

# Visionary Leadership and its Role in Promoting Organizational Excellence: An Analytical Study of the Opinions of Senior Leaders and Employees of the General Fertilizer Company in the Province of Basra

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## Abstract

**Purpose:** The study sought to diagnose the causal relationship between the insight leadership and organizational excellence. By developing the hypothetical model and concepts for the study through an extensive and in-depth review of the literature related to the two axes of the study.

**Research Design:** The researcher adopted the descriptive analytical approach in his study by employing the implications of deductive analysis in the areas of the theoretical side and practical tests of the model and hypotheses of the study. The researchers also adopted the methodology of the exploratory study in the procedural measurement of the study variables and their dimensions, the independent variable, the insight leadership and its dimensions (vision, flexibility, conscience, team spirit) and its impact on the dimensions of the dependent variable organizational excellence (subordinates excellence, structure excellence, strategy excellence), and where researchers used the questionnaire as a tool main of data collection by selecting a random sample of workers and leaders in the General Fertilizer Company in Basra Governorate, with a size of (115) respondents, in order to present and analyze the responses of the sample members and their perceptions of the study variables and its sub-dimensions.

**Results:** The results of the analysis showed that insight leadership has a strong correlation and influence between the dimensions of the independent variable, insight leadership and its dimensions (vision, flexibility, conscience, team spirit) and the dependent variable, organizational excellence (subordinate's excellence, structure excellence, strategy excellence).

**Originality/value:** This is the first study of its kind to properly investigate visionary leadership and its role in promoting organizational excellence.

**Keywords:** Leadership, Organizational Excellence, Fertilizer Company.

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## **Introduction**

With the increasing pressures and great challenges facing the economic sectors in various activities at the present time, the organization needs an effective leadership that has a major role in transforming it from a state of disintegration and decline into a strong and distinguished organization, and in order to motivate the organization there must be the insight leadership capable of Transfer the organizational vision to individuals at the middle and executive management levels in relation to the process of organizational excellence and that this vision can create a climate of participation and present good and creative ideas and create conditions conducive to organizational excellence, as the dimensions of the independent variable include leadership, insight and its dimensions (vision, flexibility, conscience, spirit the team) And its impact on the dimensions of the dependent variable, organizational excellence (distinguishing subordinates, distinguishing the structure, distinguishing the strategy). Where the researchers used the questionnaire as a main tool for data collection by selecting a random sample of size (115) of workers in the General Fertilizer Company respondent in order to display and analyze the responses of the sample members and their perceptions about the study variables and their sub-dimensions and to test the study's hypotheses using descriptive and inferential statistics methods, as well as the use of personal interviews. And field observations as auxiliary tools in data collection, and the researcher relied on statistical programs (SPSS V.25; Exel V.16). However, there is yet any study on the link between visionary leadership and its role in promoting organizational excellence. Therefore, the present study fills this gap by considering such relation.

In processing and analyzing data by using the most appropriate statistical methods. This research consists of four axes, the first axis of which dealt with the research methodology, while the second axis came to present the theoretical aspect of the research represented by insightful leadership and organizational excellence, and the third axis was concerned with presenting the field aspect related to diagnosing the reality of the investigated variables and testing the hypotheses on which the research was based. The fourth and final axis presents the conclusions reached by analyzing the respondents' answers, testing the hypotheses of association and influence, and presenting recommendations that were found to be appropriate and applicable in the surveyed organizations.

### **First: The Research Problem**

Organizational excellence has become an important feature in today's business world. Managers and workers in institutions consider organizational excellence an appropriate entrance in the quest to improve the performance of organizations, and attention has been drawn to organizational excellence, as it requires from its leadership (visionary leadership) The need to think about reducing reliance on the approach the traditional based on trying to find solutions to problems and to bring about change, and to increase the efficiency and effectiveness of the company in question. Therefore, the research problem can be highlighted by the following question:

- Does the company in question have the insight leadership?
- Does the company in question have organizational excellence?
- What is the nature of the relationship between insightful leadership and organizational excellence?
- Does insightful leadership contribute to promoting organizational excellence in the organizational firm?

### **Second: The Importance of the Study**

Through the researched phenomenon represented in diagnosing the reality of the existence of the insight leadership that can achieve organizational excellence with innovative plans and means and a future vision. The importance of the study was reflected in the following:

1. The importance of the study is reflected in the fact that it is related to the industrial sector in the country, which is witnessing a marked decline compared to the rest of the other sectors.
2. The visionary leadership approach is one of the modern leadership approaches that need to make more cognitive efforts to understand its concepts and apply them to various commercial, service and educational organizations.
3. Organizational excellence has now become one of the most important challenges that the business environment poses to the economic sectors, especially the industrial sector.
4. The risk of organizational excellence imposes on the industrial sector the need to find the best means and procedures capable of securing its course and its continuity in light of the circumstances and the risks facing it from every side. From here, the importance and the role played by the visionary leadership in ensuring the survival and continuity of the company in question appears.

### **Third: The Objectives of the Study**

- Determining the levels of the study variables in the reality of Researched General Fertilizer Company.

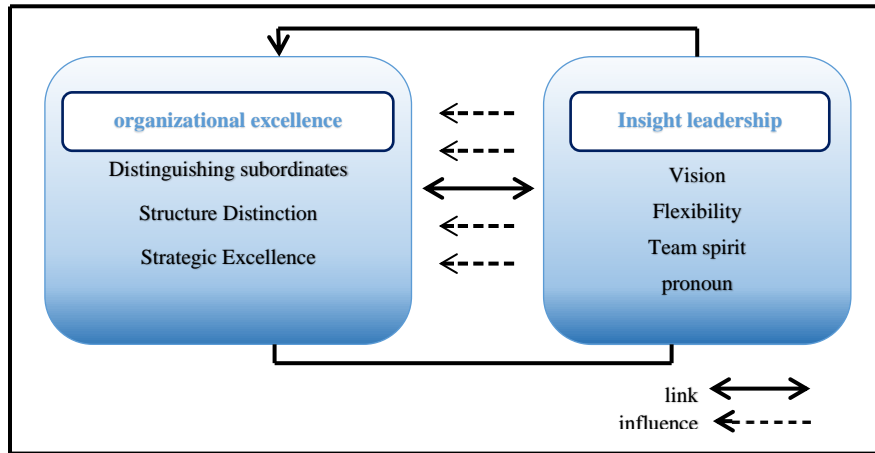
- Determining the role of insight leadership in achieving organizational excellence in the Researched General Fertilizer Company.
- Presenting some suggestions and recommendations to the company in question regarding the interest in removing insight leadership (vision, flexibility, conscience, team spirit) and removing organizational excellence (distinguishing subordinates, distinguishing structure, distinguishing strategy).

**Fourth: Research Hypotheses**

- There is a positive, statistically significant correlation between insight leadership and organizational excellence in the General Fertilizer Company.
- There is a positive and statistically significant effect of insight leadership on organizational excellence in the General Fertilizer Company.

**Fifth: The Hypothesis of the Research**

The hypothesis was designed to represent the basic idea on which the research is based, and to clarify the dimensions of the research variables, its problem and achieving its goals, as it was designed to clarify to clarify the nature of the relationship between the research variables. The scheme included two main variables: the independent variable, represented by the insight leadership, and the dependent variable, represented by organizational excellence.



**Figure 1**

**Source:** Prepared by the researchers

**Sixth: The Research Sample Community**

The research community represents a group of administrative leaders in the educational organization researched, and an intentional sample of the heads of departments at the university was chosen as the research sample, as their number reached (44) individuals. Continuous to reach the level of efficiency in order to achieve good performance and achieve its strategic objectives in diagnosing business intelligence and organizational excellence at the university, the research sample.

**Table 1: The Sample Population for Research**

S	Categories	distributed survey	Corrupted and non-refundable questionnaires	Analyzable questionnaires
1	manager	1	0	1
2	Head of the Department	7	0	7
3	Division official	12	2	10
4	unit official	18	4	14
5	employee	25	9	16
6	master craftsman	30	8	22
7	Older craftsman	35	10	25
8	Literal	32	12	20
	The total	160	45	115

**Source:** Prepared by the researchers.

### **Seventh: Methods of Data Collection and Analysis**

The researcher used several methods to collect data, including:

- Books and scientific journals, and some foreign and Arabic publications, on the topics of study, the insight leadership, organizational excellence.
- A review of what was published on the Internet in the aspect of insight leadership and organizational excellence.

### **Eighth: The Limits of the Study**

Cognitive limits: The cognitive limits of the study are represented in two main axes:

- The first axis (visionary leadership), the second axis (organizational excellence)
- The spatial boundaries of the study: The spatial boundaries of the study are represented in the General Fertilizer Company in the province of Basra.
- Time limits for the study: 2022

## **The Second Axis is the Theoretical Side**

### **The First Requirement: Insight Leadership**

the insight leadership is one of the aspects of leadership in business organizations, as it has attracted the attention of many writers and researchers over the past years, and contemporary literature has proven that insight leadership is positively related to all organizational and individual outcomes (Dharmika 2: 2013). Leadership is defined as the basic relationship between the leader and workers in the organization that allows the achievement of exemplary goals in different ways based on shared values and vision (Fairholm 23: 2015) Leadership in its basic idea is based on the relationship between leaders and workers and loyalty to the leader through qualities that make him admired and respected (Raghuvanshi, 2016: 54).

#### **1. Vision**

It is the first stage for leadership to reach insight, as the effectiveness of leadership begins with vision in its continuous pursuit of insight. The vision helps the workers to understand their current and future situation. The visionary leaders provide the workers with a reasonable explanation of their current and future situation (Abdullah et al., 2021 & Abdullah, 2019:199), and he defined it as the process of forming a clear mental picture of the future of the organization by drawing an integrated picture for work environment and realizing the impact of each part on the organization. (Saba et al, 2017).

#### **2. Flexibility**

It is the ability to change the state of mind by changing the situation, i.e. the ability to quickly mental movement and review new ideas and adapt and change them, according to the requirements of the situation and cognitive adaptation to absorb them within a short period of time with little mental effort to restore the ability (F.S. Southwick et al. 2017 & Mehmood, Mohd-Rashid, Ong, & Abbas, 2021)). Flexibility is One of the main factors in building and preparing resilient organizations, as it requires analyzing and exploring weaknesses and training workers at different levels of leadership to manage crises and emergency situations, and these activities create a culture of awareness and caution, and then flexibility can be seen as a result of teamwork (Boin et al, 2013: 87)

#### **3. Pronoun**

It is the active judgment with a critical attitude, through which self-correction is and attention is given to criticizing and guiding others (Holtam, 2010:31). He viewed the conscience as a part of the mind that utters a faint and repeated call to its owner about what was right or wrong. (Eluke, 2014:221) Conscience is astonishingly capable of evaluating moral behavior and observing the daily activity of the individual, and since the conscience and its internal authority that enables it to monitor and control the external actions of man or over them, it is a guiding tool, which guides the individual's intention, intentions and actions (Holtam 2010: 35)

#### **4. Team Spirit**

It is the willingness to bear additional burdens or personal troubles at work, without complaining and maintaining a positive attitude (Sha, 2007:55). Teamwork embodies the principle of cooperation, where the extent of success or failure of its systems is measured by the amount of cooperation existing among its members, and through teamwork, cooperation is demonstrated. Between the leadership and its affiliated departments and between the workers themselves (Nyarioko al et, 2017: 8)

## **The Second Requirement: Organizational Excellence**

Organizational Excellence is an intellectual style and management philosophy based on a methodology related to how to achieve tangible results in the organization to achieve some balance in meeting the needs of all parties; Whether it is stakeholders or society as a whole, within a culture of learning, creativity and continuous improvement (Waswas, Jwaifell, 2019: 55) Excellence represents ingenuity and organizational excellence and refers to an organization's commitment to sustainable development in order to satisfy customers and enhance profitability in a fully supportive environment, and in this respect, Organization leaders should strive to move organizational processes and procedures towards excellence and make efforts to generate an analytical and scientific culture of quality in the organization (Hashemy et al 2016:7)

### **1. Distinguishing Subordinates**

Subordinates are the key to organizational excellence, and by subordinates we mean every individual who belongs to the organization and carries out activities within it and thus is linked to its decisions. It is the source of wealth and is a combination of characteristics represented in (abilities, skills, competencies, experience) and therefore it is considered the most valuable asset used of its assets and the most important resource that the organization requires Investing in it through the optimal exploitation of these characteristics. It also represents the degree to which its members are characterized in performing their tasks by possessing distinct mental abilities and creative potentials that help them overcome the obstacles they face without complaining and encouraging others to participate effectively that enhances the achievement of the overall goals in the organization (Jassim 2022: 1211). The members of the organization are characterized by outstanding enthusiasm in the performance of the organization's tasks, by possessing distinct mental abilities and creative capabilities that help them to overcome the obstacles they face without complaining and encourage others to participate effectively, which enhances the achievement of the overall goals of the organization (Naser & Shobaki, 2017:11).

### **2. Distinguish the Structure**

It represents the degree of ability of the structural framework that links the parts of the organization and determines the relationships between the business, the center, the departments, and the expected cooperation between the parts of the organization It clarifies the lines of authority of the officials in a way that helps inform the various activities to achieve the desired goals (Al Saudi, 216: 2008) that the organizational structure acquires its importance as a framework or a tool that shows the internal structure of the organization on clear bases. It determines the levels, departments, responsibilities and powers, as well as defining communication networks and information flow, which ensures the achievement and continuity of the company's goals (Hussain 2021: 176)

### **3. Strategy Distinction**

The degree of excellence of the steps taken by the organization to achieve its vision, mission and interaction as a unified, comprehensive and integrated plan that links the organization's advantages to its strategic capabilities to confront environmental challenges. (55: Kandula, 2005) A forward-looking process in which all managers should participate. If the strategic plan is available and well implemented, the organization will face no or no challenge in managing external changes to be able to survive, it must be able to work successfully with unstable and uncontrollable environmental forces that can significantly influence decision-making (Abbas et al., 2022a; Abbas et al., 2022b; Kolade, 2018: 206) This style of leadership contributes to great managerial performance, but these companies must be balanced in gaining the benefit together that the companies bring. The outcome of the recommended decision is likely to lead to improved organizational excellence over time (Al-Frijawy, 2019:392).

## **The Third Axis (The Practical Side)**

In this topic, the information resulting from the analysis of the data collected using the questionnaire designed in the light of the pentagram Likerd scale will be interpreted, where the highest weight on the scale is equal to the degree (5) to represent the answer field (I completely agree), while placing the lowest weight on the scale equal to the degree (1) To represent the answer field (I do not completely agree), where a random sample of (115) respondents was chosen in order to display and analyze the responses of the sample members and their perceptions of the study Availability of insight leadership and its dimensions (flexibility, team spirit, vision, conscience) and organizational excellence and its dimensions (subordinates excellence, structure excellence, strategic excellence) and testing the study hypotheses using descriptive and inferential statistics method.

**First: The Questionnaire the Validity Test (Honesty and Constancy)**

Honesty and constancy of the research measuring tool: the constancy of the scale, its stability and non-contradiction with itself, that is, the scale shows the same results if it is re-applied to the same sample. The stability is the stability (Stability) and (Consistency) of the scale Sakrana (203: 2003, Sekrana).

**Table 2: Shows the Values of the Reliability and Validity Coefficients for the Scale**

variable	Stability	Consistency
insight leadership	0.92	30.9
organizational excellence	0.85	10.9
Total Scale (questionnaire)	0.9	0.93

**Source:** Prepared by researchers based on data from the program (spss. v25)

It is clear from the values of the reliability coefficients above that all of them are greater than (0.67), and therefore the scale is characterized by high stability, and the values of the self-honesty coefficient were high and close to the correct one, which indicates that the scale is characterized by acceptable honesty and stability and is suitable for relying on the outputs obtained from it.

**Second: The Characteristics of the Research Sample (Demographic Information)**

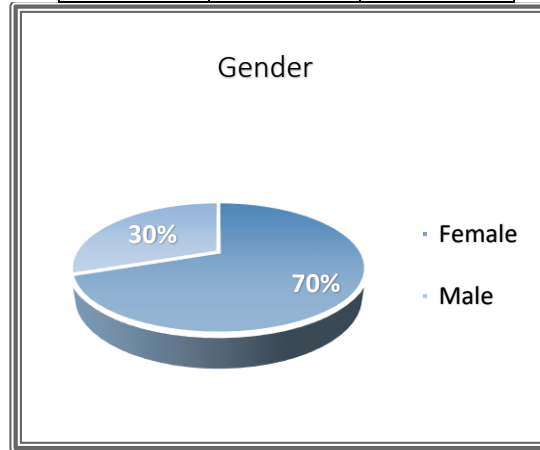
In this paragraph, we show the characteristics of the introductory research sample, which includes (gender, age, years of service in the job, academic achievement).

**The First Section: Distribution of the Answers of the Members of the Research Sample According to Gender**

The study sample consists of 115 individuals, including males and females. The figure below shows the distribution of the study sample members by gender. The percentage of females was high compared to the percentage of males, where the percentage of males reached (30.43%), while the percentage of females was estimated at (69.57%).

**Table 3**

Categories	Frequency	Percentage
Male	35	30.43%
Female	80	69.57%
The total	115	100%



**Figure 2**

**Source:** Prepared by researchers based on data from the program (spss. v25)

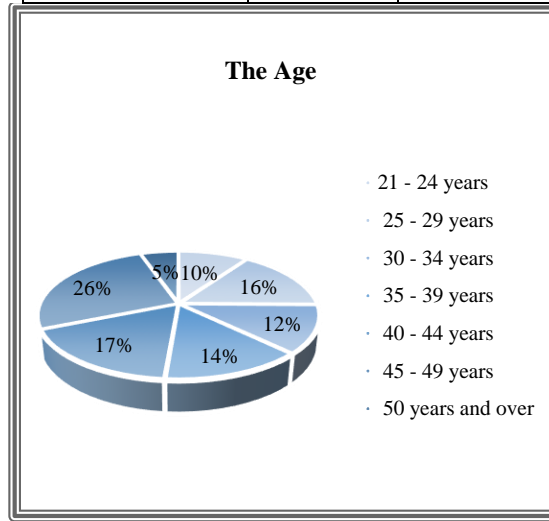
**The Second Section**

**Distribution of the Study Sample According to Age**

Through Table (2) regarding the distribution of sample members by age, we note that the number of sample members whose age is less than 24 years is 11 individuals, at a rate of (9.57%), while the sample members whose ages range from 26 to 29 years is 18 individuals, at a rate of (15.65%), while The number of individuals aged 30 to 34 years is 14, at a rate of (12.17%), while the number of individuals aged 35 to 39 years is 16, at a rate of (13.91%), while the number of individuals aged from 40 to 44 years is 20, at a rate of (17.39%). While the number of individuals whose ages range from 45 to 49 years is 30, at a rate of (26.09%), while the number of individuals who are more than 50 years old is 6 with a rate of (5.22%).

**Table 4**

Categories	Frequency	percentage
21 - 24 years	11	9.57%
25 - 29 years	18	15.65%
30 - 34 years	14	12.17%
35 - 39 years	16	13.91%
40 - 44 years	20	17.39%
45 - 49 years	30	26.09%
50 years and over	6	5.22%
The total	115	100%



**Figure 3**

**Source:** Prepared by researchers based on data from the program (spss. v25)

**The Third Section: Distribution of the Study Sample According to Academic Achievement**

Through Table No. (4) we note that the number of the sample members whose academic achievement is average is 34 individuals with a percentage of (29.57%), while the number of individuals whose academic achievement is secondary is 29 individuals, with a percentage of (25.22%), while the number of individuals who have a diploma is 7 individuals with a percentage (6.09%) while the number of individuals with a bachelor's degree is 17 individuals with a rate of (14.78%), while the number of individuals with a high diploma is 3 individuals with a rate of (2.6%), while the number of individuals with a master's educational attainment is 5 individuals with a rate of (4.35%) While the number of individuals who have obtained a doctorate is 2 individuals with a rate of (1.74%), while the number of other individuals that are mentioned are 18 individuals with a rate of (15.65%).

**Table 5**

Categories	Frequency	percentage
Secondary	34	%29.57
Junior high	29	25.22%
diploma	7	6.09%
Bachelor's	17	14.78%
Higher Diploma	3	2.6%
Master's	5	4.35%
PhD	2	1.74%
other remember	18	%15.65
The total	115	100%

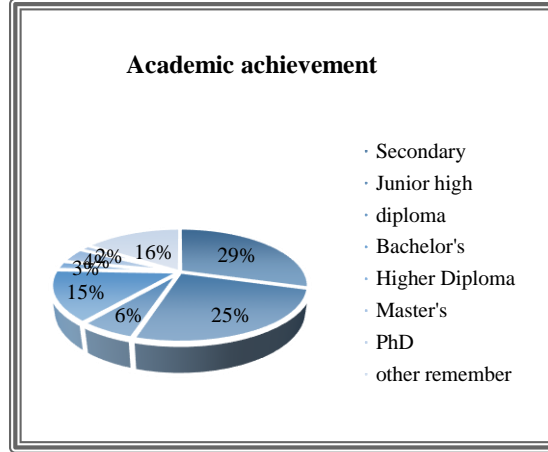


Figure 4

Source: Prepared by researchers based on data from the program (spss. v25).

#### Fourth Subsection

#### Distribution of Study Sample Members According to Job Position

Through table (4) regarding the distribution of the study sample members according to the job position, we note that the number of the sample members whose position is a manager is 2 individuals, at a rate of (1.74%), while the number of the sample members whose position is the head of the department is 14 individuals, at a rate of (12.174%), while the number of the sample members Those whose position is a division official are 10 individuals at a rate of (8.696%), while the number of sample members whose position is a unit official is 6 individuals, at a rate of (5.22%), while the number of sample members whose position is an employee is 16 individuals, at a rate of (13.91%), while the number of sample members whose position is chief Craftsmen are 22 individuals at a rate of (19.13%), while the number of individuals in the sample whose position is a craftsman is 25 individuals, at a rate of (21.74%), while the number of individuals whose position is craftsmen is 20 individuals with a rate of (17.39%).

Table 6

Categories	Frequency	percentage
manager	1	1.74%
Head of the Department	7	5.22%
Division official	10	8.70%
unit official	14	12.17%
employee	16	13.91%
master craftsman	22	19.13%
Older craftsman	25	21.74%
Literal	20	17.39%
The total	115	100%

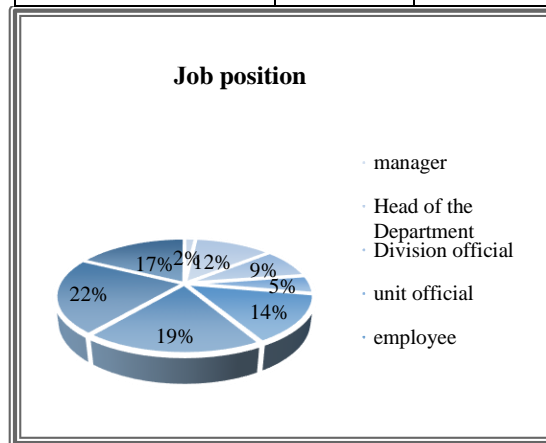


Figure 5

Source: prepared by researchers based on the outputs of the program (spss. v25)

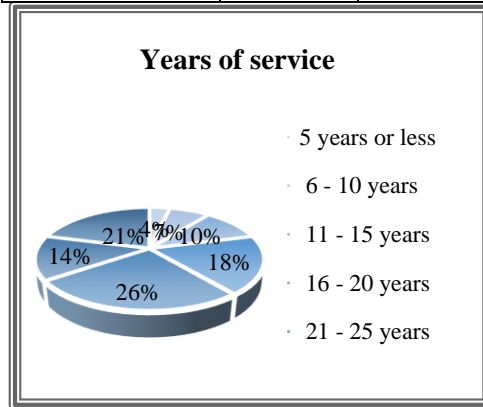


**Section Five: Distribution of Study Sample Members According to Years of Service**

Through table (5) regarding the distribution of study sample members according to years of service, we note that the number of sample members whose years of service is 5 years or less is 4 individuals, at a rate of (3.48%), while the number of sample members whose years of service ranged from 6 to 10 years is 8 individuals with a percentage of (6.96%), while the number of sample members whose years of service ranged from 11 to 15 years was 12, at a rate of (10.43%), while the number of sample members whose years of service ranged from 16 to 20 years was 21, at a rate of 18.26%, While the number of the sample whose years of service ranged from 16 to 20 years is 21, at a rate of 18.26%, while the number of the sample whose years of service is from 21 to 25 years is 30, at a rate of (26.09%), while the number of the sample whose years of service is from 26 to 30 Years are 16 individuals, at a rate of (13.91%), while the number of sample members whose years of service are more than 30 y ears is 24 individuals, at a rate of (20.87%).

**Table 7**

Categories	Frequency	percentage
5 years or less	4	3.48%
6-10 years	8	6.96%
11-15 years	12	10.43%
16-20 years	21	18.26%
21-25 years	30	26.09%
26-30 years	16	13.91%
more than 30 years	24	20.87%
The total	115	100%



**Figure 6**

**Source:** prepared by researchers based on the outputs of the program (spss. v25)

**Third: Sample Trends About the Study Variables and their Sub-dimensions**

This topic deals with the reality of the research variable by competing with the level of availability the insight leadership represented (flexibility, team spirit, vision, conscience) and organizational excellence represented by (distinguishing subordinates, distinguishing structure, strategic excellence).

**The Answers of the Sample Members Search for the Independent Variable (Insight leadership) and its Dimensions**

The result of the arithmetic means for this dimension reached (3.99), which is greater than the result of the hypothetical mean of (3), which means that the answers of the employees of the company of researched in this variable are heading towards agreement and complete agreement, with a standard deviation of (0.72), and here the variable contains several dimensions, namely:

- **Flexibility:** The result of the arithmetic mean for the dimension (flexibility) within the independent variable (insight leadership) reached (4.05), which is greater than the result of the hypothetical mean of (3). This means that the answers of the employees of the company of researched in this variable are heading towards agreement and complete agreement, and with a standard deviation (0.84).
- **Team spirit:** The result of the arithmetic mean of the dimension (team spirit) within the independent variable (Insight Leadership) reached (3.94), which is greater than the result of the hypothetical mean of (3). This means that the answers of the employees of the company of researched in this variable are heading towards complete agreement and deviation. normative (0.73).

- **Vision:** The result of the arithmetic mean of the dimension (perceptiveness) within the independent variable (insight leadership) reached (3.74), which is greater than the result of the hypothetical mean of (3), which means that the answers of the employees of the company of researched in this variable are heading towards agreement and complete agreement, and with a standard deviation (0.42).
- **pronoun:** The result of the arithmetic mean of the dimension (conscience) within the independent variable (insight leadership) reached (4.22), which is greater than the result of the hypothetical mean of (3), and this means that the answers of the employees of the company of researched in this variable are heading towards agreement and complete agreement, and with a standard deviation (0.85) and as shown in the table:

**Table 8: Shows the Answers of the Research Sample for the Variables of Insight Leadership**

S	First: Insight leadership	Arithmetic mean	standard deviation
<b>1. Flexibility</b>			
1	She has a high mental ability to absorb different situations and review new ideas.	3.86	<b>1.37</b>
2	Move away from routine and stagnation and use the new concepts developed, and through the experiences gained from situations and crises.	3.81	<b>1.22</b>
3	It have the power to restore its balance after exposure to a specific event, or negative crises and is highly efficient at overcoming adversity.	4.21	<b>0.81</b>
4	Possesses the individual psychological ability to deal with all work variables through its use of leadership behavior.	4.12	<b>0.84</b>
5	It adapts to change, responds to it, motivates employees and inspires them to persevere and overcome crises.	4.23	<b>0.81</b>
<b>The arithmetic mean of the total elasticity</b>		4.05	<b>0.84</b>
<b>2. Team spirit</b>			
6	Renouncing fanaticism and accepting the other always and urging that the competition be honest and in the right ways.	4.10	<b>0.86</b>
7	Mutual respect, fairness and equality in working conditions are used for all competitors.	4.23	<b>0.81</b>
8	Deal with others in an honest, open and respectful manner.	3.49	<b>1.11</b>
9	The interrelationship between planning, regulation and control is achieved to increase the effectiveness of the bank's performance.	3.92	<b>0.89</b>
10	It motivates employees to have a sense of purpose and a desire to achieve greater results by pushing them to do more.	3.94	<b>1.11</b>
<b>Total arithmetic mean of team spirit</b>		3.94	<b>0.73</b>
<b>3. The vision</b>			
11	It has a conceptual vision of the future state of the bank and its employees and mobilizes towards teamwork through a stimulating vision.	4.14	<b>0.91</b>
12	It has the ability to express a future vision and high expectations within a behavioral model by showing personal excitement and high confidence.	4.44	<b>0.70</b>
13	Possess the ability to articulate the vision, inspire employees, and enable them to implement the vision by creating cohesion, commitment and trust.	1.51	<b>0.52</b>
14	Helping employees to draw a vision for the bright future of the bank.	4.38	<b>0.87</b>
15	Creates an inspiring vision and communicates it to employees to move the bank for the better and has the ability to be creative and communicate its point of view of the current situation.	4.23	<b>0.76</b>
<b>The total arithmetic means of the vision</b>		3.74	<b>0.42</b>
<b>4. Pronoun</b>			
16	Interested in criticizing and correcting others and accepting criticism through which self-correction is done.	4.17	<b>0.98</b>
17	It deals with moral judgments and does not accept any external or internal interference that conflicts with its basic moral duties	4.01	<b>0.99</b>
18	she do good and motivate others to strive for material or moral reward.	4.42	<b>0.66</b>
19	It has the ability to evaluate the performance of employees through societal ethical standards.	4.42	<b>0.67</b>
20	She can be relied upon because of her self-discipline and her prudent behavior in keeping her actions consistent with moral values.	4.09	<b>0.91</b>
<b>The total arithmetic mean of the pronoun</b>		4.22	<b>0.85</b>

**Source:** Prepared by researchers based on data from the program (spss. v25)

**Structure Distinction the Answers of the Individuals of the Research Sample about the Dependent Variable (Organizational Excellence) and its Dimensions**

The result of the arithmetic mean for this dependent variable was (4.18), which is greater than the result of the hypothetical means of (3), which means that the answers of the employees of the company of researched in this dependent variable are heading towards agreement and complete agreement, with a standard deviation of (0.71), and here the variable contains several dimensions Which:

- **Distinguishing Subordinates**  
The result of the arithmetic means of the dimension (distinguishment of subordinates) within the dependent variable (organizational excellence) reached (4.29) which is greater than the result of the hypothetical mean of (3). This means that the answers of the employees of the company of researched in this dimension are directed towards concordance and complete agreement, and with a deviation normative (0.74).
- **Structure Distinction**  
The result of the arithmetic means of the dimension (Structure Distinction) within the dependent variable (Organizational Excellence) reached (4.11) and it is greater than the dependent mean of the hypothetical means of (3). Standard (0.79)
- **Strategic Excellence**  
The result of the arithmetic means for the dimension (strategic excellence) within the dependent variable (organizational excellence) reached (4.14), which is greater than the result of the hypothetical means of (3). Standard (0.86).

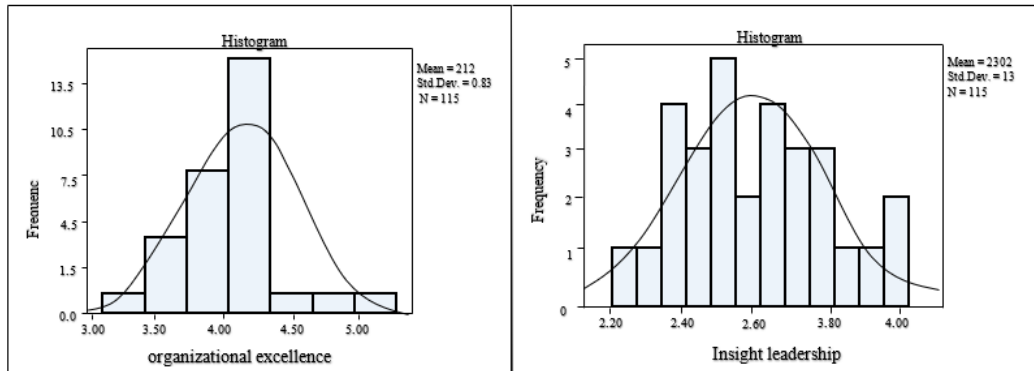
**Table 9: Shows the Answers of the Research Sample on the Variables of Organizational Excellence**

S	Second: organizational excellence	Arithmetic mean	standard deviation
<b>1. Distinguishing subordinates</b>			
1	The company's employees are characterized by enthusiasm and perseverance in accomplishing the tasks entrusted to them.	4.28	<b>0.97</b>
2	The company's employees possess the mental and creative abilities to face the internal and external challenges of the company.	4.14	<b>0.96</b>
3	Senior management believes in the actual participation of its employees in making decisions that ensure the achievement of the goals of both individuals and the company.	4.13	<b>0.98</b>
4	The senior management seeks to continuously develop its employees.	4.62	<b>0.57</b>
<b>The total arithmetic mean of subordinate excellence</b>		4.29	<b>0.74</b>
<b>2. Distinguish the structure</b>			
5	There is a high degree of participation of employees in making decisions.	4.02	<b>1.01</b>
6	Employees can communicate with colleagues in other departments.	4.28	<b>0.83</b>
7	Top management gives full confidence to employees' opinions on business problems and development proposals.	4.02	<b>0.98</b>
8	The company is keen that its employees have the necessary powers to perform the work (distribution of Authority)	4.12	<b>0.87</b>
<b>The total mean of the structure's characterization</b>		4.11	<b>0.79</b>
<b>3. Strategic Excellence</b>			
9	The company believes that the strategy formulation process is based on the cooperation of more than one party (management, suppliers, customers).	4.32	<b>0.81</b>
10	The company seeks to create a kind of harmony and agreement between the approved strategies and organizational levels.	4.04	<b>1.08</b>
11	The company is working to achieve a balance in its strategy in its policy in order to be able to compete with other companies.	4.06	<b>1.11</b>
12	The company seeks to spread values and beliefs that are in harmony with the content of the approved strategy.	4.12	<b>1.15</b>
<b>The total arithmetic means of strategic excellence</b>		4.14	<b>0.86</b>

**Source:** Prepared by researchers based on data from the program (spss. v25)

Through Figure (7), it is clear that the independent variable, insightful leadership, and the dependent variable, organizational excellence, follow the normal distribution, where the null hypothesis is accepted, which indicates that the data follow the normal distribution, where the result (P\_valu) of the two tests above was greater than (0.01) and the histogram below shows the curve The normal distribution of the two variables is:

Figure 7: Normal Distribution Curve



Source: prepared by researchers.

## The Sixth Axis: Conclusions and Recommendations

### Conclusions

- The topic of Insight leadership and the topic of organizational excellence are among the contemporary topics, which are under intellectual and conceptual framing, and they need more theoretical and intellectual studies, in order to be fully and comprehensively aware of them.
- The results of the descriptive statistical analysis proved the presence of responses by the study sample to the variables the Insight leadership and organizational excellence, and this is evidence of the company sample's understanding of the variable and its dimensions
- The results proved that Insight leadership affects organizational excellence, which means whenever the leadership has a vision about the company's future and mobilizes employees to achieve it, the more it leads to an increase in the company's ability to achieve organizational excellence and competitiveness.
- The results showed that the Insight leadership approach has societal values, and then enjoys a team spirit, and then has a clear future vision, and has the ability to maneuver in material and financial resources that reflect its flexibility, and then has a conscience that accepts criticism and advice.

### Recommendations

- Exerting more research efforts on both the theoretical and applied levels to strengthen the intellectual and conceptual frameworks for the topics of Insight leadership and organizational excellence because these topics are realistic topics, which need to make more efforts in research.
- The study recommends the company in question to further consolidate the culture of foresight and deliver its concept to all employees at the middle and lower management levels.
- Leaders in the company in question must become more creative and efficient, and make efforts to keep pace with changes in the industrial environment, respond to customer needs for services, and enhance the culture of competition with other companies in providing the best product to customers.
- The study recommends the senior leadership of the company in question to allocate sufficient time and necessary resources to read what is going on in the external environment and work to achieve the company's goals by achieving organizational excellence.

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