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## **The relationship of strategic leadership with organizational prowess among a sample of Iraqi federal police leaders**

**Atheer Mahdi Hamid<sup>1</sup>, Dr. Sahar Abbas Hussein<sup>2</sup>**

<sup>1,2</sup> University of Karbala / College Administration And the economy

Email <sup>1</sup>: atheer.mahdi@s.uokerbala.edu.iq

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### **ABSTRACT**

The aim of the current research is to identify the relationship between strategic leadership and organizational ingenuity among the leaders of the Iraqi federal police. The researcher adopted the descriptive associative approach to achieve the goal of the research, and the research community consisted of (90) thousand members of the federal police. The researcher pulled a random sample of (200) police officers. Federal, and the researcher designed a questionnaire to measure the strategic leadership and organizational prowess of the sample drawn, and the researcher verified the validity and reliability of the two questionnaires used in the research to be suitable for the study. Organizational ingenuity, as the results of the study showed that there is a real correlation between the strategic leadership and the organizational ingenuity of the leaders of the Iraqi Federal Police.

### **Research problem**

The managerial thought is characterized by continuous renewal and emanating from the priorities and priorities that the researchers have to pay attention to and look at (focus, diagnosis, justification), and go through the details of organizations and raise their ability to survive and thrive, as organizations today face great challenges represented in diagnosing strategic leaders from Bureaucratic leaders to keep pace with the developments and transformations that have occurred in the world, as organizations no longer need leaders to manage the organization in a traditional way, but rather the leadership must work according to a strategic method to achieve a qualitative leap in the capabilities of the organization to achieve its goals in light of these global transformations and developments, and organizational ingenuity is also

considered One of the recent topics that began to arouse the interest of researchers and business organizations alike, as most organizations seek to build a knowledge base by expanding the circle of exploration and investment for the opportunities available to them and exploiting them to achieve the goals of the organization, and this topic is closely related to the pursuit of organizations To explore the strategic leadership and invest their ideas to achieve the goals of the organization, and accordingly the research problem lies in identifying the relationship between strategic leadership and organizational ingenuity among federal police leaders, and the following question can be raised to express the research problem more precisely: What is the nature of the relationship between strategic leadership and organizational ingenuity in the Iraqi Federal Police ?

### **Research importance:**

The research deals with important and influential topics whose impact has become clear, and the importance of the current research is evident through the recent research that dealt with the link between two variables (strategic leadership, organizational prowess) because they are modern topics in linking them and combining different topics (strategy, organizational behavior) And the interaction of its variables, as well as the research community in which it was applied represented by the leadership of the Iraqi Federal Police, being a governmental organization concerned with confronting all kinds of security risks to which the Iraqi citizen is exposed. The importance of research through two aspects, namely:

#### **1. Theoretical importance**

The theoretical importance of the research comes by addressing two different topics in the field of management and trying to find the relationship between them, as the first variable (strategic leadership) constitutes an important field of strategy, and the second variable (organizational prowess) being a broad and important field of organizational behavior, and an attempt to link them.

#### **2. Practical importance**

The applied importance of the research comes through the research community, the place of application, which is represented by the leadership of the Federal Police in the Iraqi Ministry of Interior, being the party responsible for maintaining order and achieving security, so it was necessary to apply these theoretical concepts and ideas in the field of work and to test the impact of the dimensions of strategic leadership on organizational ingenuity to identify On which dimensions are more influential to pay attention to and enhance it, and to provide appropriate proposals to improve the performance of the organization in question.

### **Research aims:**

The strategic leadership level of the Iraqi federal police leaders. 1-  
The level of organizational prowess of the federal police leaders. 2-  
3-The relationship between strategic leadership and organizational prowess among Iraqi federal police leaders.

The main research hypothesis:

There is a statistically significant relationship between strategic leadership with its dimensions and organizational prowess with its dimensions.

search limits :

**1- spatial boundaries:** Federal Police – Headquarters / Iraqi Ministry of Interior.

**2- Time limits:** The temporal limits are represented by the period that started on the date of distributing the questionnaire form to the research community, represented by:(10/1/2021) until (15/4/2021).

**3- human limits:** The study targeted the upper and middle managements (intentional sampling) In human limits limited to (Forces commander, chief of staff of command, division commander, chief of staff of the party, director of directorate, director of department, brigade commander, brigade lieutenant colonel, regiment command, assistant regiment command) to be an intentional sample, and (200) questionnaire forms were distributed. was received (156) valid for statistical analysis.

### **Theoretical framework:**

#### **First, strategic leadership**

Scholars of strategic management such as (Barnard, 1968 and Mintzberg, 1973) have been busy in the past decades with studying The impact of the behaviors and decisions of strategic leaders (CEOs, senior managers and board directors) on organizations Their focus was on how the behaviors and traits of leaders influence the decisions of organizations (Samimi et al,2020:2). In fact, if theory Leadership strategy may evolved With the development of theories Leadership charismatic Transformational and visionary in a levels upper for the leaders (Lewa & Kiriri, 2018: 8(If each of ( Hambrick&Masons,1984) a research paper assumed The performance is greatly affected by the characteristics, values and knowledge of managers who occupy influential management positions in the organization.Jaleha&Vincent, 2018: 125.as it was NSDriving pods focus on driving traditional (Driving Study related managers and their subordinates during their interaction in organizations) But in recent years there has been interestNS growingNS By understanding how top executives can transform their organizations to adapt to a complex environment, and able On The competition, has known This new perspective on leadership by leadership The strategy(Castellanos & Georg, 2020: 108). that Shift towards strategic leadership theory came in a middle eighties of the century the past, as studies focused on study Leadership Supervisory which He was her focus in a starter it's up On Leadership supreme, as specialized studying difference Administration upper (Lewa & Kiriri, 2018: 8).

**And**she was Leadership is still one of the most important variables in the field of management. Especially In organizational and strategic studies, this topic has received great attention from researchers and specialists, seeking to try to explain it, and frame it with different theories., As a result of the development in management science and in the business environment, figured Strategic leadership as one of the concepts Because of its great importance in leading organizations and determining their fate.AIRawi,2020:379). The researchers emphasized that Leadership is the art, ability and skills of a person holding a position as the leader of a business unit is through TheInfluence, Persuade, Inspire & Direct employees (Dohamid&Muchlis, 2020:81). And. has been definedhere on It is an impact process that leads to the achievement of goals Desired and involved To inspire and support others to achieve a vision based on clear personal and professional values(Amayreh,2020:2372). Although clarification strategic leadership theory In the previous paragraph it means NSStudy leaders at higher levels Oforganisation Castellanos& (Georg,2020:108). except if the field Research on the concept of strategic leadership witnessed a lack of agreement or

consensus to find a comprehensive definition OfLeadership The strategy (Samimi et al,2020:2).As the term strategic leadership contains two concepts, the first is related to leadership and the other is related to strategy Strategic leadership active at higher levels for the organizationStrategic matters are dealt with at the top of the organization, while middle leaders translate the visiony strategy into operational objectives for lower-level managers, who are responsible for motivating employees to accomplish tasks (Duursema,2013:20).

Definition of strategic leadership:

Strategic leadership has known several definitions due to its difference due to the broadness of the concept and its overlap with other concepts such as leadership style, organizational strategies and other concepts that led to the multiplicity of definitions of strategic leadership, and we will mention some of them:

NS	researcher	Strategic leadership
1	(Palladan et al, 2016:2).	Leader's ability to anticipation and imagine Maintain flexibility and enable others to bring about strategic change as necessary.
2	(Mohd et al, 2017: 94).	Determine the destination of the organization and how to reach it AndThe strategic planning process includes And far-reaching.
3	(Jaleha&Vincent, 2018:127).	A set of unique abilities to anticipate, visualize, maintain flexibility, think strategically and empower employees to generate innovative ideas that lead to high performance.
4	(Lehto&Jarno,2020:3).	TheLeadership At the highest levels of the organization that make TheAn effort to define long-term visions and goals as comprehensively as possible.
5	(Dohamid&Muchlis,2020: 82).	The ability of a leader to communicate the vision of the organization and always inspire all members to continue working according to that vision permanently.
6	(Nakir et al,2020:249).	The ability of leaders to anticipate andphoto Maintain flexibility and delegate authority to others to bring about the strategic changes organizations need.

Characteristics among the definitions mentioned, which can be expressed in the characteristics of strategic leadership, as follows: -

1. Strategic leadership is the leader's ability to understand the internal and external environment of the organization.
2. Strategic leadership is located at the higher administrative levels of the organization, which qualifies it to take responsibility for strategic plans and clearly define goals, which must emanate from the organization's vision and

mission.

3. Strategic leadership is responsible for making strategic decisions, their quality and evaluating their impact.
4. The ability to predict environmental changes, modify plans, and develop the organization's visions according to these changes.

Based on the foregoing, the researcher defines strategic leadership as the ability of officials at higher administrative levels to visualize the future of the organization and respond to environmental changes by investing and developing the capabilities of the organization's resources in accordance with organizational and ethical controls aimed at achieving sustainability for the organization.

### **The importance of strategic leadership:**

Successful organizations depend on strategic leadership characterized by a forward-looking vision, and the ability to read events and developments in a manner NSWithin the continuity and growth of the organization(AlRawi,2020:380). occupies Leadership The strategy a critical role in the successful implementation of strategic knowledge management (Dahri et al,2019:58). According to a study(Hitt&Ireland,2002) Strategic leadership is the core of strategic management The organization will be effective with its strategy in the case of presence Strategic leadership active led In particular and general on all levels (Alayoubi et al,2020:11). also reflect Strategic leadership The extent to which a leader thinks strategically about creating change and moving the organization in new directions or markets (Dahri et al,2019:59).

### **Second, organizational ingenuity**

The term organizational prowess can be traced back to the mid-1970s (Alghamdi,2018:2). Duncan, 1976, was the first to introduce this concept (Lind & Aberg, 2020:9), although (March & Simon, 1958) discussed the necessity of balancing the conflicting demands of organizations for exploitation and exploration (Gibson & Birkinshaw, 2004: 210). However (Duncan, 1976) the term organizational virtuosity was first used in a scientific paper in which he indicated that organizations manage their priority among their conflicting activities by establishing "dual structures", whereby certain business units or groups within business units focus on alignment, while others focus on Adaptation, later called structural skill (Gibson & Birkinshaw, 2004: 209). (Duncan, 1976) added that organizational structures that help in dealing with contradictory elements simultaneously is called organizational prowess (Kobayashi & Takemura, 2020:52).

and my moment NSunderstand organizational dexterity by organizations of great importance At the global level, it is Associated in an organizational equilibrium related to activities exploitation and explorationAmjad& Nor,2020:1523). Having received the concept of organizing ingenuityNS Contributions from various research areas such as organizational learning, technological innovation, organizational adaptation, strategic management and design organizational(Cantarello et al,2012:29). In this regard Refer to the term Dexterity is the ability of a person to use both hands at the same level skill (Jacobs& Maritz,2020:3). Also confirmed by (Anzenbacher&Wagner,2020:4) that Dexterity is the ability to use both hands on one foot equality, and used NSClarify the potential

balance of exploration and exploitation in the organization . it's done Emphasizing that the phenomenon of ingenuity can be achieved by Providing ideas and methods The strategy that helps the organizations On The competition, and achieve synergy Structural and contextual harmony for organizations(Attar& Kalfaoglu,2020:254). Others have described it Palcapacity Thedynamism that Emphasizes management's role in adapting, integrating, and reshaping skills and resources the organization, In order to adapt to changing environments continuously (Ubeda-Garcia et al,2020:1).

### **The mechanisms of organizational ingenuity**

Looking at The mechanisms of organizational ingenuity as Processes, systems and structures AndAdministrative procedures that facilitate the simultaneous process of exploitation and exploration Andthrough this mechanisms, Organizations can exploit and leverage resources to synchronize across multiple projects with inconsistent and conflicting goals And therefore, The mechanisms act as enablers of ingenuity These mechanisms may be formal or informal, and there Three coordination mechanisms of ingenuity Which (decentralization that focus On delegation of authority within Organizational Chart for organizations, andFormalize who represented NSOrganizational routine (rules and procedures), Andconnect in order, Which The nature of governance arrangements within the organization Andthe role that NSperform it organizational units to enable dexterity (Petro et al,2020:5). And there Another mechanism to achieve dexterity which is to supply Employees with incentives and collaborative contexts in which individuals can effectively divide and allocate their time and effort between TheDemands TheContrasting to align and adapt (Park et al,2020:3).

### **Types of organizational ingenuity:**

**1-structural dexterity Structural Ambidexterity :** The ideas of structural ingenuity are returning to the world (Duncan, 1976), which emphasized the idea of organizations managing trade-offs between exploration and exploitation through the implementation of dual structures, and (Duncan, 1976) did not describe this phenomenon explicitly as a structural skill, but both (O, Reilly & Tushman, 1996) laid the foundation for structural ingenuity. (Lind&Aberg,2020:13).

**2-NSFor contextual versatility Contextual Ambidexterity :** It was completed Submit Contextual dexterity for the first time From before (Gibson&Birkinshaw, 2004). (Lind&Aberg,2020:13). Which is seen as theability to matching AndAdaptation and permeate in a All jobs and levels organizational instead of Dual structures, longer Contextual dexterity multi construct Dimensions, as Everyone in the unit can organizational Provide value to existing clients in their functional area The private, But at the same time everyone is looking for changes the mission in a his environment and behave according to requirements(Gibson&Birkinshaw, 2004:211).

**3-sequential dexterity Sequential Ambidexterity** The researchers pointed to another type of dexterity, “sequence dexterity,” where organizations focus on one initiative or activity and then work to complement it with another (Eriksson 2013). Sequential dexterity is slightly different from contextual dexterity and structural dexterity (O, Reilly & Tushman, 2013:11). Sequential ingenuity refers to the sequential switch between exploitation and exploration (Stelzl et al, 2020:3).

Research Methodology :

The approach followed is a reflection of the researcher's ideas as a result of his awareness of the problem and his attempt to find solutions to it, It is a design through which plans can be developed to collect information that makes the research appear in a simplified and coherent manner, and for the purpose of fulfilling the requirements of the current research and achieving the desired goals, the method of the descriptive analytical approach was adopted to identify the problem and frame its dimensions through a questionnaire that included the research variables.

Research community and sample:

The Iraqi Federal Police Force leadership represents the research community Being one of the important directorates associated with providing services to citizens and preserving lives and property And the serenity the public As the number of people in it reached ( ) one, so It was completed Selection Intentional sample numbered (160(Person, if chosen) troop commander , Chief of the Command Staff , Division commander, division chief of staff, directorate director, division director, brigade commander, brigade lieutenant colonel, regiment commander, assistant regiment commander ) of workers in The Iraqi Federal Police, being the closest to understanding the study variables, distributed (160A questionnaire directly by the researcher for the research sample, in proportion to the research specialization on the one hand, and in order to achieve the objectives of the research.NS on the other hand And (6) questionnaire forms were retrieved, bringing the total to (154), with (9) at the rank of major general, (42) at the rank of brigadier, (26) at the rank of colonel, (38) at the rank of lieutenant colonel, and (39) at the rank of major, as shown in the table ( 1 ) :

Table (1)  
Distribution of the research sample according to rank

sequence	Rank	the number	percentage %
1	major General	9	5.8
2	dean	42	27.3
3	colonel	26	16.9
4	Presenter	38	24.7
5	pioneer	39	25.3
Total		154	100%

**Measurement tools :**

Represent resolution The main tool that the researcher used to measure the research variables, as the researcher designed the questionnaire paragraphs according to the Arab and foreign ready-made standards that correspond to the subject of the research, and made some important and necessary modifications to it from the arbitrators experts As in Appendix (2) By presenting it to them to match the reality of the research environment, to be ready for distribution as shown in Appendix 3; The questionnaire was formulated according to the five-point Likert scale.Likert), The response level will be confined to (1-5), As shown in Table (1), as follows:

Table (1) mgradient Five-point Likert

Totally agree	Agreed	Not sure	I do not agree	I don't totally agree
5	4	3	2	1

**Validity of the tools:****Virtual validity : a-**

The researcher presented the search tool in its initial form to a number of arbitrators specialized in the field of management, their number reached (10) tightNS As in Appendix (1) This is to ensure the apparent validity of the measurement tool, which indicatesyn The ability of paragraphs to cover the area in which NSWe belong to it, and the researcher has prepared a special form As in Appendix (2)To explore the opinions of the arbitrators about the extent of clarity of each statement in terms of intellectual content and formulation, and to correct the phrases that should be corrected, with the addition or deletion of what the arbitrator sees of phrases in any of the axes. In light of the opinions expressed by the arbitrators, the researcher made the amendments agreed upon by the arbitrators, and amended and formulated some of the expressions that were agreed upon by the arbitrators.y Arbitrators need to rephrase to be clearer.

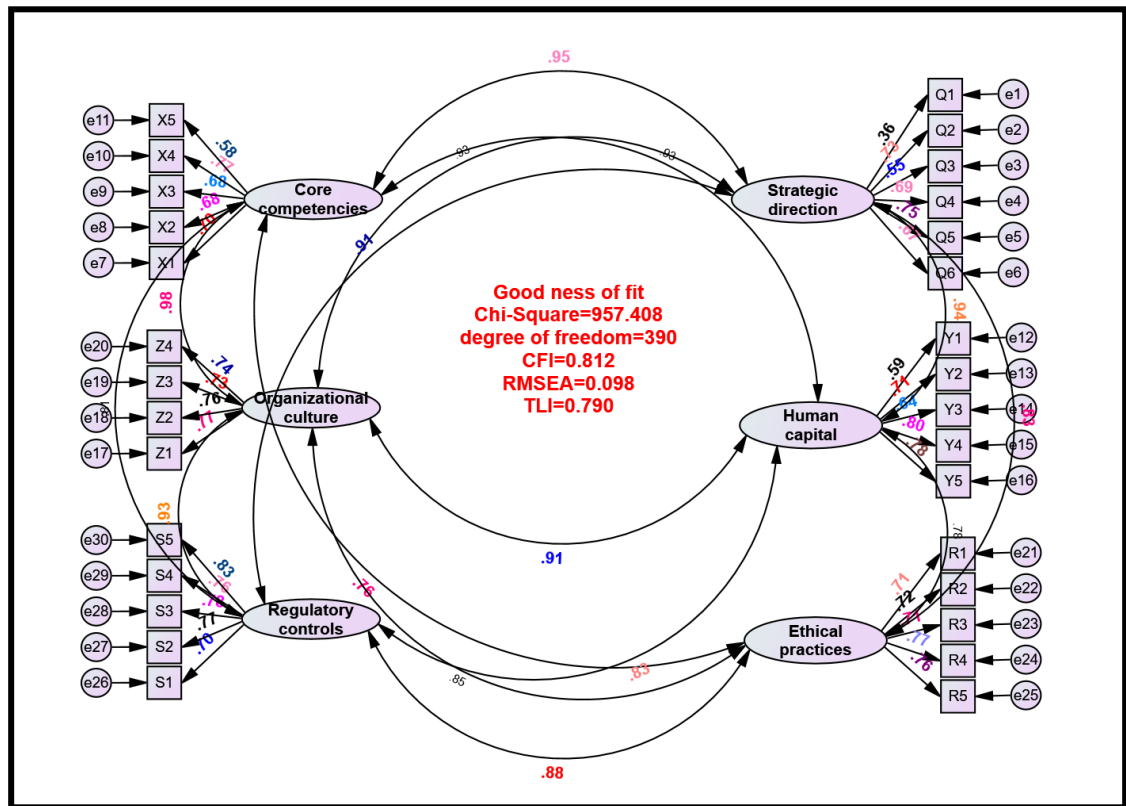
**global honesty b-**

**The researcher relied on the exploratory factor analysis method to analyze the paragraphs of the tools used in the research, as follows:**

**First: The exploratory factor analysis of the strategic leadership scale:**

Figure shows (1The confirmatory factor analysis of the strategic leadership model, which consists of: six basic dimensions consisting of (30(Paragraph, as shown in the figure)1) And by noting the quality of conformity indicators extracted for the model It is shown in Fig.1It turns out that most of these indicators do not match, and to improve these indicators, we will amend them according to Indications recommendations, as (*Modification Indices* )yPut the researcher as a model based on the literature or research theory yTry to test the match TheA model for experimental data. If the matching is not sufficient, the common procedure is to modify the model by deleting the non-functional paragraphs or paths and adding the paragraphs that improve the matching.Te And that this procedure includes either deleting the paragraphs with the highest common variance AndThe superscript within the form or modified By making the correlation between errors with high covariance After this procedure, the final model will be after modification as shown in the figure (1)





**Figure (1) The results of the exploratory factor analysis of the strategic leadership scale**

So It turns out from the table (8), that all vertebrae she Larger from the value normative critical (CR) adult (1.96) so Indicates that to me morale paragraphs except for the first paragraph)Q1) The standard weight is less than (0.4), so this paragraph should be deleted to be in conformity with the quality indicators of conformity, and this is signify On sincerity ferries and surely Indications Quality matching extracted she Matching for indicators Quality matching normative if(*Goodness Of Fit*) It is worth Signal Here to me that it It was completed Modification of the model by making a correlation between random errors with high co-variance and deleting the first paragraph from the dimension of the strategic direction. Thus, all Indications Quality matching within Standards required for the model, as shown in Figure (2).

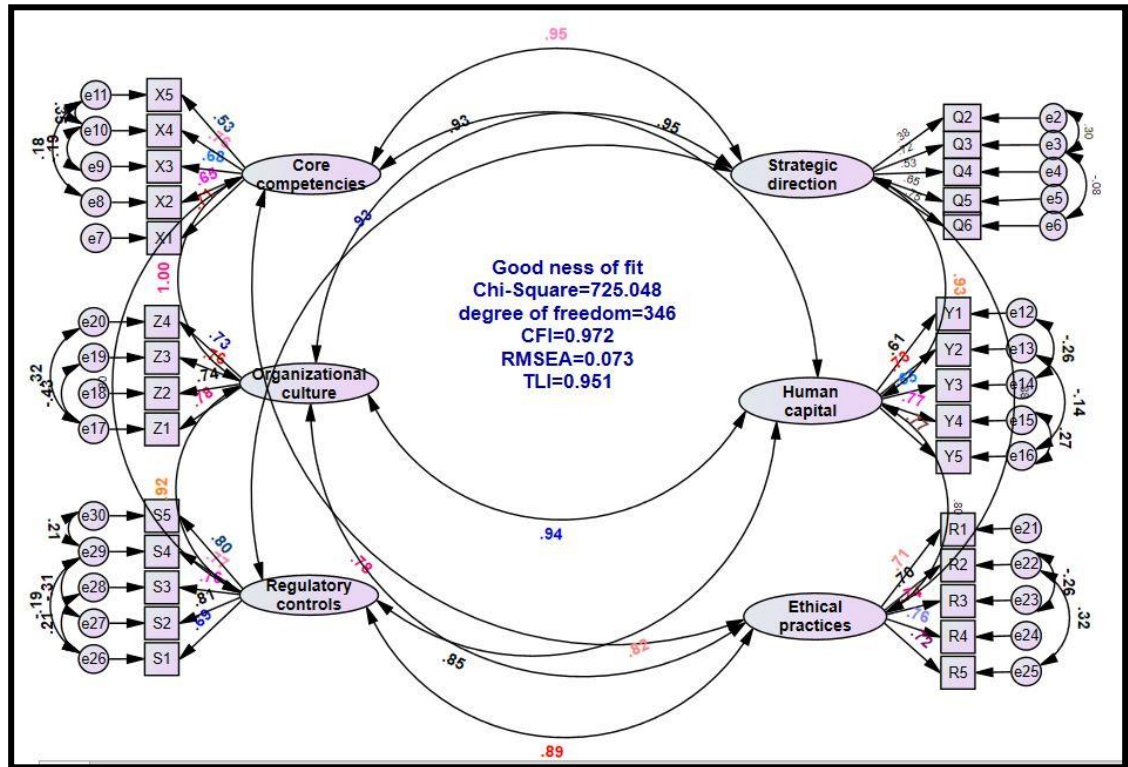
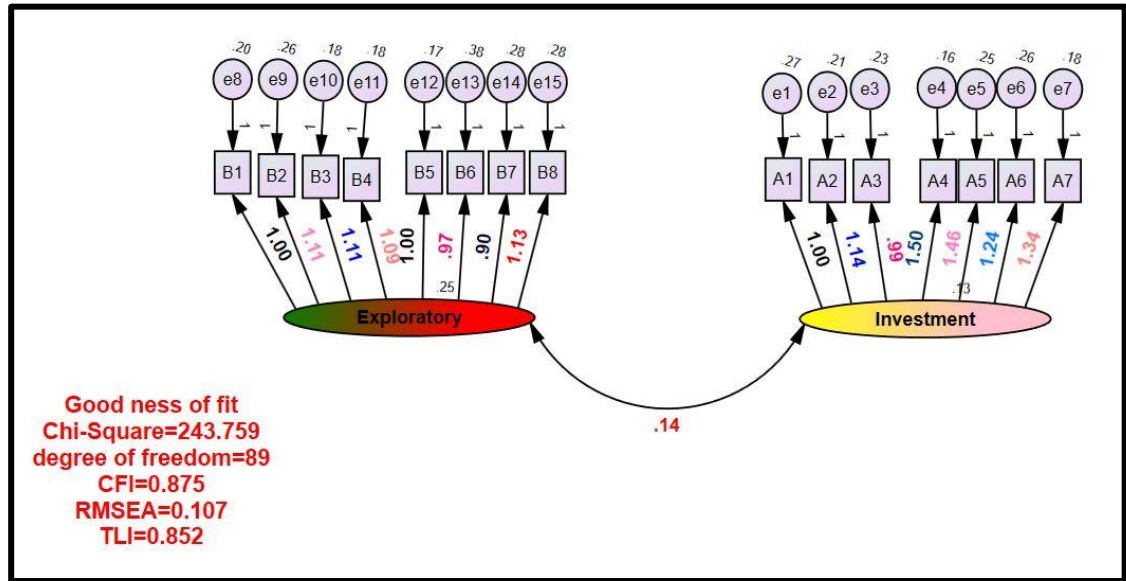


Figure (2) The results of the exploratory factor analysis of the strategic leadership scale after modification

Table (2) Regression weights, standard error, critical ratio, and level of significance for the dimensions of a variable Strategic leadership								
indication	P	critical ratio CR	standard error SE	Downhill weights	Standard gliding weights	Dimensions	path	vertebrae
insignificant				1.000	.321	strategic direction	<---	Q1
morale	***	4,392	.591	2.596	.710		<---	Q2
morale	***	3.683	.548	2.018	.550		<---	Q3
morale	***	4.097	.660	2.704	.661		<---	Q4
morale	***	3.957	.829	3.279	.738		<---	Q5
morale	***	3.816	.821	3.131	.626		<---	Q6
morale				1.000	.704	Core competencies	<---	X1
morale	***	7.904	.126	.996	.657		<---	X2
morale	***	8.200	.129	1.055	.684		<---	X3
morale	***	9.195	.119	1.091	.767		<---	X4
morale	***	6.415	.090	.581	.534		<---	X5
morale				1.000	.610	Human capital	<---	Y1
morale	***	7.328	.130	.956	.733		<---	Y2
morale	***	5.988	.121	.724	.648		<---	Y3
morale	***	7.592	.155	1.173	.772		<---	Y4
morale	***	7.540	.173	1.303	.768		<---	Y5
morale				1.000	.777	organizational culture	<---	Z1
morale	***	9.941	.075	.748	.742		<---	Z2
morale	***	8,531	.083	.706	.755		<---	Z3
morale	***	11,859	.064	.764	.731		<---	Z4
morale				1.000	.705	ethical practices	<---	R1
morale	***	7.960	.129	1.028	.704		<---	R2
morale	***	8.451	.134	1.133	.740		<---	R3
morale	***	8,756	.138	1.208	.763		<---	R4
morale	***	8.230	.120	.988	.720		<---	R5
morale				1.000	.693	regulatory controls	<---	S1
morale	***	9.194	.138	1.266	.806		<---	S2
morale	***	9.844	.140	1.377	.763		<---	S3
morale	***	8.115	.139	1.127	.773		<---	S4
morale	***	9.216	.133	1.229	.809		<---	S5

**Second: Factor Analysis of Organizational Proficiency Scale:**

Figure shows (3The confirmatory factor analysis of the organizational virtuosity variable, which consists of after Basicyen composed of (15th) Paragraph and as is clear from the shape (3To improve these indicators, we will modify them According NSindicators recommendations Edit ,(Modification Indices ) After doing this procedure, the final model will be after modification as shown in Figure (3).



**Figure 3 The results of an exploratory factor analysis of the organizational virtuosity scale**

And it turns out From Table (9) after making the adjustments and the correlation between the errors with the greatest common variance We note that all vertebrae she Larger from the value normative critical adult (1.96) so Indicates that to me morale paragraphs, and this is signify On sincerity ferries in addition to Indications Quality matching extracted she Matching for indicators Quality matching normative.(Goodness Of Fit)

Table (3)Regression weights, standard error, critical ratio, and level of significance for the dimensions of the organizational dexterity variable								
indication	P	critical ratio CR	standard error SE	Downhill weights	Standard gliding weights	Dimensions	path	vertebrae
morale				1.000	.564	investment ingenuity	<---	A1
morale	***	7.020	.163	1.145	.664		<---	A2
morale	***	6.472	.160	1.036	.620		<---	A3
morale	***	6.710	.222	1.491	.788		<---	A4
morale	***	6.146	.229	1.407	.691		<---	A5
morale	***	5.712	.219	1.253	.657		<---	A6
morale	***	6.619	.209	1.381	.763		<---	A7
morale				1.000	.757	E x p l	<---	B1

morale	***	10,728	.098	1.053	.707		<---	B2
morale	***	9,890	.112	1.106	.799		<---	B3
morale	***	9.784	.112	1.098	.800		<---	B4
morale	***	8.892	.112	.995	.776		<---	B5
morale	***	6.883	.129	.891	.572		<---	B6
morale	***	7.385	.115	.847	.617		<---	B7
morale	***	8.128	.135	1.100	.717		<---	B8

**Tool stability:**

**A-Half split:**

The internal consistency of the scales is an indication of the homogeneity of the components of the scale measuring a particular concept or theory, i.e. the questions must be related to each other as a set that measures a specific concept. In the sense that the questioner understands the general meaning of the scale and each of the questions that it consists of, and the extent of the internal consistency of the scale can be determined by identifying the correlation between the component questions or through split confidence tests (half-reliable tests), which is what the researcher will adopt and is summed up by finding the correlation coefficient between the scores Odd questions and pairwise questions scores in the questionnaire, and the correlation coefficient is corrected using Spearman's corrected equation, if the reliability coefficient is (0.67), it is sufficient for the research in which the questionnaire was used as a tool. When applying this method, it was found that the correlation coefficient was (0.944) For the resolution as a whole which means that search With its different scales, it has high stability and can be adopted at different times andNSSame individuals and gives the same results.

**B-Alpha-Cronbach equation:**

This test is used to measure the consistency of respondents' answers to all questions on the scale. To what extent each question measures the same concept, these questions are related to each other, and the most common test for measuring the degree of correlation between components of the scale is the scale called Cronbach's alpha coefficient. by extracting laboratories (Cronbach Alpha) shown in Table (2) the consistency between the components of the scale at the dimensional level and all the variables with it was ascertained,Since all the values of (Cronbach Alpha) may be transcendNS minimum OfAcceptance and the adult (0.70), which confirms the consistency between the scale components Which indicates the stability of the scale, as shown in Table (2). .

Table (4)  
Stability of search tools with alpha equation – Cronbach

Table (2) values for the dimensions of the study scale (Cronbach Alpha)			
the scale	Cronbach's alpha coefficient	the scale	Cronbach's alpha coefficient
Determine the strategic direction	0.798	Ethical practices	0.849
Investing in core competencies	0.814	regulatory controls	0.876
Develop human capital	0.820	investment ingenuity	0.863
organizational culture	0.834	Exploratory prowess	0.900
Total marks	0.82	Total marks	0.85

**Research results :**

**The first objective: to identify the level of strategic leadership of the Iraqi Federal Police Command:**

In order to achieve the first goal of the current research, the researcher extracted the arithmetic means and standard deviations for each dimension of strategic leadership. Straight Therefore, the Federal Police Command possesses the dimensions of strategic leadership at a high level As shown in the table ( ).

Table (5) Ranking the dimensions of strategic leadership according to the arithmetic mean and relative importance					
Dimensions of strategic leadership	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	ranking
Determine the strategic direction	4.16	.82	19.89%	83.1%	5
Core competencies	4.14	0.76	18.34%	82.8%	6
Human capital	4.25	0.75	17.69%	84.9%	2
Effective organizational culture	4.19	0.75	18.04%	83.8%	3

Ethical practices	4.34	0.64	14.77%	86.8%	1
Balanced regulatory controls	4.19	0.70	16.84%	83.7%	4

The second objective: to identify the level of organizational prowess of the leaders of the Iraqi Federal Police:

In order to achieve the second objective of the current research At the level of sub-dimensions, investment prowess ranked first with an arithmetic mean (4.37) and a very high answer level, and after exploratory ingenuity ranked second with an arithmetic mean (4.19). Therefore, it can be said that the organizational ingenuity variable is available in the Iraqi Federal Police Command at a high level, as shown in the table (6)

Table (6) Arrangement of organizational dexterity dimensions according to arithmetic mean and relative importance					
Dimensions of organizational ingenuity	Arithmetic mean	standard deviation	Variation coefficient	Relative importance	ranking
investment ingenuity	4.37	.62	68%	80%	1
Exploratory prowess	4.19	0.86	32%	57%	2

The third objective: To identify the relationship between the strategic leadership and organizational prowess of the leaders of the Iraqi Federal Police:

The current paragraph of this topic deals with testing the correlation between the independent variable of strategic leadership drive him awayNS (Strategic direction, core competencies, human capital, organizational culture, ethical practices, balanced regulatory controls) and the dependent variable represented by **organizational dexterity** , as you willa job Labs link (Pearson (Pearson to discover The strength and direction of the relationship between the variables, and the positive correlation between two variables indicates that the increase in one variable is offset by an increase in the other variable. 0.7), and an acceptable positive when it is (1 to +0.3), Whereas, the negative correlation is strong when (-0.3 to -0.7), and weakly negative when it is (-0.3 to 0). As for if the correlation coefficient is (+1) This indicates a connection expulsion perfect and (-1) indicates a correlation reverse Perfect and (0) indicates no correlation.

**hypothesis search first principal which states (There is a significant correlation between strategic leadership and organizational prowess)**

The correlation coefficient between Strategic leadership and organizational prowess (0.859) at the significance level (000.), which is less than the significance level (0.05), which indicates the existence of a strong direct correlation with a significant significance for thestrategy leadership With organizational dexterity This means that increasing the application of strategic leadership practices will increase the

organizational prowess in the researched directorate. According to the above, the first main hypothesis is accepted, which states Presence A significant correlation between strategic leadership and organizational virtuosity In the studied district, as shown in Table (7):

Table (7) results of the correlation between Strategic leadership and organizational prowess							
independent variable dependent variable	elements Strategic leadership						overall index
	strategic direction	Core competencies	Human capital	organizational culture	Ethical practices	regulatory controls	
overall index	0.783	0.742	0.747	0.791	0.708	0.789	0.859
Indication level	.000	.000	.000	.000	.000	.000	.000
N = 154							

As for the results of the correlation relations pNSat the micro level (dimensions) with men The variables of the study have indicated the following The results of Table (20) show that there is a positive significant correlation between strategic direction And organizational dexterity Its coefficient is (0.783), which indicates that for strategic direction a strong positive role in organizational dexterity significance level (.000) which means the moral of the relationship between them and this means accepting the first sub-hypothesis From the first main hypothesis. By checking the results of the statistical analysis in Table (20), it is evident that there is a correlation between the two dimensions Core competencies and organizational prowess The correlation coefficient was (0.742), which indicates a strong positive correlation. which explainsn Core competencies NSMKn Directorate NSn creativity and innovation at work, and emphasizes the value of (SigThe significance of this relationship and therefore we accept the second sub-hypothesis From the first main hypothesis. The results of the statistical analysis of the study variables mentioned in Table (20) confirm the existence of a positive significant correlation between Human capital and organizational ingenuity The value of the correlation coefficient was (0.747), AndEmphasizes Values (Sig) morale bonding between Human capital and organizational prowess and egold The result It confirms the acceptance of the third sub-hypothesis of the correlation hypothesis. **And**The results of the statistical analysis showed that there was a significant positive correlation between the Organizational culture and organizational prowess The value of the correlation coefficient between them was (0.791), This result indicates the positive role of for organizational culture In increasing the activities of organizational dexterity huhgold The result It confirms the acceptance of the fourth sub-hypothesis of the correlation hypothesis. as well The results are shown in the table (20) that coefficient



The Engagement between ethical practices And Organizational prowess reached (0.708) which is a link expulsion Strong at the level of morale (0.000) Evidence that the increase in ethical practices in the directorate will lead to an increase in the activities of investment and exploration ingenuity, and this confirms the validity of the sub-hypothesis that states (there is a significant correlation between ethical practices And organizational dexterity): as you explain The results in the table (20) that coefficient The Engagement between the regulatory controls And Organizational prowess reached (0.789) which is a link expulsion Strong at the level of morale (0.000) This means that the commitment of the researched directorate to balanced regulatory controls will increase the levels of organizational ingenuity in it, and accordingly, it accepts the sixth sub-hypothesis of the first main hypothesis.

### **Conclusions**

The researcher reached a number of conclusions, which can be explained as follows:

1. Strategic leadership and its dimensions (determining the strategic direction, investing and maintaining core competencies, developing human capital, maintaining an effective organizational culture, emphasizing ethical practices, establishing balanced organizational controls) is positively related to organizational ingenuity, because the senior management in the police leadership Federalism aspires to achieve high quality in its operations, in addition to granting the necessary powers to individuals to accomplish the tasks and duties assigned to them.
2. that Federal Police Command own direction strategic And Able to The check up The An accurate view of its internal environment, its strengths and weaknesses, and its external environment related to opportunities and threats by participating in developing that direction to achieve its goals.
3. Through the results that were reached on the practical side, it became clear to the researcher that There is interest before Federal Police Command To share most of its employees in Teamwork.
4. that Federal Police Command Supportive and encouraging efforts for its employees On the work initiatives, as well as translating the adopted policies into clear rules and mechanisms of action to chart the course and plans to be followed by the workers.
5. The leadership of the Federal Police is concerned with ethical standards being a target One of the main goals directorate that govern the actual achievement In addition to its focus on ethical rules and behaviors in the performance of its work.
6. The Federal Police Command focuses on the fact that high performance is the result of what is planned and must be consistent with the goals and strategic vision, as well as focusing on self-monitoring.
7. The Federal Police Command is keen to invest its various resources to enable its personnel to deal with changing circumstances and control security crises with minimal losses.

### **Recommendations**

Based on the conclusions reached, the researcher recommends the following:

1. The researcher recommends the leadership of the Federal Police to rehabilitate individuals and make them have a strategic way of thinking to enable them to take the right decision in the situations they are exposed to when carrying out the tasks assigned to them.

2. The need for the Federal Police Command to adopt Techniques New To explore the external environment in order to develop well-thought-out organizational strategies To enhance strengths and develop solutions to weaknesses.
3. Spreading the spirit of initiative and promoting a culture of teamwork by giving individuals absolute powers to motivate them on an ongoing basis to accomplish work with their colleagues collectively.
4. Work to motivate individuals and encourage them to submit new proposals for grants Incentive rewards and delegation of the necessary powers to perform business and adopt new logistical methods to confront terrorist operations.
5. Develop policies, programs, activities and future plans and work to achieve them accurately to raise the level of performance, as well as implement ThePlan the future more accurately.

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