

VISIONARY LEADERSHIP AND ITS ROLE IN ACHIEVING STRATEGIC SUCCESS / AN ANALYTICAL STUDY AT AL-MOSTAQBAL UNIVERSITY

Fadia Adnan Qahtan

Water Resources Management Engineering Department, College of Engineering, Al-Qasim Green University, Babylon 51013, Iraq

ARTICLE INFO.

Keywords: Visionary Leadership, Strategic Success, Al-Mostaqbal University.

Abstract

In order to achieve strategic success—which is now a global requirement to address the most recent pressures or institutional changes in our time—this study intends to identify the role played by visionary leadership as an independent variable in its dimensions (commitment to basic spiritual values, clarity and inspiring vision, respect for empowerment relationships, innovation and boldness at work). The idea of the study was crystallized by the significant gap between the scientific proposal and the practical reality in Iraqi universities. A questionnaire that was sent to Al-Mostaqbal University's administrative authorities was used to gather study data. Several statistical techniques were used to analyze the data and test the hypotheses. There was the strongest direct correlation between inspiration and strategic success, while the weakest correlation between empowerment and strategic success was an average correlation, according to the results, which also demonstrated the existence of strong positive correlations and significant significance between visionary leadership and strategic success.

In addition to the significance of reaching strategic success, that's a prerequisite for gaining a competitive aspect within the face of the constant adjustments and competition going through the college environment, the significance of studies is contemplated inside the subject matter of visionary management and the capacity for its software within the higher education surroundings as a motivating and developmental device for understanding sharing.

<http://www.gospodarkainnowacje.pl/> © 2024 LWAB.

1. Introduction

The word "vision" has been regularly hired within the past via humans, groups, communities and even personal people.

The phrase "imaginative and prescient" is derived from Latin, which means that to see (Berson et al., 2001). Nanus (1989) describes it as a tool that can be employed to inspire employees, cultivate long-lasting relationships, provide sufficient resources and enable the organization to consistently evolve. Charismatic leadership, also called visionary leadership, is a popular method of managing human resources that promotes a culture of knowledge sharing among employees, this encourages them to

continue to contribute creative ideas and innovative solutions, which ultimately creates a long-term sustainable and resilient organization. Also recognized is that strategic success is one of the metrics that an organization uses to evaluate the resources they have available and the effectiveness and efficiency of their utilization. The procedure of strategic success necessitates the freedom and flexibility of action from managers, as well as a high degree of precision in order to communicate the data and information to others. This necessitates the executive leader having a concrete vision of the future, which will aid in the development of necessary plans to achieve the desired goals. From here, the concept of our current study was born, which is discussed in the primary question of the research problem: "How much interest does administrative leadership have in visionary leadership and its role in achieving strategic success?" To address this issue, it's important to discuss the various aspects of visionary leadership and determine which of them has the greatest impact on achieving strategic goals. This research is composed of multiple larger sections that cover different aspects of the investigation. The first section discusses the literature review, the second section focuses on the methodology of research, it explains how the questionnaire was used as a means of data collection and the procedure for analyzing the data, the third section contains a discussion of the hypotheses based on the literature and specific problems in the field, the fourth section contains the results of the data analysis and discusses them in relation to the proposed hypotheses, and the fifth section presents the conclusions and recommendations, in which the main results are summarized and the practical suggestions that can be used to achieve strategic success through effective leadership.

2. Literature Review:

2.1 Visionary leadership:

One of the most crucial characteristics of successful leaders today is visionary leadership, which is defined by a unique vision that reflects the leaders' ability to envision the future clearly and accurately by visualizing and imagining the challenges the organization will face in the future and coming up with suitable solutions to overcome them. The vision is the most ideal and mental image of the desired future by uniting people to work toward organizational goals. Additionally, insights are a significant factor in increasing employee motivation via exceptional performance and drive to strive toward objectives (e.g., Rawol, 2010).

According to Kusmiyati & Efendy (2017), it is the capacity for social interaction, innovation, and the development of idealistic concepts. Social interaction amongst members of the company, who feel that the dedication of all workers is necessary to attain the ideal condition of the future organization, is what leads to the execution of these principles. According to Taylor et al. (2014), it fosters a stronger sense of purpose by connecting efforts to tangible results and offers chances to improve the organization's capacity to serve its constituents in creative ways despite complexity and unpredictability. According to Ercan and Sign, the idea of leadership emerges from the need of directing the many social groupings as humans are social creatures and live in communities. In the same context, they see (Fadhli et al., 2021) that visionary leadership is leadership that connects the vision of employees. This is accomplished by persuading them to change their perspective and fostering confidence to communicate and succeed in their work for both themselves and the organization by developing an effective future vision that is consistent with the organization's goals. The significance of implementing visionary leadership in the workplace is to allow administrative staff to exert influence on decision-making actors in the organization, as well as the ongoing creative collaboration between leaders and subordinates, which is the secret of visionary leadership's success as a proactive inspiration for employees to keep up with modern guidelines. Employees also use their leader's vision as a guiding approach that helps them make wise decisions, identify their future aspirations, and have a thorough understanding of their tasks, responsibilities, and duties (Molina, 2018).

Dimensions of visionary leadership:

There are many opinions of writers and researchers on the dimensions of visionary leadership, but the researcher relied in this research on the scale (Manning & Kent, 2003: 56) for its suitability for the current research.

- 1- **Vision:** The organization's long-term objectives are outlined in the vision, along with the timeline for achieving them (Almog-Bareket, 2012: 435). According to Anshar (2017: 54), the vision is a collection of settings that, in turn, descriptively depict the organization's future, making clear what the organization will look like in the days ahead. The leader must convey the vision through the communication process, which is crucial for the success of institutions since it is the only way for people inside and outside the organization to communicate. In the same context, Mcshane & Glinow (2017) state that the vision uses energies, optimizes resources, and gives the impression that the organization is building its future..
- 2- **Empowerment:** It is a management and leadership approach that involves providing incentives to unleash the potential of working people and involve them in planning processes that aim to shape the organization's future (2015: 359, Voegtlin, et al.). Daft (2001:501) also defined empowerment as providing working people with the information, freedom, and power to make and participate in decisions. It is acknowledged that empowerment is one of the most crucial components to include in visionary leadership because it is a concept that supports the vision by giving employees tasks and authority and making them a key component of the organization (Berraies et al., 2014:87). In his research, (Tretiakov et al., 2023:4) he said that employee empowerment helps a firm adapt to changing competitive circumstances.
- 3- **Values:** According to Manning and Kent (2003), values are fundamental to the development of an individual's, organization's, and society's personal culture because they influence people's behavior and orientations. (Kurland et al., 2010) contend that values are a conglomeration of all the values, standards, and beliefs that people have learned as well as the actions they have taken in response to a particular circumstance, in addition to the experience they have accumulated over time. Examples of values include demonstrating unity and fairness in all interactions, exceeding customer expectations, evaluating employees, diversifying, protecting the environment, and striving for consistently outstanding performance. The Baldrige National Quality Program defines values as guidelines and behavior that embody what the organization and employees expect for what work is. It also reflects and promotes the culture required for the organization and supports and directs decision-making for each individual. A visionary leader must be aware of the fundamental principles and abilities that people need to have in order to work well, according to McShane & Glinow (2017).
- 4- **Inspiration:** It is a crucial and significant aspect of visionary leadership since a leader with this quality can affect others and transform their existing behaviors into new, desirable ones (2014: 117Avramenko) by inspiring and encouraging them to embrace change and adjust to the new circumstances (Daft, 2020:434). According to McShane and Glinow (2017), inspiration is the process of igniting and evoking a feeling in others by inspiring, encouraging, and pushing for change as well as working toward an inspiring future vision by accepting, embodying, and adjusting to the leader's vision in all facets of the workplace. According to Chienwattanasook and Onputtha (2022:31), inspirational leadership has a wide range of effects on the capacity to promote proactive behavior, environmental interaction, community dialogue, participatory decision-making, experiential organizational learning, and long-term goal focus.

2.2 Strategic Success:

An organization's ability to succeed depends on how much it invests in learning, transferring new knowledge, and putting it into practice, as well as how well it formulates a good strategy that allows it

to achieve long-term goals and aligns with the organization's vision and mission. This, in turn, leads to greater stability and survival of the organization and builds the pillars of strategic success (Abuzaid, 2018:644). The concept of strategic success occupies an important place because it is one of the modern management methodologies and philosophies that business organizations use to ensure the success and survival of their business, especially in light of the increasing competition and rapid changes in the environment. Focusing on the nature of the relationship between the organization and all parties involved, Eisenberg et al. (2015:17) defined strategic success as the ability of an organization to add value to its operations in a way that contributes to enhancing the value of stakeholders who influence and are affected by the achievement of its goals. They also defined strategic success as a company's commitment to the beneficiaries of its services and products by assessing the satisfaction it achieves for them and the extent of its interest in the intellectual capital working in the organization (Waldron & Antonio, 2008: 153). On the other hand, it is described as the organization's capacity to determine the policies, programs, and procedures required to carry out its strategy in the intended way and prevent failures that might be exposed to it; in other words, it emphasizes the significance of carrying out the organization's strategy successfully by establishing all the prerequisites for doing so (Koseoglu et al., 2009:78). The strategic success of any organization, according to Orlov et al. (2020:3), rests on its ability to develop organizational capabilities and essential options that enable it to efficiently and effectively coordinate the use of its available resources in order to achieve high, distinctive, and superior results over competitors. (Saeed & Resin, 2021:5449) According to (Oestreich et al., 2008:5), strategic success at the organizational level is crucial for developing a new strategy, attracting customers, and gaining a sustainable competitive advantage. Through strategic success, organizations aim to increase profits and revenues as well as enable them to improve organizational efficiency and effectiveness through a systematic approach to managing their activities. At the employee level, it raises the level of performance and invests their capabilities and potentials, which helps them progress, develop, and increase innovation by building skills and adhering to a policy of motivation. Several factors influence the achievement of strategic success; if they coincide, they have a positive impact on these factors, and if they are dispersed, they have a negative impact on these factors. Involve all of the organization's human resources in the execution of its strategy and in the creation of the programs, budgets, policies, and procedures that support it. It is crucial to develop their skills, knowledge, and abilities through programs designed specifically for this purpose. Additionally, it is important to support the organization's control programs and provide agile leadership with flexible orientations.

Dimensions of Strategic Success:

The opinions of writers and researchers about the dimensions of strategic success are many and different, but the researcher relied in this research on the scale (Al-Kubaisi and Hassan, 2018) because it is more comprehensive for the process of strategic success and appropriate for research.

- 1- **Survival:** It is the foundation of strategic success and the organizational objective that all organizations aim to accomplish because when an organization is unable to meet a need in society, it fades and disappears. Accordingly, the organization must establish its roots in the environment in which it operates by keeping up with changes in the market and improving its reputation. Additionally, it must strengthen its relationships with the parties involved in its operations to ensure that they receive adequate support in the event of a crisis, allowing them to overcome obstacles for the continuation of their work and their survival for as long as possible (Snider & Davies, 2018:24) and agree with it (Shah et al., 2019:559). According to Jons (2007:312), the organization must update and improve its managerial and technical skills and competencies in order to thrive and remain competitive. It also needs to embrace the principles and regulations of the professional organizational environment, which consists of a set of values, concepts, and controls that the company strives to attain.

- 2- **Growth:** It is a crucial component of strategic success and a primary objective for businesses looking to advance to a higher level. They aim to do this by growing their size and investments, increasing the returns on those investments, and adjusting to and conquering the environmental conditions and variables they encounter (Jones, 2007:312). Similar to a human individual passing through infancy, adolescence, and maturity, every organization, no matter how tiny, has a life cycle. This makes it unique from other organizations (Katz & Green, 2007:578). As shown by (Jones, 2013:312), growth is a phase of an organization's life cycle during which valuable skills and knowledge are acquired, resulting in the acquisition of more resources and, therefore, the development of its competitive advantage. According to (Mazzarol et al., 2009:323), growth necessitates efficient management and methodically and meticulously planned growth strategies. Strategic opportunities must be evaluated in relation to the organization's resources and its capacity to create a long-term competitive advantage from them, as well as the organization's dedication to product and market development in order to take advantage of opportunities that expand the organization's size and scope.
- 3- **Adaptation:** This dimension refers to the true indicator of an organization's strategic success, which is its capacity to adjust to its internal and external environment. The FAO's culture and values are the foundation of adaptation, which means that adaptation is the organization's capacity to anticipate and control future environmental issues, both internal and external (Haleg, 2021:521). According to (Amoli & Aghashahi, 2016: 449), adaptation is the capacity of an organization to track the various changes that take place in the external and internal environment and take the appropriate actions to balance them. This, in turn, ensures that the opportunities that are available are utilized and that the threats are dealt with based on the information that is available to it. The most successful organizations in contradictory environments are those that preserve the environment by identifying the opportunities and influences that an organization can play to respond immediately. He agrees that in order to successfully achieve this dimension, managers and senior management must understand the gap between what is required to be achieved and what is actually performed. This can be done by analyzing the organization to determine the future situation it wants to reach and then identifying and knowing the implementation obstacles that prevent from reaching the desired future situation (Daft, 2004:51)..
- 4- **Continuous learning:** Continuous learning is especially appealing because it gives the company flexibility and scalability, and it is another crucial stage in accomplishing the organizational objective. It entails acquiring new and difficult skills and information (Maltoni & Lomonaco, 2019:56). to accomplish ongoing education. The culture procedures that define the organizational learning process are rooted in thoughts, emotions, and intellectual outlook in a way that enables individuals to constantly learn from and teach each other on a daily basis. According to Polo et al. (2019:514), cognitive procedures are necessary to encourage employees to learn continuously throughout their work in the organization. This process requires workers to switch from regular formal training to daily training, meaning that continuous learning is the desire to try something new or try the old thing in a new way.

3- Research Methodology:

Al-Mostaqbal University was established in 2010 in the name of the Al-Mostaqbal University College and began working in only two departments, and since that date, its march was launched and expanded to include a group of scientific and academic departments, then it turned into a university in 2023 to include (11) colleges, and these colleges include (34) scientific and academic departments, and because it kept pace with the modern scientific and technological development in the world, it obtained, through the efforts of its scientific cadres, qualitative and distinguished patents, it has participated in international scientific conferences in many countries and since its establishment in 2010 on behalf of Al-Mostaqbal University College, it has always been one of the advanced and distinguished universities

and a scientific and civilized edifice, it takes its role in preparing specialized scientific cadres that will contribute to building and developing the modern renaissance of Iraq and preparing a promising generation that enjoys opportunities for a decent and safe living.

The university aspires to be in the top positions among universities not only locally, but also regionally and globally, the university's leaders have continued to achieve this goal, and although their orientations and visions vary, everyone is integrated with their efforts and united their purposes towards achieving excellence and reaching universality.

In order to obtain accurate and relevant results, the study's data was collected from heads of departments, directors of departments, and officials of divisions and units at Al-Mostaqbal University. The selection of this university was motivated by its strong emphasis on education, its serious pursuit of innovation and creativity, and its goal of gaining a competitive advantage in providing distinguished university services to achieve strategic success. This trend is significant in the context of Iraqi education and is particularly important in the context of the current study. A total of 80 participants participated in the study, and out of the questionnaires that were distributed, we were able to obtain 70 valid responses. The data was gathered by creating a questionnaire that was developed after a thorough review of the pertinent literature using a five-point Likert scale. The questionnaire has two separate sections: the first part focuses on giving respondents an overview of the study's basic information, and the second part explores the variables..

3-1 Research Sample:

Based on the theoretical aspects presented, the model (Figure 1) has created two variables: strategic success with its dimensions (survival, growth, adaptation, and continuous learning) as a dependent variable and visionary leadership with its dimensions (vision, empowerment, values, and inspiration) as an independent variable. This model explains how visionary leadership contributes to strategic success..

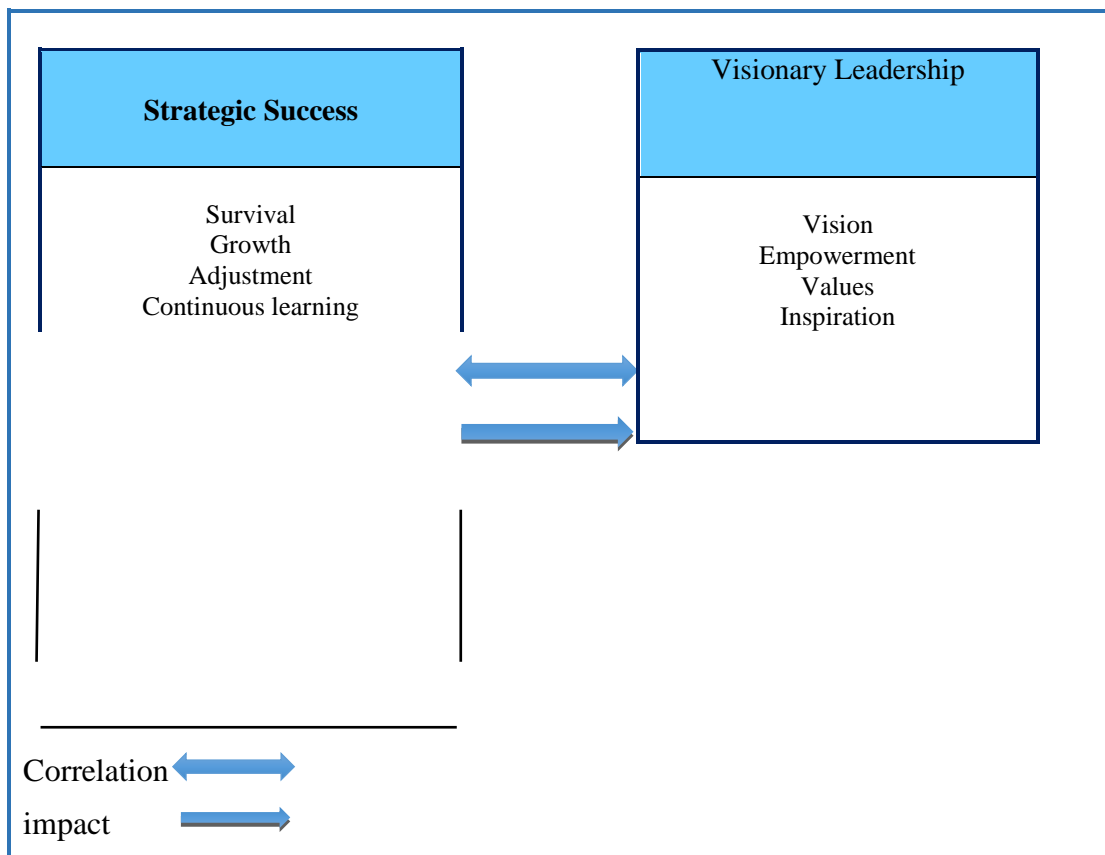


Figure 1 Research Sample

3-2 Research Hypotheses:

The first primary hypothesis: (There is a significant relationship between visionary leadership and strategic success) has four additional hypothesized relationships:

- ✓ A significant correlation exists between vision and long-term success in all areas.
- ✓ There is a significant correlation between empowerment and strategic success in all areas.
- ✓ A significant correlation between values and strategic success is observed in all areas.
- ✓ There is a significant correlation between inspiration and strategic success.

The second primary hypothesis: (Visionary leadership has a significant statistical impact on strategic success) has four additional hypothesized facts:

- ✓ A vision that is both accurate and significant secara moral will have a significant impact on the strategic outcome.
- ✓ Increased empowerment has a significant statistical impact on strategic success.
- ✓ Values have a significant impact on strategic success in all areas.
- ✓ Induction has a significant statistical impact on morality in all areas of strategic success.

3.3.1 The reliability and stability test is one of the most crucial exams that must be taken in order for a particular scale to gain the proper validity for use; it indicates that the scale is dependable and measures the theoretical structures for which it was created. The Alpha Cronbach scale is one of the most significant metrics used to assess the stability of the resolution and the most well-known and widely used among researchers in a variety of scientific fields (Sekrana, 2003: 311). (Sharma, 2016: 273) discusses how to evaluate the stability attained in a particular application environment using Cronbach's alpha values, as seen in Table 1.

Table (1): The degree of stability associated with Cronbach's alpha's value.

S.	Alpha Cronbach value	Stability level
1	$\alpha \geq 0.9$	Excellent
2	$0.9 > \alpha \geq 0.8$	Good
3	$0.8 > \alpha \geq 0.7$	Acceptable
4	$0.7 > \alpha \geq 0.6$	Questionable
5	$0.6 > \alpha \geq 0.5$	Weak
6	$0.5 > \alpha$	Unacceptable

Source: (Sharma, 2016:273)

The stability coefficients and dimensions of the study variables are shown in the following table..

Table (2) The Cronbach's alpha test of the search variables' results.

Variables and dimensions	Cronbach's Alpha	Total stability
Visionary Leadership	0.724	0.863
Vision	0.719	
Empowerment	0.713	
Values	0.733	
Inspiration	0.763	
Strategic Success	0.750	
Survival	0.763	
Growth	0.710	
Adjustment	0.745	

Continuous learning	0.716	
Variables and dimensions	0.724	

The stability coefficients of the study variables and their dimensions have good stability, according to the statistical analysis results in Table (2), therefore the findings may be trusted when making statistical decisions..

Second: Testing the Normal Distribution of Data:

Parametric statistics, which are predicated on the fundamental premise that the data under analysis should be distributed normally, provide the basis of the hypothesis test in the present study. The findings of these tests cannot be relied upon if parametric techniques are used for data that is not normally distributed (Field, 2009:132). To assess the moderating of the normal distribution of data, use the Kolmogorov-Smirnov test. If the test's significance level (sig.) is higher than or equal to 0.05, then the data are considered to be normally distributed at the specified level. The findings of the study variables' normal distribution test are shown in Table (3):.

Table (3) The results of the Kolmogorov-Smirnov test for the study's variables.

	Visionary Leadership	Inspiration	Values	Empowerment	Vision
Test Statistic	089	111	112	117	156
Asymp. Sig. (2-tailed)	186	076	060	053	057
	Strategic Success	Continuous learning	Adjustment	Growth	Survival
Test Statistic	082	116	110	103	117
Asymp. Sig. (2-tailed)	200	073	066	057	079

Since the test's p value was greater than 0.05, the statistical analysis results in Table (3) indicate that the data associated with the research variables and their respective dimensions is naturally distributed. Since the research format is based on the Likert scale (strongly agree - strongly disagree), there are five categories that include the average of numerical values. The categories are assigned by finding the length of the area ($5-1 = 4$) and dividing the area by the number of categories (5) ($4 \div 5 = 0.80$). The first step is the characterization and diagnosis of the research variable's nature. The response level is decided by calculating the average of the category's members and using that number to determine the response level. It's then subtracted from the top of the scale (5) or added to the bottom of the scale (1) (0.80). The classes:

Table (4) The weighted average and response frequency

Weighted average	Answer Level
1 to 1.80	Very low
From 1.81 to 2.60	low
From 2.61 to 3.40	Mild
From 3.41 to 4.20	High
From 4.21 to 5	Very high

Source: (Dewberry,2004:15)

1. Outlining, evaluating, and interpreting the study sample's answers on visionary leadership

This variable's paragraphs will be handled by extracting the weighted arithmetic mean values, the answer's intensity, and the estimated standard deviations at the macro and micro levels, as shown in the

accompanying table:

Table (5) Descriptive Statistics of Visionary Leadership

S.	Dimensions	Weighted mean	Standard deviation	Answer Intensity %
1	Vision	3.43	1.34	68
2	Empowerment	3.64	1.19	73
3	Values	3.44	1.39	69
4	Inspiration	3.57	1.05	72
Visionary Leadership		3.52	1.25	71

The average weight of the visionary leadership variable is 3.52, which is greater than the high end, and the standard deviation is 1.25, as can be seen in Table (5). The magnitude of the response (71%) suggests that the variable is effective in its intended dimension. From the above, it is apparent that visionary leadership can be attained through the four dimensions of its four-axis system in universities.

1. For the paragraphs pertaining to this variable, the weighted average, the intensity of responses and the standard deviation were all taken into consideration. Presentation of the results, discussion of the responses of the participants related to strategic success, and interpretation of the results.

Table (6) Descriptive Statistics of Successful Variables in Business

S.	Dimensions	Weighted mean	Standard deviation	Answer Intensity %
1	Vision	3.43	1.21	68
2	Empowerment	3.42	1.22	68
3	Values	3.41	1.31	68
4	Inspiration	3.63	1.23	73
Strategic Success		3.50	1.27	70

Table (6) indicates that the weighted average of the variable "strategic success" was 3.50, which is higher than the average of "high" categories and the standard deviation is 1.27. This implies that the variable is accessible to the universities examined, this is supported by the 70% response rate. The growth rate was (3.42) in terms of the average value of the standard deviation, which is (1, 22) deceived; The adjustment rate was (3.41) in terms of the average value of the standard deviation, which is (1, 22) deceived; The response rate was (3.63) in terms of the average value of the standard deviation, which is (1, 22) deceived. Table (7) displays the simple correlation coefficients (Pearson) between the variables in this study as well as the level of significance (Sig.) The test's p value and the sample size (n) are both significant. The second requirement is to assess the degree to which the research variables are associated with one another and have an effect on one another. To evaluate the main hypothesis regarding the association between the main variables and their sub-dimensions, the simple correlation method (Pearson) was employed. The values of the correlation coefficient's values were organized into five basic categories as indicated in Table (7) for evaluation and analysis.:

Table 7 Interpretative categories for correlation coefficient levels

S.	Interpret the correlation	Correlation coefficient value
1	No correlation	$t = 0$
2	Positive or negative	$t = \pm 1$
3	Weak positive or negative	(0.30) -0.00

		±
4	Strong positive or negative	(0.31-0.70) ±
5	Very strong positive or negative	(0.71-0.99) ±

Source: (Saunders et al.,2009:459)

Before testing this theory, Table (8) shows the simple correlation coefficient (Pearson) between these variables and their respective dimensions. The asterisk (*) on the correlation coefficient's symbol indicates that the correlation is significant at the 5% level, while the asterisk (**) indicates that the correlation is significant at the 1% level. Table (8) also indicates the sample size (70) and the test type (2tailed). The shortened name (abbreviated) in the table, the values in the columns represent the degree to which the correlation is significant.

Table (8) Test the first main hypothesis (the relevant hypothesis)

Visionary Leadership	Inspiration	Values	Empowerment	Vision		
0.533**	0.542**	0.406**	0.437**	0.541**	Pearson Correlation	Strategic Success
0.000	0.000	0.000	0.000	0.000	Sig. (2-tailed)	
70	70	70	70	70	n	

** . Correlation is significant at the 0.01 level (2-tailed)

The correlation matrix that tested the first main hypothesis and its subordinate hypotheses is displayed in Table (8). It indicates that there are strong positive correlations (because their values are greater than 0.50) and significant significance at the 1% level between the variable of strategic success and visionary leadership. The correlation coefficient between the two variables was 0.533 at the 1% level of significance, indicating a strong relationship. The strongest correlation between inspiration and strategic success was found at the dimensional level, with a correlation value of 0.542 at the significance level of 1%, indicating a strong direct relationship. In contrast, the weakest correlation between empowerment and strategic success was found at 0.437, indicating a medium correlation relationship. The first major hypothesis and its supporting hypotheses are accepted in light of the aforementioned.

Second: Examining the second major theory on the connection between strategic success and visionary leadership (Both individually and collectively, visionary leadership has a major influence on strategic success.)

Table (9) Estimating the simple direct relationship between visionary leadership and strategic success.

Dependent variable	Strategic Success			
	β	β	T	Sig.
Visionary Leadership	.53	.53	9.28	.000
Vision	.52	.52	7.26	.000
Empowerment	.43	.43	7.22	.000
Values	.40	.40	8.64	.000
Inspiration	.54	.54	9.51	.000

Given that the value of (t) of (9.28) is significant at the level of (0.000), it is evident from Table (9) that the standard regression coefficient of leadership reached (0.52) and that the impact is substantial. The explanatory power was 0.28, which indicates that for strategic success, visionary leadership accounts for 28% of the potential changes. The primary hypothesis is accepted in light of the aforementioned. Referring to Table (9) and using the calculated (t) test values of 7.26, 7.22, 8.64, and 9.51 for the vision, empowerment, values, and inspiration dimensions of visionary leadership, respectively, to demonstrate the validity of the sub-hypotheses arising from the second main hypothesis, their impact individually is significant because the aforementioned test is significant at the level of (0.000), while the impact power of the dimensions in the strategic success, where the explanatory power of the four dimensions of visionary leadership reached approximately (0.29, 0.19, 0.16, 0.29), as the two dimensions (vision and inspiration) had the greatest impact on strategic success, followed by the dimensions (empowerment and values). Based on the outputs of statistical analysis, the sub-hypotheses arising from the second main hypothesis are accepted..

Conclusions:

Since leadership is crucial to the successful performance of all tasks, organizations of all sizes are seeking methods to achieve effective results. One concept that can lead to positive long-term results is visionary leadership. It is important to recognize that the development of companies and societies, the realization of increased levels of human comfort, and the constant changes in customer requirements and preferences may be dependent on leaders who are advanced for their time (2018Yüksel & Genç). Researchers concur with this perspective (Cinnioğlu & Salha, 2019, p. 94) that organizations require leaders who can make quick decisions, value innovation and creativity, and consider the dynamic nature of the environment, especially in the wake of an industry.. In order to maintain a competitive position, organizations must also consistently adapt to alterations (2019: 137Akkaya). The findings of the study indicate that there is a significant positive association between visionary leadership and strategic success. At the dimensional level, the greatest association is observed between inspiration and strategic success, this indicates that leaders in universities and research communities have a constant desire to achieve this goal, as a result, they are less likely to have a job satisfaction associated with their work. This is consistent with the results of a study (Kilani and Al-Asmari, 2022: 59) that investigated the impact of visionary leadership on job satisfaction, the results showed that the association between empowerment and strategic success was the weakest. In terms of the importance of visionary leadership in achieving strategic goals, the two components of strategic success (vision and inspiration) have the greatest influence, followed by two components (power and values). These findings are somewhat similar to the results of a study that concerned vision (Al-Janabi and Sultan, 2023:11). Its importance in the sustainable development of society, indicating that a successful leader with a vision has a role beyond simply changing the organization to be appropriate for the external environment, the leader also changes the organization they are associated with. All things considered, visionary leadership that is based on results is considered one of the most modern approaches to management that lead to organizational success. Based on the information above, this study suggests that in order to achieve strategic success, organizations should primarily focus their efforts on the research variables and distribute information to the university's leaders and employees in order to better comprehend and apply the variables.

- In order to achieve the degree of job satisfaction that they have, which is crucial to the success of visionary leaders, the research sample at the university needs to focus more on the issue of giving visionary leaders sufficient power, allowing them to participate in the organizational process, be included in the executive decision making of the present and future, and promote creativity and innovation in their ranks.

- In the future, we will investigate additional research regarding new leadership styles that are appropriate to the changing aspects of the internal and external environment of the organization and their association with other factors that are crucial to their success.
- It's clearly understood that organizations will continue to be humanitarian-based, but this leadership is confined to the organizational level and is intended to support processes, operations, decision-making, development, expansion and strategic implementation..

References

1. Abuzaid, A.N. (2018). Employees' Empowerment and its Role in Achieving Strategic Success: A Practical Study on Jordanian Insurance Companies. *Jordan Journal of Business Administration*, (4)14
2. Akkaya, B. (2019). Leadership 5.0 in Industry 4.0: Leadership in perspective of organizational agility. In Jean C. Essila (Ed.), *Managing operations throughout global supply chains* (pp. 136–158). Hershey, PA: IGI Global
3. Al-Janabi, K., Sultan, Y., (2023), " Visionary leadership behaviors and their role in sustainable social development/ An analytical study of the opinions of a sample of professors at the University of Kufa / College of Administration and Economics", *Iraq Journal for Economic Sciences / ISSN:1812-8742 / ISSN ONLIN:2791-092X*, <https://doi.org/10.31272/IJES2024.80.S.M18>.
4. Al-Kubaisi, S., Hassan, F., (2018)," The relationship of critical factors for knowledge transfer to opportunities for strategic success", Field research in a number of private colleges in the city of Baghdad, *Journal of Economics and Administrative Sciences*,24(103),18-18. .DOI:<https://doi.org/10.33095/jeas.v24i103.101>
5. Almog-Bareket, G., (2012),"Visionary leadership in business schools: an institutional framework", *Journal of management development*. Vol 31, No 4, P 431- 440, Romania. .DOI:10.1108/02621711211219086
6. Amoli, Sara Javan & Aghashahi, Farnouche (2016) *An Investigation on Strategic Management Success Factors in an Educational Complex*, *journal of Procedia - Social and Behavioral Sciences*, Vol 230: pp447-454. .DOI:10.1016/j.sbspro.2016.09.056
7. Anshar, M., (2017), The impact of visionary leadership, learning organization and innovative behavior to performance of customs and excise functional. *IJHCM International Journal of Human Capital Management*, Vol 1, NO 2, P 52-60. .DOI:10.21009/IJHCM.012.07
8. Avramenko, A., (2014), Inspiration at work: is it an oxymoron? *Baltic Journal of Management*. Vol 9, No 1, 113-130. .<https://doi.org/10.1108/BJM-07-2013-0110>
9. Baldrige National Quality Program, (2006), Criteria for Performance Excellence, U. S. Department of Commerce – Technology Administration – National Institute of Standards and Technology. Retrieved from the World Wide Web: <http://www.quality.nist.gov/bvpg.pdf.htm>.
10. Berries, S., Chaher, M., & Yahia, K. B., (2014), Employee empowerment and its importance for trust, innovation and organizational performance. *Business Management and Strategy*, Vol 5, No 2, p82-103. DOI:10.5296/bms.v5i2.6558.
11. Berson, Y., Shamir, B., Avolio, B.J. and Popper, M. (2001), "The relationship between vision strength, leadership style, and context", *The Leadership Quarterly*, Vol. 12, pp. 53-73. .[https://doi.org/10.1016/S1048-9843\(01\)00064-9](https://doi.org/10.1016/S1048-9843(01)00064-9)
12. Chienwattanasook, K., & Onputtha, S. (2022). "The Impact of Inspirational Leadership on Green Supply Chain Management and Organizational Performance of Food and Beverage Companies. *Asian Administration & Management Review*, 5(1). <https://dx.doi.org/10.2139/ssrn.4086035>

13. Cinnioğlu, H., & Salha, H. (2019). VUCA dünyasında turizm işletmeleri ve çevik liderlik. 3. Uluslararası Turizmin Geleceği Kongresi: İnovasyon, Girişimcilik ve Sürdürülebilirlik Kongresi .Mersin, 92–96 (Futourism 2019)
14. Daft ‘Richard Organization Theory and‘ ‘ (2004) ‘ .L Design‘ .ed 2‘‘ south. westerncollege .U.S.A‘ publishing
15. Daft, L. Richard, (2001), Organization Theory & Design, 2nd South-Western College Publishing, Ohio.
16. Daft, R. L., (2020), Organization theory and design, 13th edition Cengage learning, USA.
17. Dewberry, Chris, (2004). Statistical Methods for Organizational Research: Theory and practice. First published, Published in the Taylor & Franci, p15. <https://doi.org/10.4324/9780203414897>.
18. Eisenberg, E. M., Johnson, Z., & Pieteron, W. (2015). Leveraging Social Networks for Strategic Success. *International Journal of Business Communication*, 52(1) , 143-154. <https://doi.org/10.1177/2329488414560283> .154
19. Ercan, Ü., & Sığırı, Ü. (2015)."Kültürel değerlerin liderlik özelliklerine etkisi: Türk ve amerikalı yöneticiler üzerine bir araştırma". *Amme İdaresi Dergisi*, 48(3) , 95–126. DOI: 10.13140/RG.2.1.3592.8569
20. Fadhli.I, Abdulrahman.W, AL-Daem.W, (2021)," The role of university visionary leadership in achieving quality higher education Exploratory research for a sample of administrative leaders at Al-Mustansiriya University", *Journal of Management and Economics / Al-Mustansiriya University*, Issue: 127 / March / 2021. <http://doi.org/10.31272/JAE.44.2021.127.4>
21. Field, A., (2009)." Discovering statistics using SPSS", 3rd edition. .London: Sage
22. Haleg, R. A. (2021). The Role of Electronic Management in Achieving Strategic Success: A Field Study at the Directorate of Education in Baghdad. *Journal of Administration and Economics*, (129). <http://doi.org/10.31272/JAE.44.2021.129.30>
23. Hill, Charles W. & Jones, G.R. (2012)." Strategic Management Theory, An Integrated Approach", Houghton Mifflin, Co.
24. Jones, G. R. (2007). "Types and forms of organizational change, Organisational theory, design and change, 269-299.
25. Jones, G. R., & Jones, G. R. (2013). "Organizational theory, design, and change (pp. 31-33)". Upper .Saddle River, NJ, Pearson
26. Katz, Jeromea. & Green, Richard p."Entrepreneurial Small Business", Mc Graw- Hill, Irwin, New York, NY,2007.
27. Kilani, H., Al-Asmari.N, (2022)," The effect of visionary leadership on achieving job satisfaction among principals of development schools in the Asir region", *Journal of the College of Education in Zagazig*,37(116), May.
28. Koseoglu, Mehmet Ali & Barca, Mehmet & Karayormuk, Kemal (2009) *A study on the causes of strategies failing to success*, *Journal of Global Strategic Management*, Vol 3, No 2: pp 77-91. DOI:10.20460/JGSM.2009318462
29. Kurland, H., Peretz, H., & Hertz-Lazarowitz, R., (2010), Leadership style and organizational learning: The mediate effect of school vision. No ‘*Journal of Educational administration*. Vol)48(.p 7- 30. DOI:10.1108/09578231011015395 (1)
30. Kusmiyati.N, Efendy.H, (2017)," The Leadership of Women in Military-on-Military Organization", *International Journal of Human Resource Studies*, Vol. 7, No. 4. doi:10.5296/ijhrs. v7i4.11911.

31. Maltoni, D., & Lomonaco, V. (2019). Continuous learning in single-incremental-task scenarios. *Neural Networks*, 116, 56-73. <https://doi.org/10.48550/arXiv.1806.08568>
32. Manning, George & Curtis, Kent, (2003), *The Art of Leadership*, printed on the Hill, USA. p153.
33. Mazzarol, T., Reboud, S. & Soutar, G.N. (2009). Strategic planning in growth oriented small firms. *International Journal of Entrepreneurial Behavior & Research*, Vol. 15 No. 4, pp. 320-345. <https://doi.org/10.1108/sd.2009.05625kad.003>.
34. McShane, S., & Glinow, M. A. V. (2017). *Organizational behavior*. USA: McGraw-Hill Education.
35. Molina, O., (2018), "Visionary Leadership in the Administrative Staff of the Guapan Educational Unit", *Journal of Technology and Science Education*, 8(2), 115-125, DOI: <https://doi.org/10.3926/jotse.413>.
36. Nanus, B. (1989), *The Leader's Edge: The Seven Keys to Leadership in a Turbulent World*, Contemporary Books, Chicago, IL.
37. Oestreich T. & Buytendijk F., O'Rourke J. & Hatch T., (2008), "Management Excellence, A step-by-step Strategy to Success ", An Oracle white paper.
38. Orlov, O., Dumanska, K., Ponomaryova, N., & Kobets, D. (2020). Company's strategic success as the basis of its potential sustainability. In *E3S Web of Conferences* (Vol. 166, p. 12002). EDP Sciences. DOI:10.1051/e3sconf/202016612002.
39. Polo, S., M.T., Cegarra-Navarro, J.G., Cillo, V. & Wensley, A. (2019). Overcoming knowledge barriers to health care through continuous learning. *Journal of Knowledge Management*, Vol. 23, No. 3, pp. 508-526. <http://dx.doi.org/10.1108/JKM-10-2018-0636>
40. Rawolle, M., (2010), *The motivating power of visions: Exploring the mechanisms*. Friedrich-Alexander-University Erlangen-Nuernberg (Germany)
41. Resin, N.A. & Saeed, H.K. (2021). The Role of Behavioral Integration of The Senior Management Team in Strategic Success. *Turkish Journal of Physiotherapy and Rehabilitation*, 32, 3
42. Saunders, M., Lewis, P., & Thornhill, A. (2009). " *Research methods for business students* " 5th ed, Pearson Education Limited: Prentice Hall, England, P.459.
43. Sekrana, Uma (2003). "Research methods for business, A skill building approach", 4th ed. John Wiley & Sons, Inc
44. Shah, H.A., Yasir, M., Majid, A. & Javed, A. (2019). Impact of networking capability on organizational survival of SMEs: Mediating role of strategic renewal. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 13(3), 559-580. <https://hdl.handle.net/10419/205267>.
45. Sharma, B. (2016). A focus on reliability in developmental research through Cronbach's Alpha among medical, dental and paramedical professionals. *Asian Pacific Journal of Health Sciences*, P. 273. DOI: 10.21276/apjhs.2016.3.4 (4)3
46. Snider, Joanne H. & Davies, Kevin J. (2018) Success Strategies for Small Financial Planning Firms, *International Journal of Applied Management and Technology*, Vol 17, No 1: pp 22-34. DOI:10.5590/IJAMT.2018.17.1.02
47. Taylor.M, Cornelius.J, Colvin.K, (2014)" Visionary leadership and its relationship to organizational effectiveness" *Leadership & Organization Development Journal*, Vol. 35 No. 6, 2014 pp. 566-583. DOI 10.1108/LODJ-10-2012-0130
48. Tretiakov, A., Jurado, T., & Bensemman, J. (2023). Employee empowerment and HR flexibility in Information Technology SMEs. *Journal of Computer Information Systems*, 1-14. DOI:10.1080/08874417.2022.2158962

49. Voegtlin, C., Boehm, S. A., & Bruch, H., (2015), How to empower employees: using training to enhance work units' collective empowerment. No3, p 'International Journal of Manpower. Vol)36(.DOI:10.1108/IJM-10-2012-0158 .373 -354
50. Waldron, Darryl. G& Antonio, San (2008) Trans nationality: an index of strategic success? *International journal of business strategy*, Vol 8, No 2 : pp 151 -164.
51. Wheelen, T., Hunger, J., (2006)," Strategic Management and Business Policy", vol. 2, Pearson/Prentice Hall, 2006.
52. Yüksel, M., & Genç, K. Y. (2018). Endüstri 4.0 ve Liderlik. *Second International Symposium on Innovative Approaches in Scientific Studies*, November 30–December 2, Samsun, Turkey, 338–341.