



## STRATEGIC LEADERSHIP AND ITS REFLECTION IN ACHIEVING SUSTAINABLE ORGANIZATIONAL PERFORMANCE

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Article history:	Abstract:
<p><b>Received:</b> 22<sup>th</sup> May 2024 <b>Accepted:</b> 20<sup>th</sup> June 2024</p>	<p>Strategic leadership has a major role in organizations, as its role comes in formulating the organization's strategies and defining the vision and goals that the organizations seek, especially one of the most important of these goals is achieving distinguished and sustainable organizational performance. From here came the idea of this study and the problem was posed in the form of a question: Does the strategic leader have a role? In achieving sustainable organizational performance, this study aims to measure the relationship and impact between strategic leadership and sustainable organizational performance. The importance of this study is that it deals with the oil sector, which is the main artery for financing the state's general budget, at a rate of no less than 94%, as this study assumed. The study showed that there is a relationship and influence between the strategic leader and sustainable organizational performance. In order to test this hypothesis, (100) questionnaires were developed that are suitable for analysis and were analyzed using the (spss.v.v26) program. Then, a set of results were reached, the most important of which was the existence of a positive relationship and impact of strategic leadership on sustainable organizational performance. This means that the presence of strategic leadership will enhance the achievement of sustainable organizational performance, and a set of recommendations were put forward, including emphasizing the organization under study (petroleum products) on The importance of the strategic leader because of his major role in the process of formulating strategies, staying away from routine at work, and achieving outstanding performance that enables organizations to achieve sustainable organizational performance</p>

**Keywords:** Strategic Leadership, Sustainable Organizational Performance.

### INTRODUCTION :

Organizations today operate in a diverse and complex environment, and this requires that we have a way of thinking that differs from the old thinking about leadership, as leadership is one of the most important resources of organizations, because leadership is what contributes significantly to achieving the success that organizations seek. Therefore, strategic leadership has become one of the most important measures of the development of organizations, as strategic leadership means the ability of organizations to define and anticipate flexibility, work to maintain it, and work to enable other employees to produce new opportunities for the organization. Strategic leaders are the ones who determine the goals that the organization seeks, formulate its strategy, develop the organizational structures in the organization, as well as the efficiency of the organization, and carry out strategic direction and maintain the organizational culture within the organization. Today, the strategic leader works on all of this in order to improve job performance and achieve... The goals that the organization seeks, especially long-term goals, and one of the goals that the organization seeks is to achieve sustainable organizational performance.

### THE STUDY PROBLEM :

The strategic leader is the one who determines the method of work in the organization and is the one who formulates the strategy for the organization and also focuses on the executive managers in order to make the strategy successful. In addition, the leader works to set the goals that the organization seeks in the short and long term, and this requires a strategic leader who is distinguished by his style. Advanced and flexible thinking capable of dealing with rapid and complex changes. One of the most important goals that the strategic leader seeks to achieve is achieving performance according to what he planned. This is known by matching the actual goals with the planned goals. Therefore, we see that organizations strive a lot to achieve organizational performance. Sustainably, which



enables it to achieve its goals and gain a competitive advantage over other competitors in the same industry. Therefore, the problem of this study lies in answering the following question:

Does the strategic leader have a role in achieving sustainable organizational performance?

**OBJECTIVES OF THE STUDY :**

- 1- Measuring the relationship and impact between strategic leadership and sustainable organizational performance.
- 2- Testing the impact of strategic leadership on sustainable organizational performance within the organization under study.

**THE IMPORTANCE OF STUDYING :**

- 1- The importance of this study lies in the proposals and recommendations that serve other organizations in the same sector based on the results of this study.
- 2- Highlighting the importance of having strategic leadership in such organizations (the subject of the study) because it motivates employees and improves the level of performance.
- 3- The importance of this study is that it deals with the oil sector, which is the main artery for financing the state's general budget, at a rate of no less than 94%.
- 4- Benefiting from the nature of the relationship between the strategic leader and sustainable organizational performance.

**STUDY HYPOTHESIS:**

The organization operates in a complex and rapidly changing environment, so there must be a strategic leadership that has a style of thinking that differs from traditional leadership. Hence, this study assumes that:

- 1- There is a statistically significant correlation between organizational justice and job satisfaction.
- 2- There is a statistically significant relationship between organizational justice and job satisfaction.

**DATA COLLECTION METHODS:**

**The theoretical aspect:** We relied on many books, theses, master's theses, and periodical research in English and Arabic.

**The practical aspect:** The questionnaire was relied upon, and some interviews were conducted in order to verify the validity of the data.

**Description of the research population and sample:**

The petroleum products in Al-Muthanna were chosen as a population to conduct the current research, and the research sample was represented by employees in accounts, control and auditing.

**The limits of the study :**

**Spatial boundaries:** This study was conducted on petroleum products in Al-Muthanna

**Time limits:** This letter was completed from 1/1/2024 until 7/1/2024.

**Objective boundaries:** This study addressed the topic of strategic leadership and sustainable organizational performance in petroleum products in Muthanna (the subject of the study)

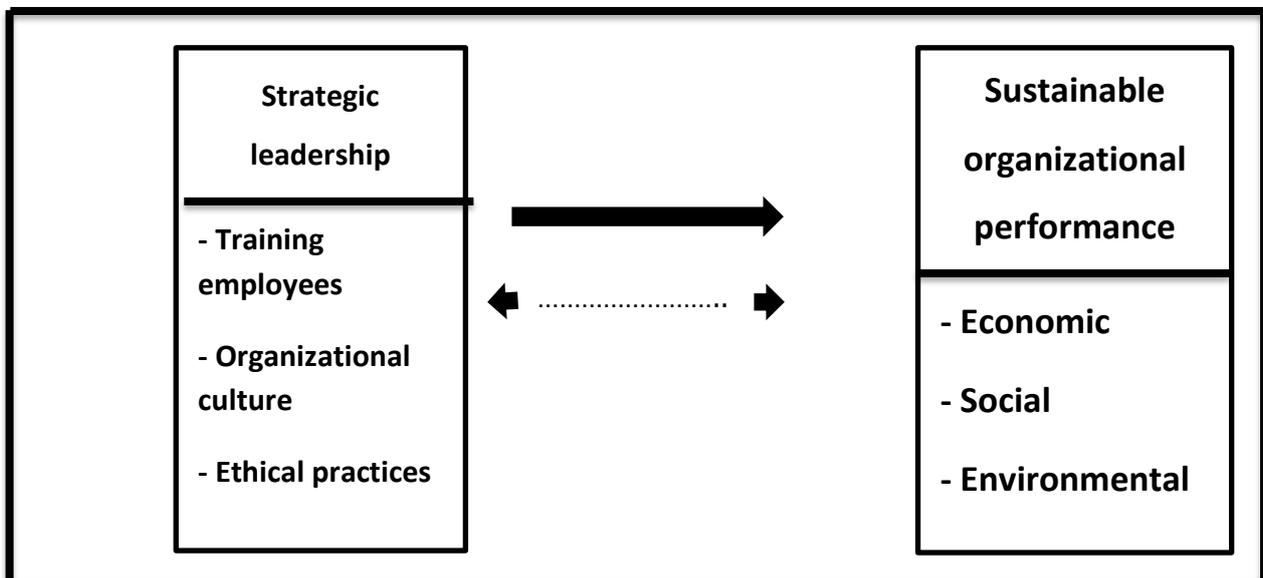




Figure (1) Hypothetical model of the study

### Chapter one The first topic

#### Strategic leadership:

Before identifying and understanding strategic leadership, the researcher would first like to learn about leadership, strategy, and strategic thinking, and then learn about strategic leadership. Leadership means the process of influence that leads to achieving desired goals, that is, it includes inspiring and supporting others in order to achieve the vision that is based on personal values. And clear professionalism (Brent and Barbara, 2004: p35). Leadership is primarily a relationship between leaders and followers. The relationship is interactive and involves a variety of processes, practices, and social commitments through which followers respond to leaders' influence, and leaders attend to their followers' needs and values. My leadership interests will focus specifically on developing a collaborative and interactive approach to strategic leadership as a systematic organizational process (Richard, 2007, p6). Strategy means the rules, cognitive foundations, and values of decision-makers in organizations, and managers in these organizations have a major role in setting and formulating their strategy. Strategic thinking is what enables guidance and guidance providers in the organization to rise above daily work and crises in order to provide guidance. Different ways enable them to overcome internal and external dynamics, which in turn leads to a change in their work environment, and thus the guidance is more practical and useful, and these directives must be future-oriented and historically understood (MADU and Abbo, 2023: p5). Leadership is the basis of the progress and prosperity achieved by any organization. Leaders are creative and innovative and are able to face challenges, address crises, and make decisions in difficult situations. As for strategic leadership, it is a broader and more advanced concept of traditional leadership that takes the initiative to understand and give a vision of the future, as well as Flexibility and support of others in order to achieve the necessary strategic change required to achieve the goals and vision of the organization. Strategic leadership includes strategic planning, thinking and innovation with the aim of developing the organization's activities and exploiting its capabilities efficiently and effectively to achieve its goals in unconventional ways that depend on changing systems and procedures in accordance with the conditions of each organization (Yasser, et al, 2021: p38). Strategic leadership means that the leader is able to develop the vision and strategy and clarify them for the employees in the organization in order to bring about strategic change and be careful to exploit the available resources in order to contribute to achieving the vision and goals and in line with achieving status and Sustainable competitive advantage (Alayoubi et al, 2020; 11) . From the above, the researcher believes that strategic leadership is an advanced type of leadership that enables organizations to get rid of routine and daily crises by giving good and useful directives and possessing a type of flexibility that enables them to change their decision and strategy with the appropriate speed and time.

#### The importance of strategic leadership:

Strategic leadership is one of the necessary abilities and skills that a leader must possess in any organization. The importance of a strategic leader lies in setting plans and working to develop the strategic vision so that he is able to imagine and predict the challenges and problems that the organization and the leader may face in In the future, the presence of a strategic leader in the organization is one of the most important factors for the organization's success, through improving the organization's work and distinguishing its products, through the flexibility that the strategic leader enjoys, which will be reflected in the organization through the speed and accuracy of the decisions he will take (Al-Raqqad, 2020: 17) .

Strategic leadership enables organizations to improve organizational performance, as strategic leaders help organizations achieve their goals and vision. This is done by clearly defining goals, working to develop strategies, and then motivating employees to raise their level of performance. Strategic leaders are also able to create an innovative culture within organizations. And among employees by encouraging employees to innovate. The strategic leader also enhances employee participation by attracting employees and creating a positive and cooperative work environment. Therefore, strategic leaders will enable their organizations to gain a competitive advantage in the market. This is done by exploiting opportunities and avoiding threats, as well as enhancing points Strength and work to reduce weaknesses in organizations (Kurt and Michael, 2013;10).

#### Characteristics of a strategic leader

- 1- The strategic leader has an insightful vision about the future and sets long-term goals for the organization.
- 2- The strategic leader is distinguished by his ability to think analytically and critically.
- 3- The strategic leader is distinguished by his high ability to make appropriate decisions at the right time .



- 4- The leader has high skills in terms of communication and attracting employees .
- 5- The strategic leader is able to build solid relationships with stakeholders inside and outside the organization.
- 6- The strategic leader is able to manage change, that is, he is able to convince employees of the necessity of change and create an environment conducive to change.
- 7- The strategic leader always acts with high ethics, works to maintain his integrity and honesty, makes right and fair decisions, and motivates his followers to behave ethically. (Zenger and Folkman, 2012:80)

#### Dimensions of strategic leadership:

(Noor, 2014: 188) and (Aziz, 2021: 35) believe that the dimensions of strategic leadership are modified and developed based on the organization's philosophy and its strategic direction in the environment in which it operates. He identified three dimensions, which are:

- 1- **Training employees:** Human capital is the real wealth of organizations, as it is the main engine for the success and prosperity of organizations. In order to sustain the momentum of this resource, it must be trained and qualified, as training workers in organizations is extremely important in terms of raising employee productivity and motivating employees. Through their feeling of respect and appreciation, keeping up with developments, and acquiring the necessary skills, as well as improving their ability to solve problems and motivating employees for self-development, especially acquiring new skills.
- 2- **Organizational culture:** Organizational culture means the values, feelings, and beliefs that exist within the organization and that affect the organization's operations. This concept of organizational culture is a comprehensive concept for all aspects of life in the organization and is based on its basic and behavioral dimensions in order to achieve harmony and compatibility between Thought and action (cultural fabric). Organizational culture is responsible for choosing the best ways to manage individuals and this leads to reducing conflict and increasing production efficiency. Organizational culture is based on flexibility, creativity, change and adaptation to both the external and internal environment (Hussein, 2021 :40) .
- 3- **Ethical practices:** Every organization has a set of ethical principles and rules that must be adhered to. These rules and principles govern the ethical behaviors of managers in situations where a balance must be achieved between personal interest and the interests of stakeholders (owners). It is presented to the leader in Many times there are administrative issues that require him to address them and he does not find them in the systems and instructions. Here the leader is forced to work hard in order to make the right decision at the right time. Here comes the role of ethical leadership in choosing the alternative that is compatible with moral values and principles ( Alayoubi etal, previous source: 16).

### Chapter one The second topic

#### Sustainable organizational performance:

Performance is the final result of activities and it is a concept related to the phenomenon under study. For example, in organizational financial performance, performance is considered a measure of the change in the financial position of the organization or in financial results caused by management taking certain decisions and implementing those decisions, and these measures are taken based on the circumstances of the organization (Charles, 2004: 67). Performance is a type of competitive ability and is achieved by achieving a good level of effectiveness and productivity, taking into account the complex interaction between many factors. Organizational performance includes the actual outputs or results of the organization compared to the outputs or goals to be achieved. Specialists are interested in Most areas of organizational performance (strategists, operations, finance, legal, and organizational development), so it can be said that performance means evaluating the components that attempt to evaluate the company's ability and potential to achieve ambitious levels using efficiency, effectiveness, or social reference standards (DOVAL, 2020: 19- 20).

Organizational Performance Researchers did not agree on developing a specific concept for organizational performance, but we can say that organizational performance is the product of the effort and behavior of individuals, all employees, and the organization with all its departments and divisions, which shows us the organization's ability to achieve the required goals and outputs through excellence in its performance (Narrator 2013: 6). Whereas (MUSMULIANA, 2012: 12) believes that organizational performance is the final valuable output of the system in the form of services or goods, and organizational performance represents the basic element that enables the organization to achieve effectiveness and well-being for all its members through planning the inputs. One of the basic points that enable an organization to achieve organizational performance is when great efforts are made to increase organizational learning and thus achieve the desired effect on organizational performance. Organizational performance means the real outputs or results achieved by the organization compared with the planned outputs or



goals (comparing the actual with the planned). (Mohsen, 2019: 13) believes that organizational performance is a reflection of the organizations' ability to achieve their long-term goals more than the short-term, which is represented by their ability to adapt, survive, and grow. It is also known as the required results and goals that the organization seeks to achieve compared to With its competitors in the market. Sustainable organizational performance means achieving a balance between social, economic and environmental factors in order to achieve success in the long term and the short term. It is also known as the ability of institutions to sustain outstanding performance for a period of time, not less than three years, or It is all the activities carried out by the organization in order to achieve goals (value to stakeholders) by adopting the principle of sustainability (Al-Ziadi, 2019: 81).

Factors that support organizational performance:

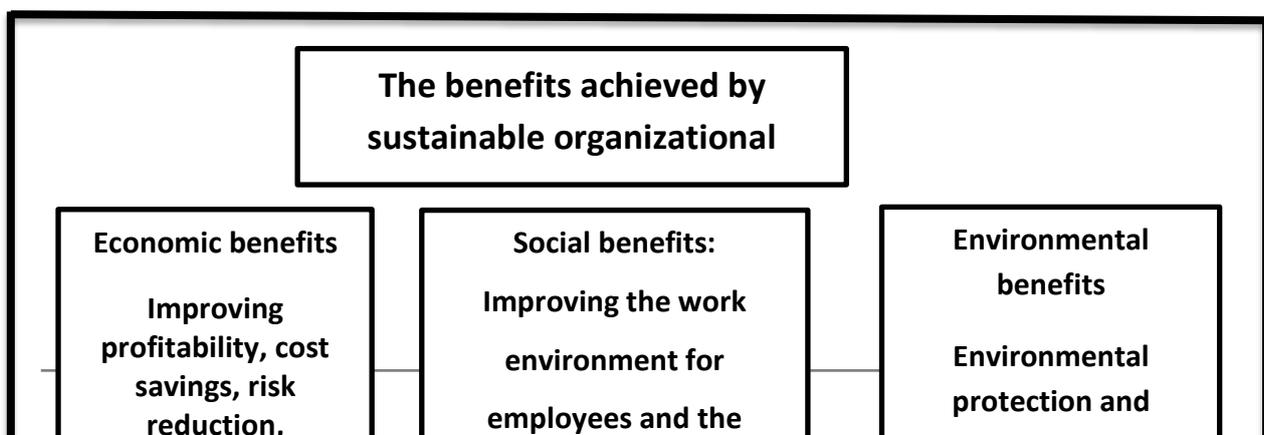
- 1- Define clearly what is required of workers in order for it to be accomplished with all vitality and effectiveness.
- 2- The organization must work to enhance workers' self-confidence by finding means that enable them to carry out their work individually without support from anyone.
- 3- Management must ensure that every employee works as an energy source for others and not as a consumer.
- 4- Management must set clear goals so that workers can know what their jobs are and what their capabilities are. Management must also work to train workers and increase their knowledge in order to achieve the organization's goals.
- 5- Management must provide advice in order to improve performance, appreciate outstanding performance, work to motivate others, as well as recognize shortcomings and work to avoid them.
- 6- Adopting management by objectives because of its importance in improving organizational performance.
- 7- Involving employees in the process of setting goals and providing feedback because of its positive impact on the performance of organizations (Taleb, 2014: 30).

#### The importance of sustainable organizational performance:

Sustainable organizational performance is a modern and important concept in the business world because it focuses on organizations in terms of their ability and ability to achieve the goals that they seek to achieve, especially their social, economic and environmental goals, in both the long and short term, as sustainable organizational performance enables organizations to achieve Improving their competitive advantage because these organizations (with sustainable organizational performance) are more attractive than others to customers, investors, and employees, and sustainable performance enhances the organization's social responsibility through its commitment to the responsibility placed on it to protect society through practices that reduce the negative impact. On the environment, sustainable performance also ensures organizations' long-term continuity (Ghawi, 2020: 4)

While Placet and Fowler (2005) believe that sustainable organizational performance brings many benefits to organizations (economic, social, environmental) as follows:

- 1- **Economic:** Among the economic benefits are improved profitability, cost savings, risk reduction, other economic benefits for the organization, growth and economic excellence accruing to stakeholders on the one hand and society as a whole on the other hand.
- 2- **Social:** One of the most important benefits of sustainable organizational performance is improving the work environment for employees on the one hand and for society on the other hand.
- 4- **Environmental:** One of the most important environmental benefits is the protection of the environment as well as the preservation of resources at all levels (local, regional and global) (Amir, 2012: 27).





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Figure (2) shows the benefits of organizational performance of sustainability

### **Dimensions of sustainable organizational performance:**

(Al-Ziyadi ,2019: 94) believes that the dimensions of sustainable organizational performance are represented by three dimensions, which are as follows:

**The economic dimension:** The economic dimension is one of the main dimensions of sustainable organizational performance. This dimension works by focusing on the ability of organizations to create value for shareholders (in the long term) and taking into account the needs of employees, customers, the environment, and society (stakeholders). Therefore, the economic dimension is known as It is a group of factors that influence the organization in order to achieve profitability and financial sustainability. The economic dimension focuses on reducing distribution costs, reducing energy costs, reducing research and negotiation costs, etc., reducing losses from environmental accidents, reducing the cost of waste treatment, and working to increase its market share. Product returns (Siddh et al, 2017: 70).

**The social dimension:** One of the most important dimensions of sustainable organizational performance is the social dimension, which is considered a measure of the extent of organizations' success in the long term. The social dimension of successful organizations can be sought through many indicators, including employee satisfaction and their sense of respect and appreciation within the organization, providing a good work environment for all employees, Providing a healthy and safe work environment for everyone without discrimination and regardless of their specializations, participation of all employees in the work and in the decision-making process, as this is what makes them feel that they are part of this organization and working to achieve its goals, improving the environment of the community in which it works (its commitment to practices that reduce... of environmental pollution) All of these indicators indicate the social dimension of the organization (Kramer et al, Porter, 2011: 65).

**The environmental dimension:** It is considered one of the most important indicators of sustainable organizational performance. This dimension focuses on the impact of the organization's practices on the environment. This dimension works to achieve a balance between meeting current needs and the needs of future generations. This is done by reducing the negative impacts on the organization's community and enhancing the practices. Environmentally friendly: There are a group of indicators for the environmental dimension, the most important of which are the use of renewable resources, waste recycling, and rationalization of energy and resource consumption. Reducing emissions, treating waste, and reducing pollution are also considered important indicators, as are environmentally friendly products and services, and the use of friendly production methods. The environment and the interest in studies and research concerned with sustainable development. All of these indicators reflect that this organization has an environmental dimension that allows it to achieve sustainable organizational performance (Nihad, 2019: 233).

### **Chapter Two: The first topic**

#### **The practical aspect of study**

**1-Testing the reliability of the scale:** The Cronbach Alpha test is used in order to test the stability of the tool used as a measure in the current study (to ensure that the questionnaire is capable of measuring what it was designed for) and to ensure its validity. This is done through the reliability coefficient through Internal consistency: There is no basic rule by which the appropriate values for alpha are determined, but (Mezher, 2017: 91)believes that there is almost agreement in applied research that the Cronbach alpha coefficient should be equal to or greater than (0.60), and based on that, the table Number (1) indicates the alpha coefficient for the study variables



**Table(1)**  
**Description and coding of the study variables and Cronbach's alpha coefficient**

Variable	dimension	Source of scale	Number of items	
<b>Strategic leadership</b>	<b>3</b>	<b>Hussein ,2021</b>	<b>12</b>	<b>0.90</b>
<b>Sustainable organizational performance</b>	<b>3</b>	<b>Al-Ziyadi ,2021</b>	<b>15</b>	<b>0.94</b>
<b>The entire questionnaire</b>				<b>0.96</b>

Source: Prepared by the researcher based on SPSS. V. 26

**2- Testing the study hypotheses:**

**First: the correlation hypothesis:**

In this study, the researcher resorted to the simple correlation coefficient (Pearson) in order to test the correlation

	<b>Strategic leadership</b>	<b>Sustainable organizational performance</b>
<b>Pearson correlation</b>	<b>1</b>	<b>0.903**</b>
<b>Sig (2-tailed)</b>		<b>0.00</b>
<b>N</b>	<b>100</b>	<b>100</b>
<b>Strategic leadership</b>		
<b>Pearson correlation</b>	<b>0.903**</b>	<b>1</b>
<b>Sig (2-tailed)</b>	<b>0.00</b>	
<b>N</b>	<b>100</b>	<b>100</b>
<b>Sustainable organizational performance</b>		

hypothesis (the correlations between strategic leadership and sustainable organizational performance). Table (2) indicates the matrix of correlation coefficients (Pearson) between the variables of this study, where it indicates ( sig) to the significance of the correlation coefficient. This is done by comparing the calculated (t) with the tabular (t). Through that, when (\* or \*\*) appears on the correlation coefficient, this indicates that the value of the calculated (t) is greater with the tabular (t).

**Table (2)**  
**The correlation between strategic leadership and sustainable organizational performance**

Source: Prepared by the researcher based on SPSS. V. 26

Through Table (2), it is clear to us that there is a strong relationship between (strategic leadership) and (sustainable organizational performance), as the correlation coefficient between the study variables reached (0.903\*\*). This means accepting the first hypothesis (there is a relationship between the study variables).

The following table indicates the arithmetic mean and standard deviation of the study variables

**Table (3)**  
**The arithmetic mean and standard deviation of the study variables**

variable	Mean	Std . Deviation	N
<b>Strategic leadership</b>	<b>3.85</b>	<b>0.83</b>	<b>100</b>
<b>Sustainable organizational performance</b>	<b>3.82</b>	<b>0.85</b>	<b>100</b>

Source: Prepared by the researcher based on SPSS. V. 26

**Second: The influence hypothesis:**



Here, the second hypothesis of this study is tested (the existence of an effect of strategic leadership on sustainable organizational performance). This was done through Table (4), which shows the direct and positive effect of the study variable (strategic leadership) on the other variable (sustainable organizational performance).

**Table (4)**

**The influence between strategic leadership and sustainable organizational performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	<b>0.903**</b>	<b>0.815</b>	<b>0.813</b>	<b>4.00</b>

Source: Prepared by the researcher based on SPSS. V. 26

**Table (5)**

**ANOVA test for study variables**

ANOVA						
Model		Sum of squares	DF	Mean square	f	sig
<b>1</b>	<b>Regression</b>	<b>7010</b>	<b>1</b>	<b>7010</b>	<b>431.486</b>	<b>0.00</b>
	<b>Residual</b>	<b>1592</b>	<b>98</b>	<b>16.247</b>		
	<b>Total</b>	<b>8602</b>	<b>99</b>			

Source: Prepared by the researcher based on SPSS. V. 26

Tables (4) and (5) indicate that the second hypothesis of this study (the existence of an effect of strategic leadership on sustainable organizational performance) has been proven correct, as the effect factor reached (0.81) at a level of (0.01) and this indicates that strategic leadership increases by an amount of (81). % of sustainable organizational performance, while the rest of the percentage is due to variables outside the model of this study, and the calculated (F) value is greater than the tabulated (F) at the level of (0.05), and this means accepting the second hypothesis of the study.

**CHAPTER TWO: THE SECOND TOPIC  
CONCLUSIONS AND RECOMMENDATIONS**

**Conclusions:**

- 1- There is a positive relationship and impact of strategic leadership on sustainable organizational performance. This means that the presence of strategic leadership will enhance the achievement of sustainable organizational performance.
- 2- Employees will work better in the presence of strategic leadership because this enhances their internal feeling and motivates them to accomplish their work better.
- 3- The presence of the strategic leader is of great importance, as he is the one who formulates the values and principles in the organization and increases and emphasizes the organizational culture and ethical practices.
- 4- Strategic leadership possesses a vision and skills that enable them to create the future and what is compatible with the organization's goals, which is reflected in achieving sustainable organizational performance in terms of reducing costs and achieving revenues, as well as reducing practices harmful to the environment and following green methods, in addition to improving the work environment and Providing benefit to the community of organizations.
- 5- Strategic leadership and achieving sustainable organizational performance will certainly enable the organization to achieve competitive advantage and distinction in the market itself and the industry itself.

**Recommendations:**

- 1- Emphasis on the organization under study (petroleum products) on the importance of the strategic leader because of his major role in the process of formulating strategies, staying away from routine at work, and achieving distinguished performance that enables organizations to achieve sustainable organizational performance.
- 2- Organizations must pay attention to sustainable organizational performance as it is the way to achieve the goals that the organizations seek, the most important of which are achieving returns for the organizations and society and improving the work environment.
- 3- The presence of a strategic leader will enhance the achievement of sustainable organizational performance, which in turn enables organizations to achieve their goals. Therefore, organizations must pay attention to strategic leadership and organizational performance through training courses and seminars, especially held by other ministries, the most important of which is the Ministry of Higher Education and Scientific Research. Seminars are often held on these modern concepts.



- 4- Focus on middle leadership, intensify efforts on them, and involve them in development and educational courses in order to create a new strategic leader who will complement what previous strategic leaders have achieved.

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