

The Role of the Strategic Mind of Administrative Leadership in Achieving Organizational Excellence: Field Research in Zain Telecom

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Abstract: The difficult conditions experienced by organizations in general, especially industrial ones, and the challenges they face in light of global markets and intense international competition, obliged organizations to compete, which requires the presence of a strategic mind for leadership capable of producing high-quality goods to achieve organizational excellence, as the strategic mind works to take into account All the variables surrounding the organization and then works to make the best choice and work on readiness, caution and a serious desire to achieve excellence for the organization. Accordingly, the research model was formulated to determine the relationship and impact between the strategic mind of the administrative leadership (the independent variable) and its dimensions (systematic thinking, reframing, deep thinking) and between organizational excellence (the responsive variable) and its dimensions (leadership, operations, business results) and two main hypotheses emerged from it The first relates to defining the correlation relations and the second relates to the statement of the impact of the strategic mind of the administrative leadership in achieving organizational excellence. The research was applied in Zain Telecom, and a random sample of 149 was selected to accomplish the practical aspect of the research.

The research model and its hypotheses were tested using a set of statistical methods, including (Pearson's simple correlation coefficients), and simple regression analysis using the SPSS statistical program. The results of the research concluded that the strategic mind of the administrative leadership has a positive effect in achieving organizational excellence, and this supports the statistical formulation of the research hypotheses.

Keywords: Strategic Mind, Leadership, Administrative Leadership, Organizational Excellence.

1. Introduction

The strategic mind is the important element for strategists, as the strategic mind works to take into account all the variables surrounding the organization and then works to make the best choice and work on the readiness and the serious desire to achieve excellence and participate in making the world better, and attention to how to reach organizational excellence is an important topic " " In itself, in industrial organizations in particular, organizations have become interested in this element and seek to own it and provide the appropriate environment for it to innovate, so the strategic mind of the administrative

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leadership is the key to success in the rapidly changing business environment and controlling sudden changes in order to take advantage of the opportunities available in the markets changing.

The research came to shed light on the intellectual frameworks of the research variables, the strategic mind of administrative leadership with its dimensions (systematic thinking, reframing, deep thinking) and organizational excellence in its dimensions (leadership, operations, business results). The second topic is the theoretical aspect of the research and the third topic is concerned with analyzing and testing the research hypotheses, and the fourth topic has included a presentation of the conclusions reached by the research based on the results of the research.

2. Literature review

2.1. The concept of strategic mind

Despite the lack of articles and research in the field of the strategic mind, it appeared with the emergence of strategic management through the processes of strategic planning and then strategic thinking until we reached the stage of the strategic mind (Switzer, 2008), as the strategic mind of the administrative leadership is important in helping the organization On formulating its own strategy after the administration became a strategic partner for contemporary organizations (Goldman, 2009,) (Awad & Hussein,2013)., the strategic mind of the administrative leadership was defined as the manager's ability to deal with the multiple information that confronts them at work in a way that contributes to decision-making and the development of necessary policies and procedures To deal with future predictions (Nuntamanop, 2013), and from a competitive point of view, the strategic mind of the administrative leadership was defined as the ability of leaders to interpret and analyze all the moves made by competitors and build the advantages that ensure addressing these moves (Bouhali et al, 2015), Majdenic et al believes that the strategic mind is the optimal investment for operational activities and their performance according to strategic plans through a group of individuals have different experiences and experiences(Majdenic et al, 2017)

There is a set of components that make up the strategic mind of the administrative leaders, which helps them to anticipate future events that may encounter them at work, and then build the necessary scenarios to deal with it in a way that ensures the survival and continuity of implementing the organization's strategy in the correct manner, and the most important of these components are:

2.1.1. Intuition: It reflects the ability of the administrative leadership to act and take the right decisions without relying on certain criteria or clear indicators (Harteis, 2008), and this component helps the strategic mind to make an imaginary leap for the administrative leadership, and it is necessary to note that Intuition does not reflect something that contradicts the mind, but rather reflects the advanced stages of thinking and experience that are refined in the strategic mind of administrative leaders (Erenda et al, 2014).

2.1.2. Vision: It includes the perceptions and aspirations of the administrative leaders who seek to achieve them in the future. Therefore, this component represents the directive of the strategic mind towards the unknown future (Bouhali et al, 2015). It is necessary to emphasize the importance of the vision as an essential component of the strategic mind of the administrative leadership. It helps them to organize ideas and enhance their abilities to predict events and prepare to deal with them (Ndalamba et al, 2018).

2.1.3. Perception: It is represented by a set of subjective and objective factors that help the strategic mind to provide a set of new results of original value (Nwachukwu et al, 2017), and to enhance the capabilities of the strategic mind in identifying the nature of the relationships between these variables and their consequences. In terms of learning and thinking (Ates, et al, 2018).

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2.1.4. Imagination: This component reflects the ability of the strategic mind of the administrative leadership to expand their vision and look at the variables more deeply and with greater confidence to take appropriate decisions (Savvas, 2016), and it also helps it to look at the surrounding phenomena as an integrated group and then enhance its ability to knowledge and understanding. For all developments to build the necessary plans and policies to achieve the goals (Thompson, 2017)

2.1.5. Self-management: The strategic mind of the administrative leaders helps to achieve internal integration to direct the self and balance the activities and tasks that it implements (Rombe, 2016) and this component contributes to strengthening the role of the strategic mind by adhering to moral and legal rules and strengthening the leaders' self-confidence and their ability to implement what They are required (Steyn & Staden, 2018). (Hussein and Ihsan, 2021).

2.1.6. Innovation: This component helps the strategic mind of the administrative leadership to generate new ideas that contribute to addressing unfamiliar problems that hinder their progress towards achieving goals (Piers, 2013). And experiences in order to achieve unprecedented successes and are credited to their organization (Horn & Berm, 2013).

2.2. organizational excellence concept

The concept of organizational excellence is one of the modern administrative concepts, as developments in the environment of organizations necessarily call for thinking about ways that make workers accomplish their work in an innovative and unconventional way in which it outperforms the performance levels of other workers and exceeds the limits of specific standards in quantity and quality, so that the organization can excel on Other organizations, and (Peter, 2006, 4) indicated that organizational excellence is important in that it is a factor to enhance the organization's work and effectiveness by promoting the idea that excellence in management supports the activities of the organization, and makes it an innovative organization that achieves its mission through effective leadership and focus on capital. The strategic human resource as an important resource in the development of the organization and helps focus on results. Avazpour & Others defined organizational excellence as an important activity for the management of the organization that aims to reach results and focus on the customer, leadership and consensus (Avazpour, et al., 2012,), while (Laamanen) defined it. It is the organization's achievement of profits and sustainable growth through the use of resources and effective leadership to achieve organizational excellence (Laamanen, 2007), and researchers go to that excellence Organizational means reaching the highest levels of excellence that makes the organization able to compete globally (Durrah, et al, 2014), and organizational excellence requires two necessary tasks, namely, moving processes and procedures towards achieving excellence and making efforts to create an analytical and scientific culture of quality in the organization (Hashemy et al, 2016) and (Rhima.2022), indicated that the organization can achieve excellence in the field of business by having administrative leaders with long-term strategic visions capable of facing environmental changes, and added (Al Shobake & Abo Naser, 2016) The leadership has the ability of visualization and imagination in overcoming situations and problems it faces and keeping pace with the developments imposed by the era of knowledge and technology.

Excellence refers to the organization's ability to apply a series of concepts in order to obtain some future results. (Dsouza & Sequoia, 2011) believes that organizational excellence seeks to achieve the following goals: -

1. The trend towards creating an added value at the level of the organization.
2. It focuses on the efforts of the members in order to satisfy the customer and add value to the customer.
3. Attention to innovation at the level of the organization.

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4. Continuous improvement of the organization's management.
5. Paying attention to groups within the organization to achieve consistency, sustainability and communication.
6. Develop and share human resources.
7. Attention to team management to increase participation and for employees to understand and develop teams for the success of future projects.
8. Management practice is future oriented.

Taking organizational excellence is strongly emerging, especially the high intensity of competition between international organizations, and their race to control the markets with all their capabilities, so many dimensions of organizational excellence appeared, and writers and researchers varied in their research on the dimensions, as (Badri et al, 2006) referred to the dimensions of excellence. The organizers (strategic planning, customer focus, information and analysis, focus on operations, business results (while Park & Dahlgaard, 2003) went to identify the following dimensions (leadership, working people, building partnerships, building processes), and Char (Peter ,2006) to the following dimensions of organizational excellence (leadership, operations, business results), and the research relied on Peter's model) for the dimensions of organizational excellence, and they can be clarified as follows:

2.2.1. Leadership: Attracting leaders to core values and core competencies and developing leaders through learning, training and development so that this leads to the exercise of the correct leadership role. And the behaviors of leaders determine basic values such as (trust, respect, openness to others) (Park & Dahlgaard, 2003)), and (M. Samimi, et al., 2020), indicated that the role of leadership lies in motivating individuals working in the company to Providing the best performance in order to achieve competition and superiority over other organizations, as leadership is responsible for guiding working individuals to perform organizational tasks effectively (Rhima, et al., 2022), and added (Mubarak, et al, 2019) that leadership is considered The main driver to achieve the competitive advantage of the organization.

2.2.2. Operations: It deals with a group of activities and activities performed by the employees of the organization to provide the products and services required by its customers, and by defining the views of the top management and reviewing the implementation of the operations to ensure the continuity of improvement (Peter, 2006).

2.2.3. Business results: This dimension focuses on the organization's performance and improvement results in all major areas (product and service results, customer-focused results, workforce-focused financial and market results, and leadership, and performance levels are monitored and controlled for competing organizations and other organizations). That offer similar products and services (Foster et al, 2007)

3. Methodology

As a result of the continuous environmental developments and changes that do not stop at a certain limit, and on all economic, political, technological and other factors and even the tastes of customers, they are in constant change, these variables have imposed challenges on organizations on how to harmonize and adapt with these factors in order to think proactively for what is to come. In order to reach success, this cannot be done without a long-term vision by the leaders of the organization, which needs to be characterized by a strategic mentality that can look to the future and prepare for it in a proactive manner that gives it the achievement of organizational excellence, and from this point of view the research

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problem came to be tested The impact of the strategic mind in leading the organization towards achieving organizational excellence. By raising the following questions:

1. What is the nature and level of the dimensions of the strategic mind of the administrative leadership and organizational excellence in the organization under study?
2. Is there a correlation between the strategic mind of administrative leadership and organizational excellence?
3. Is there an impact of the dimensions of the strategic mind in achieving organizational excellence?

The topic of the strategic mind of administrative leadership and organizational excellence has become one of the important topics in the field of strategic management. The importance of research stems from the novelty of these topics that have occupied the interests of administrative and strategic thought in recent years. Opinions and experiences that indicate that the process of overcoming the problems experienced by institutions can only be completed by searching for creative methods, and this has created a research necessity to address the strategic mind of administrative leadership and link it to organizational excellence.

The current research aims to achieve a set of goals that enhance the achievement of organizational excellence, which are the following:

1. The importance of the research is manifested in presenting the literature of the subject before the field in question and its senior and executive administrations, as accessing this topic is one of the topics that touch the interests of the leaders of the company in question.
2. Recognizing the concepts of the strategic mind of leadership and organizational excellence in the organization in question
3. Verify the level of impact of the leadership's strategic mind dimensions in achieving organizational excellence and benefiting from the research results and employing them in the organization in question.
4. Providing information that helps the senior management of the company in question to enhance the strengths and address the shortcomings or defects shown in the research results.

The research consists of two variables, an independent variable and a dependent variable, as follows:

1. **The independent variable:** the strategic mind of the administrative leadership: the cognitive process through which decision makers obtain and analyze information related to the strategic problem and then formulate the solution to it (Liu, 2015, 2) and it includes the following dimensions: **Systems thinking**, It is the ability to see systems inclusively and understand their properties, driving forces, patterns and internal relationships that shape systems behaviors and provide options for the implementation process. **Reframing**, it is the ability to exchange views across several horizons, frameworks, mental models and philosophies for the purpose of re-generating the visions and opinions necessary for implementation. **Deep thinking**, it is the ability to think logically and rationally through the use of perceptions, experiences, and information, and to make judgments about what happened previously, and then create principles that guide future implementation.
2. **The dependent variable:** organizational excellence: it is to harness all the capabilities, knowledge and experiences that the organization possesses by relying on individuals and using them in order to build a good position in the market and gain a competitive advantage) and include the following dimensions: **Leadership**, It is the inspiration for the employees and leads the efforts and experiences within the organization for the purpose of continuous improvement of the processes and products

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provided by the organization. **Operations**, it deals with a group of activities and activities performed by the employees of the organization to provide the products or services requested by its customers, by defining the views of the top management and reviewing the implementation of the operations to ensure the continuity of improvement. **Results of realization**, it is intended to achieve the goals that the organization seeks to achieve through planned performance (Peter, 2006: 2).

Based on the aforementioned problem, importance and objectives, the research hypotheses are formulated into main hypotheses as follows:

- ✓ There is a significant correlation between the strategic mind of administrative leadership and organizational excellence
- ✓ There is a significant effect of the strategic mind of the administrative leadership in achieving organizational excellence).

The research was applied in Zain Telecom Company for the purpose of asking a set of inquiries and personal interviews. The research adopts the descriptive-analytical approach to test hypotheses by studying the correlation and influence between the variables and uses the questionnaire to collect data. The Research population is Zain Telecom Company. The research sample: it is represented in (heads of departments, directors of divisions and units) in the researched company, and (148) samples were selected.

The hypothetical research model (figure 1) included the independent variable represented by the strategic mind of administrative leadership with its dimensions (systematic thinking, reframing, deep thinking) and the dependent variable organizational excellence with its dimensions (leadership, operations, business results), and the following figure illustrates the hypothetical research mode

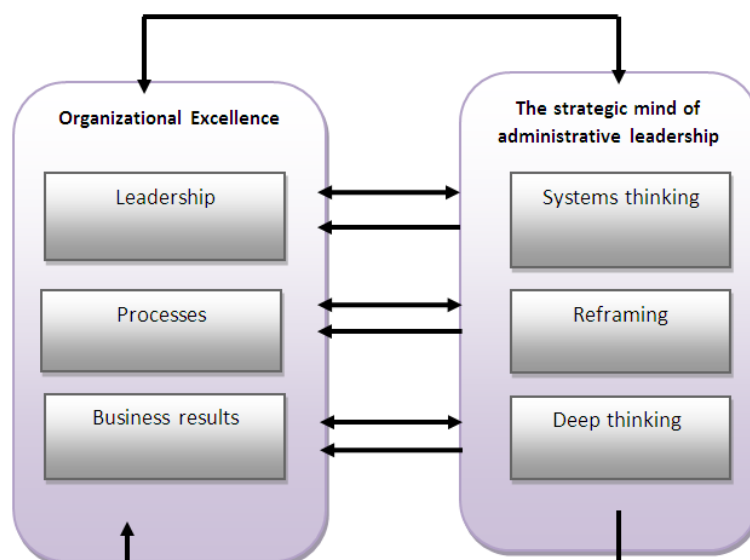


Figure (1). the research hypothesis model

4. Results

Reliability refers to the consistency of the search scale and the stability of the results that can be obtained from the scale over a different period of time. The structural stability of the measuring instrument is verified by using the Cronbach's alpha test. The reliability coefficient of the instrument was calculated using the Cronbach's alpha correlation coefficient shown in Table (1):

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Table (1): Stability coefficients for the research measurement tool	
Cronbach's alpha for variables and dimensions	search variables
0.854	systems thinking
0.861	Reframing
0.871	deep thinking
0.937	strategic mind
0.869	Leadership
0.763	Processes
0.854	business results
0.922	organizational excellence

Table (1) shows that the values of Cronbach's alpha coefficient ranged between (0.937-0.763), and it is statistically average in administrative and social research because its value is greater than (0.70), which indicates that the tool is characterized by consistency and internal stability.

The purpose of confirmatory structural validity is to verify the dimensions and paragraphs that make up them according to their fixed theoretical structure in the literature, meaning to ensure that the dimensions constituting the scale and the paragraphs represented in the sample data match their origin in the theory and related literature, and this type of factor analysis is one of the applications of modeling The structural equation implemented through the statistical program (AMOS V.25), through which it is possible to test the stability of the scale and other types of validity, which are the validity of convergence and validity of differentiation. 2) To show the indicators of good conformity with the variables under study, as the research consists of two main variables represented by the strategic mind variable, which consists of three sub-dimensions, namely (systematic thinking, reframing, deep thinking). As for the second dependent variable of organizational excellence, it included three sub-dimensions, namely (leadership, operations, and business results).

Table (2) indicators of good conformity						
Root mean square error approximation RMSEA	tucker Lewis index (TLI)	Comparative Match Index (CFI)	ratio between degree X ² of freedom DF	degree of freedom (DF)	Kay X ² Square	pointer
less than or equal 0.08to	1-0.9	1-0.9	less than 5	---	---	basis

4.1. Confirmatory factor analysis of the strategic mind variable

Figure (2) shows the confirmatory factor analysis of the strategic mind model, which consists of three basic dimensions and consists of (12) paragraphs. Subsequent statistical analyzes. It is evident from the table (3) that the standard saturation values for all paragraphs of the strategic mind variable ranged between (0.712-0.834), which is a good relativity, as the standard saturation values indicate the extent to which each paragraph contributes to the dimension to which it belongs. The higher the paragraph's contribution, the more It was of great importance in explaining the dimension to which it belongs, as it was found that the structural validity of the scale for all items of the strategic mind variable was significant, as it was found that the standard values (CR) for all items ranged between (9.090 - 11.053)

which is greater than the critical standard value (CR)) of (1.96), and this indicates the sincerity of the statements and is a good indicator for conducting subsequent statistical analyzes. The value of the significance level for all paragraphs of the strategic mind variable reached (0.000), which is smaller than the significance level of (0.05), and this also indicates that c All paragraphs are moral and indicate the sincerity of the statements, which is a good indicator (Hussein et al,:2021).

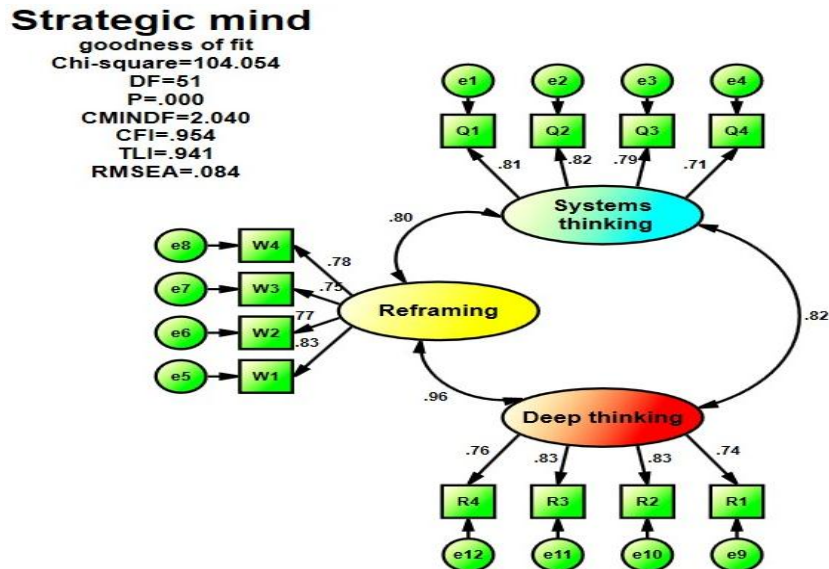


Figure (2). the complete model of the strategic mind variable

Table (3) Regression weights, standard error, critical values and level of significance for the dimensions of the strategic mind variable

vertebrae	path	Dimensions	Standard gliding weights	Downhill weights	Standard errorS.E.	critical value C.R.	P	indication
Q1	<---	systems thinking	.806	1.000				moral
Q2	<---		.816	1.147	.107	10.762	***	moral
Q3	<---		.789	1.055	.102	10.321	***	moral
Q4	<---		.712	1.162	.128	9.090	***	moral
W1	<---	Reframing	.831	1.000				moral
W2	<---		.768	.925	.086	10.723	***	moral
W3	<---		.747	.950	.092	10.306	***	moral
W4	<---		.784	.982	.089	11.053	***	moral
R1	<---	deep thinking	.744	1.000				moral
R2	<---		.834	1.254	.121	10.377	***	moral
R3	<---		.834	1.247	.120	10.382	***	moral
R4	<---		.764	1.187	.126	9.419	***	moral

4.2. Confirmatory factor analysis of the organizational excellence variable

Figure (3) shows the confirmatory factor analysis of the organizational excellence model, which consists of three basic dimensions and consists of (12) items. It is evident from Table (3) that the standard saturation values for all paragraphs of the organizational excellence variable ranged between (0.582-0.838), which is a good relative, as the standard saturation values indicate the extent to which each

paragraph contributes to the dimension to which it belongs. In explaining the dimension to which it belongs, as it turns out that the structural validity of the scale for all items of the organizational superiority variable is significant, as it was found that the standard values (CR) for all items ranged between (6.122 - 11.385) which is greater than the critical standard value (CR) of (1.96).), and this indicates the sincerity of the statements and is a good indicator for conducting subsequent statistical analyzes, as the value of the significance level for all paragraphs of the organizational superiority variable reached (0.000), which is less than the significance level of (0.05), and this also indicates that all paragraphs are significant and indicates The sincerity of the statements is a good indicator.

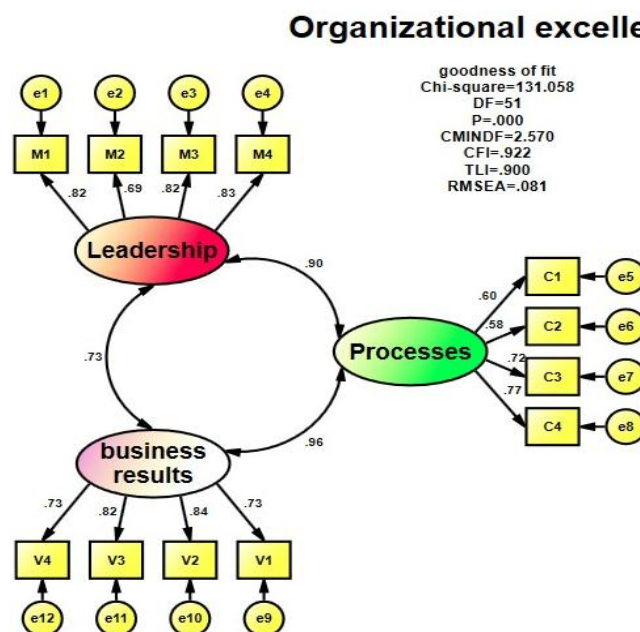


Figure (3). the complete model of the organizational excellence variable

Table (4) Regression weights, standard error, critical values and significance level for the dimensions of the organizational excellence variable								
vertebrae	path	Dimensions	Standard gliding weights	Downhill weights	standard error S.E.	critical value C.R.	Significance level at 0.05 P	indication
M1	<---	Leadership	.818	1.000				moral
M2	<---		.695	.818	.091	9.026	***	moral
M3	<---		.821	.943	.084	11.199	***	moral
M4	<---		.831	.929	.082	11.385	***	moral
C1	<---	Processes	.604	1.000				moral
C2	<---		.582	.819	.134	6.122	***	moral
C3	<---		.721	1.029	.143	7.197	***	moral
C4	<---		.770	1.040	.138	7.535	***	moral
V1	<---	business results	.730	1.000				moral
V2	<---		.838	1.008	.102	9.896	***	moral
V3	<---		.823	1.098	.113	9.716	***	moral
V4	<---		.726	1.030	.120	8.554	***	moral

4.3. Descriptive analysis of research variables

The main objective of using measures of central tendency and measures of dispersion is to summarize the data in an attempt to describe it by identifying its center and the amount of dispersal of data around this center (the degree of data homogeneity). Through these two indicators, the researcher can understand the dimensions of the phenomenon under study (Al-Qousi, 2014, p. 119) (Hussein et al,2021 B). As the arithmetic mean is more, as we seek through this part of the analysis to identify the tendencies and trends of the answers of the researched sample about the variables and dimensions of the research for the opinions of a sample of the employees of the Zain Communications Company, which numbered 149 respondents. And the research relied on the (Likert) quintuple scale in the sample answers to the questionnaire, the level of each variable will be between (1-5) four levels, and the table (5) shows this, as the range of answers was calculated to reach the length of the category for each degree of weighting five, and the result was as follows:

$$0.80 = \frac{\text{THE EXTENT OF CATEGORIES}}{\text{NUMBER OF CATEGORIES}} \text{ CATEGORY LENGTH}$$

The range is the difference between the smallest value and the largest value (the largest value - the smallest value),

$$\text{Range} = 5 - 1 = 4$$

Table (5) shows the weighted average and the level of the answer					
5 - 4.21	4.20 - 3.41	3.40 - 2.61	2.60 - 1.81	1.80 - 1	weighted average
Totally agree	agree	neutral	I do not agree	I don't totally agree	answer scale
very good	good	middle	weak	Very weak	answer level

Source: (Ezz Abdel Fattah: 541:2008)

1. Al-Qusi, Muhammad Mufid (2014) "Descriptive and Inferential Statistics" First Edition, Academic Book Center, Jordan – Amman
2. Abdel-Fattah, Ezz, (2008) "An introduction to descriptive and inferential statistics using spss" Al-Khwarizmi House for Printing and Publishing, p. 541

It is clear from Table (6) that the highest general arithmetic mean reached at the systemic thinking dimension, as it reached (3.584), which is higher than the hypothetical mean, which ranged between (2.61 to 3.40) and at a good level, as its standard deviation reached (0.806) and a coefficient of difference (22.50), as This dimension came at the third level in terms of relative importance, and this result indicates that the organization possesses administrative leaders who have the ability to have a comprehensive vision of the future. And the readiness to deal with it. As for the lowest general arithmetic mean, it was at the dimension of deep thinking, as it reached (3.576), a good level, a standard deviation (0.794), and a coefficient of variation (22.20). Others through the use of perceptions, experiences and information and achieving the optimal investment for operational activities and their performance according to strategic plans through a group of individuals who have different experiences and expertise, either in aggregate only The general arithmetic mean of the strategic mind variable reached its value (3.579), a good level, a standard deviation (0.732), and a coefficient of variation (20.44), as this dimension came in the second level in terms of relative importance and this enhances the ability of the strategic mind of the administrative leaders to expand their vision and look at the variables in more depth to take Appropriate decisions by presenting new ideas that contribute to addressing unfamiliar problems that impede the

organization's progress towards achieving goals and achieving successes that count for the benefit of the organization.

It is evident from Table (6) that the highest general arithmetic mean reached at the business results dimension, as it reached (3.777), which is higher than the hypothetical mean, which ranged from (2.61 to 3.40) and at a good level, as its standard deviation reached (0.714) and a coefficient of variation (18.90), as This dimension came at the first level in terms of relative importance, and this indicates the company's focus on the business results it provides to its customers through planned performance and achieving strategic goals, and researchers believe that the company focuses on the quality of services provided to the customer through having substantial capabilities capable of innovation and providing unique and distinctive services that enable it In competition and superiority over its peers in the field of work. As for the lowest general arithmetic mean, it was at the operations dimension, as it reached (3.545), a good level, a standard deviation (0.801), and a coefficient of variation (22.58), as this dimension came at the third level in terms of relative importance. Its services have a qualitative and distinctive boom in line with changing the customer's tastes and taking into account the changes taking place in the external environment to meet the needs and aspirations of its customers, but in total only, the general arithmetic mean of the organizational excellence variable reached its value (3.668), a good level, a standard deviation (0.675) and a coefficient of variation (18.40). As this dimension came at the first level in terms of relative importance, and this indicates that the company possesses leaders and employees who possess skills and experiences that enable them to invent everything that is new and distinctive, able to achieve high performance and superiority over competing companies, which leads towards achieving organizational excellence.

Table (6) Arithmetic mean, standard deviation, coefficient of variation, and the relative importance of the research variables						
Relative importance	Gap size	Availability of the dimension or variable	Variation coefficient	standard deviation	Arithmetic mean	Dimensions of search variables
3	28.32	71.68	22.50	0.806	3.584	systems thinking
2	28.46	71.54	22.40	0.801	3.577	Reframing
1	28.49	71.51	22.20	0.794	3.576	deep thinking
The second	28.42	71.58	20.44	0.732	3.579	strategic mind
2	26.34	73.66	19.83	0.730	3.683	Leadership
3	29.09	70.91	22.58	0.801	3.545	Processes
1	24.46	75.54	18.90	0.714	3.777	business results
the first	26.63	73.37	18.40	0.675	3.668	organizational excellence

4.4. Research hypothesis testing

This part is concerned with testing the impact hypotheses that were identified in the research, for the purpose of determining the possibility of judging them with acceptance or rejection to test the impact analysis between the independent variable dimensions of the strategic mind, represented in (systematic thinking, reframing, deep thinking) and the approved variable (organizational excellence), as it will be tested the following hypothesis. (There is a significant influence relationship between the dimensions of the strategic mind in organizational excellence), and (a) Constant represents the amount of the constant,

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and this relationship means organizational excellence (Y) is a function of the real value of the dimensions of the strategic mind represented in (systematic thinking, reframing, deep thinking) As for the estimates of these values and their statistical indicators, they were calculated at the level of the research sample amounting to (149) employees in the Zain Telecom Company, as Table (7) shows the statistical indicators between the dimensions of the strategic mind in organizational excellence.

4.4.1 Test the first main research hypothesis, which states (there is a significant effect of the strategic mind in achieving organizational excellence), as the value of (F) calculated between the strategic mind and organizational excellence reached (300.985), which is greater than (4.08) at the level of significance (0.000) It is smaller than the significance level at (0.05), and this means that there is a significant effect of the strategic mind in achieving organizational excellence). And it is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the strategic mind variable, as the effect value reached (0.756), and this indicates that increasing the strategic mind by one unit will lead to an increase In organizational excellence by (75%), as the corrected determination coefficient (R²) for it reached (0.670), meaning that the strategic mind is able to explain what percentage (67%) of the organizational excellence variable, while the remaining percentage (33%) is due to other variables other than It is included in the research model that has an impact on the organizational excellence variable. As shown in Table (7)

a. The first sub-hypothesis test

Which states (there is a significant effect between the dimension of systemic thinking in organizational excellence), as the value of (F) calculated between the dimension of systemic thinking and organizational excellence reached (107.099), which is greater than (4.08) at the level of significance (0.000), which is less than the level of significance At (0.05), this means that there is a significant effect between the dimension of systemic thinking in organizational excellence, as the value of (t) calculated for the marginal slope coefficient was recorded at (10.349). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the systemic thinking dimension, as the effect value reached (0.544), and this indicates that an increase in the systemic thinking dimension by one unit will lead to An increase in organizational excellence by (54%), as the corrected determination coefficient (R²) reached (0.418), meaning that after systematic thinking is able to explain (41%) of the organizational excellence variable, while the remaining percentage (59%) is due to the dimensions The strategic mind has an effect on the organizational excellence variable that is not included in the research model, as shown in Table No. (7).

b. Second sub-hypothesis test

Which states (there is a significant effect between the dimension of re-framing in organizational excellence), as the value of (F) calculated between the dimension of re-framing and organizational excellence reached (236.584), which is greater than (4.08) at the significance level (0.000), which is smaller than the significance level. At (0.05), this means that there is a significant effect between the dimensions of reframing in organizational excellence, as the value of (t) calculated for the marginal slope coefficient was recorded as 15.381. And it is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the reframing dimension, as the effect value reached (0.662), and this indicates that an increase in the dimension of the re-framing role by one unit will lead This leads to an increase in organizational excellence by (66%), as the corrected determination coefficient (R²) for it reached (0.614), meaning that after the role of re-framing, it is able to explain what (61%) of the organizational excellence variable is, while the remaining percentage (39%) is due To other dimensions of the strategic mind has an impact on organizational excellence that is not included in the research model) and as shown in Table No. (7).

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c. The third sub-hypothesis test

Which states (there is a significant effect between the dimension of deep thinking in organizational excellence), as the value of (F) calculated between the dimension of deep thinking and organizational excellence reached (289.950), which is greater than (4.08) at the level of significance (0.000), which is smaller than the level of significance At (0.05), this means that there is a significant effect between the dimension of deep thinking in organizational excellence, as the value of (t) calculated for the marginal slope coefficient was recorded as its value (17.028). It is greater than the tabular value (t) of (1.660) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient for the dimension of deep thinking, as the effect value reached (0.693), and this indicates that an increase in the dimension of deep thinking by one unit will lead to An increase in organizational excellence by (69%), as the corrected determination coefficient (R²) for it reached (0.661), meaning that after deep thinking it is able to explain what percentage (66%) of the organizational excellence variable and the remaining percentage (34%) refer to other dimensions It has an impact on the organizational excellence variable that is not included in the research model. As shown in Table No. (7).

Table (7) Statistical indicators between the dimensions of the strategic mind in organizational excellence											
indication	Sig	Z calculat ed	t	F	Adjuste d (R ²)	R ²	R	B	α	Dimension s of the strategic mind	organizational excellence
indication	0.00 0	9.347	10.34 9	107.09 9	0.418	0.42 1	0.649 **	0.54 4	1.72 0	systems thinking	
indication	0.00 0	12.787	15.38 1	236.58 4	0.614	0.61 7	0.785 **	0.66 2	1.30 1	Reframing	
indication	0.00 0	13.796	17.02 8	289.95 0	0.661	0.66 4	0.815 **	0.69 3	1.19 1	deep thinking	
indication	0.00 0	13.978	17.34 9	300.98 5	0.670	0.67 2	0.820 **	0.75 6	0.96 2	strategic mind	
Z tabular = 1.96 F tabular = 4.08 t tabular =1.660											

d. Fourth sub-hypothesis test

The fourth sub-hypothesis confirmed (there is a significant effect between the dimensions of the strategic mind together in achieving organizational excellence) as shown in Figure (4)

Table (8) shows the statistical measures between the dimensions of the strategic mind in achieving organizational excellence, and they can be expressed by the equation as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.990 + 0.065X_1 + 0.261X_2 + 0.423X_3$$

It is clear from table (8) the following: The estimated (F) value of the model was recorded (112.015). And it is greater than the tabular value (F) of (2.42) at the level of significance (0.05), and accordingly we accept the hypothesis and this means (there is a significant effect between the dimensions of the strategic mind together in organizational excellence) at the level of significance (5%) i.e. with a degree of confidence (95%), which indicates that the dimensions of the strategic mind have an effective and essential effect on organizational excellence. It is evident from the value of the corrected coefficient of determination (R^2) of (0.692), it is clear that the dimensions of the strategic mind are able to explain 69% of the changes that occur in (organizational excellence), while the remaining percentage (31%) is dependent on other variables that are not included. In the search form

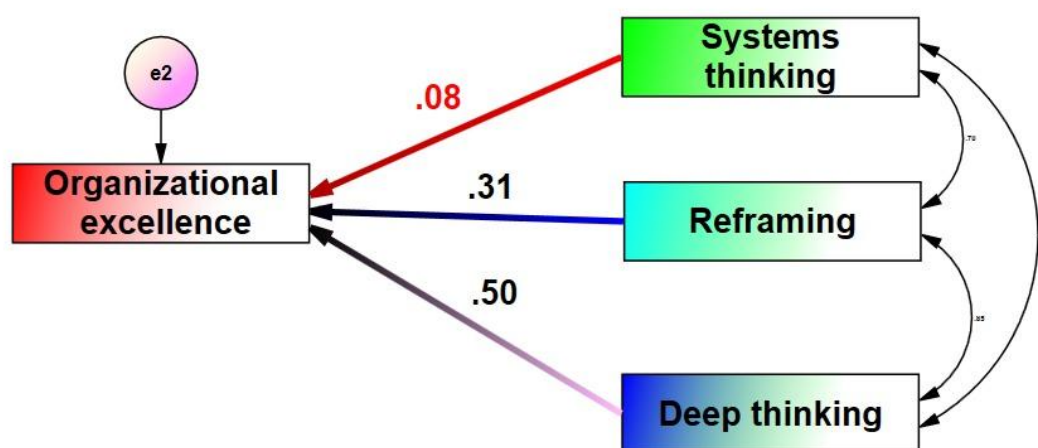


Figure (4). the impact of the dimensions of the strategic mind on organizational excellence

- Through the (Stepwise) method of testing the significance of dimensions, and after deleting the non-significant dimensions of the search, it becomes clear that the model ultimately depends on two dimensions (reframing, deep thinking as the calculated (F) value of the new model was recorded (166.965), which is greater than the value of F.) Tabular (3.04) at the level of significance (0.05), i.e. with a degree of confidence (95%).
- Through the value of the corrected coefficient of determination (R^2) of (0.692), it is clear that my dimensions (re-framing, deep thinking) are able to explain 69% of the changes that occur in (organizational excellence), while the remaining percentage (31%) is dependent to other variables that are not included in the search form.
- It is clear from the value of the marginal slope coefficient of the dimension of reframing of (0.284) that an increase after reframing by one unit will lead to an increase in (organizational excellence) by (28%).

- - It is clear from the value of the marginal slope coefficient for the dimension of deep thinking of (0.450) that an increase in the dimension of deep thinking by one unit will lead to an increase in (organizational excellence) by (45%). As shown in Figure (5)

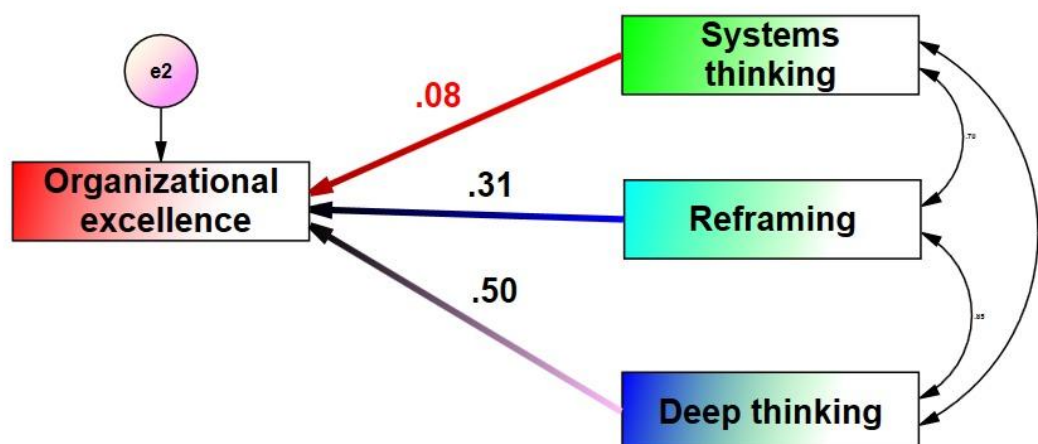


Figure (5). Influence of the dimensions of the strategic mind in organizational excellence using the (Stepwise) method

Table (8) Statistical indicators between the dimensions of the strategic mind in organizational excellence using multiple linear regression							
Multiple Linear Regression Model .Using the stepwise method				Multiple Linear Regression Model			Dimensions of the strategic mind
Dimensions entry order	Sig.	(t)	(β)	Sig.	(t)	(β)	
	---	---	---	0.249	1.157	0.065	systems thinking
2	0.000	3.932	0.284	0.001	3.479	0.261	Reframing
1	0.000	6.158	0.450	0.000	5.514	0.423	deep thinking
1.043				0.990			(α)
0.834				0.836			Multiple correlation value (R)
0.696				0.699			coefficient of determination (R2)
0.692				0.692			Corrected coefficient of determination (R2)
166.965				112.015			value(F) calculated
0.000				0.000			Sig.
3.04				2.42			value(F) tabular
1.660				1.660			value(t) tabular

Significant variables (reframing, deep thinking)

Non-significant variables (systemic thinking)

5. Conclusions

1. The results of the research showed that the success of the company in question came as a result of the presence of administrative leaders with a strategic mindset who have a long-term vision capable of facing the rapid changes in the business environment to meet the desires of customers to provide everything that is new, developed and distinctive, and this is what the researchers noticed through good attention Variable strategic mind.
2. The results showed that the levels of organizational excellence came at a good level, and researchers believe that the main reason for this is due to its possession of fundamental capabilities capable of innovation and uniqueness in the field of the Internet and networks and providing the best services to its customers
3. The results of the research showed that the company in question has a good interest in in-depth thinking, as it often works on analysis, review and study of most of the projects it undertakes, as a result of its belief that in-depth thinking will contribute effectively to making the right decisions that will benefit the company and achieve success and excellence.
4. After the systemic thinking of the strategic mind variable, Zain Telecom Company has made progress, and this reflects the company's ability to have a holistic view of the systems, understand their characteristics and driving forces, and provide the best option in the process of implementing plans.
5. The business results dimension is the most important in the dimensions of organizational excellence, and this indicates the company's focus in providing its services on the results of its business, and this is evident through the actual, unique and distinguished service it provides to its customers.
6. The existence of a correlation relationship between the strategic mind of administrative leadership and organizational excellence, and this means that the researched company, whenever it seeks to increase the skill of senior leaders, especially in terms of thinking about the future as a strategic mind, this will have an active role in achieving success for the company and thus achieving organizational excellence.
7. The results showed that the strategic mind, in its dimensions, has an impact on the dimensions of organizational excellence for Zain Telecom, and this indicates the impact of the mental abilities of the administrative leaders in the maturation of new ideas that enhance the company's position and thus achieve organizational excellence.

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