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The Mediating Role of Organizational Dexterity in the Influence Relationship of Strategic Leadership on Organizational Success: A Descriptive and Analytical Study of the People's Officials in the Oil Marketing Company (SOMO)

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ABSTRACT

The research aims to test the mediating role of organizational dexterity , with its dimensions represented by (exploitative creativity, exploratory creativity), the relationship and influence of strategic leadership and its dimensions represented by (strategic direction, human capital development, ethical practices, and control organizational), in organizational success represented by its dimensions (efficiency, Effectiveness), as a dependent variable, and by adopting the descriptive analytical approach of the officials of the people of the Oil Marketing Company (SOMO), the number of (68) division officials, who represent the research sample the researcher adopted the questionnaire as a main tool in data collection, Which were distributed to the sample members, and (66) valid and approved forms of statistical analysis were retrieved from them, The SPSS program was used for the purpose of statistical analysis, a number of appropriate statistical methods have been used, For the purpose of testing the hypotheses of the relationship and influence between the research variables.

The conclusions, according to the findings of the statistical results, were the existence of a correlation relationship and a significant statistical effect of the independent variable (strategic leadership) with its deportation in the dependent variable (organizational success) and the mediating variable (organizational dexterity) in the organization in question, the statistical results showed that the organization possesses strategic leaders who have the ability to direct the organization strategically, to face challenges, change and development in the internal and external environment, and develop employees according to the needs and requirements of the organization to meet those challenges and change, the statistical results showed that the organization takes advantage of the resources and opportunities available to the organization and explores new programs and ways to deliver performance, and that the organization, according to this environment is characterized by efficiency and effectiveness.

Keywords: *Strategic Leadership, Organizational Success, Organizational Dexterity.*

INTRODUCTION

The researchers, through studies and research, presented many recommendations regarding the leadership role in public and private organizations, In addition to the practices of leaders, their authority granted to them to enhance the capabilities of the organization and achieve success, In addition to facing challenges, the role of leaders in organizations for routine work, it is very clear when organizations are exposed to internal and external limitations and risks, This is what international and Iraqi organizations have become, especially in light of environmental changes, challenges and global economic crises and the outbreak of the Corona pandemic, Whose secretions led to the closure of the vast majority of institutions and organizations, For reasons of time, a sign of the spread of the virus (social distancing measures), and due to the bankruptcy of some organizations, In addition to intensifying the work efforts of some organizations, represented by health organizations and medical supplies manufacturing organizations, The situation prompted decisive and strong measures to confront these challenges, This research is an extension of a series of ongoing research to study the possibility of leadership in facing challenges and achieving the success of the organization.

Therefore, the research includes (4) topics, the first topic represents the research methodology and previous studies of the research variables, the second research includes the theoretical framework for the concepts of research variables, the third research includes the practical side, and the fourth topic reviewed the most important conclusions that were reached, and the researcher suggested recommendations based on conclusions reached.

THE FIRST TOPIC: RESEARCH METHODOLOGY AND PREVIOUS STUDIES

First: Research Methodology:

Through this topic, the problem, the importance and objectives of the research are presented, research hypotheses, hypothesis scheme, research limits the research community and data collection methods are presented.

1. **Research problem:** Today's business environment is characterized by great and multiple challenges, Represented by the development and acceleration of technology and global economic crises, In addition to the crisis of the outbreak of the Corona virus and the consequences of that epidemic on the global economy, Which required stopping the work of many

organizations for the purpose of controlling the epidemic, In addition to changing the work pattern of the majority of organizations through remote work, layoffs, most for-profit organizations are bankrupt, Adding the inability to provide raw materials due to the suspension of factories, factories and other organizations, in whole or in part, on the other hand, the work of other organizations collapsed in a large and intensive way, the most important of which are health organizations.

Accordingly, the researcher found, through global indicators, the weakness of strategic leaders in facing the challenges of closing the majority of organizations and the low demand for energy sources and that strategic leaders face a new type of challenges and crises that they did not deal with previously, and therefore the research problem lies in knowing the extent of the impact of the strategic leadership of the Oil Marketing Company (SOMO), in achieving organizational success, and by mediating organizational dexterity?

In light of the above main question, sub-questions emerge, as follows:

- What is the level of enjoyment and possession of strategic leaders from the departments of the organization in question?

- What is the impact of the practices of strategic leadership dimensions on achieving strategic success?
- What is the impact of the practices of strategic leadership dimensions on organizational dexterity?
- What is the impact of organizational dexterity, with its exploratory and exploitative dimensions, on the level of organizational success?

2. Research importance:

The importance of the research lies in the following:

- Adding a conceptual framework on the variables of the study, and the dimensions of each variable, with elaboration on the relationship between all the variables, especially after the clear need for strategic leadership in light of the challenges that afflict the organizational environment.
- Contribute to the presentation of some literature that dealt with the study of strategic leadership, organizational success and organizational virtuosity.
- This study is the first of its kind to combine vital and effective variables, and at the level of the researched organization (to the knowledge of the researcher).

3. Research objectives:

- Elaboration on enriching the theoretical framework for research variables (strategic leadership, organizational success and strategic success).
- Indication of the level of enjoyment by the people of the organization in question with the personality of the strategic leadership.
- The practical and field contribution to clarifying the impact of strategic leadership in its dimensions in achieving organizational success, and through organizational dexterity in its dimensions.
- Suggest recommendations for future studies and research.

4. Research hypotheses:

Based on the proposed research problem and questions, the following hypotheses were formulated:

- The first hypothesis: There is a significant correlation between strategic leadership and its dimensions with organizational success.
- The second hypothesis: There is a significant correlation between

strategic leadership and its dimensions with organizational dexterity.

- The third hypothesis: There is a significant correlation of organizational dexterity and its dimensions with organizational success.
- Fourth hypothesis: There is a significant effect of strategic leadership and its dimensions on organizational success.
- The fifth hypothesis: There is a significant effect of strategic leadership and its dimensions on organizational dexterity.
- The sixth hypothesis: There is a significant effect of organizational dexterity and its dimensions on organizational success.

5. Hypothetical scheme

The Hypothetical scheme of the study, shown in Figure (1), was prepared and built based on the proposed hypotheses.



Figure (1) the hypothetical scheme of the research

6. Research limits:

- Spatial limits: The research was applied in the Iraqi Oil Marketing Company (SOMO).
- Temporal limits: the period of time that included preparing the research, distributing and retrieving the questionnaire, preparing statistical operations, extracting results and making recommendations, and it is limited between the date of 05/20/2021 and the date of 08/15/2021.
- Human limits: It included the officials of the people of the Oil Marketing Company (SOMO), as an approved sample of the research, and the number of the sample was (68)

division officials, from which (66) valid questionnaires were retrieved, and were adopted for statistical analysis.

7. Data collection methods:

In completing the research, the researcher relied on the available sources, books, articles and foreign and Arabic letters, and used the questionnaire as a main tool in collecting field data from the sample of the organization in question, The questionnaire consisted of two parts, the first part included the collection of personal data for the sample, and the second part included the questionnaire paragraphs, And the number (38), which covered all the main research

variables, and sub-dimensions, The five-point Likert scale was used in distributing the weights of the paragraphs, The validity and reliability of the questionnaire were confirmed by

conducting an Alf-Cronbach analysis, Table (1) shows the composition of the resolution, and the sources of resolution measures for all variables.

Table (1) The composition of the resolution and its sources of measurement.

main variable	sub-dimensions	number of paragraphs	Paragraph No	Authorized source
Defining variables	Gender, age, educational level, years of service	4	1-4	
Strategic Leadership	Strategic direction	5	1-5	Jalabi,2004
	Human capital development	5	6-10	
	Ethical practices	5	11-15	
	Control Organizational	5	16-20	
Organizational Success	Efficiency	5	21-25	Tamimi,2009
	Effectiveness	5	26-30	
Organizational Dexterity	Exploratory creativity	4	31-34	Jansen, Et al,2006
	Exploitative creativity	4	35-38	
				García,2017

8. Measuring the reliability and validity of the questionnaire:

Validity and reliability are among the metrics that should be used to measure data, It is an urgent necessity, as both of them directly affect the credibility of the study results, If both measures are neglected, the study is considered useless, For more details, it is explained below:

- **Scale stability (Cronbach's alpha)**

It means to what degree the scale provides convergence in readings when applied in studies, The fluctuating measurement gives marginal results when applied in each new study, It constitutes

anxiety and mistrust in the results, and Cronbach's Alpha coefficient is one of the internal measures of stability that is used in practice, Its value ranges between (0-1), and the scale has low stability if its value is between (0-0.40) and the stability is considered weak, And its stability is moderate to some extent, if its value lies between (0.40-0.70) and then it is acceptable to some extent, And the stability is high if its value is between (0.70 and above) and this indicates that the items of the scale are fixed and then the scale is fixed, The table (2) indicates that the values of Cronbach's alpha coefficient to distance the study ranged between

(0.921 - 0.935), which indicates that it is greater than (0.70), This is an indication that the variables and dimensions have appropriate and high stability, and the possibility of repeating the application of the scale to the variables and dimensions

of the current study and giving the same results in variable time periods with similar environmental conditions, Therefore, other statistical tests can be performed.

Table (2) Results of Cronbach's Alpha Scale for Study Variables and Dimensions

Variables and dimensions	Cronbach's Alpha coefficient
Strategic leadership	0.923
strategic direction	0.931
human capital development	0.936
ethical practices	0.930
Control organizational	0.935
organizational success	0.922
Efficiency	0.927
Effectiveness	0.924
Organizational dexterity	0.921
Exploratory creativity	0.926
Exploitative creativity	0.925

• **Internal consistency of the scale (half segmentation)**

it is an indicator of the homogeneity of the components of the scale, By which the measurement of a particular concept is verified, The questions asked about the scale should be consistent with each other, In order to identify the extent of the internal consistency of the scale, it is carried out by testing the two halves of the

scale (Split-half Reliability Tests), Its summary is to find the correlation coefficient between the scores of odd and even questions in the scale (the questionnaire), Table (3) indicates the results of measuring the internal consistency of the scale of the current study, The results indicated that the correlation factor of the scale exceeded (0.8), It is an indication that the current scale has high stability and can be adopted.

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Table (3) the internal consistency of the scale

Cronbach's Alpha	Part 1	Value	.880
		N of Items	6 ^a
	Part 2	Value	.944
		N of Items	5 ^b
	Total N of Items		11
Correlation Between Forms			.703
Spearman-Brown Coefficient	Equal Length		.825
	Unequal Length		.826
Guttman Split-Half Coefficient			.822

Second: Previous studies:

Previous studies are an essential basis for a series and frequent cycle of research preparation, given that the current research is a link between previous research and research that will be prepared in the future. The researcher relies on previous studies and research in terms of theory, application, conclusions and recommendations. Accordingly, the researcher takes all of this into consideration, and after completing the current research, the researcher makes recommendations that will benefit researchers in preparing research in the future. Previous studies include:

1. Studies related to the concept of strategic leadership:

- **Study (Ataa,2017)**
(The impact of strategic leadership and knowledge in achieving performance excellence in Sudanese telecom companies)

The study aimed to know the impact of strategic leadership in its dimensions (transactional leadership and transformational leadership), in achieving performance excellence, and the effect of the mediating variable represented by knowledge of its dimensions (tacit knowledge and explicit knowledge) in achieving performance excellence. The descriptive, analytical method was used according to the nature of the study. The questionnaire was used as a data collection tool, and the study population included the leaders of Sudatel and Zain. The number of the sample amounted to 160 leaders, who were determined according to the non-probability quota sampling method. The results were a positive impact of strategic leadership in achieving performance excellence.

- **Study (Al - Thani & Obeidat, 2020)**

(the Impact of Strategic Leadership on Crisis Management)

This study aims to identify the nature of the impact of strategic leadership, represented by its dimensions (investment of strategic capabilities, identification of strategic direction, development of human capital, promotion of organizational culture and implementation of regulatory oversight) in crisis management, Its dimensions are (detection of warning signals, preparedness, prevention, damage reduction, recovery, and learning), and the place of application was the Ooredoo Q.S.C country organization, The study reached a set of conclusions, most notably the presence of a statistically significant impact on strategic leadership practices, in all its dimensions, on crisis management The study made a recommendation to the organization in question, which was to focus and increase the analysis of the organization's internal environment to determine its strengths and weaknesses and identify the indicators that lead to the occurrence of the crisis, which helps it to avoid its occurrence.

2. Studies related to the concept of organizational success:

- **Study (Yazici,2020)**

(An exploratory analysis of the project management and corporate sustainability capabilities for organizational success)

The study aims to find out whether there is a relationship between corporate sustainability capacity (CSC) and project management maturity (PMM) ability and whether they affect organizational success. The results indicated that project management and corporate sustainability affect organizational success, and the ability of project management enhances the effects of sustainability efforts, specifically in economic and social sustainability.

3. Studies related to organizational dexterity:

- **Study (Radwan, 2020)**

(The impact of talent management dimensions on organizational dexterity (an applied study))

The study aims to know the impact of the dimensions of talent management (attracting talents, developing talents, disseminating talents, managing talent performance and retaining talents) on organizational dexterity, with its dimensions (exploratory and

exploitative). A survey list in collecting data, and the conclusions reached to the existence of significant differences in the opinions of the sample, and there is a positive and statistically significant effect of talent management with its dimensions on the organizational dexterity with its (exploratory and exploitative) dimensions.

Commenting on previous studies

By presenting previous studies, the researcher resorted to those studies for the purpose of viewing and benefiting from the theoretical aspect, and there is a similarity between the previous studies and the current study, in that the current study corresponds to the independent dimension and the dependent and mediator dimension, in addition to the fact that there is a difference between the previous studies and the current study, In terms of the current study used common concepts of relationship and influence, and there is no previous study that combines the variables of the current study and the organization intended for the study, as far as the researcher knows.

THE SECOND TOPIC: THE THEORETICAL SIDE

First: Strategic Leadership

1. The concept of Strategic Leadership:

The researchers and authors liken strategic leadership as the rudder of a ship that leads an organization to safety and achieves its desired goal, This concept appeared for the first time by (Kotter, 1982) and (Mintzberg, 1984) the concept refers to the CEO or president of the company, as indicated by (Nachman & Shrivastava, 1989) to the emergence of the concept of strategic leadership after the emergence of the concept of strategic management. (Rahima, 2012:251) There are many definitions of strategic leadership, according to the study, the environment of the place of study, and the viewpoint of researchers and authors, the strategic leadership was defined as the leadership capable of setting a clear strategic direction based on strategic objectives in accordance with an appropriate organizational culture in order to develop human capital, Which is characterized by values, ethics, efficiency, effectiveness and flexibility that work on continuous development, It results in excellence

and exclusivity at the local and global levels. (AL-Zahrani, 2018:207) Strategic leadership is also defined as a series of decisions and activities based on integrating the company's past, present and future together. (Tolan, 2016:450) Strategic leadership is a study of leadership behaviors carried out by senior managers who are involved in strategy formulation and vision development processes. (Birasnav & Bienstock, 2019:148) The researcher defines strategic leadership as having leaders with the effective ability to make decisions in the face of challenges and to chart visions for the future.

2. The importance of Strategic Leadership

In light of the challenges that befell the beginning of the third millennium, especially the end of the second decade, The role of strategic leadership has emerged in coping with these challenges, developing the means of production and providing services, This is what many countries of the world sought, including India, where the strategic leaders were able to fill the country's marketing needs, in addition to its ability to increase production and export it abroad. (Mishra, 2020:3) Strategic leaders

possess inspiring motivational behavior for followers and have the skill to formulate a clear vision for the organization, communicate high expectations to followers, and deliver encouraging messages, which are important in building trust, motivation and enthusiasm among employees. (Shao, 2019:99) The strategic leadership behaviors have the advantage in determining the direction of the organization, developing its human capital, and achieving the specified goals by raising the level of efficiency and effectiveness.

3. Dimensions of Strategic Leadership:

Strategic leadership possesses activities and behavior directed to formulate the course and objectives of the organization, and this process is carried out by removing the main driver of its performance. These dimensions include the following:

- **Strategic direction:** Strategic direction has been defined by (Gatignon and Xuereb, 1997) It is the specific approach applied by the organization to establish the appropriate behaviors for superior and continuous performance. (Ferraresi, et al, 2012:691) The strategic direction is the specific administrative perceptions, readiness,

tendencies, motives and desires that precede the direction of the strategic planning and development process, and ultimately the direction of the organization. (Wood & Robertson, 1997: 426) Strategic direction is the leadership's intentions to set the line and achieve goals.

- **Human capital:** It is an individual and collective resource at the unit level that is linked to the organization's ability to generate economic value. (Boon, et al, 2018:42) With the development of scientific and technological progress and information and communication technology, human capital occupies a central position as a carrier of intelligence, knowledge, skills, experience and professionalism. (Kuzmin, et al, 2020:2) Human capital is the organization's means of facing challenges, keeping pace with technological development, accomplishing tasks and achieving goals.
- **Ethical Practices:** Scholars interpret ethics as just a set of standards and values for a particular group or society. (Lou, 2019:4) Emphasis on ethical practices is an ethical mix, with which potential courses of action are evaluated. (Al-Qaisi, 2018:68) Ethical practices in the face

of the challenges are a feature of strategic leadership.

- **Control organizational:** Studies and research indicate that the literature on regulatory oversight has a long history, it explains in detail how management motivates individuals to perform work in the service of the organization, and Control is the alignment of the capabilities, activities and performance of employees with the goals and aspirations of the organization, Process, output, and normative control are presented as broad categories of control used to achieve the specified objective. (Mazmanian & Beckman, 2018:2-3) Organizational control defines organizational standards to align employees' behavior with the organization's goals, In addition to observing and rewarding the extent to which those behaviors reach. (Verburg, et al, 2018: 181).

Second: organizational success:

1. The concept of Organizational Success:

Success as a language in the dictionary of the Academy of Languages refers to achieving the desired result, and in the Webster dictionary it refers to the preferred

end, or reaching what is better and reaching the sublime, As for organizational success technically, it is still shrouded in some ambiguity, and its methodological and procedural frameworks are not clear, due to its overlap with a number of terms that were mentioned in the management literature, such as organizational success, strategic success, competitive success and operational success, all of which have implications for the concept of organizational success, as a comprehensive concept. (Mahmoud, 2017:12) and organizational success was defined as the successful implementation of the strategic plan by the organization. (Hatem & Ali, 2014:262) Organizational success represents the ability of organizations to exploit and harness their internal and external energy, to achieve their goals. (AL. Abadi, et al., 2016:219) Organizational success is considered the stage of the organization's transition from determining the organization's direction to actually achieving its goals, and success is achieved by adopting and attributing efficiency and effectiveness.

2. Dimensions of Organizational Success:

The dimensions are the measures by which concepts are measured, and they may be perceptual and directed, and which show us the impact of our work. Organizational success includes the following dimensions:

- **Efficiency:** It is the function of comparison between the value of the outputs achieved through the production process, with the inputs used to produce those outputs. (Abdul Al-Abbas, 2017:343) Efficiency is intended to implement the established plans, to achieve the set goals at the lowest possible costs, without affecting the level, quality or time of service provided. (Al-Jazrawi & Beera, 2009:227) Managers tend to improve the efficiency of the organization, because it is reflected in its success.
- **Effectiveness:** It is the degree of approach to the goal, the closer the organization is to the goal, the more effective it will be Effectiveness is related to the ends and goals that have been achieved, and effectiveness means doing something right and related to the outputs of the system, and requires the decision maker to learn to face challenges and changes in the

environment. (Shahbali & Al-Waeli, 2014:39) Effectiveness is interpreted as a function of congruence and good harmony between the variables of the environment and the organization. (Al-Abadi, et al, 2009:127) Effectiveness is the intended goals that managers seek to achieve.

Third: Organizational Dexterity:

1. Concept of Organizational Dexterity:

The roots of the concept of ambidexterity go back to 1976, a word of Latin origin, Which means the ability of an individual to use both hands at the same time, and the first to coin this term is (Duncan). (Ibrahim, 2017:211) Organizational dexterity refers to the organization's ability to explore and exploit internal and external resources, Through its ability to meet the needs of the organization and its stakeholders, and its ability to adapt to changes in the future. (Taha & sir, 2021:116) Dexterity is the organization's skills in dealing with the allocation of resources to achieve objectives.

2. Dimensions of Organizational Dexterity:

The dimensions of organizational dexterity are determined by its ability and capabilities to deal with the performance of the organization and to provide resources. The dimensions of organizational dexterity include the following:

- **Exploitation:** It is the exploitation of the available and current capabilities, and the satisfaction of the needs of stakeholders, and aims to improve the current products and services. (Sweis & Abdeen, 2019:185) Exploitative creativity also refers to the ability and ability of the organization to benefit from every resource that can be invested, to maintain routine operations and to focus on existing activities in all areas. (Kashkosh, 2018:434) Dexterity is the ability to use skills to take advantage of opportunities and use their resources to achieve goals.
- **Exploratory:** It is searching for opportunities, attracting new customers and entering new markets, by making a change and developing the products or services provided. (Abdel Wahab & Tablawy, 2019:742) Discovery is a process used by the

organization for the purpose of expanding and deepening the total stock of allocated resources, Which contributes to the long-term success of organizations, and the discovery activity is a vision that is concerned with introducing new products to work on anticipating the independent need in order to bring about change and create a new environment, The discovery activities are on the search for modern approaches to processes, business and technology. (Karima, 2020:13) Exploration helps the organization to be prepared in the face of internal and external challenges and changes.

Table (4) is the mean, standard deviation, and variance.

	Variables and dimensions	Arithmetic mean	standard deviation
First	Strategic leadership	3.97	0.465
•	strategic direction	4.01	0.583
•	Human capital	3.95	0.680
•	Ethical practices	3.97	0.553
•	Control organizational	3.96	0.553
Second	organizational success	4.07	0.433
•	Efficiency	4.08	0.448
•	Effectiveness	4.06	0.529
Third	Organizational Dexterity	4.07	0.494
•	Exploratory creativity	4.07	0.542
•	Exploitative creativity	4.07	0.568

Table (4) shows the independent variable's (Strategic leadership), and its sub-dimensions, on my average, it ranges between (3.95 - 4.01), With a standard deviation of less than (0.70), The results

The third topic: the practical framework

Statistical tools and methods were adopted to reach the conclusions of the sample answers that fits with the nature of the study, its variables, and its sub-dimensions, to indicate whether the hypotheses are accepted or not, by defining the relationship and influence between the variables and its sub-dimensions.

1. Data Descriptive Analysis:

Table (4) shows the results of the arithmetic means, standard deviation, and variance.

indicate a homogeneity of opinion, The results also showed that the dependent variable (organizational success) and its sub-dimensions obtained an arithmetic mean higher than (4).

2. correlation test:

Table (5) indicates that there is a correlation relationship at three levels, namely:

- There is a significant correlation between the independent variable (Strategic leadership) and its dimensions (strategic direction, human capital development, ethical practices, control organizational) with the dependent variable (organizational success).
- There is a significant correlation between the independent variable (Strategic leadership) and its

dimensions (strategic direction, human capital development, ethical practices, control organizational) with the mediating variable (Organizational dexterity).

- There is a significant correlation between the variable (organizational dexterity) and its dimensions (Exploitative creativity, Exploitative creativity) with the dependent variable (organizational success).

Table (5) Pearson correlation values for the significance of the relationship between the study variables.

	Variables	organizational success	Organizational dexterity
First	Strategic leadership	0.598** 0.00 Significant sign	0.602** 0.00 Significant sign
•	strategic direction	0.543** 0.00 Significant sign	0.525** 0.00 Significant sign
•	human capital development	0.440** 0.00 Significant sign	0.440** 0.00 Significant sign
•	ethical practices	0.482** 0.00 Significant sign	0.495** 0.00 Significant sign
•	Control organizational	0.418** 0.00 Significant sign	0.435** 0.00 Significant sign
Second	Organizational Dexterity	0.980** 0.00 Significant sign	-
•	Exploratory creativity	0.881** 0.00 Significant sign	-
•	Exploitative creativity	0.866** 0.00 Significant sign	-

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

the relationship between the variables indicates the ability of the leadership in the organization in question to practice their behavior represented by strategic leadership, and to determine the organization's direction to perform work and achieve goals, in addition to developing human capital within the organization in question, for the purpose of facing challenges and urgent changes and keeping pace with development, Despite the challenges, strategic leaders are keen to maintain ethical practices, and follow up on those practices through regulatory oversight. These practices find helpful factors and enhance the efforts made, through organizational dexterity that explores more quality and less costly resources, In addition to exploring new and developed human talents, and success is for the sprawling ends of those relationships that explain the strength of the relationship between those variables in the organization in question.

3. Impact Hypothesis Test

The statistical results of the study showed three levels of testing hypotheses of the effect between the variables, which are:

- Table (6) shows the fulfillment of the hypothesis of the effect of the independent variable (Strategic leadership (X)) and its dimensions (strategic direction, human capital development, ethical practices, Control organization) on the dependent variable (Organizational success (Y)).
- Table (6) shows the fulfillment of the hypothesis of the effect of the independent variable (Strategic leadership (X)) and its dimensions (strategic direction, human capital development, ethical practices, Control organization) on the mediating variable (Organizational dexterity (M)).

Table (6) Verify the hypotheses of the influence of the independent variable (Strategic leadership) and its dimensions with the dependent variable (Organizational success) and the mediator variable (Organizational dexterity).

The independent variable X and its dimensions	dependent variable Y and mediating variable M	coefficient of determination R ²	The value of the marginal slope factor a	The value of the marginal slope factor b	Calculated F value	Morale Sig	Indication
Strategic leadership	Organizational success	0.385	1.855	0.557	35.701	0.00	Signify
strategic direction		0.294	2.449	0.404	26.711	0.00	Signify
human capital		0.194	2.959	0.2811	5.408	0.00	Signify

development	Organizational dexterity						
ethical practices		0.232	2.570	0.378	19.377	0.00	Signify
Control organizational		0.175	2.770	0.3281	3.589	0.00	Signify
Strategic leadership		0.362	1.531	0.639	36.311	0.00	Signify
strategic direction		0.275	2.285	0.445	24.289	0.00	Signify
human capital development		0.194	2.806	0.320	15.388	0.00	Signify
ethical practices		0.245	2.314	0.443	20.821	0.00	Signify
Control organizational		0.190	2.529	0.389	14.975	0.00	Signify

- Table (7) shows the verification of the hypothesis of the effect of the mediator variable (Organizational dexterity (M)) and its dimensions (Exploitative creativity, Exploitative creativity) on the dependent variable (Organizational success (Y)).

Table (7) check the hypotheses of the effect of the mediator variable (Organizational dexterity) and its dimensions on the dependent variable (Organizational success).

mediating variable M and its dimensions	dependent variable Y	coefficient of determination R ²	The value of the marginal slope factor a	The value of the marginal slope factor b	Calculated F value	Morale Sig	Indication
Organizational dexterity	Organizational Success	0.961	0.570	0.859	1583	0.00	Signify
Exploratory creativity		0.777	1.200	0.705	222.53	0.00	Signify
Exploitative creativity		0.750	1.379	0.661	191.69	0.00	Signify

FOURTH TOPIC: CONCLUSIONS, RECOMMENDATIONS AND SUGGESTIONS

First: the conclusions:

The statistical results of the practical side showed the following:

- The results showed, through the answers of the study sample, that there is a significant correlation and effect between the independent variable (Strategic leadership) and its

dimensions with the dependent variable (Organizational success).

- The results showed, through the answers of the study sample, that there is a significant correlation and effect between the independent variable (Strategic leadership) with its two dimensions and the mediating variable (Organizational dexterity).
- The results showed, through the answers of the study sample, that there is a correlation relationship and a significant statistical effect between the

mediating variable (Organizational dexterity) with its dimensions with the dependent variable (Organizational success).

4. The statistical results showed that the organization possesses strategic leaders who have the ability to direct the organization strategically, to face challenges, change and development in the internal and external environment, and develop employees according to the needs and requirements of the organization to meet those challenges and change.
5. The statistical results showed that the strategic leaders in the organization in question maintained ethical practices despite the challenges and changes that afflicted the organization in the internal and external environment.
6. The statistical results showed the follow-up of strategic leaders through oversight, the success of the organization's direction, staff development and the conduct of ethical practices in accordance with organizational and societal values and standards.
7. The statistical results showed the achievement of organizational dexterity and organizational success through the relationship and impact of the practices of strategic leaders within the organization.

8. The statistical results showed that the organization takes advantage of the resources and opportunities available to the organization and explores new programs and ways to deliver performance, and that the organization, according to this environment, is characterized by efficiency and effectiveness.

Second: Recommendations:

Through the results of the study, several recommendations were made, including the following:

1. Holding educational courses and seminars that explain the research variables, especially the development of the strategic leadership personality, According to studies and research, each individual can develop his leadership personality according to acquiring the characteristics of strategic leadership.
2. Establishing continuous courses and keeping pace with changes in the internal and external environment, to develop and proactively identify the leadership with unclear challenges and the way to deal with them as soon as they occur.
3. Emphasize strategic leaders and employees maintaining ethical business practices among employees themselves and with stakeholders.

4. Continuous development of the regulatory control system in accordance with recent developments, and the organization's need in facing current and future challenges.
5. Strengthening the role of research and development in exploiting and exploring material and moral resources, finding new opportunities and exploiting the available opportunities.
6. Continuously maintaining organizational success and enhancing the efficiency and effectiveness of the organization, through success indicators.

Third: suggestions:

1. Conducting an analytical and descriptive study in service organizations, including the variables of the current study.
2. Conducting a study that includes the variables of the current study, to compare between a profit organization and a service organization.
3. Conducting a study that includes the variables of the current study, and adopting new dimensions for the variables.
4. Conducting a new study that includes the variables of the current study, replacing the mediator or dependent variable.

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