



DIAGNOSING THE SUCCESS OF THE BLUE OCEAN STRATEGY WITHIN THE FRAMEWORK OF HUBRISTIC LEADERSHIP IDEAS

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Article history:	Abstract:
Received: 7th October 2024	This research examines the applicability of Blue Ocean Strategy in the context of the key ideas of Hubris leadership. The study aims to understand how this leadership can be leveraged to achieve success within expansion strategies into new or emerging fields, where competition is less. The research indicates that there is a lack of knowledge about how hubris leadership can benefit from blue ocean strategy, despite the application of these concepts within the studied organization.
Accepted: 4th November 2024	<p>The importance of the research lies in providing a scientific treatment for this problem, with a focus on diagnosing the extent of the application of hubristic leadership and the blue ocean strategy, and understanding the nature of the relationship between them within the University of the Future. The research adopted the descriptive analytical approach, and a questionnaire was used to survey the opinions of the research sample consisting of members of the university's board of directors. The data were analyzed using the central tendency tools available in the SPSS-v23 program.</p> <p>The results showed that hubristic leadership plays an important role in the success of the implementation of the Blue Ocean Strategy at the University of the Future, as this leadership achieves a statistically highly positive impact, which confirms the validity of the main and sub-hypotheses of the research. Based on these results, the researchers recommend the need to host specialists and experts in the field of leadership and strategy to enhance human resources awareness of the importance and benefits of hubristic leadership and the Blue Ocean Strategy.</p>

Keywords: Hubristic leadership, Blue Ocean strategy, Environment, Human resources.

1. INTRODUCTION

Many organizations modify their strategies from time to time as a natural response to the circumstances and developments that occur in the surrounding environment. One of the most prominent contemporary strategic trends is the blue ocean strategy, which helps the organization search for new fields of work that are unique to the organization and helps it achieve a set of superior results and high profits, which provide it with sufficient liquidity to sustain its success and confront the challenges that it may face in the future. Contemporary competition also requires taking many bold steps in order to confront it, and implementing many projects that may have high results but are accompanied by a high degree of risk and adventure, which makes the process of agreeing on them almost impossible. Therefore, it makes decisions related to them and uses its power to impose

them on others and oblige them to implement the activities and operations necessary to implement them.

Blue Ocean Strategy significantly impacts higher education institutions by fostering innovation and creating new markets, enabling them to differentiate themselves from competitors. By improving the quality of educational services and providing unique value, these institutions can achieve a sustainable competitive advantage. The strategy also contributes to increased effectiveness and efficiency, which enhances their ability to better meet the needs of students and the market (Nasereddin, 2023).

Higher education institutions adopt the blue ocean strategy due to its great impact, by promoting innovation and creating new markets, which helps them achieve distinction over competitors, by seeking to provide unique value and improve the quality of educational services, these institutions can achieve a



sustainable competitive advantage, in addition to the fact that this strategy contributes to increasing effectiveness and efficiency, which enhances their ability to better meet the needs of students and the market. Research conducted by (Kim & Mauborgne, 2005, 2017) found that bold and unconventional strategic leadership is one of the essential elements that contribute to the success of implementing the blue ocean strategy. Other research confirms that hubristic leadership plays an important role in directing institutions towards discovering unfamiliar areas and continuous innovation.

The importance of the research is divided into two areas. The first focuses on the importance of the theory, which is highlighted by reviewing a group of foreign articles and sources related to hubristic leadership and the blue ocean strategy, in order to formulate the theoretical aspect of the current research to be a source that can be relied upon in the future by researchers and those interested in this field. The second aspect of importance focuses on the practical aspect, as the researchers sought to conduct a survey of the opinions of the Board of Directors at the University of the Future to diagnose the reality of applying both (hubristic leadership and the blue ocean strategy) within it, and then diagnose the nature of the relationship that brings them together, by reviewing the experiences of advanced countries in this field, and trying to transfer them to the local environment to provide a set of solutions that contribute to enhancing knowledge in this field and addressing the problems that hinder the university's ability to succeed in the field of applying the blue ocean strategy by using the principles of hubristic leadership.

The research problem lies in the fact that organizations need, from time to time, to take a break, even if temporarily, from the intense competition that their environment is witnessing. This requires them to use a set of contemporary strategies that move and direct their resources and capabilities towards new areas of work away from competitors. Here, the blue ocean strategy appears and its effectiveness in helping the organization stay away from its competitors. Leadership within organizations in many areas also needs to make decisions alone without resorting to discussion or consultation with others, specifically when these decisions are fateful and are made under ambiguous circumstances and their results are not guaranteed in the future. Here, the effective role played by hubristic leadership appears, which the researchers were able to identify after conducting a number of structured interviews within the University of the Future. Accordingly, the main research problem indicated the low knowledge of how to invest hubristic leadership in the success of the blue ocean strategy

despite the application of these concepts within the organization under study. This problem can be enhanced by raising a number of sub-questions:

1. What is the level of application of the Blue Ocean Strategy within the University of the Future?
2. What is the level of application of hubristic leadership within the University of the Future?
3. What is the level of association and influence between hubristic leadership and the Blue Ocean Strategy within the University of the Future?

The research also seeks to achieve the following objectives:

1. Discuss a set of previous ideas to formulate an important theoretical aspect in the field of hubristic leadership and blue ocean strategy.
2. Determine the level of application of hubristic leadership and blue ocean strategy within the University of the Future.
3. Determine the degree of association and influence between hubristic leadership and blue ocean strategy within the University of the Future.
4. Provide a set of conclusions and recommendations that contribute to enhancing the ability of the University of the Future to apply arrogance in the success of the blue ocean strategy.

2. LITERATURE REVIEW

This section presents a set of previous ideas that were discussed by researchers and those interested in studying the blue ocean strategy and hubristic leadership, in order to formulate the cognitive and intellectual propositions specific to this research, as in the following paragraphs:

2.1. Hubristic Leadership

Hubristic leadership is considered one of the most dangerous types of leadership that can be used in managing business organizations, due to the intellectual content it contains, which emphasizes achieving a position with distinctive and superior characteristics compared to others. This type of leadership has appeared since ancient civilizations, as the Greeks referred to it as the main source of the goddess or the spirit of reckless pride, and the Romans called it Petulantia in relation to the negative characteristics of the goddess, and many myths and tales referred to it, such as the stories of Icarus, Phaeton, and Atlantis, as a reason for the hero's enemy, and a form of revenge. Administrative positions are also directly linked to the emergence of hubristic leadership within business organizations (Claxton et al, 2015), and accordingly, this leadership makes its users exceptional in the field of managing their organizations, as well as in the field of the decisions they make and the results resulting from them (Sadler-Smith et al., 2016).



Definitions of hubristic leadership have varied, as it has been defined as strong and successful individuals who enjoy a high degree of confidence and ambition to achieve the strategic results that their organization seeks (Sadler-Smith, 2018). This definition emphasizes the effective role of hubristic leadership in achieving the strategic goals that their organization seeks. Here it becomes clear to us that this leadership is characterized by self-absorption, grandiosity, and a sense of entitlement, and deals with others in an arrogant, hostile, superficial, and vulnerable manner to threats. It often occurs in the wake of previous successes and the acquisition of great power, and may recede as soon as power is lost.

There are a number of factors that contribute to the emergence of hubristic leadership within organizations, as identified by (Sadler-Smith, 2018) as three, the first is individual factors that include the inflated self-beliefs of the leadership, the second includes situational factors that the leader experiences while being within the organization and its surrounding environment, and finally relational factors that concern relational processes with the things that leaders bring to their personal exchanges with their peers and human resources. One of the negative aspects of hubristic leadership is its neglect of all prevailing norms and trends in the organization, as well as avoiding many social and human factors of human resources, which negatively affects their morale and job stability (Berger et al, 2019), and therefore, hasty decisions that can lead to disastrous results for the organization are the result of hubristic leadership.

Zeitoun, (2019) indicated that hubristic leadership is considered one of the most important drivers of innovation, due to excessive enthusiasm and confidence in learning with uncertainty and a complex environment, which can contribute to supporting innovation and excellence in work that is fraught with a high degree of risk but can achieve extremely valuable results. Hubristic leadership was also indicated as an abuse of students by leaders who enjoy excessive confidence, especially when they assume senior management positions in the organization, which negatively affects the use of procedural and discretionary authority granted to them (Berger et al, 2019), so it can be emphasized that refining talents and revealing them on the ground is considered one of the most important results of hubristic leadership in the field of business administration (Sundermeier, 2020).

It has been pointed out that hubristic leadership results in behaviors that may be unacceptable to others and cause disturbances among them, but in the end it contributes to achieving a set of superior outcomes (Asad, 2019). Narcissism is considered one of the most important characteristics of hubristic

leadership, which helps them achieve relative stability for the longest possible period (Berger, 2019). We emphasize the same idea that in ancient Greece, the term "hubristic" described the behavior in which the leader or any other powerful individual, intoxicated with excessive pride, firm self-belief, and excessive self-confidence, treated others with disregard, disrespect, and contempt (Kowalick, 2022).

Loia et al, (2022) confirmed that hubristic leadership is a combination of the results of the psychological, social and cognitive components of leaders, which helps them adopt a difficult approach to enhancing competitive interactions between human resources, as well as with other organizations. This leadership also contributes to enhancing confidence and pride among human resources, which prompts them to exert their utmost energies and capabilities and invest them in achieving the goals of their organization, so perseverance and commitment to achieving strategic goals are considered among the most important starting points of hubristic leadership, which emphasizes unifying efforts and leading them in a strong central manner (Loia, 2022).

It seems clear that hubristic leadership reflects pride and high belief in one's own abilities, which is reflected in dealing with a high degree of contempt, disregard, and disrespect for others inside and outside the organization (Akstinaite, 2023). As well as success, which is considered one of the most important sources of its emergence, as it often leads to the adoption of a set of procedures and actions that are destructive to them and their organization without knowing it due to the arrogance resulting from previous successes (Selten, 2023), in addition to the role played by the authority granted to leadership according to the laws and policies of the organization, as well as their personal capabilities, which are led by charisma, the ability to persuade, future vision, and a high degree of readiness for risks, in addition to the great ambitions that they seek to achieve, so leaders who enjoy great faith in their talents and abilities, which they express through high levels of self-confidence, exaggerated pride, exaggerated positive self-evaluations, and arrogance, and that it is directly linked to central management exclusively and the confinement of authority to the hands of senior management only (Thomas, 2023).

2.2. Blue Ocean Strategy

The approach of the Blue Ocean Strategy differs from the approaches of the various strategies that the organization seeks to choose and implement, as this strategy is considered a non-competitive strategy because it searches for new and unfamiliar areas of work away from competition (Yacoub, 2023). This term was first used in 2004 when researchers (Renee Mauborgne & Chan Kim) published an article in the



Harvard Business Review as an attempt to search for new methods for the success of organizations and their continuity of work without the need to enter into competition with others (Widiana, 2021). This was also emphasized by Professor (Christensen) in 2004, when he indicated that this strategy represents the sword and shield at the same time, which is used to maintain the competitive position of the organization (Čirjevskis, 2017).

It is necessary to point out an important point, which is that this strategy is an extension of the model presented by the scholar (Porter), with a focus on an important point, which is working in emerging markets that were previously unknown, and then working to clarify the variables of this model in them to protect them from competitors in the future, not at the present time (Christodoulou & Langley, 2019). Here it becomes clear that the main characteristic of this strategy is the difficulty of imitating it by competitors, given that the organization that adopted it will put a variety of obstacles to ensure that new competitors do not enter it.

The intellectual foundations on which researchers relied when studying the Blue Ocean strategy varied, as the idea of achieving added value at an acceptable cost is considered one of the most important intellectual foundations of this strategy (Magued, 2023). Focusing on the customer side, this strategy was defined as "the tool that the organization relies on to create a set of factors through which it can motivate customer behavior and arouse their purchasing motives, by enhancing their conviction of the nature of the value they will obtain when dealing with the organization's products" (Alam & Islam, 2017). This definition confirms that the Blue Ocean strategy is a tool for refining talents, energies and ideas and employing them in customer service (Alam & Islam, 2017). In other words, this strategy aims to reshape strategic value propositions in new, convincing ways that can achieve a qualitative leap that exceeds the current limits of competition (Leavy, 2018). On this basis, it was defined as "the strategy that the organization adopts to create new job opportunities that contribute to creating a spirit of challenge and competition in the future, not at the present time, due to work conditions The exceptionality that distinguishes it" (Rezeki, 2019), and therefore the main point of difference between the blue ocean strategy and the red ocean is the market space and competition in it (Rezeki, 2019). This is what was confirmed by (Christodoulou & Langley, 2019) that the blue ocean strategy is linked to the renewed strategic direction of senior management that is looking for white spaces to work, in order to achieve creativity and innovation in work within it.

The essence of the Blue Ocean Strategy is innovation in work and excellence in competition (Yin, 2021), which is consistent with the ideas of the researcher (Nelson & Bohanon, 2019), who emphasized that the Blue Ocean Strategy is the main driver of research and development operations that achieve a balance between stakeholders, by creating value in a harmonious manner between them. It has been defined as one of the contemporary strategies used to achieve separation from the current competitive environment, and to invest in the ideal conditions for the organization to work in a new and unfamiliar nature that contributes to achieving high-value results, but is also characterized by a high degree of uncertainty (Hanggara, 2019), and this definition emphasizes the importance of exploration in applying the Blue Ocean Strategy and its role in determining the prices of its products more freely, given that the value it provides to its customers is high compared to alternative products (Christodoulou & Langley, 2019).

Accordingly, it can be confirmed that this strategy helps the organization reduce risks related to the trends and desires of the customers it deals with (Subagio, 2020). The success of this strategy requires the participation of all the organization's human resources in implementing it, and their possession of a vision and conviction about its most important results, and their drive and desire to take risks and risks in order to achieve the intended results (Rezeki, 2019). (Yin, 2021) confirmed that the blue ocean strategy is not only related to emerging markets, but also to new innovative products of high value. It was defined as "the strategy that seeks to achieve integration with the three main strategic objectives of the organization, which are (value, differentiation, and productivity), through which high profits can be achieved with low costs" (Awladthani el at, 2023). This definition emphasizes the importance of the blue ocean strategy as one of the tools used to encourage teamwork, keep pace with changes and employ them in the organization's strategy and objectives, and then achieve added value for it and for all parties dealing with it (Chowdhary, 2024). Focusing on the concept of leadership, the blue ocean strategy was defined as "one of the strategic directions through which the organization creates new markets to work in with a high degree of adventure, in order to achieve high profits, but they are not guaranteed at the same time" (Hakkak el at, 2024).

The researcher (Yacoub, 2023) presented a set of dimensions that can be used in studying the blue ocean strategy, which we will try to diagnose within the organization, the field of research in the applied aspect of this research, which is represented by the first component (exclusion): This component refers to



the organization removing or hiding some elements that are considered unnecessary for work and that other organizations competed for in the past, in a way that leads to reducing costs to the lowest level without affecting the level and quality of results, in a way that contributes to achieving progress and distinction in front of competitors. As for the second component, it is (reduction): This component reflects the organization's interest in reducing some unnecessary or unjustified work procedures, in a way that reduces costs and increases the profits achieved, and this reduction is not limited to procedures, but rather includes ideas that are useless or impossible to implement, regardless of their economic, financial, technical, social and ethical impacts. The third component (elevation): refers to the organization adding some items and procedures capable of raising and improving the quality of results for customers, to achieve rapid growth when there is a noticeable expansion in some performance goals, which usually have a growth rate at a higher level than the normal increase. Finally, the fourth component (creation): reflects one of the characteristics that distinguish the advanced organization in changing environments, which seeks to transform ideas, habits or unique expressions into positive results.

2.3 The relationship between Hubristic leadership and Blue Ocean Strategy

Hubristic leadership is characterized by a strong attachment to power, as the leader believes that he is the best and that his decisions cannot be wrong. In this type of leadership, new ideas and different opinions are often ignored, but on the other hand, it plays an important role in the success of the Blue Ocean Strategy because it encourages innovation and thinking outside the box, and all of this will

contribute to supporting the successful implementation of the blue ocean strategy (Sadler-Smith, et al., 2017). (Zeitoun, et al., 2019) discussed the relationship between the Blue Ocean Strategy and hubristic leadership from a positive perspective, focusing on some aspects that may be useful if directed correctly, including self-confidence. Hubristic leadership emphasizes the presence of high self-confidence in the leader, and if this confidence is used positively, it can help motivate the team to explore new areas and create innovative ideas without fear of failure, which in turn will lead to the success of the Blue Ocean Strategy. Hubristic leadership also contributes to enhancing commitment to research and development and making bold decisions that can be useful in the context of the blue ocean strategy, as it sometimes requires making radical decisions to change course and move away from traditional competition. Hubristic leadership may be associated with having a clear and specific vision, as having a leader with a strong strategic vision can be key to success in implementing the blue ocean strategy, as clarity of vision helps guide innovation and achieve goals. Although arrogance may be negative, leaders who have high self-confidence can be able to inspire and motivate the team to achieve unconventional and innovative goals, which is consistent with what was proposed by (Loia, et al., 2021). The researchers relied on the ideas previously discussed in designing the hypothetical scheme as in Fig (1), which presents the main idea that the researchers seek to prove its validity through the implementation of this research, which is the possibility of successfully implementing the Blue Ocean Strategy (the response variable), through the successful application of hubristic leadership (the explanatory variable).

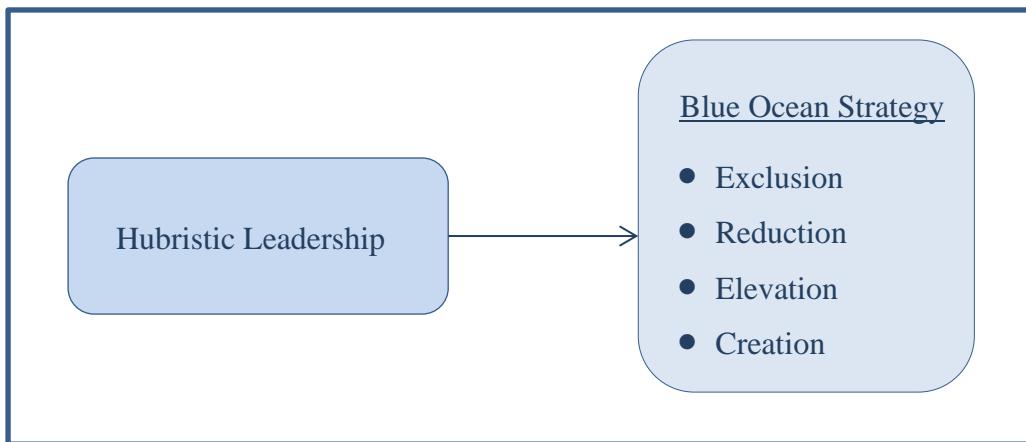


Fig (1): Hypothetical Scheme

Within the framework of the main idea of the hypothetical research scheme, its main hypothesis was

formulated, which stated: (Hubristic leadership has a significant effect on enhancing the ability of the



University of the Future to implement the Blue Ocean Strategy), and four sub-hypotheses emerged from it, which are:

1. First sub-hypothesis: Hubristic leadership has a significant effect on enhancing the ability of the Future University to apply the exclusion component as one of the components of the Blue Ocean Strategy.
2. Second sub-hypothesis: Hubristic leadership has a significant effect on enhancing the ability of the Future University to apply the reduction component as one of the components of the Blue Ocean Strategy.
3. Third sub-hypothesis: Hubristic leadership has a significant effect on enhancing the ability of the Future University to apply the elevation component as one of the components of the Blue Ocean Strategy.
4. Forth sub-hypothesis: Hubristic leadership has a significant effect on enhancing the ability of the Future University to apply the creation component as one of the components of the Blue Ocean Strategy.

3. METHOD

This section reviews the most important results that were reached after processing the data from a statistical perspective, and interpreting it from an administrative perspective in a way that helps them diagnose the level of interest of the University of the Future in applying the Blue Ocean Strategy and the hubristic leadership within it, and then testing the effect of the explanatory variable in strengthening the responsive variable in order to confirm the validity of

the research hypotheses, and then achieving its objectives and main idea as in the following paragraphs:

3.1 Data accuracy testing

To ensure the accuracy of the data obtained, the researchers subjected it to a number of statistical analyses, the first of which was the normal distribution of the data, the results of which confirmed that it followed the normal distribution because the results were higher than (0.05), and therefore the measures of central tendency can be adopted in processing it. The researchers also conducted a quality test of the scale, and the results exceeded the standard value of (1.96), which gives an indication that the questionnaire is capable of providing the researchers with data that is consistent with the objectives that the questionnaire seeks to achieve. The researchers also conducted confirmatory and exploratory factor analysis to ensure the ability of the paragraphs to describe their dimensions, as well as the ability of the dimensions to describe their dependent variable, and the results confirmed this because they did not exceed (0.05).

3.2 Descriptive analysis of research variables

In this paragraph, the researchers discussed the most important data related to the descriptive analysis of the studied variables, using the agreement rate to identify the agreement of the studied sample regarding the application of these two variables (hubristic leadership and blue ocean strategy) within the University of the Future, in addition to using the values of the arithmetic means and the coefficients of standard deviation and difference to determine the percentage of dispersion and consistency between the answers. This can be clarified through Table (1):

Table (1) Descriptive analysis of the two variables studied

No.	Variables and dimensions	Agreement percentage	Arithmetic Mean	Standard deviation	coefficient of variation	relative importance	Evaluation level	Ranking of importance
1	Hubristic Leadership	%79	3.1	%82	%27	0.73	Good	2
2	Exclusion	%81	3.2	%79	%25	0.75	Good	4
3	Reduce	%83	3.3	%72	%22	0.78	Good	3
4	Elevate	%89	3.9	%61	%16	0.84	Very good	1
5	Create	%84	3.4	%69	%21	0.79	Good	2
6	Blue Ocean Strategy	%85	3.5	%67	%19	0.81	Very good	1

Table (1) shows that the agreement value shown by the analysis results is that the research sample members agreed at a rate of (79%) that Al-Mustaqlab University possesses hubristic leadership, which is a higher rate than the standard value of agreement and

is good, and clearly indicates that the aforementioned university possesses strong and successful individuals who enjoy a high degree of confidence and ambition in achieving the strategic results that their university seeks. The arithmetic mean value (3.1) also confirmed



the success of hubristic leadership to a high degree statistically within Al-Mustaql University, in addition to being higher than the corresponding hypothetical value. The results also showed high harmony and low dispersion among the research sample members when dealing with the hubristic leadership paragraphs, as their values reached (82%) (27%) respectively, and as far as the relative importance of hubristic leadership is concerned, it came in second place compared to the blue ocean strategy, as it reached (0.73). As shown in Table (1), the agreement value shown by the analysis results is that the research sample members agreed at a rate of (81%) on the interest of the Future University in applying the Blue Ocean Strategy, which is a higher rate than the standard value of agreement and is very good, and clearly indicates the interest of the aforementioned university in working in emerging markets that were not previously known, and then working to clarify the variables of this model in it to protect it from competitors in the future and not at the present time. The arithmetic mean value (3.5) also confirmed the success of applying the Blue Ocean Strategy to a high degree statistically within the Future University, in addition to being higher than the corresponding hypothetical value. The results also showed high harmony and low dispersion among the research sample members when dealing with the paragraphs of the Blue Ocean Strategy, as their values reached (67%) (19%) respectively, and as far as the relative importance of the Blue Ocean Strategy is concerned, it came in first place compared to hubristic leadership, as it reached (0.81). As for the sub-dimensions of the Blue Ocean Strategy, the component of elevation came in first place with a

coefficient of variation (16%), which confirms the interest of the Future University in adding some items and procedures capable of raising and improving the quality of services provided to its customers to achieve rapid growth in its market share, specifically by focusing on the noticeable expansion of its strategic performance objectives. As for the dimension of creation, it came in second place with a coefficient of variation (21%), and this result confirms the interest of the Future University in transforming unique ideas, customs or expressions into positive results. While the dimension of reduction came in third place with a coefficient of variation (22%), which confirms the interest of the Future University in reducing some unnecessary or unjustified work procedures and useless or impossible-to-implement ideas in a way that reduces costs and increases the profits achieved. Finally, the dimension of exclusion came in first place with a coefficient of variation (25%), and this result confirms the university's removal of some unnecessary elements for work that other universities competed for in the past, in a way that leads to reducing costs without affecting the level and quality of results and contributes to achieving progress and excellence.

3.3 Testing research hypotheses

Spearman correlation values and linear regression values were used to identify the nature of the correlation and influence relationship between hubristic leadership and the blue ocean strategy within the University of the Future, in a way that helps test the main and sub-hypotheses of the research, and Table (2) shows this:

Table (2) Hypothesis Test Results

No.	Variables and dimensions	α	β	r	R^2	f	Morale	Evaluation
1.	The effect of hubristic leadership on the exclusion dimension	0.80	0.84	**0.57	%33	24.58	0.01	There is an effect
2.	The effect of hubristic leadership on the dimension of minimization	0.76	0.89	**0.61	%37	29.41	0.01	There is an effect
3.	The effect of hubristic leadership on the lifting distance	0.73	0.91	**0.72	%52	31.25	0.01	There is an effect
4.	The effect of hubristic leadership on the construction dimension	0.78	0.86	**0.58	%34	26.54	0.01	There is an effect
5.	The impact of hubristic leadership on the dimension of blue ocean strategy	0.77	0.88	**0.62	%39	27.95	0.01	There is an effect



Testing the first hypothesis: It is clear from Table (2) that there is a significant effect of hubristic leadership on the exclusion dimension as a main component of the blue ocean strategy, as the value of (f) reached (24.58), which is higher than its tabular value. Hubristic leadership also explains (33%) of the variance in exclusion within Al-Mustaql University, in addition to the existence of a mutual relationship between hubristic leadership and exclusion as a component of the blue ocean strategy, as the value of the correlation relationships reached (0.57**), which is a strong and significant relationship. What confirms these results is the value of (β), which reached (0.84), which confirms that changing hubristic leadership by one unit will lead to enhancing Al-Mustaql University's ability to exclude activities that are not strategically useful by an amount of (0.84), while the value of (α) reached (0.80), which confirms that the leadership within Al-Mustaql University has the ability to exclude activities that are not strategically useful by an amount of (0.80) without the need to adopt the hubristic leadership pattern. Accordingly, the researchers rely on these results to accept the first sub-hypothesis. (Hubristic leadership has a significant effect on enhancing the ability of the University of the Future to apply the exclusion component as one of the components of the blue ocean strategy).

Testing the second hypothesis: It is clear from Table (2) that there is a significant effect of hubristic leadership on the dimension of minimization as a main component of the blue ocean strategy, as the value of (f) reached (29.41), which is higher than its tabular value. Hubristic leadership also explains (37%) of the variance in minimization within Al-Mustaql University, in addition to the existence of a mutual relationship between hubristic leadership and minimization as a component of the blue ocean strategy, as the value of the correlation relationships reached (0.61**), which is a strong and significant relationship. What confirms these results is the value of (β), which reached (0.89), which confirms that changing hubristic leadership by one unit will lead to enhancing Al-Mustaql University's ability to reduce strategically useless activities by (0.89), while the value of (α) reached (0.76), which confirms that leadership within Al-Mustaql University has the ability to reduce strategically useless activities by (0.76) without the need to adopt the hubristic leadership style. Accordingly, the researchers rely on these results to accept the second sub-hypothesis. (Hubristic leadership has a significant effect on enhancing the ability of the University of the Future to apply the minimization component as one of the components of the Blue Ocean Strategy.)

Testing the third hypothesis: It is clear from Table (2) that there is a significant effect of hubristic

leadership on the dimension of elevation as a main component of the blue ocean strategy, as the value of (f) reached (31.25), which is higher than its tabular value. Hubristic leadership also explains (52%) of the variance in the elevation component within Al-Mustaql University, in addition to the existence of a mutual relationship between hubristic leadership and the elevation component as a main component of the blue ocean strategy, as the value of the correlation relationships reached (0.72**), which is a strong and significant relationship. What confirms these results is the value of (β), which reached (0.91), which confirms that changing hubristic leadership by one unit will lead to enhancing Al-Mustaql University's ability to raise strategically beneficial activities by (0.91), while the value of (α) reached (0.73), which confirms that leadership within Al-Mustaql University has the ability to raise strategically beneficial activities by (0.73) without the need to adopt the hubristic leadership pattern. Accordingly, the researchers rely on these results to accept the third sub-hypothesis. (Hubristic leadership has a significant effect on enhancing the ability of the University of the Future to apply the lifting component as one of the components of the Blue Ocean Strategy).

Testing the fourth hypothesis: It is clear from Table (2) that there is a significant effect of hubristic leadership on the dimension of creation as a main component of the blue ocean strategy, as the value of (f) reached (26.54), which is higher than its tabular value. Hubristic leadership also explains (34%) of the variance in the creation component within Al-Mustaql University, in addition to the existence of a mutual relationship between hubristic leadership and the creation component as a main component of the blue ocean strategy, as the value of the correlation relationships reached (0.58**), which is a strong and significant relationship. What confirms these results is the value of (β), which reached (0.86), which confirms that changing hubristic leadership by one unit will lead to enhancing Al-Mustaql University's ability to create strategically beneficial activities by an amount of (0.86), while the value of (α) reached (0.78), which confirms that the leadership within Al-Mustaql University has the ability to create strategically beneficial activities by an amount of (0.78) without the need to adopt the hubristic leadership pattern. Accordingly, the researchers rely on these results to accept the fourth sub-hypothesis. (Hubristic leadership has a significant effect on enhancing the ability of the University of the Future to apply the construction component as one of the components of the Blue Ocean Strategy).

Testing the main hypothesis: It is clear from Table (2) that there is a significant effect of hubristic leadership on the blue ocean strategy, as the value of



(f) reached (37.95), which is higher than its tabular value. Hubristic leadership also explains (39%) of the variance in the blue ocean strategy within Al-Mustaql University, in addition to the existence of a mutual relationship between hubristic leadership and the blue ocean strategy, as the value of the correlation relationship reached (0.62**), which is a strong and significant relationship. What confirms these results is the value of (β), which reached (0.88), which confirms that changing hubristic leadership by one unit will lead to enhancing Al-Mustaql University's ability to implement the blue ocean strategy by (0.88). As for the value of (α), which is (0.77), it confirms that the leadership within Al-Mustaql University has the ability to implement activities related to the success of the blue ocean strategy by (0.77) without the need to adopt the hubristic leadership style. Accordingly, the researchers rely on these results to accept the main hypothesis (hubristic leadership has a significant effect on Morale in enhancing the ability of the University of the Future to implement the Blue Ocean Strategy).

4. CONCLUSIONS

Future University is making great efforts to reduce unnecessary or unjustified procedures as the analysis results showed, including ideas that do not add value or are difficult to implement, which contributes to reducing costs and increasing profits when providing its services. The university also seeks to enter emerging and previously unknown markets, focusing on employing its resources efficiently to achieve excellence and superiority in the future. In addition, the university is interested in removing some elements that other universities have competed for in the past, with the aim of reducing costs without affecting the quality of results. It also seeks to enhance its reputation and improve the quality of its services to customers by adding new processes and procedures, which contributes to expanding its market share. It also focuses on transforming human resources-related ideas and habits into positive results that support its competitive position. On the other hand, arrogant leadership plays a major role in enhancing the university's ability to implement the blue ocean strategy, by creating new and unfamiliar departments that contribute to strengthening its competitive position among universities.

The researchers recommend that the University of the Future, and specifically its leaders, follow up on developments in the field of leadership and benefit from the successes achieved by international universities to develop its performance and achieve a distinguished level. It also suggests applying the principles of re-engineering and continuous improvement programs to rearrange its functions and activities, which contributes to achieving greater

efficiency in the use of resources and effectiveness in implementing plans and programs. A media message should also be directed to those dealing with it with the aim of identifying ineffective activities and excluding them to focus on essential activities. In addition, the researchers recommend forming work teams to follow up on environmental developments and prepare detailed reports that are used to improve activities and operations. They also stress the importance of holding periodic workshops to exchange ideas with human resources and enhance creative thinking. It is also recommended to host experts in the field of strategic management to modify university strategies in line with environmental changes and increase the ability to invest in available opportunities. Finally, it is suggested to review the experiences of arrogant leadership and the blue ocean strategy and apply their positive results to improve the quality of educational services and enhance its competitive position compared to competing universities.

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