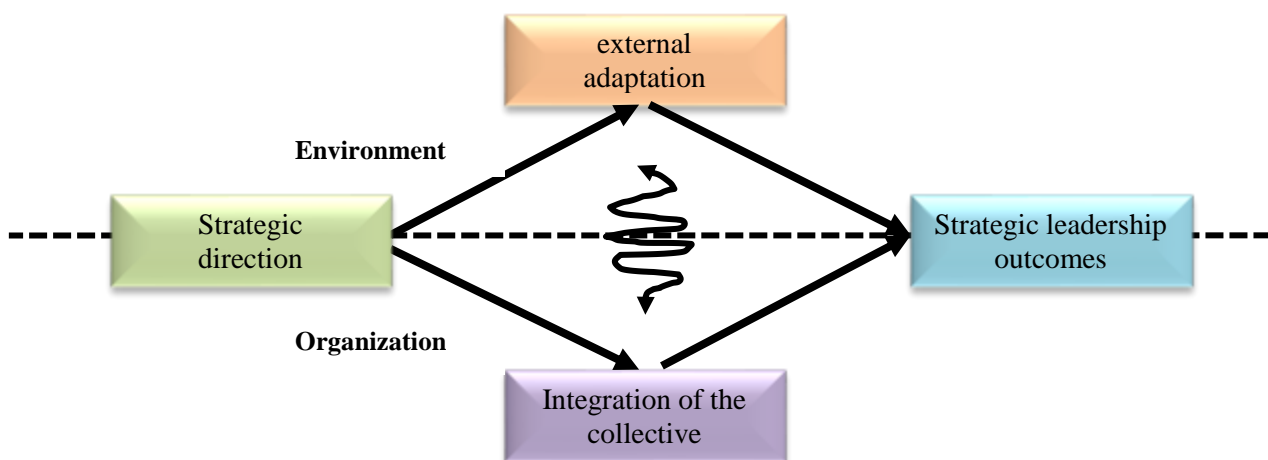


Figure 2: Architecture of SL

Source: Tipuric, D. (2022), *The Enactment of Strategic Leadership: A critical perspective*, Palgrave Macmillan, Cham, Switzerland, p.77

As for the strategic leadership architecture, it is part of the organization's structure, as it links the strategy with the organization's work, and this architecture forms the basic foundation for the organization's work, as shown in Figure 2.

2.2. Importance of strategic leadership

Recent studies of strategic leadership continue to confirm its critical role in shaping an organization's strategy and determining its performance levels, with a significant focus on developing leadership cadres that enable organizations to overcome the complexities they face, foster innovation, and support ethical trends (Samimi et al., 2022). Leadership is one of the pillars of sound decision-making and encouraging creativity in organizations today, to achieve strategic goals, enhance performance, and identify scientific methods for dealing with challenges, preventing their occurrence, and mitigating their effects. Challenges facing leadership have increased (Al-Bayati et al., 2024). Strategic leadership brings meaning, logic, and significance to the turbulence and ambiguity of the environment and provides a vision that enables the organization to develop and innovate (Troni & Sheikh, 2023). Effective SL is critical to an organization's performance (Barid, 2025).

The importance of SL is also evident in developing human and knowledge capital and investing in the human competencies of the organization's employees by fostering an organizational climate characterized by creativity (Zahrani & Shaibi, 2023). It also guides employees in dealing with change situations and encourages them to participate in decision-making, leading to long-term performance improvements (Al Huraizi et al., 2023).

2.3. Concept of organizational excellence

Organizational excellence is the procedures adopted by an organization with the aim of raising the level of performance and building a competitive capacity that exceeds that of its counterparts in the work environment (Jadani & Jafri, 2025). Organizational excellence refers to the superior and optimal utilization of the organization's resources to maximize its benefits. This enables the organization to be one of the best in its field of activity, both now and in the future. This adds value to all stakeholders, including owners, shareholders, employees, customers, and all segments of society (Harithi, 2024). Organizational excellence helps to achieve continuous growth and development across all areas and coordinates efforts to effectively achieve all organizational goals, distinguishing it from other organizations (Amer & Sanabani, 2023)

Organizational excellence builds trust through continuous development and improvement of products and services. This is achieved by meeting customer needs and exceeding their expectations, capturing a larger market share, and satisfying all stakeholders (Sabbagh et al., 2025). Organizational excellence is the result of an organization's active and continuous pursuit of superior performance, outstanding results, and a competitive advantage, as well as providing added value that leads to customer and client satisfaction, enhances their trust in the organization, gains employee loyalty, and raises their morale, and achieves sustainable success and excellence (Alkamali & Alsufyani, 2025).

2.4. Importance of organizational excellence

Organizational excellence is evident in the ability to continuously improve organizational performance, enhancing its competitive position. By applying the dimensions of organizational excellence, organizations can achieve numerous benefits, such as increased efficiency and productivity, improved service quality, talent attraction, capacity development, and customer satisfaction (Al-Salmi, 2023). Organizational excellence helps achieve sustainable success for the organization by achieving continuous improvement, such as innovation, and adapting to changes in the environment, such as new requirements (Essami, 2024). Organizational excellence achieves a global position for the organization and enhances its global competitiveness, in addition to improving the quality of products and services (Kreem, 2024). Organizational excellence helps organizations obtain accurate information that enables them to make effective decisions, improve employee performance and development, and facilitate communication between organizational departments.

The importance of organizational excellence helps to improve organizational outcomes and train subordinates on development methods, in addition to monitoring and developing performance standards (Harithi, 2024). The importance also lies in identifying obstacles, predicting problems before they occur, and being able to deal with them when they occur, in addition to forming work teams with the necessary skills and experience to perform tasks and activities independently, which achieves creativity and excellence in business performance for the organization (Jadani & Jafri, 2025), helping organization to avoid errors and improve operations (Amer & Sanabani, 2023), leading to a state of excellence in performance (Harithi, 2024).

2.5. The relationship between SL and organizational excellence

Organizational excellence is closely linked to strategic leadership, which leverages a range of financial and non-financial assets to enable the organization to create value for customers through the effective investment of these assets (Jaleha, 2018). The relationship between strategic leadership and organizational excellence is further strengthened by the strategic leader's active contribution to shaping the organization's future direction and achieving organizational excellence (Fairholm, 2004: 579). A study by Sheikh & Trouni (2023) demonstrated the positive impact of strategic leadership, with its various dimensions (strategic direction, human capital development, organizational culture, and ethical practices), on achieving organizational excellence. Organizational excellence is enhanced and elevated through the organization's focus on strategic leadership, although the degree of influence of these strategic leadership dimensions on organizational excellence varies.

A study by Omar (2020) demonstrated the active role of strategic leadership in achieving organizational excellence through the application of talent management. Strategic leadership contributed to excellence in service delivery, knowledge, and technology. A study by Rahmani and Hmbaba (2024) proved a statistically significant positive relationship between strategic leadership and organizational excellence, demonstrating the impact of leadership on excellence across all dimensions of strategic leadership. Similarly, a study by Gazi (2022) indicated a statistically significant positive relationship between strategic leadership and organizational excellence at both the overall level and at the level of each dimension.

The direct impact of strategic leadership on organizational excellence is evident in its ability to enhance human resource capabilities and motivate them towards creativity and excellence, thanks to strategic leadership practices based on innovative and creative thinking (Samaraddin and Qurashi, 2020). Strategic leadership actively contributes to achieving organizational excellence. A strategic leader possesses the ability to define a clear strategic vision and inspire subordinates to realize this vision and achieve excellence by adapting to environmental factors and capitalizing on available opportunities (Barney & Clark, 2007).

Thus, the complementary roles of strategic leadership and organizational excellence become apparent. Strategic leadership contributes to adopting a strategic direction and building an effective strategic vision, while organizational excellence fosters both quality and innovation. This aligns with what Hela (2014) indicated: that a successful strategic leader contributes to achieving organizational excellence by leveraging the capabilities of human resources to reach successful decisions at the required time.

3. Method

The importance of the research is evident from the importance of its topics, as well as the changes and developments taking place in the education environment, as the research came to show the impact of strategic leadership on the organizational excellence of private universities. The problem of research was neglecting the role of strategic leadership (the independent variable) in achieving organizational excellence (the dependent variable), as well as not realizing the duration of the influence of the first variable on the second. This problem raises several questions, including: What strategic leadership practices are in the university under study? What is the extent of achieving organizational excellence? What is the impact of strategic leadership on organizational

excellence? The descriptive analytical approach was used. Describing the responses of members derived from the questionnaire, and then analyzing them to extract the results. Several sources were used in preparing the questionnaire (Sheikh & Trouni,2023), (Samaraddin & Durashi,2020), (Bodram,2024), (Zahrani & Shoibi,2023). The research community included teaching staff at the University of Information Technology and Communications in Baghdad, as the research sample amounted to 114 teaching staff. One of the justifications for choosing the sample is the importance that the higher education sector enjoys in society, especially the University of Information Technology and Communications, and its teaching staff, who are considered the elite of society, and therefore their responses and opinions are more objective, which contributes to consolidating the research results. The questionnaire includes three main parts: the first is personal data of the respondents, the second part deals with the questions related to strategic leadership (the independent variable), and its dimensions: strategic orientation, human capital development, ethical practices, and organizational culture. while the third part dealt with questions related to organizational excellence (the dependent variable). and its dimensions: (leadership excellence, knowledge excellence, strategy excellence, subordinate excellence). Several appropriate statistical methods included in the SPSS program were adopted to reach the conclusions.

The research hypothesis was developed as follows:

- **H1:** There is a statistically significant effect of strategic leadership in all its dimensions on organizational excellence in all its dimensions. The following sub-hypotheses emerge from this hypothesis:
 - ✓ **H1.1:** There is a statistically significant effect of strategic orientation on organizational excellence in all its dimensions.
 - ✓ **H1.2:** There is a statistically significant effect of human capital development on organizational excellence in all its dimensions.
 - ✓ **H1.3:** There is a statistically significant effect of ethical practices on organizational excellence in all its dimensions.
 - ✓ **H1.4:** There is a statistically significant effect of organizational culture on organizational excellence in all its dimensions.

4. Results

4.1. Research data test

4.1.1 Cronbach's Alpha coefficient

Cronbach's Alpha coefficient is used as a tool to test the stability of the research, which determines the level of acceptance of the measuring tool at 0.60 or more. The stability values for each dimension of the questionnaire and for the questionnaire as a whole are shown in Table 1:

Table (1): Cronbach's alpha reliability coefficient for the strategic leadership variable

Variables/ Dimensions	Cronbach's Alpha Coefficient
Strategic orientation	0.86
Human capital development	0.88
Ethical practices	0.90
Organizational culture	0.91
Strategic leadership	0.89
Leadership Excellence	0.84
Knowledge Excellence	0.82
Strategy Excellence	0.86
Subordinate Excellence	0.90
Organizational excellence	0.87
Total Questions of questionnaire	0.86

The data in Table 1 show that the values of the Cronbach's alpha coefficient of reliability for the questionnaire dimensions ranged between (0.82-0.91), which are high reliability coefficients, and the value of the total reliability coefficient for all questionnaire statements reached (0.86),

which is a high reliability coefficient. Thus, the validity and reliability of the questionnaire and its suitability for analyzing the results, answering the study questions, and testing the hypotheses have been confirmed.

4.1.2 Sample size adequacy test

In order to confirm the adequacy of the sample used in the research, KMO & Bartlett's test was adopted, as well as to determine its suitability. The results shown in Table 2 show that the sample size was sufficient, as this is supported by the values exceeding 0.50, and this is evident from the data in the table regarding the KMO test and Bartlett's test.

Table (2): KMO & Bartlett's tests of research

Variables	KMO	result	Bartlett	Sig.	result	Decision
Strategic leadership	0.852	greater than 0.50	958.412	0.000	Significant	Suitable
Organizational excellence	0.876	greater than 0.50	986.598	0.000	Significant	Suitable

4.1.3 Descriptive statistical analysis results

Data in Table 3 show the results of the strategic leadership variable, showing a difference in the values of the arithmetic means for each of the four dimensions of the variable, which means a difference in the order of importance of these dimensions. Human capital development dimension achieved the first rank among the other dimensions with an arithmetic mean of (4.10), which means a high agreement among the sample members regarding the embodiment of this dimension, and a standard deviation of (0.41), which indicates a very low dispersion in the answers of the sample members. It was then followed by the strategic orientation dimension with an arithmetic mean of (3.77), and a standard deviation of (0.52), which indicates the agreement of the respondents and a low dispersion of their opinions regarding the embodiment of this dimension. Then the organizational culture dimension appeared in third place with an arithmetic mean of (3.48) and a standard deviation of (0.62), and the ethical practices dimension came in fourth place with an average of (3.42) and a standard deviation of (0.61). Although this result showed agreement among the respondents, it was not a high agreement compared to the other two dimensions, which means that there was a noticeable dispersion in the answers. At the overall level, the arithmetic mean of the Strategic leadership variable was (3.68), which agrees with the sample members regarding the embodiment of this variable in the organization under study, with a standard deviation of (0.56), which indicates a low dispersion in the answers.

Table (3): Results of descriptive analysis of strategic leadership with dimensions

Variable	Dimensions	Mean	S.D	Ranking
Strategic leadership	strategic orientation	3.77	0.52	2
	human capital development	4.10	0.41	1
	ethical practices	3.42	0.61	4
	organizational culture	3.48	0.62	3
	Total	3.68	0.56	

The data in Table 4 show the results of the descriptive statistics for the Organizational Excellence variable, showing a difference in the values of the arithmetic means for each of the four dimensions of the variable, which means a difference in the order of importance of these dimensions from the point of view of the sample members. The Subordinate Excellence dimension achieved the first rank among the other dimensions with an arithmetic mean of (4.02), which means a high agreement among the sample members regarding the embodiment of this dimension, and a standard deviation of (0.54), which indicates a very low dispersion in the answers of the sample members. It was then followed by the Knowledge Excellence dimension with an arithmetic mean of (3.94), and a standard deviation of (0.68), which indicates the agreement of the respondents and a low dispersion of their opinions regarding the embodiment of this dimension. Then the Strategy Excellence dimension appeared in third place with an arithmetic mean of (3.44) and a standard deviation of (0.72), while the Leadership Excellence dimension came in fourth place with an average of (3.40) and a standard deviation of (0.81). Although this result showed agreement among the respondents, it was not a high agreement compared to the other two dimensions, which means

that there was a noticeable dispersion in the answers. At the overall level, the arithmetic mean of the Organizational excellence variable was (3.72), which expresses a high agreement among the sample members regarding the embodiment of this variable in the organization under study, with a standard deviation of (0.71), which indicates a low dispersion in the answers.

Table (4): Results of descriptive analysis of strategic leadership with dimensions

Variable	Dimensions	Mean	S.D	Ranking
Organizational excellence	Leadership Excellence	3.40	0.81	4
	Knowledge Excellence	3.94	0.68	2
	Strategy Excellence	3.44	0.72	3
	Subordinate Excellence	4.02	0.54	1
	Total	3.72	0.71	

4.2. Hypothesis testing

This section includes a presentation of the results reached through the selection of research hypotheses. The main hypothesis was tested to determine the impact of strategic leadership on organizational excellence, in addition to the sub-hypotheses that include the impact of each dimension of strategic leadership on organizational excellence at the University of Information Technology and Communications.

Table (5): Impact of strategic leadership on organizational excellence

Variable/Dimension	Dependent Variable/Organizational Excellence						
Independent Variable	R ²	Adj. R ²	F	β	T	Sig.	Decision
Strategic Leadership	0.396	0.384	35.98	0.212	2.728	0.000	accepted

The data in Table 5 show the presence of an influence model with a calculated F value of (35.98), which is higher than its tabular value of (4.16), while the results of the table showed the presence of an explanation coefficient of (0.396), and an adjusted explanation coefficient of (0.384), as the strategic leadership variable, with its combined dimensions, explains (38.4%) of the changes that occur in the organization's excellence, while (61.6%) is attributed to the presence of other factors that were not included in the model. The Beta value means that changing its value by one unit of strategic leadership leads to a change in its value (0.212) in organizational excellence, as these results lead to accepting the first main hypothesis (There is a statistically significant effect of strategic leadership in all its dimensions on organizational excellence in all its dimensions).

Table (6): impact of strategic leadership dimensions on organizational excellence

Variable/Dimension	Dependent Variable / Organizational Excellence						
Independent Dimension	R ²	Adj. R ²	F	β	T	Sig.	Decision
strategic orientation	0.412	0.408	26.82	0.282	3.642	0.000	accepted
human capital development	0.426	0.418	35.902	0.416	4.582	0.000	accepted
ethical practices	0.336	0.318	50.264	0.416	4.582	0.000	accepted
organizational culture	0.368	0.354	28.612	0.246	3.620	0.000	accepted

The data in Table 6 shows the presence of an influence model with a calculated F value of (26.82), which is higher than its tabular value of (3.94), while the results of the table showed the presence of an explanation coefficient of (0.412), and an adjusted explanation coefficient of (0.408), as the strategic orientation dimension explains (41.2%) of the changes that occur in the organization's excellence, while (58.8%) is attributed to the presence of other factors that were not included in the model, and the Beta value means that changing its value by one unit of strategic orientation leads to changing its value (0.282) in organizational excellence, as these results lead to accepting the first sub-hypothesis (There is a statistically significant effect of strategic orientation on organizational excellence in all its dimensions).

The data in Table 6 shows the presence of an influence model with a calculated F value of (35.802), which is higher than its tabular value, while the results of the table showed the presence of an explanation coefficient of (0.426), and an adjusted explanation coefficient of (0.418), as the dimension of human capital development explains (42.6%) of the changes that occur in the organization's excellence, while (57.4%) is attributed to the presence of other factors that were not included in the model, and the value of beta means that changing its value by one unit of human

capital development leads to changing its value (0.416) in organizational excellence, as these results lead to accepting the second sub-hypothesis (There is a statistically significant effect of human capital development on organizational excellence in all its dimensions).

The data in Table 6 shows the presence of an effect model with a calculated F value of (50.264), which is higher than its tabular value. The results of the table show the presence of an explanation coefficient of (0.336) and an adjusted explanation coefficient of (0.318), as the ethical practices dimension explains (33.6%) of the changes that occur in the organization's excellence, while (66.4%) is attributed to the presence of other factors that were not included in the model. The Beta value means that changing its value by one unit of ethical practices leads to a change in its value (0.416) in organizational excellence. These results lead to accepting the third sub-hypothesis (There is a statistically significant effect of ethical practices on organizational excellence in all its dimensions).

The data in Table 6 shows that there is an influence model with a calculated F value of (28.612), which is higher than its tabular value. The results of the table show that there is an explanation coefficient of (0.368) and an adjusted explanation coefficient of (0.354), as the organizational culture dimension explains (35.4%) of the changes that occur in the organization's excellence, while (64.6%) is attributed to the presence of other factors that were not included in the model. The Beta value means that changing its value by one unit of organizational culture leads to a change in its value (0.246) in organizational excellence. These results lead to accepting the fourth sub-hypothesis (There is a statistically significant effect of organizational culture on organizational excellence in all its dimensions).

5. Conclusion

Strategic leadership is based on values, rules, and standards that shape subordinates' behavior in a manner consistent with the characteristics of this leadership. This helps subordinates understand the events surrounding them. This is achieved by embodying four basic dimensions: strategic direction, human capital development, ethical practices, and organizational culture. Organizational excellence is embodied when the organization is able to keep pace with rapid changes in the environment. It is an integrated strategic construct that governs the organization's performance in accordance with its vision, mission, and strategic objectives.

The results resulting from an analysis of the responses of faculty members at the University of Information and Communication Technology revealed a high level of strategic leadership practices at the university, the research sample, from the perspective of the faculty members working there.

The research results revealed a statistically significant impact of strategic leadership on organizational excellence at the aggregate level (the combined dimensions). As for the impact of each dimension of strategic leadership on organizational excellence, variations in the level of influence of these dimensions were evident. The human capital development dimension had the highest impact, followed by strategic orientation, organizational culture, and ethical practices. There is a clear interest on the part of the university leadership in enhancing the university's human capital. This can be seen through the implementation of relevant training programs, as well as a clear and effective approach to strategic direction, embodied in the formulation of the university's vision, mission, and strategic objectives, making them part of the university's operating philosophy. Despite the practice of the four dimensions of strategic leadership at the university under study, serious attention is required to address the organizational culture that pervades the university's organizational climate. This requires enhancing the dissemination of organizational culture that supports strategic leadership practices. This also applies to ethical practices, which have not risen to the level of influence of the other dimensions.

6. Recommendations

Given the importance of the research topics to the university under study, the university administration should adopt organizational excellence as a core philosophy and aspiration. The

administration and its leaders can further solidify this concept by integrating it into the strategic vision.

To cultivate a culture of excellence among all its employees, the university administration could establish an award and offer substantial rewards for outstanding staff, thereby supporting and encouraging a culture of excellence and innovation within its various departments.

The university leadership must prioritize enhancing human resource capabilities by organizing seminars, courses, and training workshops related to creative and innovative approaches, particularly in strategic planning and creative thinking, to achieve performance excellence.

The university administration should communicate to its managers the importance of embracing contemporary approaches to managing university departments. Furthermore, it should conduct high-level assessments to determine the suitability of administrative positions and encourage the adoption of innovative ideas to achieve organizational excellence.

Establishing open communication channels between university leaders and subordinates, and working to empower these subordinates in a way that enhances the spirit of teamwork and participation in decision-making, and raising the morale of subordinates to build a favorable organizational climate that contributes to achieving performance excellence.

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أثر أبعاد القيادة الاستراتيجية على التميز التنظيمي: دراسة ميدانية

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المستخلص

تعد القيادة الاستراتيجية أحد أهم العوامل المؤثرة في التميز التنظيمي، لا سيما في المنظمات الأكاديمية. يهدف هذا البحث إلى توضيح مدى تأثير القيادة الاستراتيجية، بأبعادها المختلفة (تنمية رأس المال البشري، والثقافة التنظيمية، والتوجه الاستراتيجي، والممارسات الأخلاقية)، على التميز التنظيمي في جامعة تقنية المعلومات والاتصالات. ويكمن الإشكال في إهمال أثر القيادة الاستراتيجية على التميز التنظيمي، وقلة الوعي بدوره الفعال في تعزيزه. تكوّن مجتمع البحث من أعضاء هيئة التدريس في جامعة تقنية المعلومات والاتصالات، وتم اختيار عينة مكونة من 114 مشاركًا. استخدمت الاستبانة كأداة رئيسية لجمع البيانات، كما تم اعتماد عدة أساليب إحصائية من برنامج SPSS الإحصائي. ومن أهم النتائج أن ممارسات القيادة الاستراتيجية تؤثر على التميز التنظيمي على المستوى العام.