

The Role of Strategic Leadership In Organizational Performance

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ABSTRACT

The study aimed to analyze the role of strategic leadership relationship with the Organizational performance of a number of private banks in the governorates of Erbil and Sulaymaniyah.

The general framework of the study is determined through the problem of the applied study by asking questions about the nature of relationships and the effect between the study variables. For this purpose, a model was designed to express the relationships and influence, and a set of hypotheses were formulated as possible answers to the study questions.

To ensure the validity of the hypotheses, they were subjected to multiple tests through the statistical program (SPSS).

The study adopted the descriptive and analytical approach, and the field of application represents (11) private banks from the governorates of Erbil and Sulaymaniyah for a research community. The sample of the study reached (92) managers.

The study reached a set of conclusions, the most important of which is the existence of correlations and influence between the two variables.

The study presented a set of proposals, the most prominent of which is the necessity of working to

reinforce the positive aspects of the two variables and work to address the negatives.

1. Introduction

Nowadays, the organizations are in a highly competitive working environment, hence, they need to adopt new methods of leadership including strategic leadership.

The subject of strategic leadership is something new for the researchers. Generally, the subject of leadership is one of the subjects that have received general and scientific attention, and with the continuous changes in the working environment of the organizations, the importance of research about leadership is continuous, and most of the researchers tend to study either new theories of leadership or the strategic leadership in light of the dynamical business environment. Also, the interest in strategic leadership is due to its impact on the organization's performance and strategy.

The organizational performance is closely related to the performance of strategic leader. The ability of leadership is not the only element in its distinctive features, but it is an important element in the organizational performance. With the increasing pressure and the great challenges face organizations nowadays, the need for the organizations to have effective leadership to have a major role in transforming the organization from a state of weakness into a strong and distinct organization. In order to stimulate the organization, there must be a strategic leader who is able to transfer the organizational visions to individuals at the middle and executive levels in relation to the process of excellence and this vision can create an environment of participation and presenting new and creative ideas and create a state to go toward excellency.

As it was mentioned above, the present study consists of four chapters which the first chapter is devoted to the theoretical background, the second chapter includes the related studies and the methodology, chapter three includes the application framework, whereas chapter four is dedicated to analyze the results and giving recommendations.

1.2. Strategic Leadership

As for strategic leadership, this term came from strategic management. Many have written about strategic leadership, as it is the way generally in strategic science and especially in management, a unified definition of strategic leadership hasn't been found. Crow (1993) has pondered upon the strategic leadership as it is the actions that mainly focus on specifying the long term guidance and the strategic vision, also to deliver this vision to the entities that are related and the sufficient strength to recognize this vision and achieve it, also to inspire others to direct towards the correct direction. Finkelstein & Hambrick (1996) indicate that strategic leadership is a multitasking job other must done.

Macmillan & Tampoe (2000) agree that strategic leadership is a process related to achieve the competitive feature a measure to the competitors, it's also the outcome of strategic management process, not an alternative of it, it is also more of a state than a management mechanism in the same time. Duane Ireland & Michael Hitt define it as the leader being able to expect the conservative vision on the flexible strategically and to work with others to implement the changes that will help creating a good future for the organization (Thomas, 2004, p.57).

Demert, Hafsi & Seguin (2008) confirm, in their book *Strategic Facilitation from Analysis to Implementation* that a strategic leadership is a type of leadership that carries out the facilitation of the organization and cares about forming the strategies and implementing it and the daily exercises of it. Strategic leadership cares about the facilitators that are considered the main responsible person of organization strategy. It is concerned with various methods of practice in order to assist the organization in choosing strategic directions related to following appropriate paths and adopting organizations in order to position the strategy in the organization (Seguin, 2008, p.453).

1.2.1 Importance of Strategic Leadership

All organizations despite their size, activity, goals and the nature of their work, will seek to stay and continue growth, these goals will not be achieved without the

existence of strategic leader that is able to achieve the ambitions of the organization. Successful organizations that count of strategic leadership which is distinguished by vision of future and capacity of reading the evens and outcomes that is sufficient of continuance and growth of the organization (Almurabaa, 2012, p.24).

The organizations top others thanks to strategic leadership, so the traditional roles must be ditched and the strategic role must be adopted, which seeks the best horizon, and it has a visionary leader, strategic leadership understands the reason things happen without being affected by its occurrences, it has the capacity of rapid decision making without jeopardizing the expected risk (Alzughbi, 2010, p.38).

Grass (2010) touched upon these responsibilities where he sees that the most important things that strategic leaders do in presenting officially, shaping culture, building and forming multiple relationships, building and forming relationships at the national level, representing the organization, leading and willing to change.

The practices that lerland and Hitt have suggested will be adopted in the current research for its inclusion of other contributions and for its appropriateness with the organizational performance indicators that represents the change followed by research variables, each practice will be explained as follows

1.2.1.1 Specifying the Strategic Direction

That is to say the development of long term strategic vision for strategic intent that reflects the personal opinions of the inspirational leader, if the strategic leader could clarify their personal opinion and participated them with their subordinates then the leaders will get the subordinates' support for the leader's strategic vision which in turn makes the strategic intent a property of the leader's properties, in the same time a mutually understood thing with everyone (Macmillan & Tampoe, 2000, p.74).

1.2.1.2 Human Resources Development

Includes discovery of core capacity and keeping it and developing human resources, core capacity or core competency indicates mainly to the organization resource and its capability which is considered a source of its competitive property a measure of the competitors in the field of industry thus when the organization gets something of

core capacity and takes it as a sign of competition then the organization becomes distinguished from its competitors (Porter, 1996, p.61). While in the same time the literature of strategic management indicates nearing the competition property from the core capacity being representative of the distinguishing of the organization from the competitors, until it gets away from it in framing and showing the properties on the organization level completely if it was looked at as being the outcome to interact its resources and capability to reach the state of distinguishing from others, the core capacity is framed and showing its properties to the tasks inside the organization individually.

1.2.1.3 Investing Organizational Resources

The high executive leaders hold personal responsibility in developing and reinforcing the ethics in all aspects in the organization, because they have to constantly clarify that the ethical behavior is an axis part for the vision and message of the organization, the strategic leaders can reinforce and ethical behavior through several elements: role models, reward and evaluation system, policies and procedures (Dess et al, 2007, p.402). The organization must include the ethical practices in the axis part of the organizational culture, as well as it being the general frame of the process of decision making in the organization (Hitt et al, 2003, p.400).

Ethics is the fundamental concepts that govern the interactive process between the workers and the organization (Noe et al, 1996, p.23) as well as the principles that govern the interactive process between the organization and the related external parties (Hellaregle & Slocun, 1996, p.146). In the same context (Proctor, 2000, p.133) counted it as the principles that its existence will result in not stirring doubtful questions about using the marketing activities. In spite of this, some indicates that small and medium sized organizations must commit to the ethical elements of working contrary to the large organizations.

1.1 Organizational Performance

There are many researches that have been conducted about organizational performance and they are all different in defining it. There are different terms in its

fields and dimensions including many similar concepts about it. There some scholars who consider organizational performance as a function of efficiency and others who explain it by the effectiveness of costs and productivity and results. And even competitiveness is totally different. We will try to mention some definitions of organizational performance.

Mukhaeer et al (1990) define it as integrated organizations to produced organized works in the light of its interaction with its components such as internal and external environments and its organized performance. According to this definition, there three dimensions:

1. The individual's performance within their organizational units.
2. The performance of organizational units within the general policy for the organization.
3. The performance of the organization within the framework of economic, social and cultural environments.

In this regard David (2001) claims that the organizational performance is the results of activities that meet the goals. Al-Amri (2002) defines organizational performance as the capacity of an organization in meeting the objectives by employing its available resources efficiently and effectively.

As well as the organizational performance is known as achieving the organizational goals by using the resources efficiently and effectively. The organizational performance needs focusing on unique elements that distinguishes the organization from others. And becoming an axis for evaluation. Also it includes financial and non-financial indicators, tangible assets and non-tangible assets. It is also about the broad aspects for organizational performance including strategy, operations and human resources (Aish, 2008, p.44).

1.3.1 The significance of Organizational Performance and its Features

The significance of organizational performance is directly connected to achieving goals of the multiple portions of the organization either such goals are shared or

autonomous. The performance of an organization is often linked to the extent to which it has achieved the objectives of the society. Stoner used the same direction of Durcker. If the name of social performance is given to the organization expressing the relationship of the goals of organization and goals of society that are determined according to three basics; economic, legal and ethical basics (Stonder et al, 1996, p.557). The organization performance is also connected to the stakeholders (Certo & Peter, 1995, p.147). Daft (2001) defines the stakeholders as any groups inside or outside the organization that have interests in the performance of the organization. Or any individuals or groups of the stakeholders that care about development of the organization, or the activities carried out by the organization in order to achieve a goal, or a number of specific goals such as shared holders, Almakun, workers or syndicates, lenders, government and customers. For example, workers care about wage rates, other benefits that satisfy them in their work, payment, monitoring, and the suppliers care about preparing the organization, good interaction with the organization. And the government care about to what extent the organization obeys to the rules, the system of the organization, the contribution of the organization to use the society resources. However, the customers care about the quality of goods and the services that the organization give (Al-Amree, 2020, p.49-50).

1.3.2 Improving Organizational Performance

Step 1: Performance Analysis

Performance analysis is the assessment of the organization performance among its priorities and capacities. It is also a description and analysis for the current situation of the organization and the expectations for problems in performing works and competition.

Step 2: Searching for the Roots of Causes

The causes are analyzed within the gap between the desired performance and the real performance. Sometimes there might be a failure in addressing the performance problems because the proposed solutions aim to address only external symptoms and are not real causes of the problem. However, when the roots of the problems are

addressed, the organization can have a better production. Therefore, analyzing the problems is an important connection between the gap in performance and appropriate procedures to improve and develop performance.

Step 3: Choosing an Intervention or Treatment Method

Interfering with the selection is an organized, comprehensive and integrated method to respond the problems of performance and the causes. It is the most appropriate method to overcome the problem. Some procedures often need more than one instrument to improve the performance. The appropriate procedures for the financial situation and the expected costs of an organization depend on the desired benefits. And assessing the level of success of an organization is done by measuring the reduction of gaps in performance which is measured by assessing the improvements and productions that the organization has achieved. Therefore, any strategies for improving and developing the performance should be taken into consideration that may change the goals of the organization.

Step 4: Application

After selecting a convenient method, the method is applied. Then, a system is designed to follow-up, analyzing attempts or including the concepts of change that the organization needs in the daily works. And caring about the effects of the direct and indirect issues that the organization need for change so as to ensure the effectiveness and efficiency of the organization.

Chapter 2 METHODOLOGY AND PREVIOUS STUDY

2.1 Study Methodology

2.1.2 The problem of study

Banks play an important role in financing economic development plans, and the banking system has started to face many challenges such as increased competition and rapid developments in the environment and the emergence of financial crises,

forcing them to adopt modern management concepts, so that banks can make decisions to excel and excel over their competitors

Based on the above, the current study came to clarify the concepts theoretically and applied and to show the relationship and influence between them by raising the following questions:

1. Do bank managers have strategic leadership characteristics? And what are their levels?
2. Are there any indicators of leadership in the researched banks? And what are their levels?
3. What are the performance indicators in banks? And what are their levels?
4. Are there correlations and influence relationships between the study variables? Can these relationships be tested statistically?

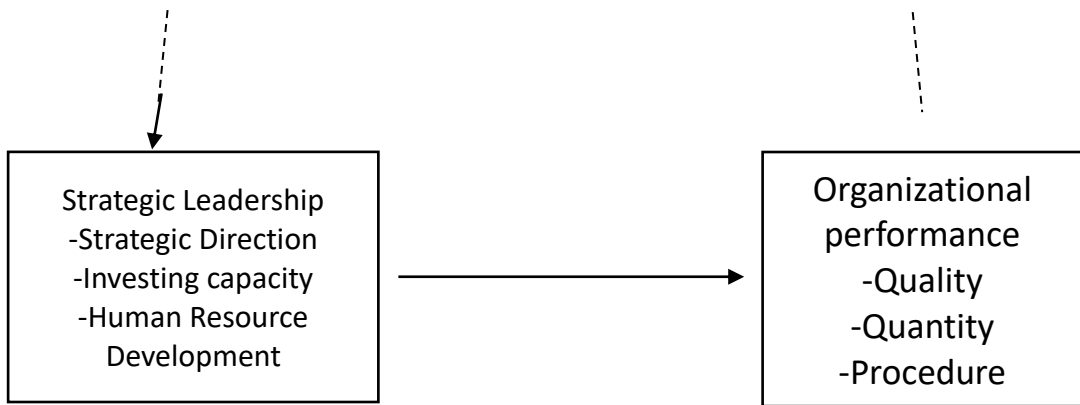


Figure 2.1 SL and OP Connection

Source: Prepared by Researcher

2.2 Hypothesis

1. The first main Hypothesis **H₁** There is a statistically significant relationship between strategic leadership and organizational performance.

2. The second main hypothesis **H₂** There is a statistically significant effect of the strategic leadership on organizational performance.

CHAPTER 3 THE PRACTICAL ANALYSIS

This chapter is devoted for describing the population of the study and its sample, describing the variables and the diagnosis, and as well as analyzing the results of testing hypotheses of the study. Accordingly, this chapter includes the following sections:

Section One: Describing the population of the study and its sample

Section Two: Describing the variables and the diagnosis

Section Three: Examining the study hypothesis

3.1 Describing the Population of the Study and its Sample

This chapter deals with the population of the study and its sample, as well as describing the individual features, therefore, it includes the following sub-sections:

First: Describing the population of the study and its sample

Second: The individual features of the sample

3.1.1 Describing the Population of the Study

The study population is represented by a number of managers of private banks in Erbil and Sulaymaniyah cities, and this class was chosen because they possess data and information, and they have accurate and clear knowledge about the performance of banks.

The number of the banks was (11) that the number of the managers was (106). The researcher distributed (105) questionnaire, (92) questionnaires were retrieved while (91) questionnaires were valid after excluding the incomplete ones. Table (3.1) shows the population of the study and details of the questionnaire distributions:

Table 0.1 The Statistics of the Questionnaire Distribution and Retrieving

No.	Name of Banks	No. of Managers	Distributed	Retrieved	Valid	Response Rate (Valid Distribution) (%)
1	Iraqi Middle East Bank for Investment - Sulaimanyah	8	8	7	7	87.5
2	Kurdistan International Bank-Erbil	23	23	22	22	95.65
3	Al Baraka Turk Bank- Erbil	8	8	6	6	75
4	Baghdad Bank – Erbil	11	11	10	10	90.9
5	Erbil Bank for Investment and Finance - Erbil	9	9	7	7	77.77
6	Erbil Bank - Sulaimanyah	7	7	6	6	71.42
7	Union Bank of Iraq	7	7	7	7	100
8	Cihan Bank- Sulaimanayah	9	8	8	7	77.77
9	BBAC Bank- Sulaimanyah	5	5	5	5	100
10	Baghdad Bank- Sulaimanyah	9	9	6	6	66.66
11	Cihan Bank - Erbil	10	10	8	8	80
Total		106	105	92	91	86.66

Source: Prepared by the researcher according to the questionnaire data

3.1.2 Individual features of the study sample

Table 3.2 shows the distribution of the respondents according to their individual features, by adopting measures of frequency and percentages and according to the followings:

1. Gender:

The percentage of male respondents was the highest, as it included approximately (95.6%), while the percentage of females was (4.4%).

2. Age:

The present study showed that age range (of older than 50 years) of the respondents was the in first group (55.0%). The age range (40-49 years old) was the second group (23%), and the age range (30-39) formed the third group (22%).

3. Qualification:

The results of the table showed that the majority of respondents hold a bachelor's degree and their percentage was (%46.2), while the percentage of master's holders was (%28.6).

4. Job title:

The majority of respondents had the position of a department manager (79.1%), while the percentage of those who holding the position of assistant manager was (9.9%), followed by those who holding the position of branch manager was (6.6%), and in the last group was the general managers (4.4%).

5. Working Experience:

The respondents who had less than 3 years of working experience were (57.1 %), those who had (3 – less than 9 years) working experience as a banker were (37.4 %), those who had working experience (3- less than 12 years) as a banker were (3.3 %) while (2.2 %) of the respondents had (more than 12 years) working experience as a banker.

6. Working Experience in the Current Position:

The majority of the respondents had experience and were knowledgeable in the banking activities, and this shows the validity of the collected data, as (4.4%) of the respondents had working experience in banks less than (3) years, while the rest of the

respondents had more than 3 years of working experience (95.6%) and (44.0 %) of the respondents had more than 21 years of working experience. Table (3.2) shows that (15.3 %) of the respondents had (3 – less than 9 years) working experience in a bank, (12.1 %) of the respondents had (9- less than 12 years) working experience, (9.9 %) of the respondents had (12- less than 18 years) working experience and (14.3 %) of the respondents had (18- less than 21 years) working experience.

Table 0.2 Age and Gender Range

Gender							
Male				Female			
No.		%		No.		%	
87		95.6		4		4.4	
Age							
30-39		40-49		50-59		Older than 60	
No.	%	No.	%	No.	%	No.	%
20	22	21	23	25	27.5	25	27.5
Qualification							
PhD		BA		MA		Diploma	
No.	%	No.	%	No.	%	No.	%
7	7.7	42	46.2	26	28.6	16	17.6
Job title							
General Manager		Assistant Manager		Department Manager		Branch Manager	
No.	%	No.	%	No.	%	No.	%
4	4.4	9	9.9	72	79.1	6	6.6
Working Experience							

Less than 3 years		3 – less than 9 years		9 – less than 12 years		More than 12 years					
No.	%	No.	%	No.	%	No.	%				
52	57.1	34	37.4	3	3.3	2	2.2				
Working experience in the current position											
Less than 3 years		3 – less than 9 years		9 – less than 12 years		12 – less than 18 years		18 – less than 21 years		More than 21 years	
No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
4	4.4	14	15.3	11	12.1	9	9.9	13	14.3	40	44

Source: Prepared by the Researcher on the Basis of the Statistical Analysis (SPSS.V.21)

3.2 Describing the Variables and the Diagnosis

In this section, the description of the study variables is dealt with based on the results of descriptive statistics, as this section presents the data and the data analysis of the questionnaire. This is done by clarifying the description of the respondents’ opinions individuals at the level of each study variables.

First: Description of the strategic leadership variable

Second: Description of the entrepreneurial variable

Third: Description of the organizational performance variable

3.2.1 Description of the Strategic Leadership Variable

- 1. Describing the dimensional strategic direction:** The data in Table 3.3 shows the respondents’ responses about the items (A1 – A7), which are related to describing the respondents’ opinions about the dimensional strategic direction, and it is explained as the followings:

- a. The statistical data of the table shows that (61.23 %) of the respondents agree with the item used for measuring this variable, (12.88 %) of the respondents disagree with this variable (M= 3.57) and (SD = 0.93) and (coefficient of variation = 26.21 %).

It was found on the partial and total level, the variable (A₅) came in the first level on the basis of the value of coefficient variation is (19.84 %) and (79.1 %) of the respondents agreed with this variable (M= 3.98) and (SD= 0.79). hence, the results show that this variable is crucial for the respondents. Moreover, according to the partial level, the (A₂) variable is in last level which its coefficient of variation is (34.21 %) as (35.2 %) agreed with this variable (M= 3.01) and (SD= 1.03). This result shows that there is an agreement among the respondents with a low level.

Table 0.3 Description and Diagnosis of Strategic direction

Variable s	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	St. Deviation	Coefficient of Variati on %
A1	19	20.9	47	51.6	18	19.8	5	5.5	2	2.2	3.83	0.89	23.23
A2	5	5.5	27	29.7	30	33	2	24.2	2	2	3.01	1.03	34.21
A3	15	16.5	48	52.7	19	20.9	7	7.7	2	2.2	3.73	0.9	24.12
A4	14	15.4	36	39.6	28	30.8	8	8.8	5	5.5	3.5	1.03	29.42
A5	23	25.3	49	53.8	14	15.4	5	5.5	-	-	3.98	0.79	19.84
A6	17	18.7	35	38.5	30	33	5	5.5	4	4.4	3.61	0.99	27.42
A7	10	11	45	49.5	26	28.6	7	7.7	3	3.3	3.57	0.9	25.21

Average	16.18	45.05	25.93	9.27	3.61	3.57	0.93	26.21
Mean	61.23			12.88				

Source: Prepared by the Researcher on the Basis of the Statistical Analysis (SPSS.V.21)

2. Investing Organizational Resources

The data from Table 3.4 show the respondents’ opinions about the variables (A₁₄-A₈) as the followings:

- a. The data from the table and especial the mean show that (72.24 %) of the respondents agreed with the variable used to measure this dimension while (8.41%) of the respondents disagreed with this variable (M=3.83), (SD= 0.89) and coefficient of variation is (23.37%).
- b. On the partial level, the variable (A₁₀) came in the first level was in the first level in terms of ordinal importance and got (19.43 %) which (76.9 %) agreed with it (M=3.91) and (SD=0.76). This result indicates that this variable is very crucial for the respondents. And on the partial level, the variable (A₈) was in the last level with the coefficient of variation (29.34 %), and (66.0 %) agreed with this variable (M= 3.68) and (SD= 1.08). This result indicates that the respondents agreed with this variable in a low level.

Table 0.4 Description and Diagnosis of IOR

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	St. Deviation	Coefficient of Variation %
A8	20	22	40	44	18	19.8	8	8.8	5	5.5	3.68	1.08	29.34

A9	1 5	16. 5	5 0	54. 9	1 7	18. 7	8	8. 8	1	1. 1	3.76	0.87	23.13	
A10	1 8	19. 8	5 2	57. 1	1 6	17. 6	5	5. 5	-	-	3.91	0.76	19.43	
A11	2 8	30. 8	4 4	48. 4	1 7	18. 7	1	1. 1	1	1. 1	4.06	0.8	19.7	
A12	1 4	15. 4	5 4	59. 3	1 8	19. 8	4	4. 4	1	1. 1	3.83	0.77	20.1	
A13	1 8	19. 8	4 3	47. 3	2 2	24. 2	5	5. 5	3	3. 3	3.74	0.94	25.13	
A14	2 3	25. 3	4 1	45. 1	1 8	19. 8	5	5. 5	4	4. 4	3.81	1.02	26.77	
Average	21.37		50.87		19.8			5.66		2.75		3.83	0.89	23.37
Mean	72.24				8.41									

Source: Prepared by the researcher on the basis of the statistical analysis (SPSS. V.21)

3. Human Resource Development: The data of Table (3.5) shows that the respondents' opinions about (A₂₁-A₁₅) variables regarding this dimension can be shown as below:

- a. The data from the table and the mean show that (73.0 %) of the respondents agree with the item that used to measure this dimension while (9.5%) disagreed (M= 3.86), (SD= 23.4%) and Coefficient of variation (0.90). This result indicates that the respondents had a high level of agreement with this item.

On the basis of partial level, the variable (A₂₁) was in the first level with the coefficient of variation (18.4%) and (84.6%) agreed with it (M= 4.04) and (SD= 0.74). This result indicates that the respondents had a high level of agreement with this item. Moreover, on the basis of partial level, the variable (A₁₇) was in the last level with the coefficient variation (29.9%) and (62.7%) of respondents agreed with it (M=3.59) and (SD= 1.08). This result indicates that there is an agreement among the respondents' opinions.

Table 0.5 The Description and Diagnosis of HRD

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	St. Deviation	Coefficient of Variation %
A15	21	23.1	43	47.3	18	19.8	7	7.7	2	2.2	3.81	0.96	25
A16	35	38.5	42	46.2	10	11	4	4.4	-	-	4.18	0.8	19.2
A17	16	17.6	41	45.1	21	23.1	7	7.7	6	6.6	3.59	1.08	29.9
A18	19	20.9	37	40.7	20	22	13	14.3	2	2.2	3.63	1.04	28.6
A19	19	20.9	46	50.5	18	19.8	7	7.7	1	1.1	3.82	0.89	23.3
A20	21	23.1	48	52.7	18	19.8	4	4.4	-	-	3.94	0.78	19.8
A21	22	24.2	55	60.4	11	12.1	2	2.2	1	1.1	4.04	0.74	18.4
Average	24		49		18.23		6.9		2.6		3.86	0.9	23.45
Mean	73				9.5								

Source: Prepared by the researcher on the basis of the statistical analysis (SPSS. V.21)

3.2.2 Description of Organizational Performance

1. Description of Quality Dimension: The data from Table 3.6 shows the respondents' opinions about items (C₇-C₁) specifically with the description of their opinions as the following:

- a. The data from the table (3.6) and according to the mean, (71.5 %) of the respondents agreed with this item which used to measure this dimension while (6.6 %) of the respondents disagreed (M= 3.88) and (SD= 0.81) and the

coefficient of variation (20.95 %). This result indicates that the respondents agreed with this item with a high level.

- b. On the basis of partial level, the item (C₇) was in the first level according to the ordinal importance with the coefficient of variation (16.38 %) and (85.7%) of respondents agreed with item (M= 4.15) and (SD= 0.68). This result indicates that this item was significant for the respondents. Moreover, on the basis of partial level, the item (C₂) was in the last level according to the ordinal importance with the coefficient of variation (25.20%) and (58.3%) of respondents agreed with this item (M= 3.65) and (SD= 0.92). This result indicates that the respondents agreed with item with an average level.

Table 0.6 Description and Diagnosis of Quality

Variable s	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	St. Deviation	Coefficient of Variation %
C1	22	24.2	41	45.1	25	27.5	33	3.3	-	-	3.89	0.79	20.3
C2	18	19.8	35	38.5	27	29.7	11	12.1	-	-	3.65	0.92	25.2
C3	18	19.8	48	52.8	21	23.1	44	4.4			3.87	0.76	19.63
C4	15	16.5	46	50.6	26	28.6	44	4.4			3.78	0.75	19.84
C5	23	25.3	45	49.5	18	19.8	22	2.2	22	2.2	3.92	0.88	22.44
C6	26	28.6	41	45.1	19	20.9	33	3.3	22	2.2	3.93	0.9	22.9
C7	29	31.9	49	53.8	12	13.2	11	1.1	-	-	4.15	0.68	16.38
Average	23.7		47.8		23.25		4.4		2.2		3.88	0.81	20.95
Mean	71.5						6.6						

Source: Prepared by the researcher on the basis of the statistical analysis (SPSS. V.21)

2. Description of Quantity: The data from Table 3.7 shows that the respondents' opinions about the variables (C₁₅-C₈) including the description of their opinions toward this dimension as the followings:

- a. The data from the table and according to the mean, (78.55 %) of the respondents agreed with the item used to measure this dimension while (5.5%) of the respondents disagreed (M= 3.96) and (SD= 0.75) with the coefficient of variation (18.94 %).
- b. On the basis of partial level, the item (C₁₂) was in the first level according to the ordinal importance and the coefficient of variation is (16.50 %) and (89%) of the respondents agreed with it (M= 4.24) and (SD= 0.70). this result indicates that this item was significant to the respondents. In addition to that, on the partial level, the item (C₁₅) was in the last level according to the ordinal importance and the coefficient of variation (20.88 %) and (73.6%) of the respondents agreed with this item (M= 3.83) and (SD= 0.80). This result indicates that there was an agreement among the respondents about this item.

Table 0.7 Description and Diagnosis Quantity

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	St. Deviation	Coefficient of Variation %
	1	2	3	4	5	6	7	8					
C8	18	19.8	52	57.1	16	17.6	5	5.5	-	-	3.91	0.76	19.43
C9	15	16.5	54	59.3	18	19.8	4	4.4	-	-	3.87	0.72	18.6
C10	17	18.7	48	52.7	21	23.1	5	5.5	-	-	3.84	0.78	20.31

C11	2 4	26. 4	5 2	57. 1	1 2	13. 2	3	3. 3	-	-	4.06	0.72	17.73
C12	3 4	37. 4	4 7	51. 6	8	8.8	2	2. 2	-	-	4.24	0.7	16.5
C13	1 8	19. 8	5 5	60. 4	1 5	16. 5	3	3. 3	-	-	3.96	0.7	17.67
C14	2 3	25. 3	4 8	52. 7	1 6	17. 6	3	3. 3	1	1. 1	3.97	0.81	20.40
C15	1 6	17. 6	5 1	56	1 7	18. 7	7	7. 7	-	-	3.83	0.8	20.88
Average	22.69		55.86		16.11		4.4		1.1		3.96	0.75	18.94
Mean	78.55			16.11		5.5			3.96		0.75	18.94	

Source: Prepared by the researcher on the basis of the statistical analysis (SPSS. V.21)

3. Description of Procedure Dimension: The data from Table 3.8 shows the respondents' opinions about items (C₂₃-C₁₆) specifically with the description of their opinions as the following:

- a. The data from the table and according to the mean, (73.6 %) of the respondents agreed with the item used to measure this dimension while (8.6 %) of the respondents disagreed (M= 3.91) and (SD= 0.82) with the coefficient of variation (21.10 %).

On the basis of partial level, the item (C₁₆) was in the first level according to the ordinal importance and the coefficient of variation is (16.70 %) and (80.2%) of the respondents agreed with it (M= 3.95) and (SD= 0.66). This result indicates that the used item was significant to the respondents. On the basis of partial level, the item (C₂₃) was in the last level according to the ordinal importance and the coefficient of variation is (27.45 %) and (69.3%) of the respondents agreed with it (M= 3.86) and (SD= 1.06). This result indicates there is a high level of agreement among the respondents about this item.

Table 0.8 Description and Diagnosis of Procedure Dimension

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	St. Deviation	Coefficient of Variation %
C16	16	17.6	57	62.6	16	17.6	2	2.2	-	-	3.95	0.66	16.7
C17	16	17.6	56	61.5	16	17.6	3	3.3	-	-	3.93	0.69	17.55
C18	23	25.3	42	46.2	21	23.1	5	5.5	-	-	3.91	0.83	21.22
C19	21	23.1	41	45.1	22	24.2	7	7.7	-	-	3.83	0.87	22.71
C20	25	27.5	47	51.6	14	15.4	5	5.5	-	-	4.01	0.8	19.95
C21	28	30.8	44	48.4	15	16.5	4	4.4	-	-	4.05	0.8	19.75
C22	14	15.4	50	54.9	20	22.0	4	4.4	3	3.3	3.74	0.88	23.52
C23	29	31.9	34	37.4	19	20.9	5	5.5	4	4.4	3.86	1.06	27.45
Average	23.6		50		18.1		4.8		3.8		3.91	0.82	21.1
Mean	73.6				18.1		8.6						

Source: Prepared by the researcher on the basis of the statistical analysis (SPSS. V.21)

3.3 Examining the Study Hypothesis

The present study relies on theoretical principles, in its analytical aspect, to describe the relationships between variables, and in this context seeks to analyze the results of the mentioned relations by conducting statistical analysis, and then finding consistent justifications with the results, in order to verify the validity of its hypotheses. Therefore, this section is devoted to analyze the results of examining the hypotheses of the main and minor hypothesis through the following subsections:

First: Analyzing the results of examining the hypotheses of correlation between the study variables.

Second: Analyzing the results of examining the effectiveness hypotheses of correlation between the study variables.

3.3.1 The Analysis of Correlation between Strategic Leadership and Organizational Performance

The purpose of this variable is to analyze the results of the validity of the second major hypothesis of the study: there exists a positive and moral relation between Strategic Leadership and Organizational Performance, as well as examining the previous minor hypothesis. Table 3.13 shows that the correlation between the examination results on the basis of macro level and on the basis of partial level (dimensions), the analysis is as the followings:

1. On the basis of macro level: The Table 3.9 shows that there exists a positive and moral relation between Strategic Leadership and Organizational Performance as the correlation value is (0.758) on the basis of moral level (0.01).

2. On the basis of micro level: The results of Table 3.9 shows the followings:

a. The results revealed that there exists a positive and moral relation between Entrepreneurial orientation and Organizational Performance as the correlation value is (0.596), as there exists a positive and moral relation between Entrepreneurial Orientation and Organizational Performance (Quality, Quantity and procedure) as the correlation value between them respectively is (0.540), (0.527) and (0.617) and these values are significant at (0.01) level.

b. The results showed that there exists a positive and moral relation between Investing Organizational Resources and Organizational Performance as the correlation value between them was (0.708) on the basis of moral level as there exists a positive and moral relations between Investing Organizational Resources and all the organizational Performance dimensions on the basis of moral level (0.01) and there is a strong relation between IOR and Procedure

as the correlation value between them was (0.711) on the basis of moral level (0.01).

c. The results showed the existence of a positive and moral relation between HRD as one of the dimensions of Strategic Leadership and Organizational Performance as the correlation value between them was (0.688) on the basis of macro level. And the results showed that there exist relations between HRD and all dimensions of Organizational Performance, on the other hand, on the basis of macro level. And the strongest relation achieved between HRD and Procedure dimension as the correlation value between them was (0.671) on the basis of macro level. And on the basis of these results, high levels of Organizational Performance are associated with high levels of HRD practice as one of the dimensions of Strategic Leadership.

Based on the mentioned results, it can be said that the results of the analysis of the correlation between Strategic Leadership and organizational Performance at the macro and micro levels support the validity of the second study hypothesis, and all the minor hypotheses emerging from it.

Table 3.9 Coefficient of Correlation between SL and OP

SL OP	SO	IOR	HPD	Overall indicator
Quality	0.540**	0.669**	0.658**	0.713**
Quantity	0.527**	0.618**	0.614**	0.671**
Procedure	0.617**	0.711**	0.671**	0.757**

Overall Indicator	0.596**	0.708**	0.688**	0.758**
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** The moral at the level 0.01, N= 91

Source: Prepared by the researcher according to the questionnaire data

3.3.2.2 Regression Analysis between SL and OP

The data in table 3.10 show the results of regression analysis between the variable SL (overall indicator), as it is indicated that there is a significant effect of SL in OP based on the calculated (F) value which reached (120,297), at the significance level (0.000), and lesser than the significance level of the present hypothetical study and its value (0.05), and the calculated (F) value is greater than its tabular value of (3.95), at freedom degree (1.89), and the significance level is (0.05). The previous result confirms that the calculated (T) value reached (10.968) which is greater than the tabular (t) value (1.66).

The table also clarifies the (Beta) value between SL and OP reached to (0.750), and indicates that a change in SL by one will lead to a change in OP which equals to (0.750), which is a very high percentage that can be relied upon in explaining the effect of SL in OP. The coefficient of determination value (R²) indicates that SL shows (57.5%) of the changes in the OP values, and the remaining range of (42.5%) represents the percentage of the variables that are not included in the present study.

Table 0.10 The Effect of SL in OP

Samples	OP					
	Beta	R ²	T Calculated	F calculated	f tabular	Sig.
SL	0.75	0.575	10.968	120.3	3.95	0

The tabular f value in freedom degrees (1, 89) = 3.95, tabular t 1.66, N=91

Source: Prepared by the researcher according to the questionnaire data

The result analysis of regression analysis between SL and OP indicate the validity of the second hypothesis of the study.

CHAPTER 4 CONCLUSIONS, RECOMMENDATIONS

4.1 Conclusions

1. The results proved that the majority of managers in the researched banks are male and with large age groups, and this is evidence of their maturity and awareness of managing their banks.
2. The results showed that a high percentage of managers are holders of a bachelor's degree, and others have masters and phd degrees, and this is consistent with the strategic leadership style.
3. The results of the analysis indicated that the majority of the sample members have their job title, department head, and this result is consistent with the concepts of the study variables.
4. The results confirmed that bank managers have a large overall service and at the same time they have a service in the banking sector and this is an indication of their high experience and knowledge that leads to raising the performance levels of their banks.
5. The results of the descriptive analysis indicated that the managers' answers tend to agree on the existence of strategic leadership dimensions, and thus it appears that the managers in the surveyed bank adopt this style of leadership for its effectiveness and role in enhancing overall performance.
6. strategic leadership dimensions in banks to move towards entrepreneurship.

7. The results indicate the existence of high levels of performance in the researched banks. This confirms the high levels of agreement of performance indicators.
8. The results revealed different levels of dimensions for each of the three variables studied, as there are dimensions that achieved high levels and others achieved medium levels, and this is an indication of the reliability of the results of the questionnaire.
9. The results of the statistical analysis showed that the correlation coefficients were significant between the two main variables on the one hand and the sub-variables on the other hand, and these results confirm the validity of the correlation hypotheses, meaning that the high level of any variable leads to higher levels of other variables, and thus the banks investigated benefit from the existence of these variables are positive.

4.2 Recommendation

1. Banks try to recruit women in order to benefit from their experience and knowledge, as well as benefit from their personal characteristics, especially leadership characteristics and skills, by adopting work according to light working hours or stress hours.
2. The surveyed banks should encourage their managers to obtain higher certificates and acquire more skills, either by giving them opportunities to complete their higher studies outside or within the region, or their participation in specialized training courses.

3. Continuing to maintain managers with great experience in the banking sector and to develop plans and programs to activate their role by increasing their functional powers and working according to the work team.
4. The surveyed banks should pay attention to all dimensions of strategic leadership, especially those that achieved lower levels than the rest, due to their important role in performance, by encouraging innovative ideas for managers and giving them the freedom to adopt the appropriate leadership style for their banks in light of changing environmental conditions.
5. Banks' earnest endeavors to enhance their performance indicators, albeit all at medium levels, by focusing on quality standards and proactively providing various services.
6. Work to invest the strong relationship between the two independent variables in order to raise the levels of performance, as the results showed the high level of correlation between all variables.
7. The necessity of exploiting the strong influences between the variables at the macro and micro levels and directing these effects to enhance the performance indicators in the banks that were discussed above.

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رۆلی سه‌رکردایه‌تی ستراتیژی له ئەدای رێکخراوه‌کاندا

پوخته

ئامانجی ئەم توێژینه‌وه‌یه بریتیه له شیکردنه‌وه‌ی رۆلی سه‌رکردایه‌تی ستراتیژی له ئەدای رێکخراوه‌یی ژماره‌یه‌ك بانکه تاییه‌ته‌کان له هه‌ردوو پارێزگای هه‌ولێر و سلێمانی .



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استعمل المنهج الوصفي التحليلي في البحث و يحتوي مجتمع البحث (11) مصرفا في كل من أربيل و السليمانية و يشمل عينة البحث (92) مديرا .
توصل البحث الى مجموعة من الاستنتاجات و كان أهمها وجوج علاقة متبادلة بيت متغيرين .
قدم البحث وجموعة من المقترحات و التوصيات من اهمها تطوير الجوانب الايجابية و العمل على حل الجوانب السلبية .