



THE ROLE OF DIGITAL LEADERSHIP IN ACHIEVING ORGANIZATIONAL EXCELLENCE AN APPLIED STUDY AT THE UNIVERSITY OF TIKRIT

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Article history:	Abstract:
<p>Received: 11th May 2022 Accepted: 11th June 2022 Published: 28th July 2022</p>	<p>The main objective of the research was to study the role of digital leadership in achieving institutional excellence by applying to the University of Tikrit. The descriptive analytical method was relied on in describing and analyzing the opinions of the respondents about the research variables. The study population is represented by the employees of Tikrit University, its faculties and departments. Where a random sample of (82) individuals working in electronic administration at the university in question was selected.</p> <p>The most important results that have been reached are the approval of the respondents' opinions about the dimensions of digital leadership and organizational excellence. The results of the research also proved the validity of the research hypotheses, which states that there is a significant impact of digital leadership in achieving institutional excellence. And organizations that are keen to adopt the digital leadership style enjoy a high level of organizational excellence.</p>

Keywords: digital leadership, innovation, knowledge, organizational excellence.

THE FIRST TOPIC

The general framework of the search

First- introduction:

In light of the increasing and accelerating changes in the external environment at the level of business organizations and at the level of countries, it has become imperative to search for a leadership style for quick access and to keep pace with the changes in order to maintain the competitive position, market share and position. Attention has turned to the digital leadership style, considering that this leadership style ensures keeping pace with rapid developments and changes. Digital leadership is based on doing business and managing it based on digital information and communication technology. It provides data and information on a periodic and sustainable basis, which facilitates the process of planning and decision-making, which leads to access to high-level performance and institutional excellence that surpasses the performance of competing institutions. The pursuit of institutional excellence is also considered one of the most recent and important topics for business organizations. The standards of excellence have become at the forefront of the goals that institutions seek to achieve to support excellence in their institutional performance. Which required leaders and departments to make more efforts to

achieve success, development, growth and survival. In the era of globalization, technological openness and the digital revolution, institutional excellence has become the focus of attention and study by researchers, because the era of knowledge and information no longer recognizes typical employment governed by the traditional job specifications that were prevalent in the old bureaucratic hierarchy. Rather, it depends on the elements that are characterized by the multiplicity and diversity of knowledge as superiors and subordinates. The organization's achievement of performance excellence requires a move away from stereotypes and routines in performance.

In order for institutions of all sizes, objectives and benefits to ensure the achievement of institutional excellence, they must adopt modern administrative methods and a leadership style that guarantees access to institutional excellence. Perhaps one of the most important of these patterns is the pattern of digital leadership in light of the digital revolution. In the context of the current study, the extent to which digital leadership contributes to achieving organizational excellence will be identified.



SECOND, PREVIOUS STUDIES:

1. Previous studies that dealt with digital leadership:

● **Eenas Mahmoud's study (2022) suggested a list of digital leadership practices in digital schools in light of the standards of the International Association for Technology in Education for Education Leaders:**

The study aims to develop digital leadership practices in digital schools in light of the standards of the International Association for Technology in Education for Education Leaders.

The study reached an important conclusion represented in setting a set of criteria for the transformation towards digital leadership, and that the more attention is paid to infrastructure, the more effective the transformation process towards digitizing leadership and developing its practices.

● **The study of Jawaher Al-Ammari (2022) the degree of digital leadership practice by secondary school principals in Khamis Mushait Governorate:**

The study aims to find out the extent to which secondary school principals practice digital leadership.

The study came to the conclusion that the principals of the secondary schools in question practice digital leadership to a large extent according to the dimensions of know-how and statistical data treatments.

● **A study (SAĞBAŞ, M., & ERDOĞAN, F, 2022) (Digital Leadership: A Systematic Review of the Conceptual Literature):**

The study is concerned with providing a conceptual presentation of digital leadership in terms of basics and literature.

The results of the study showed that digital leadership is leadership based on innovative ideas and capable of effective and sustainable communication with workers under any circumstances.

Erhan, T., Uzunbakak, H. H., & Aydin, E. (2022) (From traditional to digital leadership: exploring the digitization of leadership and translating innovative work behavior:)

This research aims to clarify the relationship between the digitization of leadership and creative work behavior.

Results - The results show that employees' perceptions of digital leadership have a positive and significant impact on all dimensions of employee innovative work behavior.

● **Acharya, A., Black, R. C., Smithies, A., & Darzi, A. (2022): Assessing the Impact of a Digital**

Leadership Program on National Digital Priorities: A Mixed Methods Study.

This study aimed to determine the impact of the Digital Health Leadership Course in the UK's National Health Services Academy (NHSDA.)

Results: The development of a network of digital leaders facilitated communication between organizations and improved the efficiency of the national digital infrastructure. Conclusions: A customized training course that includes a thesis of a practice model for digital health leaders can have a broader impact on achieving digital priorities. This includes helping funds successfully adopt digital solutions. As well as promoting shared organizational learning. However, these influences are mediated by resource and cultural barriers, which continue to hamper transformation efforts.

2-Previous studies that dealt with institutional excellence:

● **The study of Aseel Al-Sahli (2015). The role of the learning organization in achieving institutional excellence at the educational supervision offices in Riyadh:**

The study aims to know the role of the learning organization in achieving institutional excellence at the educational supervision offices in the city of Riyadh.

The study concluded that there is a significant effect of removing the learning organization, especially continuous learning, in achieving institutional excellence in the offices in question.

● **The study of Nabil Al-Louh and Tariq Abu Hajeer (2017), strategic leadership and its role in achieving institutional excellence in the technical education sector, Palestine Technical College as a model:**

The study aimed to know the role of strategic leadership in achieving institutional excellence in the technical education sector in Palestine.

It showed that the relative weight of the study variables phrases was to a large degree and that there was a statistically significant correlation between strategic leadership and institutional excellence.

● **Study of Yasser Abbas (2018) Achieving institutional excellence in Egyptian universities: The study aimed to present a conceptual presentation of institutional excellence in terms of concept, dimensions and methods of achieving it in institutions.**

The results of the study proved that there is a great interest in institutional excellence on the part of universities in universities because of its great importance in serving society and institutions.



•**Paul, M., Jena, L. K., & Sahoo, K. (2020): Institutional excellence and its clarity in Palestinian universities from the point of view of faculty members:**

This paper aims to study institutional excellence and its clarity in Palestinian universities from the point of view of faculty members.

The study came to the conclusion that there was unanimity among university faculty members on the importance of "leadership excellence" as one of the elements of organizational excellence, and it received a fairly large approval rate. She agreed with university faculty members' opinions on the importance of "excellent service" as one of the elements of organizational excellence, and received a large percentage of approval. She agreed with the views of university faculty members on the importance of "cognitive excellence" as one of the elements of organizational excellence.

• **Ameena Buqais & et al (2018) study: The impact of knowledge management on achieving institutional excellence:** The case of the general coordinator of the governorates in the Kingdom of Bahrain: The study aimed to study the impact of knowledge management on institutional excellence in general in the Kingdom of Bahrain. The results showed that the process of obtaining, collecting and storing knowledge is at an advanced and very high level in the Kingdom under study.

Thirdly, research problem:

The study problem can be expressed through the following questions:

1. What is the contribution of digital leadership to achieving institutional excellence at the university under study?
2. What is the nature of the relationship between digital leadership and organizational excellence?
3. To what extent are the employees of the university under study aware of the dimensions of digital leadership?
4. To what extent are the employees of the university under study aware of the dimensions of institutional excellence?

Fourth, research objectives:

The research seeks to achieve the following objectives:

1. Knowing the extent to which digital leadership contributes to achieving institutional excellence in the university under study.
2. Identifying the nature of the relationship between digital leadership and institutional excellence.

3. Recognizing the extent to which employees are aware of the dimensions of digital leadership in the university under study.

4. Identifying the extent to which employees are aware of the dimensions of institutional excellence in the university under study.

Fifthly, importance of research:

The importance of the research lies in two main aspects:

1. Scientific and Academic Importance: The importance of scientific research stems from the importance of digital leadership, which has become the focus of the world's attention in the field of management, performance and employee leadership. In order for organizations to ensure the proper use and adoption of the digital leadership style, scientific, cognitive and academic efforts have focused on this leadership style. This study is considered a link in a series of studies that dealt with digital leadership, which will be considered a scientific addition to the college libraries and academic institutes.

2- Practical and applied importance: The practical and applied importance of research is highlighted through the practical application of the contents of studies and research that dealt with the current research variables. In addition to taking into consideration the results of those studies and their use in the practical reality of these organizations. This is what the current study will add from scientific results that will be used in the practical reality of business organizations.

Sixth research terms:

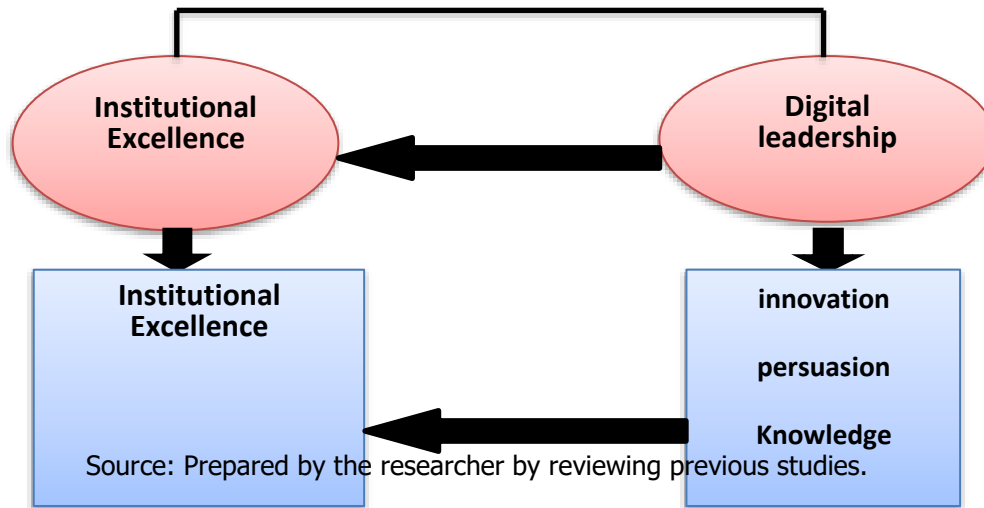
1. The independent variable: Digital leadership: It is one of the leadership styles based on the employment of advanced digital information and communication technology in administrative functions electronically by adopting the foundations of digital leadership in order to achieve goals efficiently and effectively (Rania Ziadeh, 2021, p. 90.)

2. The dependent variable: Institutional excellence: is the process of commitment to strategic planning in order to work to find a common vision with a known goal to exploit the available opportunities in a way that the organization excels over other organizations that provide the same product and the same services (Mahmoud Abu Odeh, 2018, 20.)



Seventh research form:

Figure (1 / 1) research form



Eighth research hypotheses:

In light of the study problem and its objectives, the researcher developed two main hypotheses for research:

1. There is a significant and statistically significant effect of the dimensions of digital leadership in achieving organizational excellence.
2. There is a significant correlation between digital leadership as an independent variable and organizational excellence as a dependent variable

Ninth Research Methodology:

1 Research Methodology:

The researcher relied on the descriptive analytical approach to describe the research variables and the opinions of the investigators about the measurement statements. The researcher relied on a set of statistical methods to process the obtained data. The statistical software package known as (SPSS) was relied upon.

2 - Limits of the research: The limits of the research are as follows:

- Scientific and Spatial Limits: The research dealt with the role of digital leadership in achieving institutional excellence by application at the University of Tikrit.
- Human borders: Human borders were limited to electronic administration workers in the university presidency, its colleges, and its scientific and administrative departments

3- Population and research sample:

The research community is represented in the university through a random sample of (82) individuals working in the electronic administration in the presidency of the university and its faculties and scientific and administrative departments.

The second topic

Theoretical framework for research

The first requirement: digital leadership:

First, the concept of digital leadership:

Digital leadership is one of the topics and recent trends that organizations have adopted in the business world as a reaction and adaptation to the digital revolution that swept the world. So organizations, universities and academic institutes began focusing on this term and made a large group of scientific efforts that defined digital leadership as follows:

Digital leadership is defined as a process of social impact led by advanced digital information and communication technologies, in order to change the behavior of individuals, organizations and work groups in terms of behavior, thinking, feelings and performance (Nancy Saadeh, 2021, p. 7).

Digital is also defined as the integration of digital technologies such as mobile devices, communications applications, web, electronic platform tools, artificial intelligence, big data and functional empowerment in order to bring about a change in organizational culture, mission, goals and administrative processes (Enas Mahmoud, 2022, p. 226.)



On the other hand, digital leadership refers to the implementation and use of leadership approaches that are compatible with the digital age. Including relying on modern technology platforms that require high standards of innovation (AlAjmi, M. K. (2022.((Digital leadership is also defined as a breeding ground for digital competence and digital culture that drives change and benefit from digital technology (Adnan Hamad and Ihab Ahmed, 2021, p. 1285).

Secondly, the importance of digital leadership:

The importance of digital leadership is highlighted by its strategic importance that supports and supports working individuals and institutions to facilitate the procedures of the administrative process and decision-making. It also assists leaders in the planning process and delivers high-quality services with high-level technical specifications.

In the same context, digital leadership helps in managing multiple and different information in an easier way. Digital leadership also contributes to the transformation towards an advanced digital society through the technologies and applications included in digital leadership that facilitate the process of keeping pace with developments in the emerging environment, given that the world lives in a highly changing and complex environment. Therefore, organizations of all sizes and the nature of the benefits they provide are adopting the digital leadership style (Jawaher Al-Ammari, 2022, p. 206).

Third stages of applying digital leadership:

The process of applying electronic driving requires a set of stages (Jawaher Al-Ammari, 2022, p. 207:(

-1Administrative Documentation Stage: This stage includes aspects related to the organizational structure in terms of the powers, responsibilities and actions carried out by the organization and the benefits it provides.

-2Leadership development stage: It is the stage of re-engineering operations and business within the organization. It is a management development stage that aligns with the requirements of the digital leadership application.

-3Technical development stage: This stage means attention to the process of providing the infrastructure of devices, equipment and applications necessary to implement digital leadership, as well as qualified human resources to manage and operate these devices and equipment.

4- Digital Learning Environments Stage: This stage means attention to the organizational learning process of digital information and communications technology

in order to facilitate the process of digital transformation towards digital leadership.

The second requirement / institutional excellence:

First, the concept of institutional excellence:

Institutional excellence has become the most prominent feature in the life of organizations, considering that survival and growth are linked to the extent to which organizations are distinguished from each other. Therefore, organizations are looking for reasons for success and excellence, perhaps the most prominent of which is digital leadership, the subject of the current research. In this context, a large group of scientific efforts emerged that focused and addressed the concept of institutional excellence, as shown below:

Institutional excellence is defined as a state of creativity, administrative and organizational excellence, and the achievement of high levels of performance, which leads to the achievement of positive results that exceed the results of non-compliant organizations and to achieve the satisfaction of customers and stakeholders (Khalifa Al-Shrooqi, 2018).

Institutional excellence is defined as a state of managerial creativity and organizational excellence. And high achievement in the level of performance and implementation of the marketing and financial operations, in order to ensure the achievement of results and achievements that surpass those achieved by competitors and are satisfied by customers and stakeholders in the organization (Benin Hassan, 2018).

Excellence is defined as "a process of quality of practices that includes self-evaluation to improve the organization's effectiveness, its competitive position, the flexibility of work in it, and the participation of all users in every organization to work together in all departments through understanding all activities and work to eliminate error and improve the process towards achieving organizational excellence. Buqais, , Aldulaimi, Kharabsheh, & Abdeldayem, (2018).

Second- Objectives of the Institutional Excellence Department:

Behind the process of managing institutional excellence lies a set of goals that can be summarized as follows (Mahmoud Abu Odeh, 2018:(

- .1Focusing on various business and customer care.
- .2Excellence in the competitive environment at the international and local levels.
- .3Work on the stability of leadership and goal and periodically renew strategic plans.



.4Contribute to improving the processes of creativity, learning and development in a way that enhances the global position of the institution.

.5Contribute to enhancing the quality of service provided and the competitive advantage of the organization.

.6Working to make a quantum leap in performance through institutional excellence.

The third topic

Field and statistical framework for research First - the reliability and validity test according to (Cronbach's alpha test):

The reliability and validity of the questionnaire's statements and that it measures what was designed to be measured is tested through Cronbach's alpha test, which is shown in Table (1)

Table No. (1)
 Test reliability and validity of survey statements

Number of phrases as a whole	Stability Coefficient (Alpha)	honesty coefficient
digital leadership (10)	0.71	0,79
Institutional Excellence (10)	0.77	0,84

It is clear from Table No. (1) that the alpha coefficient of stability for the numerical leadership phrases is 0.71. The validity coefficient was 0.79. This indicates that the internal consistency of the questionnaire as a whole is highly acceptable.

It is also evident from the above table that the alpha coefficient of stability for the expressions of institutional excellence equals 0.77. The validity coefficient was 0.84. This indicates that the internal

consistency of the questionnaire as a whole is highly acceptable.

Third, the descriptive test of the research variables:

-1Descriptive test of the phrases of the dimensions of digital leadership:

Which includes a description of the respondents' opinions about digital leadership phrases through statistical measures (arithmetic mean, standard deviation, and the relative weight of the importance of measurement phrases)

Table No. (2)
 Describe the opinions of the respondents about digital leadership statistically

No.	measurement phrases of digital leadership	Arithmetic mean	standard deviation	weight ratio
1	Senior management supports digital transformation processes in work performance	4.2	0.89	85
2	Administration is keen to provide requirements for digital transformation	4.6	0.92	76
3	Senior management supports creativity and new ideas	3.2	0.81	89
4	Senior management provides an appropriate work environment that supports technology	4.4	0.97	77
5	E-business is easier than traditional business	4.6	0.81	82
6	Work environment encourages individual to use digital technologies	3.6	0.85	88
7	Culture of digital transformation is prevalent in university	3.2	0.83	78
8	Administration supports e-learning processes of individuals	3.2	0.74	90



No.	measurement phrases of digital leadership	Arithmetic mean	standard deviation	weight ratio
9	Administration is keen on knowledge and technology sharing processes	4.9	0.79	88
10	Employees are keen to apply innovative work methods	4.4	0.93	84
total values		4.03	0.85	83

Source: Prepared by the researcher ** Statistically significant at 0.01 level of significance * Statistically significant at 0.05 level of significance

It can be concluded from Table No. (2):

- According to the statistical treatment, all computational circles are statistically significant about the measurement expressions of digital driving. The mean value of the values was (4.03). While the value of the standard deviation of the measurement terms was (0.85). The value of the relative importance or the relative weight was (83). These values are acceptable to a large percentage and indicate the agreement of the

respondents about the statements of measuring digital leadership at the university in question.

- The descriptive test of the expressions of the dimensions of institutional excellence: Which includes a description of the respondents' opinions about the expressions of institutional excellence across statistical measures (arithmetic mean, standard deviation, and the relative weight of the importance of measurement expressions).

Table No. (3)
 Describe the survey's opinions about institutional excellence statistically

No.	Phrases for measuring organizational excellence	Arithmetic mean	standard deviation	weight ratio
1	Senior management always emphasizes on achieving organizational excellence	4.6	0.79	77
2	Organization spreads a culture of institutional excellence	4.2	0.82	89
3	Organization supports organizationally creative individuals	3.4	0.91	90
4	Organization seeks to employ modern and innovative management methods	3.7	0.77	83
5	Organization is always keen to support distinguished individuals administratively	4.4	0.91	80
6	Senior management is constantly keen to achieve a good competitive position	4.7	0.75	86
7	University conducts surveys to identify the needs of auditors	3.1	0.89	88
8	Process of providing services is subject to continuous adjustment and improvement processes	4.5	0.84	79
9	University relies on technological means to provide services	4.4	0.76	81
10	Procedures for providing services are fast and streamlined	3.1	0.83	77
total values		4.01	0.82	83

**Statistically significant at the level of significance 0.01 * Statistically significant at the level of significance 0.05
 Source: Prepared by the researcher based on the results of statistical analysis.



It can be concluded from Table No. (3):

- According to the statistical treatment, all computational circles are statistically significant about the measurement expressions for institutional excellence. The mean value of the values was (4.01). While the value of the standard deviation of the measurement terms was (0.82). The value of the relative importance or the relative weight was (83). These values are acceptable in a large percentage and indicate the consent of the respondents about the terms of measuring institutional excellence at the university in question.

Fourth - hypothesis testing:

The current study was based on a main hypothesis of three sub-hypotheses:

- Testing the first main hypothesis that says (there is a significant effect with a statistical significance for the dimensions of digital leadership in achieving institutional excellence.)

To test this hypothesis, the researcher relied on:

Correlation analysis (Correlation Matrix).

The following table shows the correlation between digital leadership as an independent variable and organizational excellence as a dependent variable

Table No. (4)

The correlation matrix between digital leadership as an independent variable and organizational excellence as a dependent variable.

Variables	Institutional Excellence			
	innovation	persuasion	Knowledge	Total correlation values
Digital leadership	**0.20	**0.31	**0.39	**0.53

Source: Prepared by the researcher: Statistically significant at 0.01 level**

The results of the statistical treatment in Table (4):

•It was found that there is a direct, statistically significant relationship between digital leadership (as an independent variable) with its dimensions (innovation, persuasion, knowledge) and institutional excellence as a dependent variable.

•It was found that the values of the correlation coefficient are statistically significant at the level of significance 0.01. That is, the higher the level of digital

leadership adoption at the university under study, the higher the level of institutional excellence.

•The validity of the first main hypothesis which says (there is a significant effect with statistical significance for the dimensions of digital leadership in achieving institutional excellence).

2. Testing the second main hypothesis that says (there is a significant correlation between digital leadership as an independent variable and organizational excellence as a dependent variable).

Table No. (5) Linear regression model to measure the extent of the correlation between digital leadership as an independent variable and institutional development.

independent variable	regression coefficient	significance level	significance
	β_i		
independent	4.2	** .008	significant
X_1 Digital leadership	0.49	** .000	significant

Source: Prepared by the researcher: statistically significant at 0.01.**



According to the statistical treatment in Table No. (5), it was found:

The resulting values are statistically significant at a significant level of 0.01**. As the ratios in the above table indicate that there is a positive (significant) impact relationship between digital leadership as an independent variable and institutional excellence as a dependent variable. Thus, the validity of the second hypothesis that (there is a significant correlation between digital leadership as an independent variable and institutional excellence as a dependent variable) is valid.

The fourth topic

Conclusions and recommendations

First, the conclusions:

Through the statistical treatment of the data on the one hand and through reviewing previous studies on the other hand, the researcher sets a set of conclusions as follows:

1. It was found that all arithmetic means are statistically significant about the measurement expressions for digital driving. The mean value of the values was (4.03). While the value of the standard deviation of the measurement terms was (0.85). The value of the relative importance or the relative weight was (83). These values are acceptable to a large percentage and indicate the agreement of the respondents about the statements of measuring digital leadership at the university in question.
2. It was found that all arithmetic circles are statistically significant about the measurement expressions for institutional excellence. The mean value of the values was (4.01). While the value of the standard deviation of the measurement terms was (0.82). The value of the relative importance or the relative weight was (83). These values are acceptable in a large percentage and indicate the consent of the respondents about the terms of measuring institutional excellence at the university in question.
3. The results of the statistical treatment showed the validity of the first main hypothesis that says (there is a significant effect of statistical significance for the dimensions of digital leadership in achieving institutional excellence).
4. The resulting values are statistically significant at a significant level of 0.01**. As the ratios in the above table indicate that there is a positive (significant) impact relationship between digital leadership as an independent variable and institutional excellence as a dependent variable. Thus, the validity of the second hypothesis that (there is a significant correlation between digital leadership as an independent variable

and organizational excellence as a dependent variable) is valid.

5. The results of the statistical analysis and the contents of previous studies also showed that organizations that are keen to adopt digital leadership enjoy a high level of institutional excellence.

Secondly, recommendations:

The researcher developed a set of recommendations according to the results that have been reached:

1. That the university in question should provide the requirements of digital transformation towards digital leadership, represented by modern digital information and communications technology.
2. Gradually moving from manual work to doing business electronically.
3. Intensifying scientific efforts by researchers at the university in question to conduct studies dealing with digital leadership, its effects, benefits, and its role in achieving institutional excellence in focus.
4. Working to spread the culture of institutional excellence through training workshops.
5. Working on setting clear standards for institutional excellence at the university level, colleges, scientific departments and individuals in order to adhere to and benefit from them.

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