



## **THE IMPACT OF STRATEGIC LEADERSHIP ON ACHIEVING ORGANIZATIONAL EXCELLENCE**

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<b>Article history:</b>	<b>Abstract:</b>
<b>Received:</b> 24 <sup>th</sup> May 2025	The current research aims to identify the impact of strategic leadership in achieving organizational excellence among a sample of employees in the Diyala Municipalities Directorate, as strategic leadership was adopted as an independent variable expressed in dimensions (formulating the strategic vision, Developing human capital, exploring core competencies, improving organizational culture, establishing ethical behaviors, The establishment of a control system), and organizational excellence is a responsive variable expressed in dimensions (leadership excellence, service excellence, cognitive excellence), for the purpose of knowing and realizing the extent of interest that the organization under study has for the research variables and dimensions. The Diyala Municipalities Directorate was chosen as the field of the current research and its community represents all employees, numbering (137) individuals, while the research sample was (102) in the organization and the questionnaire was distributed to (110) individuals, as (8) invalid questionnaires were excluded, and (102) valid questionnaires were approved for analysis that represented the research sample. In accordance with the objectives that the current research aims to achieve and the type of hypotheses, the research adopted the descriptive analytical approach because it is one of the most important approaches suitable for studying behavioral and social phenomena, and based on the questionnaire as one of the main tools in collecting data, which included (45) paragraphs, and in an effort to analyze the data obtained, the researcher used a number of methods to diagnose the variables of the current research and describe them based on the statistical program ( Spss, Ver. 26 ) and ( Amos, Ver. 24 ) were used to verify the validity of the hypotheses formulated to answer the research questions. The research reached several diverse conclusions, the most important of which is that there are two significant correlation and influence relationships between strategic leadership in its combined dimensions and organizational excellence in its combined dimensions in the organization under study. This means that the more the dimensions of strategic leadership are adopted, the more the dimensions of organizational excellence are adopted.
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**Keywords:** Strategic leadership, organizational excellence, Diyala Municipalities Directorate.

### **INTRODUCTION**

In light of the rapid economic and technological developments the world is witnessing today, strategic leadership is one of the fundamental pillars for achieving organizational excellence in the modern era, as the world faces continuous and rapid changes in various political, economic, and social spheres. Globally, government institutions are seeking to improve their operational efficiency and provide innovative services to citizens, making strategic leadership a crucial factor in achieving these goals. International experience has shown that countries that effectively implement



strategic leadership practices—such as setting a clear vision, developing long-term strategies, and promoting institutional innovation—are able to meet global challenges and achieve outstanding levels of performance.

At the regional level, strategic leadership plays a pivotal role in enhancing competitiveness among countries across various government sectors, especially in light of the growing focus on achieving sustainable development goals. Governments in many Arab countries are seeking to adopt advanced strategies based on wise leadership and efficient resource management to achieve excellence in public service delivery.

At the local level, government service institutions face significant challenges related to meeting citizens' growing needs and ensuring the quality of services provided. In light of these challenges, the importance of strategic leadership emerges in enhancing organizational effectiveness, improving productivity, and ensuring the achievement of institutions' strategic objectives. Therefore, studying the impact of strategic leadership on achieving organizational excellence represents an important step toward understanding how to improve the performance of government institutions in the local environment, especially in light of ongoing changes and increasing societal demands.

This research will attempt to shed light on the role of strategic leadership in achieving organizational excellence, by analyzing leadership policies and practices within government service organizations, and exploring the challenges and opportunities available to improve their performance in the local context.

The first section dealt with the research methodology. The second section dealt with the "theoretical aspect of the research" and included two axes, the first strategic leadership, and the second organizational excellence. The section was allocated Third: "For the practical side of the research" Testing research hypotheses. While the fourth section dealt with presenting "conclusions and recommendations".

## **CHAPTER ONE: RESEARCH METHODOLOGY**

**First: The research problem:** - The challenges facing organizations today are caused by economic fluctuations and global changes. To overcome these challenges, organizational excellence has become one of the primary goals organizations strive to achieve to ensure their continuity and success. However, many organizations face difficulties and challenges in accurately and efficiently implementing their strategic plans, which hinders the achievement of this excellence. This is often due to the inability to effectively implement strategic leadership, leading to poor overall performance and difficulty. Achieving the desired goals.

Strategic leadership, when practiced correctly and effectively, is a critical factor in improving organizational performance and promoting excellence. Therefore, the important question arises regarding the extent to which strategic leadership impacts organizational excellence, and whether its effective application can help overcome these difficulties and challenges and achieve the desired success.

This research aims to explore the role of strategic leadership in enhancing organizational excellence by surveying the opinions of employees in the organization and identifying the main factors that hinder or support the achievement of these goals. Given the scarcity of studies that addressed the role of strategic leadership on organizational excellence in previous studies, especially in the environment of a service organization represented by the Diyala Municipalities Directorate, we found it appropriate to study the relationship between them to reach a solution to a problem that crystallized with a question whose content is ( Is there The impact of strategic leadership in achieving organizational excellence In Diyala Municipalities Directorate. (

From this main question, several general and specific sub-questions arise, as follows:

1. the Diyala Municipalities Directorate derive its ability to implement its strategy from its possession of dimensions expressing strategic leadership?
2. What are the conceptual foundations of the research variables? "Strategic Leadership and Organizational Excellence" in Diyala Municipalities Directorate?
3. How effective are the indicators of organizational excellence? Diyala Municipalities Directorate?
4. To what extent is the organization under study aware of the research variables " strategic leadership and organizational excellence?"
5. Is strategic leadership related to organizational excellence? Diyala Municipalities Directorate?
6. Does it affect? Strategic leadership in achieving organizational excellence in Diyala Municipalities Directorate?

**Second :** The importance of the research : Scientifically, it stands out. importance this Search from during Contributions Scientific in Fields cognitive Modern . It is Highlights light on concept Leadership Strategy and superiority organizational, And clarification impact Leadership Strategy in investigation superiority organizational in Directorate Municipalities Diyala . Facing This is amazing The organization Challenges and circumstances Calls for Strengthening Its efficiency from Okay investigation Excellence . Therefore, It is considered this Search addition Scientific a task in



area Research, so Contribute in more knowledge And understand better For the relationship between Leadership Strategy and superiority organizational in Context Organizations Governmental .

On the ground, springs importance Search from importance sector Service Represented by Directorate Municipalities Diyala , so It is considered sector Service from Highlights Sectors in the society, when Presented by from benefit For all individuals the society Don exception .

**Third :** Research objectives: In this research, the researcher attempts to achieve the following objectives: Definition In concept Leadership Strategy in Directorate The researched And made it from Her priorities Procedural And administrative .

Detecting the level of leadership availability Strategy In the organization Researched to help us achieve excellence Organizational .

Verifying the relationship between leadership Strategy And excellence Organizational characteristics of the sample members in the organization under study.

Verification from The extent of moral influence between Leadership Strategy And excellence organizational in The organization The researched.

**Fourth :** Hypothetical research plan : Figure (1) reflects the default search scheme.

Figure (1) Hypothetical research plan

Source : Prepared by the researcher

**Sixth :** Research hypotheses: The first main hypothesis: There is no significant correlation between leadership Strategy With its dimensions and superiority organizational With its dimensions in the organization under study . The following sub-hypothesis emerges from it:

There is no significant relationship between the dimensions of leadership. Strategy Single and superior Organizational .

Second main hypothesis: There is no significant effect of leadership. Strategy In its dimensions of excellence Organizational dimensions in the organization under study. The following sub-hypothesis emerges from it:

There is no significant effect between dimensions. Leadership Strategy Single and superior Organizational.

**Sixth:** Research limits: The research limits include the following:

Time limits: The search limits extended in time to the period from 10/12/2024 Until 6/25/2025.

Spatial boundaries: The field aspect of the study was applied in the Diyala Municipalities Directorate.

Objective boundaries: This research included two variables: strategic leadership and organizational excellence, represented by the dimensions expressing them.

Human borders: Targeting workers in the Diyala Municipalities Directorate

## Section Two: The Theoretical Aspect

### Axis One - Strategic Leadership

First: The concept of strategic leadership : Hassan (2019:41) defined strategic leadership as the actions that define long-term directions and strategic vision, contribute to communicating this vision to relevant stakeholders and the ability to achieve it, while inspiring others to move in the right direction. Meanwhile, Row (2001:83) sees strategic leadership as the leader's ability to influence others to enhance the continuity of long-term decision-making, achieve continuous compliance to maintain financial stability at both the individual and collective levels, and influence methods that enhance competitive advantage.

As for (Bin Shuwaiba (Tawahir , 2019:13) defined strategic leadership as the process by which an organization's strategic vision is determined and an effective organizational culture is built that helps develop all individuals within it. It also reflects the ability to achieve consensus and alliance at all business levels, by ensuring flexibility of workflow and empowering others to effect strategic change.

Hitt et al (2001: 489 ) pointed out that strategic leadership is the process of transforming the organization from its current situation to the situation that the leader seeks to achieve.

### Second: The importance of strategic leadership:

Strategic leadership provides a framework of information and policies that guide the administrative process within organizations, creating a work environment with clear goals and objectives, helping to achieve the following: (Al-Zahrani, 2020: 7)

Building and defining the organization's vision and mission, and developing strategies that contribute to achieving success by enhancing its capabilities.

Identify the activities and skills necessary to interact with individuals inside and outside the organization.



Promote a culture of learning and development, and raise strategic awareness to ensure the organization's success. Identifying vital resources, developing skills and capabilities, and enhancing resilience in the face of ongoing changes, especially in light of rapid technological developments.

Implementing plans and strategies according to specific and clear standards, and achieving comprehensive quality requirements within organizations.

Addressing work problems by developing effective solutions, discussing different opinions and suggestions, and resolving disputes to ensure a stable and productive work environment.

Third: Dimensions of strategic leadership: Research by Hitt & Ireland, 2001: 43-57 ), (Hitt. MA, 2007: 384) , (Jalab, 2016: 505), (Al-Mashhadani, 2019: 36) confirmed that: (Shahadah, 2023:79) on defining the dimensions of strategic leadership , and these dimensions include (formulating the strategic vision, Developing human capital, exploring core competencies, improving organizational culture, establishing ethical behaviors, Establishing a control system). Based on the viewpoints of researchers and previous cognitive contributions in the field of organizational excellence, we will rely on the study (Shahadah, 2023:79), and adopt its dimensions, which will be addressed as follows:

1. Formulating the strategic vision: One of the primary tasks of a strategic leader is to determine the organization's strategic direction, which is defined as a set of general strategies that guide the organization in formulating its current mission, "Who are we?", and defining its future vision, "What will we be?" Developing these strategies requires a deep understanding, intelligence, and alignment with the organization's philosophy and values, in addition to using benchmarks to guide its path ( Ginter , et al., 1998:174) , (Shahadah, 2023:79 )
2. development head the money Human : He depends success any organized In a way big on capacity Leading it in to improve And development head the money Human, that It is considered today from The most valuable Resources, Given For not possibility Import it or Manufacture it . As well. Phipps & Burbach ( 2010: 11 ) pointed out that: that development head the money Human It is considered from Variables Mission in Leadership strategy, No maybe For any organized, whether She was Profitability or not Profitability, that succeed in Its activities Don attract employees Gifted who They own knowledge and skills and positions occasion, And keep With them . And knows head the money Human That he is group individuals who They own Skills And knowledge and capabilities that Contribute in Strengthening value Economic For organizations Business ( Hitt et al., 2001:233 .(
3. Core capabilities : Core capabilities are a pivotal concept in the field of strategic management. They represent the set of unique skills, capabilities, and knowledge possessed by an organization, enabling it to achieve a sustainable competitive advantage. The importance of these capabilities lies in their ability to transform available resources into effective capabilities that distinguish the organization from its competitors (Mathura, 2009: 29) . Dynamic and volatile environments require organizations to develop unique resources that contribute to building a competitive advantage. These resources, when transformed into advanced skills and capabilities, are known as core capabilities, which are the foundation for developing new strategies. Organizations must invest in and develop these capabilities over time, enabling them to offer innovative products or services, enter new markets, and compete effectively (Al-Taie and Abu Raden, 2018: 147. )
4. Improving culture Organizational: Organizational culture is a fundamental element in addressing the internal and external problems that constantly confront work teams. It represents the spirit of the organization. These problems motivate new members to understand them, reflect on them, and seek solutions. As culture evolves over time, it acquires deeper meanings, and these solutions transform into ideas and assumptions about the nature of reality, human nature, activities, and human relationships (Aziz, 2020:34). Maintaining the existing organizational culture is less challenging than changing or restructuring it. Effective strategic leaders recognize the importance of maintaining this culture, as it contributes to guiding employee behavior and strengthening their organizational identity. Organizational culture provides a framework for acceptable behaviors, promotes social stability within the organization, and contributes to achieving its strategic objectives. To ensure the continuity of this culture, leadership must communicate effectively with employees, solve problems in a spirit consistent with organizational values, and select individuals who align with these values. Performance evaluation and the provision of appropriate rewards for desired behaviors also enhance the consolidation of organizational culture. Evidence indicates that the support of the CEO, the senior management team, and middle managers for organizational culture enhances the success and stability of the organization ( Hitt , et al., 2007: 390. )
5. anchoring behaviors Ethics : ( Saeedi, 2018:7) indicates that: concept anchoring behaviors Ethics It is practical establishment And strengthening Standards And values Ethical inside The organization, With the aim of directing Actions And actions individuals including Compatible with Principles Ethics Agreed On it , it requires this Anchoring Commitment strong from Leadership Supreme, And development Policies and procedures Support behavior Moral,



In addition to presentation Programs Training To increase awareness And strengthening Commitment With values Ethical . As well. Includes construction Mechanisms For accountability and transparency To ensure application This is amazing behaviors in all Aspects the job Organizational . ( Jalab) pointed out . And Al-Faihan, 2006:166) to it It is Principles Basic that organize practical Interaction between individuals staff And the organization, In addition to Principles that Control Interaction between The organization and the authorities Foreign Affairs same The connection.

6. Establishing a control system: It is the process of establishing a control system within the organization that achieves a balance between control and operational flexibility. It is the distribution of control tasks among the concerned parties in a way that ensures the protection of assets and compliance with legislation without compromising the effectiveness of performance and innovation. Its tasks include ensuring compliance, achieving balance, monitoring performance, early detection of risks, and enhancing transparency ( Al-Faqeed , 2020: 88). It was defined by ( Jilali (et al. , 2023:45) It is an activity that aims to ensure that the performance of activities is carried out in accordance with the procedures, laws and specific activities that regulate the work of the general administrative worker, while monitoring implementation to ensure that it is proceeding towards achieving the main specified objectives. This means that oversight is concerned with implementing procedures and ensuring the achievement of the desired results simultaneously.

#### **Axis II: Organizational Excellence**

First: The concept of organizational excellence : - Al-Salmi (2001:12) and Forrest (2008:3) indicated that organizational excellence is a comprehensive, holistic, and indivisible concept. An organization cannot be considered superior in one area and failing in another. Excellence includes two complementary dimensions of modern management, embodied in the pursuit of excellence at all levels and the necessity of excellence in all actions and decisions. Shadid ( 2012:30) and Pinar & Girard (2008:31) view organizational excellence as a purposeful activity that seeks to promote and disseminate change with the aim of improving organizational effectiveness. It is achieved by capitalizing on critical opportunities through sound strategic planning, clarity of vision and resources, and efficient performance. Al-Sayed (2004:107) indicated that organizational excellence is an intellectual approach and administrative style aimed at achieving tangible results that meet the needs of all parties dealing with the organization. ( Esdklid & Anders, 1999:10) also see organizational excellence as the ultimate outcome that leads to stakeholder satisfaction, which ensures the organization's long-term success.

Second: Importance Organizational excellence : - Researchers such as Hamdallah (2018: 202), Nader and Jassim (2019: 231), and Hassan (2020: 19) point to the importance of organizational excellence through several key themes that highlight its role in enhancing organizational performance and achieving sustainability. These themes can be summarized as follows:

1. Organizational excellence contributes to improving an organization's overall performance by identifying and capitalizing on strengths, and diagnosing and effectively addressing weaknesses. It also focuses on enhancing operational efficiency to ensure continued outstanding performance.
2. Emphasizes the importance of human capital as a pivotal element in organizational development, as employees are the primary resource that can be invested in achieving institutional excellence.
3. Organizational excellence allows an organization to have clear mechanisms for measuring progress and improvement, which contributes to evaluating performance and achieving strategic goals.
4. It facilitates benchmarking with other organizations in the same sector, enhancing opportunities for continuous learning.

They confirmed that excellence Organizational features With his focus on Results concrete, with to support development sustainable For the organization And achieve Objectives Far away Range . As well . Enhances role Organizations in investigation Responsibility social, where exceeds Frames traditional For organization To include Understanding deep For expectations Owners interests, Which Guarantee building Relationships sustainable with the environment Surrounding . And supports. superiority organizational also to improve Resources humanity from during development skills staff And strengthening cooperation And work collective, Which He encourages on the job In spirit team To achieve Goals Shared . And in what Related By management, Then superiority organizational He appears importance Excellence Leadership and management from during the focus on investigation Objectives And the results, And strengthening thinking Strategic To improve performance Organizational . As well. Contributes in create value Added For the organization Make it It is characterized by between Many from competitors , Which Enhances from Her position Competitiveness.



**Third:** Dimensions of organizational excellence : The current research relied on the dimensions of the study (Khader, 2023: 18) To suit the environment of the organization under study, the following explains these dimensions :

1. Leadership Excellence: Ahmed (2018: 318) stated that superior leadership is a vital factor in achieving excellence and creativity within organizations, as it has a direct impact on developing individuals' capabilities and encouraging them to strive for excellence. This leadership is embodied in its ability to embrace innovative thinking that goes beyond traditional frameworks. It relies on an "open door" strategy that promotes the exchange of information, knowledge, and innovative ideas between leaders and employees. This approach supports creative solutions to organizational problems and fosters direct and effective communication, creating a stimulating work environment conducive to innovation and excellence. Superior leadership is characterized by its ability to positively influence employees through motivation and guidance, ensuring the highest levels of efficiency in performing tasks and active participation in achieving shared goals. Furthermore, superior leadership seeks to enhance cooperation and teamwork, focusing on developing employee skills and increasing their ability to adapt to organizational changes. Al-Buhaisi (2014: 33) adds that distinguished leaders possess exceptional leadership skills that enable them to build strong and effective working relationships, as well as encourage positive competition among individuals with the aim of generating new and innovative ideas. These leaders adopt a number of methods and activities that enhance organizational excellence, such as adopting a democratic leadership style that encourages participation in decision-making, and relying on a decentralized system that facilitates the flow of information between management and employees and reduces bureaucratic barriers that hinder work. In addition to reducing organizational complexities, this approach gives leaders greater flexibility in diagnosing errors and weaknesses, enabling them to address shortcomings quickly and effectively. These methods also foster a dynamic work environment that drives continuous innovation and development, which positively impacts the achievement of organizational excellence.
2. Service Excellence: ( Mohamed et al., 2018: 6200 ) indicate that service excellence represents a pivotal process aimed at providing superior services carefully designed to meet customer requirements and needs. This is the primary goal that most leading organizations strive to achieve. Achieving this excellence depends on a number of important elements, including designing and flowing the service in an effective manner, taking into account the characteristics of good service such as flexibility, specialization, and the ability to adapt to rapid changes in market requirements. Focusing on service quality is one of the basic pillars for forming positive customer impressions, as high-quality services contribute to enhancing customer satisfaction, building trust, and creating a service experience that exceeds their expectations. The process of providing and delivering superior services does not stop at meeting customer needs, but extends to enhancing their perceptions of service excellence, which motivates them to form a strong connection with the organization as their first choice. This leads to building a positive corporate reputation that distinguishes the organization from its competitors. (Hijazi, 2016: 46) defined service excellence as the ability to provide added value that exceeds customer expectations, which makes The organization's ability to maintain the loyalty of existing customers and attract new ones, thus becoming their preferred choice. This definition highlights the importance of organizations adopting strategies that focus on innovation and continuous development of services to ensure comprehensive excellence and sustainable success.
3. Knowledge Superiority: Aldhaafri et al. (2016:48) indicated that knowledge superiority is one of the most important strategic elements that enable an organization to achieve a sustainable competitive advantage. Knowledge superiority is defined as an organization's ability to create a comprehensive and integrated system aimed at collecting, organizing, preserving, and retrieving knowledge in an effective manner. It also focuses on enabling employees to easily access this knowledge and use it effectively to improve performance and achieve sustainable superiority in the long term. This type of superiority directly contributes to strengthening the organization's position in the market, enabling it to outperform competitors operating in the same field, while ensuring its continued success and adapting to the ongoing changes in the business environment. Balhamer (2016:28) also discussed methods that help organizations build superiority using knowledge. He noted the importance of establishing an integrated system for collecting, classifying, preserving, and retrieving knowledge, allowing all employees in the organization to access this knowledge when needed. He emphasized the need to train employees on how to handle different types of knowledge, including methods for collecting, capturing, storing, and reproducing it effectively. He also highlighted the importance of empowering employees to properly use knowledge to support decision-making and solve organizational problems. He emphasized that achieving organizational excellence requires equipping the organization with the latest technologies and advanced software that keep pace with contemporary changes. He emphasized the importance of investing in modern devices and equipment to support operational processes and ensure sustainable excellence. (Al- Hroot & Hijazi , 2013: 7) believe that knowledge excellence is represented by



an organization's ability to possess unique knowledge characterized by distinctive characteristics that make it a strategic asset that is difficult to imitate or dispense with. The researchers explained that these characteristics include the experiences, skills, and capabilities possessed by individuals, whether tangible or intangible. These knowledge elements, thanks to their distinctiveness and difficulty in imitating them by competitors, constitute a major source of achieving competitive advantage and ensuring the organization's continuity and survival in a dynamic and complex business environment.

### **The third topic: the field aspect**

#### **This section includes the following:**

**First:** Description of the organization, the research community, and the justifications for choosing it : Choosing a research community is an important and fundamental matter to ensure the suitability of the environment to study the problem, test its hypotheses, and generalize its results in accordance with the ideas and opinions discussed in the theoretical aspect. Furthermore, determining the field in which the research is conducted is essential and crucial to achieving validity, reliability, and objectivity, as these are necessary conditions for the scale that pertains to the sample being researched in the applied field. After research and investigation, the Diyala Municipalities Directorate was chosen as the field of the current study. The service sector is considered one of the most important sectors in society as it is concerned with providing services that touch the lives of citizens.

Second: Description of the researched individuals: A sample of (171) employees in the researched organization was selected. Table (1) shows some characteristics of the research sample individuals as follows:

Table (1) Description of the researched individuals in Diyala Municipalities Directorate

<b>% percentage</b>	<b>repetition</b>	<b>Target group</b>	<b>Identification information</b>
<b>64.7</b>	<b>66</b>	<b>male</b>	<b>Sex</b>
<b>35.3</b>	<b>36</b>	<b>feminine</b>	
<b>100%</b>		<b>the total</b>	
<b>3.9</b>	<b>4</b>	<b>From 18 to 30 years old</b>	<b>the age</b>
<b>51.0</b>	<b>52</b>	<b>From 31 to 40 years old</b>	
<b>27.5</b>	<b>28</b>	<b>From 41 to 50 years old</b>	
<b>17.6</b>	<b>18</b>	<b>51 years and older</b>	
<b>100%</b>		<b>the total</b>	
<b>3.9</b>	<b>4</b>	<b>Preparatory</b>	<b>Academic qualification</b>
<b>20.6</b>	<b>21</b>	<b>diploma</b>	
<b>62.7</b>	<b>64</b>	<b>Bachelor's</b>	
<b>12.7</b>	<b>13</b>	<b>Postgraduate studies</b>	
<b>100%</b>		<b>the total</b>	
<b>2.0</b>	<b>2</b>	<b>5 years and under</b>	<b>Years of experience</b>
<b>11.8</b>	<b>12</b>	<b>From 6 to 10 years</b>	
<b>42.2</b>	<b>43</b>	<b>From 11 to 15 years</b>	
<b>22.5</b>	<b>23</b>	<b>From 16 to 20 years old</b>	
<b>10.8</b>	<b>11</b>	<b>From 21 to 25 years old</b>	
<b>10.8</b>	<b>11</b>	<b>26 years and older</b>	
<b>100%</b>		<b>the total</b>	
<b>51.0</b>	<b>52</b>	<b>employee</b>	<b>Job duties</b>
<b>38.2</b>	<b>39</b>	<b>Unit Officer</b>	



<b>8.8</b>	<b>9</b>	<b>Division Head</b>	
<b>1.0</b>	<b>1</b>	<b>Assistant Director</b>	
<b>1.0</b>	<b>1</b>	<b>boss</b>	
<b>100%</b>	<b>102</b>	<b>the total</b>	

Source: Prepared by the researcher based on the outputs of the statistical analysis.

1. Gender: From Table (1) above, we note that the research sample consisted of both genders, males and females. The number of males reached (66) males, with a percentage of (64.7%), and the number of females reached (36) females, with a percentage of (35.3%), out of a total of (102) individuals, with a total percentage of (100%).
2. Age: From Table (1) above, we note that the percentage of the age group (31-40) is higher than the rest of the percentages in the sample being studied, as it reached (51.0%), and this came as a result of not opening the door to appointments in previous years.
3. Educational attainment: From Table (1) above, we note that the percentage of bachelor's degree holders is superior to the other percentages in the organization under study; it reached (62.7%), which is the highest percentage, while the percentage of diploma holders reached (20.6%) of the individuals under study, while the percentage of holders of higher degrees reached (12.7%) of the individuals under study, and the percentage of holders of preparatory certificates came (3.9%) of the individuals under study.
4. Years of service: From Table (1) above, we note that the percentage of sample members who have (6-10 years) of job service is (11.8%), while those who have (11-15 years) of service were (42.2%), which is the highest percentage. When the percentage of individuals who have service (16-20 years) reached (22.5%), as for the functional service (21-25 years) it reached (10.8%). As for the job service of 26 years or more, its percentage reached (10.8%), which is the lowest percentage among the individuals surveyed.
5. Job duties: From Table (1) above, we note that the percentage of those holding the position of unit manager is superior to the rest of the other percentages in the organization under study; as it reached (39.2%), which is the highest percentage, while the percentage of those holding the position of division manager reached (8.8%) of the individuals under study, while those holding the position of assistant manager reached (1.0%) of the individuals under study, and the percentage of manager came to (1.0%) of the individuals under study.

**Third:** Testing research hypotheses

**First:** Testing the correlation between strategic leadership and organizational excellence.

Person correlation coefficients to examine the existence of a relationship between strategic leadership and organizational excellence n=102

Strength and direction of the relationship	test-Z Z-test	Significance level Sig. (2-tailed)	Simple correlation coefficient	Variables		hypothesis
				The approved	Independent	
<b>Strong centrifugal force</b>	7.63	<b>P &lt; (0.001)</b>	0.645**	Organizational Excellence	<b>Formulating the strategic vision</b>	1-1
<b>Strong centrifugal force</b>	10.38	<b>P &lt; (0.001)</b>	0.779**		<b>Human capital development</b>	1-2
<b>Average direct</b>	10.06	<b>P &lt; (0.001)</b>	0.766**		<b>Exploring core competencies</b>	1-3
<b>Strong centrifugal force</b>	9.59	<b>P &lt; (0.001)</b>	0.746**		<b>Improving organizational culture</b>	1-4



<b>Very strong centrifugal force</b>	11.24	<b>P &lt; (0.001)</b>	0.811**		<b>Establishing ethical behaviors</b>	1-5	
<b>Strong centrifugal force</b>	9.39	<b>P &lt; (0.001)</b>	0.737**		<b>Establishing a control system</b>	1-6	
<b>Very strong centrifugal force</b>	14.01	<b>P &lt; (0.001)</b>	0.887 **	<b>Organizational Excellence</b>	<b>Strategic leadership</b>	<b>First President</b>	
<b>Six moral hypotheses out of six hypotheses</b>				<b>number</b>	<b>Acceptable association hypotheses</b>		

The symbol \* means that the significant correlation coefficient value is at a significance level of (0.05), and the symbol \*\* means that the significant correlation coefficient value is at a significance level of (0.01)

Source: Results of statistical analysis using SPSS V.28.

Table (27) indicates the existence of a very strong and significant correlation, as the value of the Pearson correlation coefficient between strategic leadership and organizational excellence reached ( 0.887 ) at the significance level of Sig. (2-tailed) . (0.001) > P at a confidence level of more than 99%, and this is proven by the Z- test , whose calculated value reached (14.01), and this value is much greater than the tabular value of (1.96) at a significance level of (0.05), which expresses the minimum level of significance at which the hypothesis of existence is accepted in administrative studies, as shown in Figure (20), and this result is interpreted to mean that the higher the level of strategic leadership in Diyala Municipalities Directorate This was directly positively related to organizational excellence according to the opinion of the respondents of the research sample, and this means rejecting the first main hypothesis which stated that " there is no significant statistical correlation between strategic leadership and organizational excellence", and accepting the alternative hypothesis, i.e. there is a significant statistical correlation between strategic leadership and organizational excellence .

Pearson correlation coefficient value between strategic leadership and organizational excellence.

Source: Results of statistical analysis using the statistical program AMOS V.28.

Note: Correlation coefficient values are rounded to the nearest order in the figures for AMOS .

The following is a test and analysis of the sub-relationships between the dimensions of strategic leadership and organizational excellence within the framework of the sub-hypotheses.

#### 1. Analyzing the relationship between strategic vision formulation and organizational excellence.

In Table (27), we see that the value of the coefficient Pearson 's correlation between the dimension of strategic vision formulation and organizational excellence reached ( 0.645 ). As shown in Figure (21), This is a significant correlation. Positive and direct, moderately strong, at a significance level of Sig. (2-tailed) (0.001) > P with confidence limits of greater than 99 % . This is proven by the Z- test , whose calculated value was (7.63), which is greater than its tabular value, which was (1.96), at a significance level of (0.05). This result shows that the higher the level of strategic vision formulation in the organization under study, the more it is directly related to an average increase in the level of organizational excellence, according to the opinion of the sample respondents. This result does not support the first sub-hypothesis of the research arising from the first research hypothesis, and this means rejecting this hypothesis and accepting the alternative hypothesis, i.e. "There is a significant statistical correlation between the formulation of the strategic vision and organizational excellence."

Figure (21) shows the value of Pearson's correlation coefficient between the formulation of the strategic vision and organizational excellence.

Source: Results of statistical analysis using the statistical program AMOS V 28.

#### 2. Analyzing the relationship between human capital development and organizational excellence.



In Table (27), we see that the value of the coefficient Pearson 's correlation between human capital development dimension and organizational excellence reached ( 0.779 ). As shown in Figure (22), This is a significant correlation. Strong positive and direct correlation at the significance level of Sig. (2-tailed) (0.001) > P with confidence limits greater than 99 % . This is proven by the Z- test , whose calculated value was (10.38), which is greater than its tabular value, which was (1.96), at a significance level of (0.05). This result shows that the higher the level of human capital development in the organization under study, the more strongly it is linked to an increase in organizational excellence, according to the opinion of the sample respondents. This result does not support the second sub-hypothesis of the research, which stems from the first research hypothesis. This means rejecting this hypothesis and accepting the alternative hypothesis, i.e. "There is a significant statistical correlation between human capital development and organizational excellence."

Pearson correlation coefficient value between human capital development and organizational excellence.  
Source: Results of statistical analysis using the statistical program AMOS V 28.

**3. Analyzing the relationship between exploring core competencies and Organizational excellence.**

In Table (27), we see that the value of the coefficient Pearson 's correlation between the dimension of exploring core competencies and organizational excellence reached ( 0.766 ). As shown in Figure (23), This is a significant correlation. Strong positive and direct correlation at the significance level of Sig. (2-tailed) (0.001) > P with confidence limits greater than 99 % . This is proven by the Z- test , whose calculated value was (10.06), which is greater than its tabular value, which was (1.96), at a significance level of (0.05). This result shows that the higher the level of exploration of core capabilities in the organization under study, the more strongly it is linked to an increase in organizational superiority, according to the opinion of the sample respondents. This result does not support the third sub-hypothesis of the research, which stems from the first research hypothesis. This means rejecting this hypothesis and accepting the alternative hypothesis, i.e. "There is a significant statistical correlation between exploration of core capabilities and organizational superiority."

Pearson's correlation coefficient value between exploring core capabilities and organizational excellence  
Source: Results of statistical analysis using the statistical program AMOS V.28.

**4. Analyzing the relationship between improving organizational culture and Organizational excellence.**

In Table (27), we see that the value of the coefficient Pearson 's correlation between improving organizational culture and organizational excellence reached ( 0.746 ). As shown in Figure (24), This is a significant correlation. Strong positive and direct correlation at the significance level of Sig. (2-tailed) (0.001) > P with confidence limits greater than 99 % . This is proven by the Z- test , whose calculated value was (9.59), which is greater than its tabular value, which was (1.96), at a significance level of (0.05). This result shows that the higher the level of improvement of organizational culture in the organization under study, the more it is directly related to a strong level of increase in organizational excellence, according to the opinion of the sample respondents. This result does not support the fourth sub-hypothesis of the research, which stems from the first research hypothesis. This means rejecting this hypothesis and accepting the alternative hypothesis, i.e. "There is a significant statistical correlation between improving organizational culture and organizational excellence."

**Pearson correlation coefficient value between improving organizational culture and organizational excellence.**

**Source: Results of statistical analysis using the statistical program AMOS V.28.**

**5. Analyzing the relationship between establishing ethical behaviors and Organizational excellence.**

In Table (27), we see that the value of the coefficient Pearson 's correlation between establishing ethical behaviors and organizational excellence reached ( 0.811 ). As shown in Figure (25), This is a significant correlation. Very strong positive and direct correlation at the significance level of Sig. (2-tailed) (0.001) > P with confidence limits greater than 99 % . This is proven by the Z- test , whose calculated value was (11.24), which is greater than its tabular value, which was (1.96), at a significance level of (0.05). This result shows that the higher the level of establishing ethical behaviors in the organization under study, the more strongly it is linked to an increase in organizational



excellence, according to the opinion of the sample respondents. This result does not support the fifth sub-hypothesis of the research, which stems from the first research hypothesis. This means rejecting this hypothesis and accepting the alternative hypothesis, i.e. "There is a statistically significant moral correlation between establishing ethical behaviors and organizational excellence."

Figure (25) shows the value of Pearson's correlation coefficient between establishing ethical behaviors and organizational excellence.

Source: Results of statistical analysis using the statistical program AMOS V.28.

#### 6. Analyzing the relationship between establishing a control system and organizational excellence.

In Table (27), we see that the value of the coefficient Pearson's correlation between establishing a control system and organizational excellence reached ( 0.737 ). As shown in Figure (26), This is a significant correlation. Strong positive and direct correlation at the significance level of Sig. (2-tailed) (0.001) > P with confidence limits greater than 99 %. This is proven by the Z- test , whose calculated value was (9.39), which is greater than its tabular value, which was (1.96), at a significance level of (0.05). This result shows that the higher the level of establishing a control system in the organization under study, the more strongly it is linked to an increase in organizational superiority, according to the opinion of the sample respondents. This result does not support the sixth sub-hypothesis of the research, which stems from the first research hypothesis. This means rejecting this hypothesis and accepting the alternative hypothesis, i.e. "There is a significant statistical correlation between establishing a control system and organizational superiority."

Figure (26) shows the value of the Pearson correlation coefficient between establishing the control system and organizational excellence.

Source: Results of statistical analysis using the statistical program AMOS V.28.

#### Second: Testing the impact between research variables

This paragraph seeks to test and analyze the second research hypothesis, which is concerned with testing the influence between the studied variables: strategic leadership (the independent variable). Organizational excellence (the dependent variable) and its derivative hypotheses using simple linear regression analysis Simple Linear Regression which can be represented by the following equation:

$$Y = a + \beta (X_1)$$

Y : Dependent Variable

X : Independent Variable

a : Constant ( Intercept)

$\beta$  : Regression Coefficient To test the second research hypothesis, whether there is a significant impact of strategic leadership on organizational excellence in general or not, simple linear regression analysis was used . The results were as shown in Table (28) below.

Table (28): The impact of strategic leadership on organizational excellence.

Responding variable							Variables
The result	constant a	Significance Sig level	Ta	T $\beta$	Standard SE Error	regression coefficient $\beta$	Indicators
moral	41.7.	000.	2.934	19,256	.054	1.041	explanatory variable
	value-p	of determination R2	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
	000.	.788	370,781	35,598	1	35,598	decline
				.096	100	9.601	error
					101	45,199	the total
$= 2.626 T (0.05) = 1.984 T (0.01)$				$F(0.05) = 3.94$		$F(0.01) = 6.90$	



Source : Results of statistical analysis using the statistical program SPSS V 28.

Note : Impact factor values are rounded to the nearest order in the figures for AMOS.

Table (28) shows that the value of the F- test for the regression model as a whole, and the value of the F - test calculated for the model as a whole, reached (370.781), which is greater than its table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > P , which means that there is a significant effect of the strategic leadership regression model on organizational excellence at a confidence level greater than (99%) , and the value of the constant (  $\cdot =0.741$  ) which means that there is a presence of (strategic leadership) amounting to (0.741) in the Diyala Municipalities Directorate under study even if the organizational excellence equals zero, and the value of the coefficient reached  $\cdot$  For the regression, which represents the amount of slope of the regression line (1.041), which is interpreted as the amount of change in the value of the dependent variable when there is a change of one unit in the value of the independent variable, and this value is statistically significant because the value of ( T ) The calculated value for it is (19.256), which shows that it is greater than the table value at a significance level of ( 0.01 ), meaning that increasing the value of the strategic leadership variable by one unit will lead to a change of (1.041) in organizational excellence, and the value of the determination coefficient ( R<sup>2</sup> ) of ( 0.788 ) indicated that This means that ( 78.8% ) of the variance that occurs in organizational excellence is a variance that is explained by the strategic leadership that entered the model, and ( 21.2% ) is a variance explained by factors that did not enter the regression model of the current study, as shown in Figure (27), and this result does not support the second main research hypothesis, so this hypothesis is rejected, which stated "There is no significant statistically significant moral effect of strategic leadership on organizational excellence", and we accept the alternative hypothesis, which is " There is a significant statistically significant moral effect of strategic leadership on organizational excellence".

Figure (27) The extent of the impact of the strategic leadership variable on organizational excellence

Source: Results of statistical analysis using the statistical program AMOS V.28.

The following is a test of the effects of the dimensions of strategic leadership, each separately, on organizational excellence at the level of sub-hypotheses .

#### 1-Analysis of the impact of strategic vision formulation on organizational excellence.

To test and analyze the first sub-hypothesis branching from the second main hypothesis, Table (29) shows the value of the F- test. Test for the model as a whole. The calculated F - test value for the model as a whole reached (71.068), which shows that it is greater than the table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > P , which means that there is a significant effect of the strategic vision formulation regression model on organizational excellence at a confidence level greater than (99%), and the value of the constant (  $\cdot =1.017$  ) which means that there is a presence of (strategic vision formulation) amounting to (1.017) in the Diyala Municipalities Directorate under study even if the organizational excellence is equal to zero, and the value of the coefficient reached  $\cdot$  (0.738), and this value is statistically significant because the value of ( T ) The calculated value for it is (8.430), which shows that it is greater than the tabular value at a significance level of ( 0.01 ), meaning that increasing the value of the strategic vision formulation variable by one unit will lead to a change of (0.738) in organizational excellence, and the value of the determination coefficient ( R<sup>2</sup> ) of ( 0.415 ) indicated that This means that ( 41.5 % ) of the variance that occurs in organizational excellence is a variance that is explained by the formulation of the strategic vision that entered the model, and ( 58.5% ) is a variance explained by factors that did not enter the regression model of this study, as shown in Figure (28), and this result does not support the first sub-hypothesis of the research, so this hypothesis is rejected, which stated "there is no significant statistical effect of the formulation of the strategic vision on organizational excellence", and we accept the alternative hypothesis, i.e. there is a significant statistical effect of the formulation of the strategic vision on organizational excellence.

Table (29): The impact of formulating a strategic vision on organizational excellence.

<b>Responding variable</b>							<b>Variables</b>
<b>The result</b>	<b>constant <math>\alpha</math></b>	<b>Significance Sig level</b>	<b>T<sub>a</sub></b>	<b>T<math>\beta</math></b>	<b>Standard SE Error</b>	<b>regression coefficient <math>\beta</math></b>	<b>Indicators</b>
<b>E<sub>a</sub></b>	<b>1.017</b>	<b>000.</b>	<b>2.821</b>	<b>8,430</b>	<b>.088</b>	<b>.738</b>	<b>explanatory variable</b>



	value-p	of determination R2	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
000.	.415	71,068	$18,777$ $.264$ $101$ $F(0.05) = 3.94$	$18,777$	1	$18,777$	decline
				$.264$	100	$26,422$	error
				$101$		$45,199$	the total
							$F(0.01) = 6.90$
$= 2.626 T (0.05) = 1.984 T (0.01)$							

**Source:** Results of statistical analysis using SPSS V 28 statistical program.

Figure (28) The extent of the impact of formulating a strategic vision on organizational excellence

**Source:** Results of statistical analysis using the statistical program AMOS V 28.

Analysis of the impact of human capital development on organizational excellence.

To test and analyze the second sub-hypothesis branching off from the second main hypothesis, Table (30) shows the value of the F- test. Test for the model as a whole. The calculated F - test value for the model as a whole reached (153.953), which shows that it is greater than the table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > P , which means that there is a significant effect of the regression model of human capital development on organizational excellence at a confidence level greater than (99%), and the value of the constant ( · =1.303 ) which means that there is a presence of (human capital development) amounting to (1.303) in the Diyala Municipalities Directorate under study even if the organizational excellence is equal to zero, and the value of the coefficient reached · (0.693), and this value is statistically significant because the value of ( T ) The calculated value for it is (12.408), which shows that it is greater than the table value at a significance level of ( 0.01 ), meaning that increasing the value of the human capital development variable by one unit will lead to a change of (0.693) in organizational excellence, and the value of the determination coefficient ( R2 ) of ( 0.606 ) indicated that This means that ( 60.6 % ) of the variance that occurs in organizational excellence is a variance that is explained by the development of human capital that entered the model, and ( 39.4% ) is a variance explained by factors that did not enter the regression model of this study, as shown in Figure (29), and this result does not support the second sub-hypothesis of the research, so this hypothesis is rejected, which stated "there is no significant statistical effect of human capital development on organizational excellence", and we accept the alternative hypothesis, i.e. there is a significant statistical effect of human capital development on organizational excellence.

Table (31): The impact of human capital development on organizational excellence.

Responding variable							Variable
The result	constant a	Significance Sig level	Ta	Tβ	Standard SE Error	regression coefficient β	Indicators
moral	1.303	000.	5.832	12,408	.056	.693	explanatory variable
	value-p	of determination R2	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
	000.	.606	153,953	27,401	1	27,401	decline
				.178	100	17,798	error
				101		45,199	the total
$= 2.626 T (0.05) = 1.984 T (0.01)$				$F(0.05) = 3.94$		$F(0.01) = 6.90$	

**Source:** Results of statistical analysis using the statistical program SPSS v. 28.

Figure (29) The extent of the impact of human capital development on organizational excellence.



Source: Results of statistical analysis using the statistical program AMOS V 28.

#### 4. Impact analysis after exploring the core competencies in organizational excellence.

To test and analyze the third sub-hypothesis branching off from the second main hypothesis, Table (31) shows the value of the F- test. The test value of the F - test calculated for the model as a whole reached (142.135), which shows that it is greater than the table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > P , which means that there is a significant effect of the regression model of exploring the core capabilities in organizational excellence at a confidence level greater than (99%), and the value of the constant (  $\cdot = 1.457$  ) which means that there is a presence of (exploring the core capabilities) amounting to (1.457) in the Diyala Municipalities Directorate under study even if the organizational excellence is equal to zero, and the value of the coefficient reached  $\cdot (0.666)$ , and this value is statistically significant because the value of ( T ) The calculated value for it is (11.922), which shows that it is greater than the table value at a significance level of ( 0.01 ), meaning that increasing the value of the variable of exploring the core capabilities by one unit will lead to a change of (0.666) in organizational excellence, and the value of the coefficient of determination ( R<sup>2</sup> ) amounting to ( 0.587 ) indicated that This means that ( 58.7 % ) of the variance that occurs in organizational excellence is a variance that is explained by exploring the core capabilities that entered the model, and ( 41.3% ) is a variance explained by factors that did not enter the regression model of this study, as shown in Figure (30), and this result does not support the third sub-hypothesis of the research, so this hypothesis is rejected, which stated "There is no significant statistical effect of exploring the core capabilities in organizational excellence", and we accept the alternative hypothesis, which is " There is a significant statistical effect of exploring the core capabilities in organizational excellence".

Table (31): The impact of exploring core capabilities on organizational excellence.

Responding variable							Variables
The factors	a constant	Significance Sig level	T <sub>a</sub>	T <sub>B</sub>	Standard SE Error	regression coefficient $\beta$	Indicators
moral	1.457	000.	6.637	11,922	.056	.666	explanatory variable
	value-p	of determination R <sup>2</sup>	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
	000.	.587	142,135	26,532	1	26,532	decline
				.187	100	18,667	error
					101	45,199	the total
$= 2.626 T (0.05) = 1.984 T (0.01)$				$F(0.05) = 3.94$		$F(0.01) = 6.90$	

.statistical program 28SPSS V Source: Results of statistical analysis using

Figure (30) The extent of the impact of exploring core capabilities on organizational excellence

Source: Results of statistical analysis using the statistical program AMOS V 28.

#### 5. Analysis of the impact of improving organizational culture on organizational excellence.

To test and analyze the fourth sub-hypothesis branching off from the second main hypothesis, Table (32) shows the value of the F- test. Test for the model as a whole. The value of the test – F calculated for the model as a whole reached (125.522), which shows that it is greater than the table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > P , which means that there is a significant effect of the regression model of improving organizational culture on organizational excellence at a confidence level greater than (99%), and the value of the constant (  $\cdot = 0.939$  ) which means that there is a presence of (improving organizational culture) amounting to (0.939) in the Diyala Municipalities Directorate under study even if organizational excellence equals zero, and the value of the coefficient reached  $\cdot (0.768)$ , and this value is statistically significant because the value of ( T ) The calculated value for it is (11.204), which shows that it is greater than the tabular value at a significance level of ( 0.01 ), meaning that increasing the value of the organizational culture improvement variable by one unit will lead to a change of (0.768) in



organizational excellence, and the value of the determination coefficient (  $R^2$  ) amounting to ( 0.557 ) indicated that This means that ( 55.7 % ) of the variance that occurs in organizational excellence is a variance that is explained by improving the organizational culture that entered the model, and ( 44.3% ) is a variance explained by factors that did not enter the regression model of this study, as shown in Figure (31), and this result does not support the fourth sub-hypothesis of the research, so this hypothesis is rejected, which stated "There is no significant statistical effect of improving the organizational culture on organizational excellence", and we accept the alternative hypothesis, which is " There is a significant statistical effect of improving the organizational culture on organizational excellence".

Table (32): The impact of improving organizational culture on organizational excellence.

Responding variable							Variables
The result	constant $a$	Significance Sig level	T $\alpha$	T $\beta$	Standard SE Error	regression coefficient $\beta$	Indicators
moral	.939	000.	3,367	11,204	.056	.768	explanatory variable
	value-p	of determination $R^2$	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
	000.	.557	125,522	25,157	1	25,157	decline
				.200	100	20,042	error
					101	45,199	the total
$= 2.626 T (0.05) = 1.984 T (0.01)$				$F(0.05) = 3.94$		$F(0.01) = 6.90$	

Source: Results of statistical analysis using the statistical program SPSS v. 28.

Figure (31) The extent of the impact of improving organizational culture on organizational excellence.  
 Source: Results of statistical analysis using the statistical program AMOS V 28.

###### 6. Analyzing the impact of establishing ethical behaviors on organizational excellence.

To test and analyze the fifth sub-hypothesis branching off from the second main hypothesis, Table (33) shows the value of the F- test. Test for the model as a whole. The calculated F - test value for the model as a whole reached (192.035), which shows that it is greater than the table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > p , which means that there is a significant effect of the regression model of establishing ethical behaviors on organizational excellence at a confidence level greater than (99%), and the value of the constant (  $a$  = 0.755 ) which means that there is a presence of (establishing ethical behaviors) amounting to (0.755) in the Diyala Municipalities Directorate under study even if the organizational excellence is equal to zero, and the value of the coefficient reached  $\beta$  ( 0.796), and this value is statistically significant because the value of ( T ) The calculated value for it is (13.858), which shows that it is greater than the table value at a significance level of ( 0.01 ), meaning that increasing the value of the variable of establishing ethical behaviors by one unit will lead to a change of (0.796) in organizational excellence, and the value of the coefficient of determination (  $R^2$  ) amounting to ( 0.658 ) indicated that This means that ( 34.2 % ) of the variance that occurs in organizational excellence is a variance that is explained by establishing ethical behaviors that entered the model, and ( 44.3% ) is a variance explained by factors that did not enter the regression model of this study, as shown in Figure (32), and this result does not support the fifth sub-hypothesis of the research, so this hypothesis is rejected, which stated "there is no significant statistical effect of establishing ethical behaviors on organizational excellence", and we accept the alternative hypothesis, i.e. there is a significant statistical effect of establishing ethical behaviors on organizational excellence.

Table (33): The impact of establishing ethical behaviors on organizational excellence.

Responding variable							Variables
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The result	constant a	Significance Sig level	T <sub>a</sub>	T <sub>B</sub>	Standard SE Error	regression coefficient β	Indicators
moral	.755	000.	3.156	13,858	.056	.796	explanatory variable
	value-p	of determination R <sup>2</sup>	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
	000.	.658	192,035	29,722	1	29,722	decline
				.155	100	15,477	error
					101	45,199	the total
$= 2.626 T (0.05) = 1.984 T (0.01)$				$F(0.05) = 3.94$		$F(0.01) = 6.90$	

Source: Results of statistical analysis using SPSS V 28 statistical program.

Figure (32) The extent of the impact of establishing ethical behaviors on organizational excellence.

Source: Results of statistical analysis using the statistical program AMOS V 28.

###### 7. Analysis of the impact of establishing a control system on organizational excellence.

To test and analyze the sixth sub-hypothesis branching off from the second main hypothesis, Table (34) shows the value of the F- test. The test value of the F - test calculated for the model as a whole reached (119.149), which shows that it is greater than the table value at a significance level of ( 0.01 ), and at a significance level of Sig. (2-tailed). (0.001) > P , which means that there is a significant effect of the regression model of establishing a control system on organizational excellence at a confidence level greater than (99%), and the value of the constant ( · =0.756 ) which means that there is a presence of (establishing a control system) amounting to (0.756) in the Diyala Municipalities Directorate under study even if the organizational excellence is equal to zero, and the value of the coefficient reached · ( 0.814 ), and this value is statistically significant because the value of ( T ) The calculated value for it is (10.916), which shows that it is greater than the table value at a significance level of ( 0.01 ), meaning that increasing the value of the variable of establishing the control system by one unit will lead to a change of (0.814) in organizational excellence, and the value of the coefficient of determination ( R<sup>2</sup> ) of ( 0.544 ) indicated that This means that ( 45.6 % ) of the variance that occurs in organizational excellence is a variance that is explained by the establishment of the control system that entered the model, and ( 44.3% ) is a variance explained by factors that did not enter the regression model of this study, as shown in Figure (33), and this result does not support the sixth sub-hypothesis of the research, so this hypothesis is rejected, which stated "there is no significant statistically significant moral effect of establishing the control system on organizational excellence", and we accept the alternative hypothesis, i.e. there is a significant statistically significant moral effect of establishing the control system on organizational excellence.

Table (34): The impact of establishing a control system on organizational excellence.

The result	Responding variable					Variables	
	a constant	Significance Sig level	T <sub>a</sub>	T <sub>B</sub>	Standard SE Error	regression coefficient β	Indicators
moral	.756	000.	2.498	10,916	.056	.814	explanatory variable
	value-p	of determination R <sup>2</sup>	value-F The calculated	Mean square (MS)	degree Freedom DF	Sum of squares SS	Source of variance
	000.	.544	119,149	24,574	1	24,574	decline
				.206	100	20,625	error
					101	45,199	the total
$= 2.626 T (0.05) = 1.984 T (0.01)$				$F(0.05) = 3.94$		$F(0.01) = 6.90$	

.statistical program 28SPSS V Source: Results of statistical analysis using



Figure (33) The extent of establishing the ethical control system in organizational excellence.

Source: Results of statistical analysis using the statistical program AMOS V.28.

## **CONCLUSIONS**

1. The results of the statistical analysis showed the availability of the level of strategic leadership dimensions (formulating the strategic vision, Developing human capital, exploring core competencies, improving organizational culture, establishing ethical behaviors, Establishing a control system), and dimensions of organizational excellence (leadership excellence, service excellence, cognitive excellence) in varying proportions, and this was consistent with the results of the statistical analysis, which confirms to us that the organization under study gives great importance to transforming employees directed by senior management into superior employees through strategic leadership.
2. The most important dimension of strategic leadership is the dimension of "establishing ethical behaviors," which received the highest response rate in the opinion poll.
3. The most important dimension of organizational excellence is the dimension of "service excellence," which received the highest response rate in the opinion poll.
4. There is a statistically significant correlation of (0.887) between strategic leadership and organizational excellence. This indicates that the higher the level of strategic leadership in the Diyala Municipalities Directorate, the more positively it is directly related to organizational excellence.
5. There is a significant effect of (0.741) for strategic leadership in its dimensions on organizational excellence in its dimensions in the organization under study. This indicates that increasing the value of the strategic leadership variable by one unit will lead to a change of (1.041) in organizational excellence.

## **RECOMMENDATIONS.**

1. The study recommends that the Ministry of Construction, Housing, and Public Municipalities support and enhance strategic leadership practices in municipal directorates by establishing regulatory and legislative frameworks that enable local leaders to exercise their strategic roles efficiently and flexibly, which will positively impact the quality of public services.
2. The study recommends that the relevant senior authorities in the local administration sector in Diyala Governorate adopt training and development programs for administrative leaders, focusing on the concepts of transformational leadership, change management, and strategic planning, to enhance the efficiency of leadership performance at the field level.
3. The study recommends developing supportive policies to foster a culture of institutional excellence across all municipal directorates, by adopting clear performance indicators and encouraging positive competition between directorates based on quality and effectiveness standards in service delivery.
4. The study recommends allocating sufficient financial and human resources to enable directorates to implement organizational improvement and development initiatives, particularly those linked to the results of scientific studies based on analyzing the real-world work environment and providing workable solutions.
5. Establish partnerships and cooperation with other successful organizations in the field of organizational excellence, to benefit from their expertise and experiences in this field.

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