

The Impact of Strategic Leadership to Achieving Strategic Success

“An analytical study of the opinions of managers in a sample of small and medium projects in Erbil Governorate”

ARDALAN YOUSIF MOHAMMED

DR. AHLAM IBRAHIM WALI

DR. WIRYA NAJM RASHID

Abstract: The aim of this research is to determine the impacts of strategic leadership through dimensions (the alignment of people, systems, and resources in an organization or project). In enhancing strategic success in the projects in Erbil Governorate in the Iraqi Kurdistan Region.

Descriptive analytical methods have been used to analyze the data to describe the variables and dimensions in the study. Then the relationship between an independent variable (strategic leadership) and the dependent variable (strategic success) has been analyzed. The research was conducted on small and medium projects in Erbil Governorate. Questionnaire forms have been used as data collection tools. The sample size frame of the study is (205) Managers who answered the questions. SPSS v23 used to analyze data.

As a result of the data analysis, several results were obtained by describing and identifying both variables in the study, the most important of which is the existence of a direct and significant relationship between the dimensions of strategic leadership and the dimensions of strategic success. The dimension of the strategic leadership variable also has had a positive impact on the strategic success. Finally, a number of recommendations for future research are proposed, the most important of which is that attention should be paid to the implementation of the study variables in all sectors in Iraqi Kurdistan. The study seeks to reach theoretical and practical conclusions in the light of which appropriate recommendations are proposed.

Keyword: Strategic leadership, Strategic success, Projects in Erbil Governorate.

introduction

In light of the rapid developments and changes in the work of organizations, as well as the increasing intensity of competition between organizations, organizations began to search for ways and mechanisms that help them adapt and respond quickly to that changing environment, and this is in order to achieve high performance that has a great impact toward strategic success (Aymen Asif, 2020). Therefore, having (strategic leadership) has an important role in developing organizations and partners in general.

According to the literature on (SL), leaders who are appointed to the highest business units or organizations bear full responsibility for the performance of the organization. The central goal of effective (SL) is to expand and enhance the organization's ability to (grow, adapt, and accommodate). Research on strategic leaderships focuses on governance bodies that include individuals such as chief executives (CEOs) or groups such as boards of directors (BOD) and senior management teams (TMT). However, the focus on effective behavior of strategic leaders has been appreciated because of its direct impact on organizational performance and, in turn, on the (Strategic success) of the organization.

Effective (Strategic leadership) is a key component to the successful development of any organization that operates in a dynamic

environment, also based on the unique capabilities of anticipation and visualization, maintaining flexibility and strategic thinking, and enabling employees to create new inventions that lead to positive organizational transformations or changes and ultimately lead to the strategic success (Aymen Asif, 2020).

Lastly can be said that Strategic leaderships include chief executive officers, company directors, top managers, leading middle line managers and the wider organization workforce to deliver shareholder and stakeholder value. Strategic leaders are charged with critical choices to facilitate transfer of information, influence and resources with implications for organization performance (Timothy O'Shannassy, 2021). In the end, the leadership of strategy and strategic success are two important variables in the (Growth, Survival, and adaptation) of the organization or partners that are looking for entrepreneurship and competition and ensuring their survival and continuity for as long as possible in the field of business competition. Lastly, the contemporary theories related to strategic leadership confirm that (SL) has a significant impact on the decision-making process, which thus enables the organization to implement its effective strategies designed to achieve optimal performance (Nickson Banda, 2022).

The advancement of globalization and the business environment in this era has created unprecedented entrepreneurial opportunities. Entrepreneurs aim to explore new business opportunities through creativity and innovation and by adopting the strategic leadership style, entrepreneurs can realize their ideas and implement them in their workplaces and thus create new products and services. Strategic leadership is one of the important topics that receive great attention from those interested in the field of strategic management, and the procedures suggested in the study may help decision makers and planners in developing the performance of managers of small and medium enterprises in the light of strategic leadership.

1.1. Study problem & question

In the past ten years, there has been extensive research aimed at determining the relationship between (strategic leadership) and other variables, but few studies have examined how that variable affect (strategic success) in small or medium organizations and projects. According to the results of this research, there are strong correlations between the dimensions of the two independent variables and the dependent variable, and there is a significant positive effect of the first variable in achieving strategic success in the organization. Given the inconsistency in the results of previous studies in defining the relationship between (strategic leadership and strategic success), there is an urgent need for more research to determine the relationships between these two factors. The contexts in which it works (strategic leadership) to improve organizational strategies, and the contexts in which it works (strategic success). This study will seek to explore the individual dimensions of strategic leadership and how they influence strategic success.

The importance of this study stems from the importance of strategic leadership in the success of organizations. This study may contribute to encouraging organizations to achieve the necessary characteristics that enhance their chances of achieving (strategic success). Small and medium enterprises have a fundamental role in planning and developing the economy, and they also face many difficult and real challenges during their work, which forced them to adopt new management concepts, enabling them to make decisions in their field of work in front of their competitors. Based on the above, the current study will seek to clarify the concepts theoretically and practically, as well as to show the relationship and influence between them by asking the following questions:

- 1- Do the surveyed projects and their managers possess strategic leadership characteristics?
- 2- What are the indicators of strategic success in the studied projects?
- 3- Are there statistically significant correlations and relationships between the variables of the study?
- 4- What are the impact of strategic leadership in strategic success?
- 5-

1.2.Objectives of the study

paper aims to help managers of the entrepreneurial projects in question understand the relationship between the constant variable (strategic leadership) and the dependent variable (strategic success). This study seeks to find appropriate solutions to support managers to modify aspects of (strategic leadership) to enhance (strategic success) for their organizations. Also the study aimed to identify the impact of practicing strategic leadership and the relative importance in achieving (strategic success) in their projects

1.3.Importance of the study

The importance of this study stems from the importance of strategic leadership in the success of organizations. This study may contribute to encouraging organizations to achieve the necessary characteristics that enhance their chances of achieving (strategic success). Small and medium enterprises have a fundamental role in planning and developing the economy, and they also face many difficult and real challenges during their work, which forced them to adopt new management concepts, enabling them to make decisions in their field of work in front of their competitors.

1.4. HYPOTHESES

H1: There is a statistically significant relationship between strategic leadership and strategic success.

H2: The existence of a statistically significant effect of strategic leadership in strategic success.

2. Literature Review

2.1.Concepts of Strategic Leadership

There are other opinions that are based on (SL), such as leadership ability to adopting an organizational culture based on (creativity and innovation), and supporting others in order to developing a common future vision that meets the needs of all stakeholders in an environment characterized by (ambiguity, complexity and uncertainty) (Al. megreby, R. Ibrahim, 2015). Otherwise (Al-Zahrani) indicates that leadership has priority in drawing an imaginary future based on the dimensions of flexibility and enhancing the

capabilities of others to achieve the necessary and required strategic change in institutions., while (SL) for (Al-Khafaji) represents: "The embodiment of managerial thought wisdom and creativity" (Al-Zahrani, Muhammad, 2020). On the other hand, it is a term used broadly to refer to either a type of leadership style or to leadership at the top levels of the firm. Also a common conception of these works is that (SL) concerns the role and influence of individuals at top organizational levels. Moreover, (SL) as the functions performed by individuals at the top levels of an organization (CEOs, TMT members, Directors, General Managers) (Samimia, Mehdi & others: 2020).

Lastly as the consideration of this research's, there are three peculiarities for leader as (action, Ability and Interaction), the ability of leader can be most useful and also the action is the big power for the leadership. In view of all the definitions that researcher have added in table (2.2.) there is a new definition that has been provided by researcher for the term of (strategic leadership): "It is the capabilities and actions of strategic leadership to define and achieve a clear strategic vision, through the process of creating an organizational culture to achieve a competitive advantage for the organization's long-term goals."

2.1.1. Characteristics & Attributes

Strategic leadership "Management's ability to anticipate, visualize, maintain flexibility, and empower others to effect strategic change as necessary." It also includes making a series of strategic decisions aimed at moving the organization to a place where growth and development meet (Nickson Banda, 2022). In terms of size, (Strategic leadership, SL) focuses on the macro level or the level of companies or entire organizations.

There is a kind of understanding and convergence in the views (Al-Mujrabi, Ibrahim, 2015) and (Hanan, aqabe, 2017) about the capabilities that strategic leaders should possess and acquire. According to (Hanan, aqabe, 2017) strategic leaders should attract and encourage creative administrative competencies and develop the capabilities of these innovations to face

Problems in emergency conditions and facing future challenges with creative thinking and a future vision that takes into account the surrounding variables, which gives organizations the ability to define their future goals, areas of growth and spread.

share information, knowledge, and responsibility among employees. There are also other common traits and characteristics of strategic leaders that you should possess and the traits are summarized in Table (1):

Strategic leadership also require to focus on using the strategic vision to (motivating, inspiring, and empowering workforces) at all levels. Strategic leaders have the ability to learn and the ability to

Table (1) Strategic leadership’s attributes

Skills and abilities	Characteristics
<ul style="list-style-type: none"> • See the bigger picture as well as daily business • Continuous learning • Continuous changing • Share information • Share responsibility • Develop workforce • Align people and task • Strong desire to move forward 	<ul style="list-style-type: none"> • Honesty • Forward-looking • Competency • Empathy • Motivating and inspiring • Energetic • Determined • Ambitious

Source by: (Hirschi-Jones, 2009)

2.1.2. The Importance Strategic leadership

Strategic leadership is very important, especially for achieving (strategic goals, high-quality decision-making in senior management, which is reflected in the form of positive effects on organizations’ effectiveness, performance, and competitive advantages in the business environment (Hamad, 2019). On improving lines of communication and high cooperation between stakeholders, developing skills and managing change, (Russell, 2018).

On the other hand, the formation of a strategic leadership team for female partners is vital and very important to bring about change as a supporter of the organization that is organizationally successful (Servet et al, 2019). Strategic leadership also works for subordinates, directs them, inspires them, respects them, treats them fairly, works according to the team’s vision and progress towards achieving it. Which would increase the morale of the employees. Therefore, the presence of (SL) in

any organization is extremely important, because it represents the link between employees and the plans and strategies of the organization and its future perceptions, as well as strengthening the positive side in it and reducing The negative side as much as possible (Nickson Banda, 2022).

Moreover, it is possible to identify the importance of strategic leadership through four points as follow: (Karar A. Al-Ghazawi, 2021)

- 1- Responsible for building a vision and mission and defining the desired future for it.
- 2- Invest in human and material capabilities and resources in order to achieve its strategic goals.
- 3- Its role in building an organizational culture that supports and encourages efficiency in work and achievement.
- 4- The ability to control processes within projects.

2.1.3. Dimensions of (Strategic Leadership- SL):

In this field researcher has noted many opinions from researchers and other authors about the necessary skill divisions that strategic leaders must rely on in order to advance toward their strategic goals. So far, as also note in the fields of human sciences, there is no complete agreement on definitions, divisions, or others, so this paper seeks to find other ways. Finally, the researcher emphasized three types of strategic leadership or three skills that strategic leaders must apply to find strategic success. In order to be able to achieve strategic successes in organizations, given that there is a fusion of some types or skills in one type. The research mentioned these dimensions as follows:

- 1) Determining the strategic direction: To determine the strategic direction, it must be based on some pillars. It is very important to know that (mission, vision and values) are three important pillars to determine the strategic direction of any organization. There are some factors that have an impact on the values in the organization in general, it can be said that (culture, social responsibility and ethics) are among the most important factors that affect the values of the company. Each of these factors represents new achievements for a company that is striving to achieve its vision. Finally, it can be said that The company's mission determines the strategic direction that the company wants to follow (Paul Olk & others, 2010).
- 2) Investment capacity: (Investment Capacity) or (Core competency-CC) refers to all kinds of necessary resources and capabilities of the organization, which is a major source of its competitive advantage compared to its competitors, and it is also a symbol of competition that has the right to be distinguished from its competitors (Al-Fayhan, Abdulhadi, 2006). (CC) thinking is a is an enhanced and powerful technique for focusing on structured resources, which are the stock of available factors that a company fully owns or controls. A core competency is a full-fledged area of specialist expertise

resulting from coordinating the complex flows of technology and business activity of an organization. All organizations increase their strength by using resources correctly or using them to overcome weaknesses and threats and thus take advantage of the opportunities available to the organization (Gürhan UYSAL, 2007).

- 3) Human resources development: The third pillar needed for strategic leaders for strategic success is the human resources that can define according to (lear) as "knowledge and skills, the workforce or the employees of the organization, and cannot be developed or exploited effectively without sufficient human capital" (Lear, Lorraine Wendy, 2012). According to (Al. megreby), it is also one of the most important practices of strategic leaders for the effective management of the basic resources of the organization, including capital (human capital, organizational capital and social capital) (Al. megreby Ibrahim, 2015).

2.2. Concept of Strategic Success

(Strategic Success, SS) is the term developed by management thought in the twenty-first century, Maller describe it as "the process of giving great importance to organizational culture to achieve strategic success ", because achieving strategic success can only be achieved by focusing on the organizational culture of employees (Omar Z. Ab-Karim, 2019). Also (SS) is defined as what organizations of all kinds strive for through successful management and attention to human resources by motivating them, developing their performance, and achieving their mission, vision and goals (Sheren W. Mahmoud, 2020).

According to Khadija it provides a clear vision of the organization's activities that contribute to pushing it forward and achieving its goals through organizing its activities (Khadija G. Othman, 2020). (SS) is the ability to connect business success and market growth, meaning that the business success of any enterprise depends on its growth in the market, taking advantage of the growth potential available in different markets and

developing strategies that help in that (Fatima Salman & others, 2021).

The research defines it through the components that the organization needs and the goals that it must take in order to achieve success, as well as full commitment to the strategic planning of the organization according to its strategic vision, which thus creates a distinctive vision. The vision is the most important component of all strategic leaders that closely compares to future-oriented goals, and which only have value when implemented. Leadership must have strong change management skills, or the ability to develop and communicate a vision, and make the organization very strong through the right strategy, structure and policy changes required by the vision. Lear, Lorraine Wendy, 2012).

2.2.1. The importance of Strategic Success

Strategic success represents a standard of great importance for organization as: (Omar Z. Ab-Karim, 2019)

- 1) Demonstrates the organization's ability to secure resources (human, financial, material, and information) to produce the output of goods and services to meet the growing needs of its customers.
- 2) face busyness competition & adaptability in the (knowledge & information society) that imposes new styles of (life and work).

The strategic success framework is based on long-term success, which is what organizations aspire to achieve in order to reach distinguished competitive positions, and it is also the result of managers learning to rely on indirect strategies even though they require various additional resources. The contents of strategic success and (competitive success, organizational success, operational success) flow into the concept of organizational success as a comprehensive concept. Thus, it is a function of the cognitive maturity of the strategic personality (Maitham Al-Kabi, 2021).

2.2.2. Dimensions or measuring of Strategic Success

Dimensions or components are a technique that gives theories in the case of application and testing to prove the validity of the approved hypotheses (Karwan K. Hassan, 2021). In light of the opinions of administrative sciences researchers, there are different components of strategic success. But most researchers and the current research agreed on three indicators to measure strategic success, namely (survival, adaptation and growth). (Ahmad A. Hammadi, 2020, Sheren M. W. Mahmoud, 2020, Karwan K. Hassan, 2021).

Survival: he survival is the first measure in the life cycle of (SS) which can be firstly defining it as: "The ability to continue" (Sheren M. W. Mahmoud, 2020), Also define it as: "The essence of strategic success", or "The rule of the organization success is achieved by staying in the circle of competition and a prerequisite for the organization's survival is the organization's ability to change" (Khadija G. Othman, 2020). Or can be define it as: "it is staying in the field of work by achieving goals" or can describe it as: "it means the capability to continue, work, produce and everything related to the activities of the organization". (Ahmad A. Hammadi, 2020), more specifically (Al-Rakabi) Refers to survival as: "The core of strategic success". "All institutions seek to remain in the field of competition and attention to the interests of all parties associated with the organization as the investors, suppliers, customers and employees" (Karwan K. Hassan, 2021).

Adaptation: The ability to predict the problems that the organization may face in the future, whether these problems are internal or external, and develop possible solutions to them (Sheren W. Mahmoud, 2020), and seek new horizons through positive interaction with variables and seizing opportunities (Khadija J. Othman, 2020). Try Just making sure of how to confront them and finding ways to overcome them (Maytham H. Al-Kabi, 2021) It is also an indicator of the organization's ability to diagnose the environmental changes that occur in its work environment and then make all possible adjustments and changes in its organizational structure and activities to achieve harmony with these changes (Fatima Salman & others, 2021).

Growth: Achieving the desired goals of stakeholders (Sheren W. Mahmoud, 2020), Organization size and sales increase (Ahmed A. Hammadi, 2020). Growth allows the organization to increase its scientific value and develop its competitive advantage, which is one of the goals that make the organization work in order to obtain an advanced position in the field of work in which it operates, through an increase in (the volume of operations and investments used). (Karwan K. Hassan, 2021). More than the ultimate goal for organizations and must be able to develop the product to meet market needs and lead to more resources. Finally, growth leads the organization to increase strategic learning and knowledge and leadership behavior in addition to increasing its use of resources and capabilities (Fatima Salman & others, 2021).

Model of Strategic Success (Dimensions or measuring)

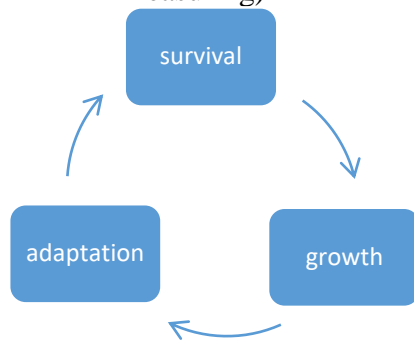


Figure (1): The strategic success life cycle
Sheren M. W. Mahmoud, (2020)

3. Theoretical Relationship between strategic leadership and strategic success

The current paper tried to find out the extent and how the (SL) impact the (Strategic Success) of organizations through previous studies. As (Jassim Al-Naji, 2021) indicates that there is a positive impact of (Strategic Leadership) on some of the most important factors influencing (SS) through its dimensions (Growth, Survival and Adaptation). The effects of (Strategic Leadership) mainly on (Vision, Strategies, and Values) in the organization, (Mjaku, G, 2020) but it has positive and important

relationship with effective strategy implementation. (Nyong'a T, M. & Maina R, M. 2019).

The level of implementation of (Strategic Leadership) and (change management) came with a medium degree, enhancing the implementation of (SL), which contributes to the success of change process (Mekhdum, Hend, 2021). The arithmetic mean of the independent variable (Strategic Leadership) was positive and high level, also for the dependent variable (Achieving competitiveness) was positive and moderate. There is an impact of (SS) on achieving competitiveness. (Abu Gomaa, M, Hussein, 2021). The results show that Strategic leadership has a positive and significant relationship with strategy implementation, also needs to improve (HR capacity) and motivate them to improve their performance, which in turn translates into better strategy implementation and thus positively affect the Strategic success (Nyong'a T, M. & Maina R, M. 2019). moreover, (SL) can be beneficial for the organization to adapt to the organizational climate through organizational commitment (Nyong'a T, M. & Maina R, M. 2019).

The dimensions of (SL) and the dimensions of the quality of work life reality practices ranged between (high & medium) (Rania K. Ahmed, 2021), Also the existence of a relationship with positive impact and a significant correlation between the empowerment strategy and the achievement of strategic success, which in turn leads to the success of the organization (Sami AA & Omar Z. 2021). The study result shows this evaluation process will assist leaders and managers to maintain and sustain spontaneous growth of institution while implementing strategies effectively (Mubarak M, F. & Yusuf W, F. 2019). The results show that strategic leadership has a positive and significant relationship with strategy implementation (Nyong'a T, M. & Maina R, M. 2019)

However, the (SL) positively affects to strategy implementation, (Nyong'a T, M. & Maina R, M. 2019) moreover strategic leadership had positive direct impact on employee organizational commitment and organizational performance (Chanpoom, N. & Intrawong, W. 2019, Alhyasat, W & Sharif, Z.M., 2018). There are also studies that

assert that strategic leadership has a greater impact on strategic success through mediators as (strategic thinking, change to the future, clear vision, knowledge and use of modern information technology). (Hadrawi, H, K. 2018) Thus, these dimensions are a group of strategic leadership functions, and from the fact that they positively affect the (strategic success) of organizations or projects as a whole. finally, the Strategic leadership's ability of those factors can Create better organizational performance (Kitonga, d. m & at all, 2016) There is a direct relationship between better implementation and better performance. Better performance leads directly to creating a better implementation of the strategy (Rafique, D, 2014).

Finely, the factors discussed in the research have a high positive impact on the effects of the emergence of organizational culture, which in turn creates a competitive advantage for the project or organization; As for strategic leadership, it tends to support sustainable competitive advantage in the market (Hirschi, G & Jones, 2009). Competitive advantage created through the implementation of the organization's strategies and efforts (SL.

strategic leadership), lead to (SS. strategic success) which is the primary objective of this paper.

4. Finding and Results

4.1. Correlation analysis between the study variables

The content of this relationship is represented by measuring and testing the significance of the correlations between the main variables included in the second main hypothesis, which states (a statistically significant relationship between strategic leadership and strategic success). The research used the simple correlation coefficient to measure the strength of the relationship between this two variables of the current study. As the results of the statistical analysis correlation between of this two variables shows in (Table 2), indicates the existence of a significant positive correlation between those two variables. where the value of the total correlation coefficient was (.695**) and thus the first main hypothesis (H1) is accepted by the results, and the value of the correlation indicates that the independent variable has a positive significance on the third variable. It means that (SS) can have positive affect to increase strategic success in small and medium projects in Erbil Governorate.

Table (2): Correlations between (S L & SS)

Variable		Strategic leadership - SS1	Strategic success - SS3
Strategic leadership - mm1	Pearson Correlation	1	.695**
	Sig. (2-tailed)	-	.000
Strategic success - mm3	Pearson Correlation	.695**	1
	Sig. (2-tailed)	.000	-
N		205	205
P value		0.01	

Source: researcher, depending on results of SPSS

4.1. Regression analyze

In analyzing the data of the independent variable (Strategic Leadership-SL) on with dependent variable (Strategic success-SS), statically the outcome identifies there is highly relationship between those two variables. Table (3) in the model summary emphasizes that (R = 0.695) it shows that

there is a (high relationship) while the (R square) that is (0.483), which it has a significant impact for independent variable (SL) on the dependent variable (SS).

Table (3): Regression (SL - SS1) & (SS – SS2)

Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.695 ^a	.483	.481	4.55186

a. Predictors: (Constant), ss1

ANOVA		Sum of Squares	DF	Mean Square	F	Sig.		
Regression		3930.321	1	3930.321	189.693	.000 ^b		
Residual		4206.040	203	20.719				
Total		8136.361	204					
<u>a. Dependent Variable: ss3</u>								
<u>b. Predictors: (Constant), ss1</u>								
Coefficients	Model	UNS. CO.		S. CO. Beta	T	Sig.	CO.S. T.	CO.S. T VIF
		B	Std. Error					
Constant		20.725	3.074		6.742	.000		
ss1		.669	.049	.695	13.773	.000	1.000	1.000
<u>a. Dependent Variable: ss3</u>								
Collinearity Diagnostics ^a	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				Constant	Ss1			
	1	1.995	1.000	.00	.00			
2	.005	19.286	1.00	1.00				
<u>a. Dependent Variable: ss3</u>								

Source: researcher, depending on results of SPSS

Moreover, the statistical results of the current study data analysis in Table (3), the coefficients of the study independent variable (strategic leadership) has positive effectiveness on the (strategic success) as a dependent variable, which the result demonstrate that in using one percent of the (strategic leadership) that enhance (0.669) of the (strategic success). Given a cause-and-effect analysis of the independent variable (strategic leadership) on the (strategic success), It appears that there are significant and effective effects to achieve better and more strategic success in (small & medium) enterprises in Erbil. The model summary in (Table 3.28) emphasizes that ($R = 0.695$) it is proven that there is a highly significant relationship between (SS1 & SS2), Thus, the results confirms the complete acceptance of the fifth main hypothesis of this research and that it is: (H2: The existence of a statistically significant effect of the strategic leadership on the strategic success).

5. Conclusion

One of the most important issues facing organizations (strategic leadership), which is becoming increasingly important to achieve success in organizations. There are many factors that influence strategic leadership on the path to strategic success. The main objective of the paper is to achieve strategic success through strategic leadership and the selection of factors that can assist in the process. The methods and tools used to collect data are also described in this chapter, including the use of random sampling to obtain data. The research selects a sample size of (205) individuals from the leaders of small and medium enterprises in the research community or (small and medium partners) in (Erbil governorate). There is a positive relationship between dimensions such as (vision, strategies, values, and organizational commitment) and strategic leadership as a whole. Also, these concepts have a positive impact on (Strategic thinking & Strategic alignment) in all projects or organizations. According to the results of current research, the dimensions lead to the correct

implementation of all the main factors, and the strategic leadership strength increases for better implementation, better performance, and thus leads to (creating a competitive advantage). Thus, projects build their strategic success, which is the primary goal of the paper. This paper is just a small contribution to the literature on strategic leadership. This paper proposes a further

study of strategic leadership as a means to achieve a competitive advantage for an organization and to achieve (strategic success). Additional research is also recommended in order to obtain information and suggestions on what influences (strategic leadership) and how these and other dimensions affect strategic success.

References:

- Abu Gomaa, Mahmoud Hussein, (2021): The Impact of Strategic Leadership on Achieving the Competitiveness Ability in Al-Nabil Company for Food Industries Jordan, College of Business - Amman Arab University – Jordan, Journal of Economics and Business, Vol 29, No 1, p (298- 323)
- Ahmad A. Hammadi, (2020): The role of human resources management strategies in achieving strategic success-A survey of the views of managers in the Office of the Iraqi Ministry of Electricity, Anbar University Journal of Economic and Administrative Sciences, No. (21), Issue (12), p. (373-400).
- Alhyasat, W & Sharif, Z.M. (2018): The relationship between strategic leadership and organization performance in Jordan industrial estates company, Graduate Business School, Malaysia.
- Aymen Asif, (2020): Exploring Strategic Leadership in Organizations: A Literature Review, Governance and Management Review (GMR) Volume 5, No. 2, p (210-230).
- Chanpoom, N. & Intrawong, W. (2019): The influence of strategic leadership and organizational climate on organizational commitment of savings cooperative employees, Graduate Student of Kasetsart University, Thailand, International Academic Research Conference in Vienna.
- Fatima Salman & other, (2021): Impact of Environmental Sensing Processes on enhancing Indicators of Strategic Success, Analytical exploratory research of the opinions of a sample of managers of some companies operating in the holy city of Karbala, Journal of Management and Economics, Vol. 10, Issue (37), p (69-87)
- Gupta, M. (2018): Strategic Leadership: An Effective Tool for Sustainable Growth, SAMVAD: SIBM Pune Research Journal, Vole XV
- Hadrawi, H, K. (2018): Network analysis of the effect of strategic leadership on organizational success: evidence from Iraqi heavy industry, University of Kufa, Academy of Strategic Management Journal, Volume 17, Issue 4
- Hirschi, G. & Jones, M. (2009): "Effects of strategic leadership on business success - a cross-cultural analysis from a resource based view" Faculty of Business, P (Archive) 450.
- Jassim Al-Naji, (2021): The Role of Strategic Leadership in Achieving Strategic Success (An Analytical Study of the Opinions of a Sample of Senior and Middle Administrative Leaders in the Iraqi Drilling Company - Basra), Letter submitted for a master's degree, University of Karbala, Iraq.
- Karar A. Al-Ghazawi, (2021): Impact of Strategic Leadership in Enhancing High Performance, (An analytical survey of the opinions of a sample of senior leaders in the Popular Mobilization Authority), a Thesis Submitted to the Council of the College of Administration & Economics for MSC. Degree in the Karbala University, Iraq.
- Karwan K. Hassan, (2021): organizational citizenship behaviors and their role in enhancing strategic success, an analytical study of the opinions of a sample of

- department heads in private universities in Erbil city, Administrative and Economic Sciences Journal, Vol (17), (53), p (223-225).
- Khadija G. Othman, (2020): The effect of servant leadership on achieving strategic success in Palestinian universities, Al-Aqsa University case study, Palestine, Master Thesis, p (31-39).
 - Kitonga, d .m & et al. (2016): Strategic leadership and organizational performance in not-for-profit organizations in Nairobi county in Kenya, International journal of scientific & technology research vol. 5, issue 05.
 - LeraL, W. (2012): The relationship between strategic leadership and strategic alignment in high-performing companies in South Africa, Submitted in accordance with the requirements for the degree of DBL, University of south Africa.
 - Makambe, U., & Moeng, G. J. M. (2019): the effects of leadership styles on employee performance: a case of a selected commercial bank in Botswana. Annals of Management and Organization Research, vol. (1), p (39-50).
 - Maytham H. Alkabby, (2021): The role and impact of organizational health in achieving strategic success an exploratory research of a sample of human resources in Iraqi universities Al-Nahrain University as a model.
 - Mekhdom, Hend, (2021): The Role of Strategic Leadership in Change Management: A Case Study of the College of Business Administration at Taibah University, IUG Journal of Economics and Business, Vol (29), No 2, p (153 – 184).
 - Mjaku, G. (2020): Strategic Management and Strategic Leadership, Department of Marketing, Faculty of Economics, University of Tetova, International Journal of Scientific and Research Publications, Volume 10, Issue 8, p (914- 918).
 - Mubarak M, F. & Yusoff W, F. (2019): Impact of Strategic Leadership on Strategy Implementation, Faculty of Technology Management, Business and Entrepreneurship, University Tun Hussein On Malaysia, British Journal of Management and Marketing Studies Volume 2, Issue 1, p. (32-43).
 - Nickson Banda, (2022): The Role of Strategic Leadership in Organizational Development, Faculty of Management and Organizational Leadership, Greenlight University, Zambia.
 - Nyong'a T, M. & Maina R, M. (2019): Influence of strategic leadership on strategy implementation at Kenya Revenue Authority, southern region in Kenya, International Academic Journal of Human Resource and Business Administration, p (128-159).
 - Omar Z. Ab-Karim, (2019): The strategy of empowering human resources and its impact on achieving strategic success (an applied study of a sample of private banks in Baghdad), Iraqi University, Journal of Dinars, No. 21, p (216-253).
 - Rafique, D. (2014): The Role of Leadership in the Effective Management of Corporate Strategy: A Case Study at Databank Ghana, Metropolitan Life Insurance, Ghana
 - Rania K. Ahmed, (2020): The reality of strategic leadership practices and its relationship to achieving quality of work life (A field study, Sohag University), Beni Suef University, College Education Journal, October issue, Part Two.
 - Sheren M. W. Mahmoud, (2020): Entrepreneurial leadership: an approach to achieving the strategic success of Egyptian universities, "a suggested vision", Mansoura University, Fayoum University Journal of Educational and Psychological Sciences, Vol. (14), Seventh Edition, p (123-203).
 - Timothy O'Shannassy, (2021): The Challenges of Strategic Leadership in Organizations, University, Graduate School of Business and Law, Melbourne, Victoria, Australia, Journal of Management & Organization, vol. 27, p (235–238).