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## The Effect of Enlightened Leadership in Strategic Alignment (Applied Research in a Sample of Private Iraqi Commercial Banks)

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### Abstract

*The aim of the research is to diagnose the level of awareness and response of the researched sample to the concept of enlightened leadership and strategic alignment, as well as to measure the strength and weakness of the relationships between the independent variable of enlightened leadership and the dependent variable of strategic alignment with its dimensions. Thus, the research problem was defined by the main question of identifying the role played by enlightened leadership in achieving strategic alignment in a number of private Iraqi commercial banks. In light of this, the hypothetical research model was designed, embodying the relationship between the research variables. The descriptive analytical approach was adopted, and a questionnaire was used as the primary tool for data collection from the sample of (124) respondents representing managerial leadership at various levels, in addition to using financial data and reports for the years 2017-2021 for the researched banks, statistical methods were employed to analyze the data (mean, standard deviation, coefficient of variation, relative importance, Pearson correlation coefficient, Spearman's correlation coefficient, regression coefficient, t-test, R<sup>2</sup> coefficient, F-test, confirmatory factor analysis, Kruskal-Wallis test). The research relied on the statistical software programs SPSS v.28 and AMOS v.26. The study concluded with a set of results, the most important of which is the existence of a correlation relationship and impact of enlightened leadership in its dimensions in achieving strategic convergence. This indicates the importance of the role of enlightened leadership in its dimensions in achieving strategic convergence and consequently achieving sustainable development for the researched banks.*

### Introduction

Most business organizations today seek to achieve success in their operations and activities, competing to build a strategic position that sets them apart in their business environment, ensuring their sustainability and growth, in addition to continuously improving its operations away from routine and prevailing traditional practices, achieving its desired goals, these organizations must adopt new strategic concepts or modern management philosophy. One of the most prominent concepts is strategic alignment, which is considered a modern concept in strategic thinking. Through it, organizations can achieve coherence, harmony, and integration between their departments and employees. This depends on the management style in leadership, requiring the adoption of new leadership styles, one of which is enlightened leadership, represented by clear vision, proper planning, seriousness in implementation and follow-up, and motivating employees to exceed ordinary performance to achieve creative work, creating a calm, stable, and harmonious organizational environment with the external

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environment. From here, the idea of researching as an attempt to measure the role of enlightened leadership through its dimensions represented by (developer role, changer role, visionary role, connector role) in achieving strategic alignment through its dimensions represented by (cultural alignment, structural alignment, technological alignment, resource alignment) in a number of private Iraqi commercial banks, including (East Iraqi Investment, Gulf Commercial, Ashur International, Mansour Investment, Baghdad, Iraqi Investment), the researcher found the importance of studying these variables to assist the management in the researched banks. Through the results, they will be able to develop future plans, build strategies, and adapt to internal and external environmental changes. Consequently, this will reflect on the development and improvement of the employees' performance, instilling a team spirit in them, enhancing their capabilities and skills, and encouraging them to work together towards achieving common goals, which will positively impact the overall performance of the banks.

### **The Research will Cover the Following Topics**

- 1- Chapter One:** The theoretical aspect of the research
- 2- Chapter Two:** The practical aspect of the research
- 3- Chapter Three:** Conclusions and recommendations

### **Chapter One: The Theoretical Aspect of the Research**

#### **First Topic: Conceptual Framework of Enlightened Leadership**

##### **First: The Concept of Enlightened Leadership**

The world is witnessing significant changes across all fields, driven by an unstable work environment, posing a major challenge for organizations to confront competition. This necessitates the adoption of modern administrative methods and concepts to tackle these challenges. Organizations are required to follow administrative patterns that enable them to enhance their performance and increase productivity. One of these modern methods is to provide leaders capable of keeping up with the rapid changes and developments faced by the management of these organizations by relying on and optimizing the talents and capabilities of the employees in the organization, known as enlightened leadership (Kishkousha, 58:2021). The term enlightened leadership first appeared in the 1990s, initially interpreted in the field of health and among veterans in the United States in 1990 (Davies & Peter, 2008:1). (Song 2011:6) confirms that enlightened leadership bears the responsibility of leading individuals and relinquishing the use of power, intimidation, and punishment to glorify leadership qualities among employees. Moreover, it enables the use of new leadership methods capable of creating a happy work environment and achieving success, prosperity, and hope in professional life through the development of self-awareness and training for employees (Ibrahim, 2017:212) and (Al-Fatlawi, 2018:32-33; Weimer, 2023).

##### **Secondly, the Definition of Enlightened Leadership**

It is a type of leadership style through which adaptation and self-awareness development of the working individuals are achieved, thus achieving prosperity, happiness, and success in professional life (Al-Hakim et al., 116:2018). It is also leadership based on values, for the purpose of continuous development and preservation of organizations' continuous success and high performance (Millick, 2009:4). Or it is a set of roles and behaviors that inspire others, represented by dedication, wisdom, fostering a spirit of cooperation, openness, and service to employees, motivates and encourages them to offer new and different ideas. It possesses the

ability to diagnose deviations, contributing to the development of an organizational culture capable of facing the challenges and crises that the organization may encounter (Abdullah, 199:2019). It is also known as one of the positive leadership styles characterized by leaders who have the capabilities to support, motivate, and encourage employees, instilling trust, love, freedom, and stability in them, away from the methods of punishment and threat, in order to achieve happiness in their professional lives and ultimately organizational excellence (Al-Janabi, 77:2022).

### **Thirdly: The Importance of Enlightened Leadership**

Enlightened leadership holds significant importance in our current time due to its immense capabilities that help it confront environmental difficulties and challenges. This type of leadership highlights its importance through the following:

1. Encouraging and motivating enthusiasm, creativity, development, and innovation among employees by charting new directions that lead the organization towards progress and prosperity, setting it apart from other organizations in the current and future business environment (Oakley & Krug, 1994:221).
2. Enhancing the leader's insight by creating harmony and alignment between the organization's vision, mission, and goals, enabling it to efficiently and effectively deal with future changes and adapt with a high degree of flexibility (Sharma, 1995:5).
3. Yielding benefit and serving the organization's interest when employing a set of appropriate, suitable, and essential tools which makes those organizations successful and advanced in the business environment. (Millick, 2009:2).

### **Fourthly: Goals of Enlightened Leadership**

The organization faces new daily challenges in maintaining organizational growth by maintaining positive employee engagement in achieving the goals and objectives that the organization seeks to achieve (Thomson,2004:22) . One of these goals that it seeks to achieve is in identifying talented employees and developing their capabilities and intrinsic motivations as enlightened leaders of the organization (Misra, 2017:19) and the most important goals are as follows:

1. The ability to face the challenges and difficulties that organizations face, whether they are (managerial, social, or economic) (Salem & Ibrahim, 2023:350).
2. Striving to discover employees' personal skills and working on their development (Spacey, 2017)."
3. Addressing the problems that may hinder workflow, identifying their causes, working towards resolving them, and turning them into opportunities for learning from mistakes (Bosch, 2001:44).
4. Exchanging knowledge among employees and working on its development through the use of techniques aimed at improving the organization's work environment. Based on this, the researcher sees the goals of enlightened leadership as:
  - A. Drawing a clear vision for the organization, clarifying its message to employees, achieving the organization's goals, and accomplishing its objectives (Mohammed & Ibrahim, 2022: 415).
  - B. Delivering effective performance in facing disasters and addressing crises (2013:7, Kadlec et al).
  - C. Clarifying the tasks and roles of employees, guiding and motivating them to accomplish their assigned tasks, instilling confidence in them, and fostering a spirit of enthusiasm to achieve the organization's goals (2013:7, Kadlec et al) and (Ibrahim & Dawood, 2020: 557) and (Spacey, 2017:2).

## Fifth: Enlightened Leadership Characteristics

Enlightened leadership is characterized by several primary and secondary attributes that define the leader's relationship with employees and the surrounding environment, as well as their ability to achieve goals. The following elaborates on these attributes (Harold, 2004:339) (Misra, 2017:20) (Saleh, 2020: 42-43):

### 1. Primary Characteristics

- A- Character:** An enlightened leader should possess a personality that garners the trust and respect of their subordinates, and even their peers and competitors. They should exude charisma that helps attract others to them and gain their trust and affection, as groups typically seek a person who represents and serves as a symbol and role model for them.
- B- Competence:** An enlightened leader must be capable of performing the leadership role with intelligence, success, and excellence. They should continuously engage in a learning journey to acquire more experiences and knowledge that enhance and support their skills and abilities in the future.
- C-Cooperation:** Cooperation is of utmost importance as it is considered one of the tools of the enlightened leader, which the leader uses towards their subordinates by instilling trust within them (Teshome,2011:10).
- D-Courage:** One of the most important qualities that the enlightened leader must possess is courage and the ability to overcome fear.
- E-Connection:** It refers to the enlightened leader's ability to communicate with others (stakeholders) efficiently and successfully.

**Verb:** The enlightened leader is dedicated in performing their work and tasks. They are a practical person who views work as a form of worship. They serve as the ideal and highest example for their subordinates or followers.

### 2.Secondary Characteristics

- A-Willpower:** This characteristic is manifested through bearing responsibility in leadership and relinquishing the use of power, intimidation, and punishment. This is achieved by glorifying leadership and enriching the self of the workers, helping the organization instill discipline and achieve the principle of self-control.
- B- Clear-mindedness:** This trait is manifested through achieving balance, emotional awareness, and control over emotions, which helps in facing multiple challenges and not succumbing to them. It assists in confronting the problems and situations that the organization and its employees encounter.
- C- Humility and the ability to learn:** This trait enables the leader to expand their awareness and adapt to constantly changing situations and circumstances (Abdullah199:2019).
- D- Insight:** This trait is manifested through leading employees using new leadership methods, which help them achieve organizational happiness. (Rahman,2022:65)

## Chapter Two: Conceptual Framing of Strategic Alignment

### First: The Concept of Strategic Alignment

Strategic alignment is one of the important topics that has sparked debate in recent times. This concept has garnered significant interest from organizations seeking to compete in the business environment, in addition to providing different interpretations based on theoretical studies and

practical research (Chan & Reich, 2007: 297-315), the origin of the term "alignment" can be traced back to Mintzberg's work in the "Design School," where he referred to the degree of fit and match between the internal organizational structure of the organization and its external environment, while strategic management primarily focused on the alignment between the organization's internal resource capabilities and its external opportunities (Hiekkanen & Patricio, 2013: 81).

### **Secondly, The Definition of Strategic Alignment**

The Webster dictionary defines alignment as "an arrangement or organization in a straight line" and considers alignment as a state of collaboration or agreement among a group of individuals on a specific subject, issue, or common viewpoint, as well as a state of adjusting parts or things to each other. Strategic alignment in the field of business administration is considered as the linkage between the goals of the employees and the organizational goals of the organization, the strategic alignment is often a complex and interrelated understanding of an organization's vision, message, and objectives. It requires a type of proportion, coherence, integration, alignment, and consistency between each goal and the established plan for its implementation (Abdul Rahim, 2014: 15).

### **Thirdly, The Importance of Strategic Alignment**

Strategic alignment is gaining increasing interest from researchers, specialists, and practitioners due to its significant effects on improving the organization's activities and operations, including:

1. Serving as an effective, important, and excellent tool as it helps in understanding and enhancing the relationship between information technology and business in the organization (Luftman, 2004: 5).
2. Achieving leadership by increasing the understanding and awareness of the organization's leadership regarding the importance of obtaining strategic information in a timely and suitable manner aligned with the organization's business plans (Newkirk & Lederer, 2006: 380).
- 3-It helps to increase the coordination and effective organization of the administrative levels in the organization, which in turn helps to increase the effectiveness of vertical linkages in order to achieve successful and effective implementation of activities and operations in the organization (Beynon, 2011:205) & Andrews).
4. Achieves harmony and compatibility between the available resources in the organization and its organizational structure and the strategies of the environment in which it operates (Al-Taie and Salman, 63:2020)

### **Fourthly: Strategic Alignment Characteristics**

The strategic alignment characteristics are represented by a coordinated methodological framework aimed to develop a plan by the management that requires the availability of certain characteristics as indicated by Jeannerot (2013:5), Kaplan & Norton (2010:86), and Muzira & Erasmus (2016:986):

- 1- Establishing a goal and roadmap for information technology approved by senior management regularly and continuous review and audit, or whenever there is a significant change in the path or strategy (Hadi et al., 2018: 24).
- 2- It contributes to saving and reducing the time wasted on low-value-added tasks and activities, requiring organizations to utilize it to accomplish high-value essential tasks.
- 3- Striving to provide high-quality services using technology that reduces time and cost for

customers (Khudair and Ibrahim, 2022: 72).

- 4- He seeks to create a suitable and appropriate atmosphere in the work environment, and harmony and compatibility between the organizational structure of the organization and its strategies (Wijnhoven & Fa,2006:7) , by monitoring a specific number of organization-specific performance indicators.

### **Fifth: Requirements for Achieving Strategic Alignment in Organizations**

Requirements for achieving strategic alignment in organizations in order to achieve strategic alignment in the practical reality of organizations, this requires a balance between strategic and operational objectives and short- and long-term results (Aboud, 2021: 34). Therefore, there are a number of requirements that organizations wishing to achieve strategic alignment must

#### **1- Strategic Planning**

It represents the primary function of management upon which other administrative functions rely. It is a continuous process that involves determining the course of action to answer what should we do? Where? And how? It focuses on changes occurring in strategic capabilities and tasks (Dawood, 2019: 61-68).

#### **2- Change Management**

When implementing anything new, there is always resistance due to the change that will occur, out of fear of the impact of this change on the interests of the workers or the nature of work in the organization, or that the change will require workers to learn new skills (Dawood, 2019: 88).

#### **3- Standards**

Performance measurement systems consist of indicators and standards that work on planning, control, and monitoring of resources in order to meet customer needs and achieve organizational goals. Performance measurement system is important and necessary to discover errors and deviations and to achieve control over operations to bring about continuous improvements in the organization's operations, and thus achieve its strategic goals in the face of competition for its services (Al-Husainawi, 66:2019).

#### **4- The indicators (measures)**

They are a means of monitoring and measuring performance, as the indicator measures the degree of goal achievement. It links actual performance with predetermined standards. These indicators reflect the extent to which organizational processes align with best practices (Hamid, 2020: 62). Abdul Sattar (2018: 463) referred to performance indicators as follows:

- 1- Financial indicators:** represented by liquidity and profitability indicators, linked to financial statements.
- 2- Technical indicators:** including the efficiency of resources used in the production process and the efforts of organization workers.
- 3- Social indicators:** measured through the effects on project performance and its impact on achieving economic well-being in society.

### **Sixth: Strategic Alignment Dimensions**

The current research will rely on the model (Muthaura, 2021) with its dimensions represented by cultural alignment, structural alignment, technological alignment, and resource alignment.



The following clarifies these dimensions.

**1-The Cultural Convergence:** Cultural convergence represents the rules, laws, systems, instructions, policies, and procedures that govern the nature of work within the organization and the principles they adhere to, as well as the values and beliefs that determine the behavior, interests, desires, and behaviors of the workers, all of which affect the performance and success of the organization in the competitive market (Al-Shareaa et al., 2020: 539). The presence of a clear governance system with rules, regulations, policies, and procedures that establish the behavior of each individual in the organization affects its organizational performance. The presence of an organizational culture enables workers to work easily, thereby increasing customer satisfaction, especially in service organizations, which will consequently reflect on its effectiveness and efficiency of its productivity and performance (Muthaura, 2021: 14)."

**2-Structural Alignment:** The process of coordinating organizational tasks as defined in the organizational structure of the organization is intended to achieve high productivity in performance, and to empower and motivate decision-makers to improve their performance through their sense of participation and value ((Muthaura, 2021:15-16, and it is mentioned (Ali and Hamad, 2021: 229) that determining decision-making authority and developing an integrated strategic plan at the organizational level ensures participation in business, discussing and reviewing priorities, and formally allocating information technology resources, which is very important for the organization's success. This depends on the leadership authority in the organization (Al- Natheer, 99:2010), when effective communication is established and channels for mutual dialogue between all administrative levels are opened, and when planning and following a change management approach, and supporting the success of the idea, all of this will not be achieved unless there is support and commitment from senior management. Al-Radi (2022: 34) mentions that performing work correctly, convincingly, and accurately, with the necessity of clarifying goals, working efficiently, and providing the necessary resources and capabilities, is what defines the performance of those tasked with the mission.

**3. Technological Integration:** It represents the application of information technology to the organization's work reality, which has become a necessity of the era, helping the organization to achieve a competitive advantage when used at the right time and in line with the organization's strategies and objectives. In turn, it helps to increase the organization's productivity and improve its performance (Al-Mosaoy, 2023: 4), and mentions (Ghonim & Khashan, 2020:5) that information technology is the most influential dimension for strategic convergence in organizations by creating value in investing in information technology, which allows for better use of this technology in the organization (Nakai, 2006:69) Jeff & Donald, 2008:5-8)).

**4. Resource Convergence:** Modern management requires exceptional capabilities from leaders and workers to perform their tasks efficiently, and this will be achieved through managerial skills, which consist of the administrative aspect in work and the technical leadership aspect of managing this work, (Yousef et al., 873:2020), the skills of workers are an important factor for economic growth that can be developed through continuous learning and training (Abdulkarim & Saeed, 199:2021), and (Al-Abadi et al., 2016: 218-219) believes that organizational leaders need a number of skills to

perform their work well, including (technical or specialized skills, behavioral skills, and intellectual skills).

## The Theoretical Relationship of Research Variables

### 1. The Relationship Between Enlightened Leadership and Strategic Alignment

This paragraph discusses the nature of the theoretical relationship of research variables, enlightened leadership, and strategic alignment, which is that all organizations today seek to achieve strategic alignment due to its important role in maintaining stability in the face of the rapid changes in the competitive business environment. Therefore, achieving alignment between the organization's strategy and its internal environment has become a necessity of the era to achieve consistency and harmony in its operations. The alignment of its material and human resources, as well as the alignment of its activities and operations with the external environment, enables it to achieve the maximum benefit possible to ensure its survival in its field of business (Al-Sabawi, 2022: 9), therefore, this will not be achieved unless those organizations have enlightened, intelligent, and capable leadership that can use various modern methods and means to enable them to develop the performance of their organization and improve its practical reality, and to make all necessary and appropriate changes that are in line with external changes. Often, these leaders are influential in the behavior of their followers or employees by clarifying the strategic vision and explaining it to them, and maintaining constant and continuous communication with their subordinates (Shabshabah, 2022: 262), in addition to mobilizing their energies and capabilities, coordinating their activities and efforts, organizing all their affairs, and directing them in a positive and correct manner. The enlightened leader remains the one who plays the main and important role in the life, continuity, and success of any organization, as through the alignment of its resources, it reaches its goals and then achieves its desired objectives with efficiency and effectiveness (Mahmoud et al., 2020: 11).

## Chapter Two: The Applied Aspect of the Research

### First Section: Research Measurement Tests

#### First: Testing the Normal Distribution of Research Data

The test for the normal distribution of research data is conducted to determine whether the tests used in the research are parametric or non-parametric, using the Kolmogorov-Smirnov test, as the sample size is greater than 50 observations, with the researched sample reaching 124, as shown in Table 12.

**Table (1)** Testing the Normal Distribution of Research Data.

Kolmogrov Test - Smyonov			Type and parameterstestVariables
Sig	Degree freedom	StatsTest	
0.189	124	0.132	Enlightened leadership
0.216	124	0.080	Strategic alignment

**Source:** (SPSS v.28 Programme Outputs).

It is evident from Table 12 that

**1. Testing the Normal Distribution of the Enlightened Leadership Scale:** In order to test the normal distribution of the data for the enlightened leadership scale, the following

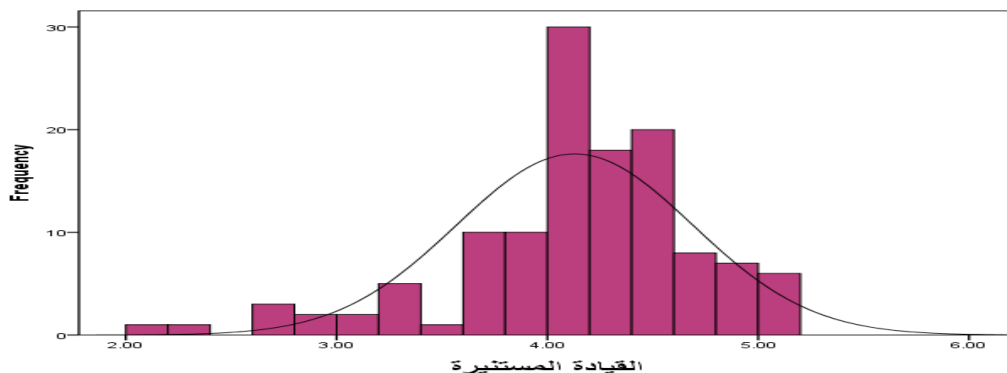


hypotheses are set:

Null Hypothesis: The data for the enlightened leadership scale is normally distributed.

Alternative Hypothesis: The data for the enlightened leadership scale is not normally distributed.

The calculated value of the Kolmogorov-Smirnov test (0.132) is smaller than the critical tabular value (1.96), and the significance value (Sig) in the test was (0.189), which is greater than the significance level value (0.05). This indicates the acceptance of the null hypothesis and rejection of the alternative hypothesis, meaning that the data of the enlightened leadership scale is distributed approximately according to the normal distribution. As shown in Figure (2), the conformity of the normal distribution curve to the data of the enlightened leadership scale.



**Figure (2)** The Normal Distribution Curve of the Enlightened Leadership Scale Data.

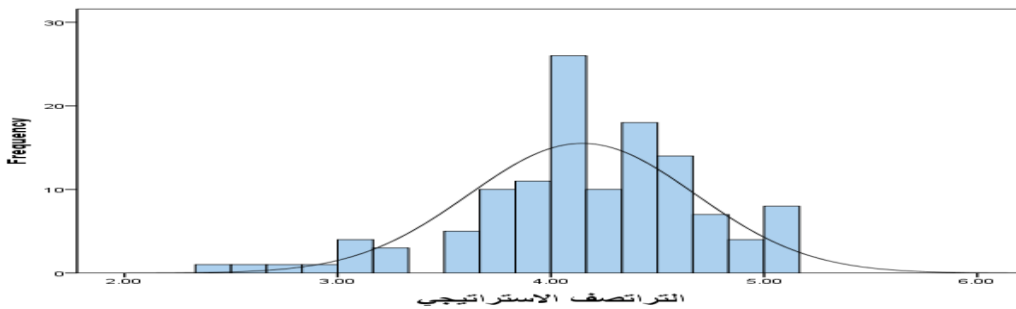
**Source:** Prepared by the Researcher Based on the Results of Table (1).

**2-Normal Distribution Test for the Strategic Empathy Scale:** In order to test the extent to which the data is normally distributed for the strategic empathy scale, the following alternative hypotheses are formulated:

The null hypothesis: The data of the strategic proximity scale is normally distributed.

The alternative hypothesis: The data of the strategic proximity scale is not normally distributed.

And the calculated value of the Kolmogorov-Smirnov test, which is (0.080), is less than the tabulated critical value of (1.96). The significance value (Sig) in the test was (0.216), which is greater than the significance level of (0.05), this indicates acceptance of the null hypothesis and rejection of the alternative hypothesis, meaning that the data of the strategic convergence scale is distributed approximately according to the normal distribution, and Figure (3) cleared illustrates the normal distribution curve of the data of the strategic convergence scale.



**Figure (3)** Illustrates the Normal Distribution Curve of the Data of the Strategic Convergence Scale.  
**Source:** Prepared by the researcher.

### 3-Linear Multicollinearity Test

Linear multicollinearity occurs when two or more independent variables are strongly linearly related, making it difficult to separate the effect of each independent variable from the response variable in practical application, to detect the problem of multicollinearity, the proposed (Freire-Klopper) test is used, known as the Variance Inflation Factor (VIF) test. Whenever the value of the VIF is greater than (4), it indicates the presence of multicollinearity. If the value exceeds (10), it indicates that the problem is present and entrenched in the studied model. To test the presence of multicollinearity for the variable "enlightened leadership," the ready-made program (SPSS) was used. The results are as shown in Table (2):

**Table (2)** Test for the Presence of Multicollinearity for the Variable "Enlightened Leadership".

Multiple linear statistics		Variable
Tolerance	VIF	
0.340	2.942	developer role
0.270	3.702	Changer Role
0.458	2.182	visionary role
0.355	2.817	caller role

(SPSS V.28) **Source:** Program Outputs

It is evident from Table (2) that the VIF for all dimensions of the "enlightened leadership" variable is less than (10) and has not exceeded (4). This is a clear indication of the absence of multicollinearity. Furthermore, the Tolerance value did not exceed (1), thus it can be said that the research model is suitable for statistical analysis without any adjustments.

### 4-The Reliability and Validity Analysis of the Dimensions of Enlightened Leadership:

The internal consistency analysis of the data, ranging from (0-1), was calculated to determine the internal consistency of the dimensions of enlightened leadership, considering that the value of the stability coefficient (Cronbach's alpha) must be (0.70) or higher to rely on the results of the research, according to the (CR), (AVE), (MSV), and (ASV) criteria, as shown in Table (3):

**Table (3)** Results of the Reliability and Validity Analysis of the Dimensions of the Enlightened Leadership Variable.

Dimensions	CRCompound stability coefficient	ASV Average adjusted common variance	AVEExtracted mean square variance	MSVMaximum common variance

developer role	0.799	0.571	0.710	0.476
Changer Role	0.822	0.523	0.698	0.404
visionary role	0.801	0.588	0.739	0.464
caller role	0.771	0.518	0.654	0.410

**Source:** Prepared by the researcher using the statistical program (SPSS V.28).

It is evident from Table (3) that all stability values (CR) are greater than (0.70), and the standard indicators for all dimensions range from (0-1), indicating reliability or validity that can be used to complete the statistical analysis of the enlightened leadership variable later on.

**5-The Reliability and Validity Analysis of the Strategic Alignment Variable:** The internal consistency analysis of the data is represented, ranging from (0-1) as the (Cronbach's alpha) coefficient is calculated to determine the extent of internal consistency of the strategic alignment variable, considering that the stability coefficient value must be (0.70) or higher, to proceed in relying on the results that will result from the research, and according to the (CR) and (AVE) and (MSV) and (ASV) standards, as in Table (4):

**Table (4)** Results of the Reliability and Validity Analysis of the Strategic Alignment Dimensions.

Dimensions	CR Compound stability coefficient	ASV Average adjusted common variance	AVE Extracted mean square variance	MSVMaximum common variance
Cultural convergence	0.826	0.744	0.710	0.533
Structural convergence	0.801	0.705	0.698	0.521
Technological convergence	0.790	0.711	0.739	0.509
Resource convergence	0.741	0.655	0.654	0.521

**Source:** Prepared by the researcher relying on the statistical program (SPSS V.28).

It is clear from the above table (4) that all stability coefficients (CR) are greater than (0.70), and the standard indicators for all dimensions range from (0-1), indicating reliability or validity through which the statistical analysis of the strategic alignment variable can be completed.

## The Second Section: Description and Diagnosis of Research Variables

This section seeks to identify the reality and importance of research variables (enlightened leadership, strategic alignment) in the researched private Iraqi commercial banks, by presenting and interpreting the results in light of the respondents' answers to the research questionnaire paragraphs. The results of the descriptive statistical analysis of the research variables will be presented through (mean, standard deviation, and variance coefficient) towards each paragraph and compared with the assumed average of (3), then comparing between the calculated average and the assumed average. If the calculated average is greater than the assumed average, this indicates the perception and interest of the respondents in this paragraph and the main dimension and variable. If it is less than the assumed average, this indicates a lack of interest by the respondents in the paragraphs, dimension, and main variable.

### First: Description of the Response of the Research Sample to the Dimensions of Enlightened Leadership

The results shown by the survey for the respondents' responses regarding the dimensions of enlightened leadership, represented by (**developer role, change agent role, visionary role, connector role**) will be presented and analyzed by extracting the arithmetic means, standard deviations, and difference coefficients, as illustrated in Table (5).

**Table (5)** Ranking the Importance of Dimensions of Enlightened Leadership According to the Difference Coefficient.

Dimensions of enlightened leadership	Mean	Standard deviation	Coefficient of variation	Order
Visionary role	4.11	0.574	13.99	1
Developer role	4.25	0.611	14.37	2
Changer role	4.15	0.622	14.96	3
Connector role	3.99	0.732	18.33	4
Total	4.12	0.560	13.59	

**Source:** Prepared by the researcher based on the results of the statistical program (SPSS V.28).

It is evident from the results of Table (5) that the variable of enlightened leadership achieved an arithmetic mean of (4.12), with a standard deviation of (0.560), indicating that the respondents are not scattered and affirming that enlightened leadership exists in the researched banks but may not be understood or clear to them, as per the research, the coefficient of variation reached (13.59%), reflecting the interest of the researched bank leaders in all dimensions of enlightened leadership. These dimensions were arranged according to the coefficient of variation as follows: (Visionary role, Developer role, Change agent role, Connector role).

### Secondly: Describing the Research Sample's Response to the Dimensions of Strategic Convergence

The results shown by the survey responses of the respondents regarding the dimensions of strategic convergence, represented by (Cultural convergence, Structural convergence, Technological convergence, Resource convergence) will be presented and analyzed. This will be done by extracting the arithmetic means, standard deviations, and coefficients of variation, as illustrated in Table (6).

**Table (6)** Ranking the Importance of Dimensions of Strategic Convergence According to the Coefficient of Variation.

Dimensions of enlightened leadership	Mean	Standard deviation	Coefficient of variation	Order
Visionary role	4.08	0.548	13.42	1
Developer role	4.18	0.588	14.07	2
Changer role	4.18	0.595	14.23	3
Connector role	4.14	0.648	15.66	4
Total	4.14	0.531	12.81	

**Source:** Prepared by the researcher based on the statistical program (SPSS V.28).

It is evident from the results of Table (6) that the strategic alignment variable achieved an overall arithmetic mean of (4.14) and a standard deviation of (0.531), with a coefficient of variation of (12.81%). This indicates a dispersion of respondents' answers in the surveyed banks. These dimensions have been arranged according to the coefficient of variation as follows: (structural alignment, cultural alignment, technological alignment, resource alignment). The following is an explanation of each dimension of the four dimensions of the strategic alignment variable:

## Chapter Three

### Testing and Analyzing the Hypotheses of Correlation and Impact Between Research Variables

This chapter aims to test and analyze the hypotheses of correlation and impact between the independent variable (enlightened leadership) and its dimensions, and the dependent variable (strategic alignment) and its dimensions, using a number of statistical tools used for research and through the statistical program (SPSS), in addition to conducting the hypothesis testing for the differences in the performance of the researched banks according to the strategic clustering, and testing the hypothesis of differences in the sample responses to the questionnaire items according to personal variables (AL-Hakeem & Al-Musawi, 2022: 140), as follows:

**First: Testing the Hypotheses of the Relationship Between Enlightened Leadership and Strategic Clustering**

**1. Testing the First Main Hypothesis of the Research:** which states (there is no statistically significant relationship between enlightened leadership and strategic clustering), as it is evident from the results of Table (7), there is a positive linear relationship of enlightened leadership with strategic clustering by (100%) of the relationships, as enlightened leadership achieved a strong linear relationship of (743.0) at a significance level of (05.0) and (0.01) and a calculated (T) value of (12.261), which is greater than its tabular counterpart of (1.980) and (2.617) at the same significance levels, this indicates that the focus on the dimensions of enlightened leadership in the researched banks and their overall development will lead to an increase in the level of strategic alignment in them. Thus, it rejects the null hypothesis and accepts the alternative primary hypothesis, which states that there is a statistically significant meaningful relationship between enlightened leadership and strategic alignment.

**Table (7)** Correlation Coefficients for the Dimensions of Enlightened Leadership and Strategic Alignment.

Y	XThe dimensions of enlightened leadership	Spearman correlation coefficient (r)	Computed value (T)	Significance
Strategic alignment	Developer role	**0.537	7.031	Spiritual derivative
	Changer role	**0.675	10.104	Spiritual derivative
	Visionary role	**0.694	10.676	Spiritual derivative
	Connector role	**0.670	9.968	Spiritual derivative
	Total enlightened leadership	**0.743	12.261	Spiritual derivative

Tabulated value of (T) at a spiritual level of (05.0) and degrees of freedom (122) = 1.980  
 Tabulated value of (T) at a spiritual level of (0.01) and degrees of freedom (122) = 2.617  
 (\*) Significant effect at a spiritual level of 0.05.  
 (\*\*) Significant effect at a spiritual level of 0.01.

**Source:** Prepared by the researcher based on the results of the statistical program (SPSS V. 28).

**Secondly: Testing the Hypotheses of the Impact of Enlightened Leadership on Strategic Alignment**

This paragraph aims to test the hypotheses of the impact of enlightened leadership and its dimensions on strategic alignment, by conducting simple and multiple linear regression analysis to determine the possibility of accepting or rejecting the hypothesis, as follows:

**1-Test the Second Main Hypothesis:** which states (There is no statistically significant effect of the dimensions of enlightened leadership collectively on strategic alignment), it was measured according to the following simple linear regression equation, as shown in Table (8):

$$Y = a + \beta_i X_i$$

**Strategic Alignment = 1.02 + (0.80) Enlightened Leadership**

**Table (8)** The impact of the dimensions of enlightened leadership on strategic alignment.

Variables		Transactions					
Y	X The dimensions of enlightened leadership	Constant A	Beta Regression Coefficient	Computed value (T)	Computed value (F)	Determination coefficient (R2)	Significance
Strategic alignment	Developer role	1.70	0.66	9.716	94.393	0.44	Spiritual derivative
	Changer role	1.64	0.70	10.937	119.618	0.50	Spiritual derivative
	Visionary role	1.36	0.73	11.895	141.488	0.54	Spiritual derivative
	Connector role	2.06	0.72	11.410	130.189	0.52	Spiritual derivative
	Total enlightened leadership	1.02	0.80	14.586	212.749	0.64	Spiritual derivative

Tabular value of F at degrees of freedom (1,122) and significance level (0.05) = 3.919  
 Tabular value of F at degrees of freedom (1,122) and significance level (0.01) = 6.847  
 Tabular value of T at significance level (0.05) and degrees of freedom (122) = 1.980  
 Tabular value of T at significance level (0.01) and degrees of freedom (122) = 2.617

**Source:** Prepared by the researcher based on the results of the statistical program (SPSS V. 28).

The results of Table (8) showed that the calculated value of (F) for enlightened leadership in strategic alignment was (212.749), which is greater than its tabular counterpart, which equals (3.919) and (6.847) at the significance levels (0.05) and (0.01). It is evident from the value of the coefficient of determination (R2) of (0.64) that enlightened leadership is capable of explaining (64%) of the variations that occur in strategic alignment, the remaining percentage, which is (36%), is attributed to other variables not included in the research model. It is evident from the regression coefficient in the equation, which is (0.80), that any increase in enlightened leadership and its distance by one unit will be accompanied by an increase in strategic convergence by (80%), and vice versa, as the calculated value (T) of (9.716) is greater than its tabular counterpart of (1.980) and (2.617) at significance levels of (0.05) and (0.01). Also, the value of the constant term, which is (1.02), indicates that if the value of enlightened leadership



equals zero, the value of strategic convergence will not be less than that value (1.02). Thus, the null hypothesis is rejected, and the second main sub-hypothesis is accepted, which states that there is a statistically significant effect of enlightened leadership on strategic convergence.

## **Chapter Three: Conclusions and Recommendations**

### **First Section: Conclusions**

#### **Firstly - Conclusions Related to the Theoretical Aspect of the Research:**

- 1- Enlightened leadership is considered one of the most important success factors in organizations, aiming to transform the banking culture from a culture focused on diagnosing problems to a culture focused on finding solutions, which positively reflects in increasing mutual cooperation between departments and their employees.
- 2- Strategic alignment attracts the interest of organizations as it represents an important step in eliminating weaknesses in internal and external dealings, as well as addressing problems and conflicts that may arise in the work environment.

#### **Secondly, The Conclusions Related to the Practical Aspect of the Research and Related to the Statistical Analysis**

- 1- The results of the research showed that there is a high level of agreement and a (good) degree by the sample in the researched banks for the enlightened leadership variable and its dimensions, where the visionary role came first, followed by the developer role in the second place, then the changer role in the third place, and finally the connector role in the fourth place.
- 2- The strategic alignment variable obtained a high level of agreement and a (good) degree by the sample in the researched banks for all its dimensions, where it came after the structural alignment in the first place, followed by the cultural alignment in the second place, then the technological alignment in the third place, and finally it came after the resource alignment in the fourth place.

### **The Second Section: Recommendations**

- 1- The necessity of adopting enlightened leadership behaviors by managements in organizations, as well as organizing developmental and leadership development programs specifically for enlightened leadership in order to increase their development and expand their knowledge, capabilities, and potential regarding this important leadership style.
- 2- The necessity of organizations' continued focus on achieving strategic alignment, as it plays a crucial role in creating a peaceful, stable, and harmonious work environment, and contributes to raising actual performance levels, ensuring the achievement of planned goals and competitive advantage, and consequently expanding market share.
- 3- The necessity of increasing the attention of the administrative leadership in the researched banks to adopt enlightened leadership behaviors, both in thought and practice, to enable them to make changes and improve performance in the work environment.
- 4- The research recommends that the researched banks increase their focus on strategic alignment and pay greater attention to it, as it represents the cornerstone of business success and ensures survival and competitiveness in the job market.

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