

THE ROLE OF STRATEGIC LEADERSHIP PRACTICES IN BUILDING INDEPENDENT ORGANIZATIONS: AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF WORKERS IN IRAQI PRIVATE BANKS

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A B S T R A C T	K E Y W O R D S
<p>The study aimed to study the role of strategic leadership practices in building independent organizations: an exploratory study of the opinions of a sample of workers in Iraqi private banks. To achieve the objectives of this study, the researcher prepared a questionnaire to measure the study variables on some of them. The questionnaire tool was distributed to the study sample, where the final number that was analyzed reached (98) questionnaires. The study reached several results, the most important of which was: (There is a statistical effect of the level of ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks. There is a statistical impact on the level of ability to deal with strategic decisions from the point of view of workers in Iraqi private banks, and There is a statistical effect of the level of possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks. The study concluded with a set of recommendations, the most important of which was the necessity of strategic leadership studies related to the role of practices building organizations, and Building strategic leadership practices based on the analysis of the internal and external environments to identify opportunities in the external environment</p>	<p>strategic leadership practices, building independent organizations, Iraqi private banks.</p>

INTRODUCTION

Societies and organizations of all kinds are subject to one form of leadership, which aims to achieve the interests of individuals in the community and push back injustice and harm from them. On the other hand, if effective and qualified leadership is absent, the quality of performance and production will decrease, and the organization will fail to achieve its goals and objectives. Accordingly, the success and efficiency of the organization can be measured through the success of its leadership (Filion, 2018).

Since ancient times, leadership in all its forms has received the attention of researchers and academics from various social, economic, political, cultural, educational, health and many other fields and its methods (Al Sheikh & Aziz, 2008).

Where leadership is the main factor in the success or failure of any organization, because the leader has a decisive role in influencing the behavior of workers, and in creating a pioneering scientific atmosphere that represents an effective investment in the efforts of workers, and to the extent that the leader is able to carry out his tasks and responsibilities, he is able to achieve Desired corporate goals (Hafez et al, 2016).

There were many different efforts and foreign and Arab studies that dealt with the topic of leadership, which emphasized the effectiveness and importance of leadership practice in the development of different organizations. The results of the Al-Sheikh study (2008) indicated the weak effectiveness of adopting old leadership topics. He also recommended the necessity of switching to modern leadership practices in line with the requirements of the times." While Khan (2016) believes that "it is time to put an end to the traditional leadership practice from top to bottom, and to shift to different forms of leadership to meet the requirements of the current era".

The leadership approach also contributes to reaching a state of sustainable leadership that provides future directions for the organization, places it in the circle of local and global competition, and increases the degree of its adaptation to rapid and successive changes that include all areas of life, which made leadership thought an important requirement for organizations looking for excellence and advancement. and obtaining the competitive advantage, as the pursuit of entrepreneurship is one of the most important and modern topics in the field of management, and the standards of leadership and creativity have become at the forefront of the goals that organizations seek to achieve to support more excellence and uniqueness in their performance, which requires administrative leaders to make efforts to achieve Success and progress relying on speed, flexibility and innovation (Al-Aidi, 2009).

The researchers defined leadership practices as all the positive and effective activities that leaders and administrators practice in organizations and organizations towards their employees and workers, in order to achieve a specific purpose by using one of the methods of influence and persuasion or by using official authority when necessary and needed (Haniyeh, 2016).

Hariri (2012) defined it as an interactive process between the leader or the boss and a group of subordinates or subordinates, based on which plans and desired goals are drawn up and then effective measures are taken to achieve those goals, and the essence of the leadership process is the leader's ability to influence others and achieve the best results through them. .

Mohi (2011) sees it as influencing people so that they adhere to the vision of the leader, the goals he sets, and the tasks he assigned them to them willingly, without coercion or coercion. While some know it as the art of influencing others and directing them in a way that obtains their trust, respect and cooperation to accomplish the work and achieve the desired goals (Al-Ghamdi, 2013).

Aish(2016) defined it as the leader's ability to persuade and influence individuals and subordinates in order to improve their performance and carry out their duties in the best way, in order to achieve the group's common goals in light of good human relations between them, and Al-Makawi(2013) also defined it as the leader's ability to influence In the behavior of members of the group, coordinating their efforts and directing them to achieve the desired goals (Filion, 2018).

Hence, leadership is of great importance in building organizations, as it is one of the effective methods for linking individuals and available resources in the organization together to achieve and accomplish goals and work that may be difficult or impossible to achieve without the participation and interaction between work members (Haniyeh, 2016), so building Organizations represent the process of interaction, cooperation and understanding between the leader and his subordinates. Subordinates need a leadership that cares about their rights, respects their individual talents and capabilities, and works to provide a working environment and environment that contributes to raising performance, improving excellence and creativity, and enhancing responsibility towards taking risks. The process of effective leadership requires commitment They are subordinated to the controls and standards imposed by the leader regarding the duties and responsibilities that they must assume and perform them to the fullest extent (Hariri, 2012).

The importance of leadership also stems from the importance of providing a sound and vital management experience factor for the success of the organization's work, as the issue of leadership is one of the main topics for the success of any organization. The fierce competition, and the ability to think rationally and on sound practical foundations, in addition to the importance of leadership revolves around the ability to reach solutions to the problems of any organization in the easiest and most beneficial way, where the leadership in general has the ability to properly employ all the activities of the administrative system, and the ability to Putting each employee in the right place that enables him to achieve the greatest desired benefit to the organization, it is worth noting that it is difficult to provide the right leadership all the time. It is necessary for the leader to have experience, rationality, and the ability to make decisions in the correct form and time (Al-Makawi, 2013).

We note from the above that the importance of leadership lies in the fact that it is a link between employees and the organization's plans and future vision, and that it is the only outlet; To strengthen the positive forces in it and reduce the negative aspects as much as possible, the successful leader is able to control and solve work problems, and the ability to unify the efforts of the organization, and reveal the weaknesses of employees, their development, training and care as they are the most important resource for the organization, and employees work to take the leader as a role model for them in various walks.

Research Problem:

In light of contemporary changes and future challenges, there is a need for strategic leadership practices to build organizations, which transform today's organizations from traditional organizations to global organizations that master the art of dealing with the future with all its challenges, and the requirements of the current era necessitate special care for strategic leadership, as it is the leadership style necessary to achieve Desired and effective progress of organizations.

This is what was indicated by many studies, such as the study (Khan, 2014), which dealt with the practice of strategic leadership and its effectiveness in building and developing organizations, and emphasized that it is an appropriate leadership style for leadership. It also recommended the need to

adopt this style in organizations, given the dimensions, characteristics and tasks it contains. The leader was able to successfully change and transform into a new situation that meets the aspirations and new requirements to build an effective organization, and responds to contemporary and future challenges. As the issue of building organizations is one of the complex matters that organizations seek to study, and this requires taking some studied risks and some proactive measures and creativity in business. Hence the importance of the problem of this study, which is to reveal the role of strategic leadership practices in building independent organizations: an exploratory study of the opinions of a sample of workers in Iraqi private banks.

Research Questions:

Given the problem of the study, a set of questions were formulated, as follows:

- What is the level of ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks?
- What is the level of ability to deal with strategic decisions from the point of view of workers in Iraqi private banks?
- What is the level of possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks?

Importance of research

The importance of this research stems from the following things:

- Its direct connection with the organized environment with the aim of employing strategic leadership practices in an effective manner and investing the latest modern leadership techniques to improve the organization's outputs.
- The results of this research can provide field data that help decision-makers to design work environments that serve the organizational culture prevailing in the organization.
- The results of this research may provide field data that help design effective results programs based on the strategic leadership practices of employees in Iraqi banks.
- The results of this research could pave the way for conducting other studies in this field, dealing with different research variables.

1. Search limits:

The limitations of this research are as follows:

- **Spatial limits:** The research was carried out in Iraqi private banks.
- **Time limits:** This research will be implemented in 2021.
- **Human limits:** This research is limited to a sample of workers (male and female) in Iraqi private banks.

2. Research Methodology:

The research is a descriptive study, and at the same time it is an analytical study that aims to identify the role of strategic leadership practices in building independent organizations: an exploratory study of the opinions of a sample of employees in Iraqi private banks; To make a comprehensive description

of the data and information used in this research, and convert it from qualitative to measurable quantity, as this research was conducted in Iraqi private banks.

3. Data collection sources:

In order to prepare this research, and achieve its objectives, the researcher is required to refer to two types of information sources, which are secondary and primary sources, explained as follows:

- **Secondary sources:**

In preparing this research, the researcher relied on many sources of available information and data, which were collected for research purposes, by reviewing previous literature and studies, reviewing books and references related to the topic of research, and taking into account scientific materials and reports related to a topic in it, and the available information. on various approved websites.

- **Primary sources:**

The researcher relied on the data and information available to him in preparing the questionnaire for this research, as it covered all aspects related to it, on which the hypotheses were built. And it was addressed in the research, in addition to the fact that the researcher distributed the questionnaire to the research sample.

4. Study tool

To achieve the objectives of the research, the study relied on the descriptive analytical approach for the purposes of data collection and answering the study questions.

The first axis: it is one of the demographic variables of the research sample (gender, number of years of experience).

The second axis: It consists of phrases that refer to the role of strategic leadership practices in building independent organizations.

The researcher used the pentagonal Likert scale to answer the research questions, through the following degrees: (a degree (1) expresses very little, a degree (2) expresses a few, a degree (3) expresses medium, and a degree (4) expresses high And a score of (5) is very high. And to explain the arithmetic averages of the estimates of the research sample members on each paragraph of the questionnaire and on each of its fields; The statistical criterion (Five Likert) was used, as shown below, and the following classification was relied upon to judge the arithmetic averages as follows:

The length of the period = (the upper limit of the alternative - the lower limit) / the number of levels
 $(5-1) / 3 = 4/3 = 1.33$, so the levels are as follows.

1.00-2.33 low

From 2.34- 3.67 Medium

From 3.68- 5.00 high

Analysis of Field Study Data

1. Characteristics of the study population and sample members

The study population consists of all employees of Iraqi private banks, as the study sample consists of (98) workers under study, and the questionnaire was distributed by creating an electronic questionnaire

and distributing it according to the characteristics of the sample, and the tables below show the results that were reached about the characteristics of the study sample members Explained as follows:

- **Gender variable:**

Frequencies and percentages of the demographic variable (Gender) were calculated as shown in the table below:

Table (1): Distribution of the sample members according to the demographic variable (Gender).

variable	the level	Repetition	percentage
gender	Male	86	87.75%
	female	12	12.24%
	Total	98	100

It was found from the above table that the number of males working in Iraqi private banks amounted to (86) with a percentage of (87.75), while the percentage of females was (12.24), and their number was (12).

- **Age variable:**

Frequencies and percentages for the demographic variable (age group) were calculated as shown in the table below:

Table (2): Distribution of the sample members according to the demographic variable (age).

variable	the level	Repetition	percentage
Age	Less than 30 years old	53	54.1
	30 years - less than 40 years	17	17.3
	40 years - less than 50 years	25	25.5
	50 years and more	3	3.1
	Total	98	100

It is evident from the previous table (2) that the ages of the highest percentage of respondents in the study sample are those between the ages of 40 and less than 50 years, and their number reached 25 respondents, and they constituted (25.5%) of the total sample of the study, then those whose ages are more Those under the age of 50 made up (3.1%) of the total sample of the study, then those under the age of 30 made up (54.1%) of the total sample of the study, then those between the ages of 40 and less than 50 made up (17.3%) of the study sample, the total sample of the study.

- **Experience**

Table (3): Distribution of the study sample according to years of experience

variable	the level	Repetition	percentage
Age	less than 5 years	54	55.1
	5 years - less than 10 years	30	30.6
	10 years - less than 15 years	13	13.3
	15 years and more	1	1.0
	Total	98	100

It is clear from the previous table (3) that (55.1%) of the study sample have experience of less than 5 years, which is the largest group among the approved groups in the study of this field, then the repetitive category that is from 5 years and less than 10 years and formed what At a rate of (30.6%), then respondents came from those with 10 years of experience - less than 15 years, at a rate of (13.3%), and finally, those with experiences of 15 years and more came at a rate of (1.0%).

2. Results of descriptive statistics for the fields of study

Presenting the results related to the variable axes: "The role of strategic leadership practices in building independent organizations":

First: Presenting the results related to the axis of "Ability to deal with strategic decisions from the point of view of workers in Iraqi private banks":

In order to answer the first question, the arithmetic averages of the answers of the study sample members on the paragraphs of the axis "Ability to deal with strategic decisions from the point of view of workers in Iraqi private banks" were extracted, the tables below illustrate this:

Table (4): Arithmetic means and standard deviations of the ability to deal with strategic decisions from the point of view of workers in Iraqi private bank.

NS	Phrases	Arithmetic average	standard deviation
1.	The strategy message of the organization is formulated according to the goal or purpose it is aimed at.	3.7	1.0
2.	The strategic management practices are formulated in an understandable and clear manner that facilitates the construction and development of Iraqi banks.	3.5	1.1
3.	Iraqi banks include the strategic objectives to be achieved in the long term.	3.4	1.4
4.	The strategic mission of the organization is placed on a comprehensive analytical basis for all administrative levels.	3.2	1.6
5.	Strategic leadership practices are more comprehensive and general in focus on the strategies and policies pursued	3.7	1.3
6.	As a whole	3.5	medium

Table (4) indicates that the arithmetic averages of (the ability to deal with strategic decisions from the point of view of workers in Iraqi private banks) came at the average level, and the paragraph that states "The strategy message of the organization is formulated according to the goal or purpose it is aimed at." In the first place, with an arithmetic average (3.7), while the paragraph that states "The strategic mission of the organization is placed on a comprehensive analytical basis for all administrative levels." It ranked last with an average of (3.2).

The general result indicates the presence of the average level from the point of view of the study sample, where the arithmetic mean of the general total was (3.5), and this indicates that the responses

of the study sample were positive and with high and medium degrees distributed over the paragraphs of this field. As for the standard deviation values, they are high, and this indicates that the answers of the study sample are varying and far between in this area to some extent.

Second: Presenting the results related to the axis "the ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks":

In order to answer the first question, the arithmetic averages of the answers of the study sample members about the paragraphs of the axis "the ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks" were extracted, the tables below illustrate this:

Table (5): Arithmetic averages and standard deviations of the ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks.

NS	Phrases	Arithmetic average	standard deviation
1.	Strategic planning seeks to build an integrated system that begins with strategic plans for the resources available in Iraqi private banks.	3.0	1.3
2.	Preparing programs and training employees on how to use the resources in Iraqi private banks.	3.4	1.5
3.	Preparing the necessary budgets to accomplish business and tasks inside and outside Iraqi private banks.	3.5	1.2
4.	Work to lay the foundations for controlling the operations and activities that occur in the Iraqi Private Bank.	3.6	1.0
5.	As a whole	3.39815	medium

Table (5) indicates that the arithmetic averages of the ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks came at the average level, and the paragraph that states "Work to lay the foundations for controlling the operations" and activities that occur in the Iraqi Private Bank." ranked first with an arithmetic average (3.6), while the paragraph that states "Strategic planning seeks to build an integrated system that begins with strategic plans for the resources available in Iraqi private banks." It ranked last with a mean of (3.0).

The general result indicates that there is an average level from the point of view of the study sample, where the arithmetic mean of the general total was (3.3), and this indicates that the responses of the study sample were positive and with high and medium degrees distributed over the paragraphs of this field. As for the standard deviation values, they are high, and this indicates that the answers of the study sample are varying and far between in this area to some extent.

Third: Presenting the results related to the axis of "the possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks":

In order to answer the first question, the arithmetic averages of the answers of the study sample members were extracted on the paragraphs of the axis "the possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks", the tables below illustrate this:

Table (6): Arithmetic averages and standard deviations of the possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks

NS	Phrases	Arithmetic average	standard deviation
1.	The possibility of expanding relations with influencers: whether from within or outside the organization, and to serve the aspirations and future options of Iraqi private banks.	3.7	1.0
2.	Focusing on the aspect of internal and external alignment and striving to adapt to what is going on inside and outside the organization.	3.5	1.6
3.	It adopts leadership practices based on the logic of strategic and integrative thinking to face current and future events.	3.3	1.3
4.	Tend to adopt an organizational culture based on respect for new ideas that contribute to the development of the organization and enhance its capabilities.	3.6	1.0
5.	Tends to be flexible in following work instructions and procedures to serve the goals of decision makers.	3.5	1.3
6.	As a whole	3.52	medium

Table (6) indicates that the arithmetic averages of the possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks came at the average level, and the paragraph that states "The possibility of expanding relations with influencers: whether from within or outside the organization, and to serve the aspirations and future options of Iraqi private banks." It ranked first with an arithmetic average (3.7), while the paragraph that states "It adopts leadership practices based on the logic of strategic and integrative thinking to face current and future events" came. It ranked last with an arithmetic average of (3.3).

The general result indicates that there is an average level from the point of view of the study sample, where the arithmetic mean of the general total was (3.52) and this indicates that the responses of the study sample were positive, with high and medium degrees distributed over the paragraphs of this field. As for the standard deviation values, they are high, and this indicates that the answers of the study sample are varying and far between in this area to some extent.

3. Results of Testing Hypotheses of the Study

Multiple linear regression analysis is used to study the effect of several independent variables on a dependent variable. The explanatory independent variables may be continuous or categorical. Here are the results of multiple regression to test the main hypothesis and sub-hypotheses:

Table (7): Results of the one-sample test for the main hypothesis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.986	.987	1.317

It appears from the tables that the value of (R) was (.994a) and (R Square) was (.986). The value of (Adjusted R Square) is (.987), which represents the correlation coefficient of the overall model, and the value of (Std. Error of the Estimate) is of (1.317), which represents the percentage of influence or interpretation of all independent variables on the dependent variable, which indicates the existence of effectiveness Statistically significant at the significance level ($0.05 \geq \alpha$) for smart educational programs in developing the creative thinking skill of people with hearing disabilities, and thus the first main hypothesis of the study is accepted and the alternative hypothesis is accepted. Accordingly, ANOVA was tested as follows:

Table (8): ANOVA

Sample	total squares	Degrees of squares	average squares	F . value	"F" Statistical Indication
Regression	24550.318	3	8183.4	4708.01	0.000
Residual	368.497	95	1.738		
Total	24918.815	98			

It appears from the tables that the value of (F) was (4708.01) and (the statistical significance of "F" was (0.000). Which indicates the consistency of the independent variable represented by the effectiveness of smart educational programs, with the dependent variable represented by the creative thinking skill, which indicates that the hypothesis testing was valid.

Table (9): Results of applying the multiple regression equation to study the effect of independent variables on the dependent variable

variable	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	β		
(Constant)	8.279	.456	-	18.139	.000
1	1.033	.022	.462	46.527	.000
2	.936	.032	.356	29.456	.000
3	.941	.023	.425	40.167	.000

It appears from Table (9) that the value of the coefficient of determination (64%), that is, approximately 64% of the changes in the role of strategic leadership practices in building independent organizations through an exploratory study of the opinions of a sample of workers in Iraqi private banks, and this is due to each of the ability to acquire scarce resources in building independent organizations, the ability

to deal with strategic decisions, and the expansion of relationships with decision-makers, all of which contribute to building organizations more objectively.

Results:

Based on the above table, a set of results related to the study variables are shown, as follows:

- There is a statistical effect of the level of ability to acquire scarce resources in building independent organizations from the point of view of workers in Iraqi private banks.
- There is a statistical impact on the level of ability to deal with strategic decisions from the point of view of workers in Iraqi private banks.
- There is a statistical effect of the level of possibility of expanding relations with influencers from the point of view of workers in Iraqi private banks.

Recommendations:

And based on the results that the researcher extracted, he extracted a set of recommendations that emphasize the importance of the role of strategic leadership practices in building independent organizations: an exploratory study of the opinions of a sample of workers in Iraqi private banks, which were as follows:

- ✓ The necessity of conducting studies related to the role of strategic leadership practices in building organizations.
- ✓ Building strategic leadership practices based on the analysis of the internal and external environments to identify opportunities in the external environment.
- ✓ Conducting research related to strategic leadership and its impact on building organizations and their continuity, and field studies of the beneficiaries' needs.

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