

فعالية القيادة في تحقيق الأهداف الاستراتيجية: دراسة تحليلية على المنظمات الحكومية وغير الحكومية في إقليم كردستان العراق

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The Effectiveness of Leadership in Achieving Strategic Objectives: An Analytical Study on Governmental and Non-governmental Organizations in the KRI

The Effectiveness of Leadership in Achieving Strategic Objectives: An Analytical Study on Governmental and Non-governmental Organizations in the KRI

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Abstract

This study examines the role of leadership effectiveness in achieving strategic objectives within organizations, with particular focus on governmental and non-governmental organizations in the Kurdistan Region. A quantitative research design was adopted to investigate the relationship between leadership and the attainment of strategic goals. Empirical data were collected through a structured questionnaire distributed via Google Forms using a simple random sampling technique, yielding responses from 203 participants. The study employed Pearson correlation and regression analysis to test the proposed hypotheses regarding the effectiveness of leadership on strategic objective achievement. The findings reveal a statistically significant and moderate positive relationship between leadership and the achievement of strategic objectives. Furthermore, the regression results demonstrate that leadership significantly predicts the successful attainment of strategic objectives. These findings highlight the critical role of effective leadership in enhancing organizational capability to achieve strategic goals and provide empirical insights for improving leadership practices in both governmental and non-governmental organizations.

Leadership/Leader a crucial position in charge of fostering employee engagement and organizational performance via motivating actions that inspire groups to meet goals characterizes leadership as the capacity to direct, enable, and inspire people to contribute to the progress and productivity of the organizations they are a part of [2] describe leadership as a power process involving two or more people. Leadership plays a major role in organizational management. Human beings need leadership because they have limitations. This is where both leadership and following are necessary. Individual characteristics, habits, persuasive techniques, connections, position within the organization, and beliefs about permissible influence are all regarded as elements of leadership

ملخص

تتناول هذه الدراسة دور فعالية القيادة في تحقيق الأهداف الاستراتيجية داخل المنظمات، مع التركيز بشكل خاص على المنظمات الحكومية وغير الحكومية في إقليم كردستان. وقد اعتمد تصميم بحث كمي لدراسة العلاقة بين القيادة وتحقيق الأهداف الاستراتيجية. جُمعت البيانات التجريبية من خلال استبيان مُهيكل وُزِع عبر نماذج جوجل باستخدام أسلوب العينة العشوائية



البسيطة، ما أسفر عن استجابات من ٢٠٣ مشاركين. استخدمت الدراسة معامل ارتباط بيرسون وتحليل الانحدار لاختبار الفرضيات المقترحة بشأن فعالية القيادة في تحقيق الأهداف الاستراتيجية. تكشف النتائج عن وجود علاقة إيجابية متوسطة ذات دلالة إحصائية بين القيادة وتحقيق الأهداف الاستراتيجية. علاوة على ذلك، تُظهر نتائج الانحدار أن القيادة تتنبأ بشكل كبير بنجاح تحقيق الأهداف الاستراتيجية. تُبرز هذه النتائج الدور الحاسم للقيادة الفعالة في تعزيز قدرة المنظمة على تحقيق الأهداف الاستراتيجية، وتُقدم رؤى تجريبية لتحسين ممارسات القيادة في كل من المنظمات الحكومية وغير الحكومية. القيادة/القائد منصبٌ محوريٌّ مسؤولٌ عن تعزيز مشاركة الموظفين وأداء المؤسسة من خلال إجراءات تحفيزية تُلهم المجموعات لتحقيق الأهداف. وتُعرّف القيادة بأنها القدرة على توجيه الأفراد وتمكينهم وإلهامهم للمساهمة في تقدّم وإنتاجية المؤسسات التي ينتمون إليها. يُعرّف مفهوم القيادة بأنه عملية قيادية تشمل شخصين أو أكثر. وتلعب القيادة دورًا رئيسيًا في إدارة المؤسسات. يحتاج البشر إلى القيادة نظرًا لوجود قيودٍ لديهم. وهنا تبرز أهمية كلٍّ من القيادة والاتباع. وتُعتبر الخصائص الفردية، والعادات، وأساليب الإقناع، والعلاقات، والموقع داخل المؤسسة، والمعتقدات حول التأثير المسموح به، جميعها عناصرَ أساسيةً للقيادة.

INTRODUCTION

Leadership/Leader a crucial position in charge of fostering employee engagement and organizational performance via motivating actions that inspire groups to meet goals [1]. characterizes leadership as the capacity to direct, enable, and inspire people to contribute to the progress and productivity of the organizations they are a part of [2] describe leadership as a power process involving two or more people. Leadership plays a major role in organizational management. Human beings need leadership because they have limitations. This is where both leadership and following are necessary. Individual characteristics, habits, persuasive techniques, connections, position within the organization, and beliefs about permissible influence are all regarded as elements of leadership. [3]

asserts that leadership is the ability to inspire others to ardently pursue goals[4] defines leadership as the capacity to convince others of the conditions that need to be fulfilled, the most effective means of doing so, and the procedure of supporting both individuals and groups in their pursuit of common goals. An organization's leadership is a crucial component that propels the organization through its management and handling of change. As a result, having a leader is not just a status symbol; it also benefits the organization's growth. [5] emphasize the



strategic significance of leadership in organizational dynamics. According to their approach, an organization's long-term success and adaptability depend heavily on the direct contributions of its leadership in building organizational capital. This strategy fits nicely with the growing complexity of contemporary company settings, where taking advantage of opportunities and overcoming obstacles require strong leadership [6] Delegation leadership efficacy is the capacity of a leader to effectively and efficiently allocate tasks, responsibilities, and authority to team members or subordinates. This approach empowers team members, allows leaders to delegate tasks, and frees up more time for pursuits requiring more attention. [7] The main goal of leadership is to achieve the intended results or outcomes. The leader's leadership style has a significant impact on both employee performance and the relationship between leaders and employees. [8]

framework among the various functional divisions. Leaders must also enhance their self-perception of their skills and acquire leadership knowledge and skills. Three components make up sustainable leadership: sustainability action, sustainable initiatives, and sustainable management. [9] There is a strong correlation between employee performance and leadership[10]. Employee performance increases when a leader can motivate their team to perform at their highest capacity. Organizational performance increases when leaders and employees have a strong working connection. [11] Making decisions, carrying them out, and assessing the results of those actions are the main objectives of strategic planning [12]. A vision, a set of goals, an implementation plan, or a strategy for reaching the goal, as well as a mutually agreed-upon procedure for tracking and evaluating those goals, are some of the outputs that are frequently produced by the strategic planning process that is frequently used in business and organization management [13]. The majority of managers practice managerial leadership. Organizations train their employees to be managerial leaders both overtly and implicitly for a number of reasons. Businesses with a diverse workforce are more likely to accomplish this. Because of public accountability for every dollar spent, government diversification, the political environment of reelections, and, for the majority of governments, a massive debt load, governments train their citizens to be management leaders even more than do private organizations. strategic leadership is the capacity to persuade people to voluntarily make daily choices that improve the organization's long-term sustainability while preserving its immediate financial stability [14].





Every company is made up of three main components that must work well together to accomplish the aims and objectives of leadership. They are in charge of an organization's time management, personnel, and tasks. In the ongoing process of allocating personnel, funds, and resources, leadership is the managerial role that focuses on finding the most effective means of motivating subordinates to achieve goals and objectives. It encompasses all of an executive's actions in his direct interactions with subordinates [15]. The technique of influencing and guiding an organized group's actions to achieve objectives through communication is known as leadership. Since interpersonal interactions are the foundation of leadership, a leader needs to be a member of a group. This suggests that an organization's leadership flourishes. [16] state that an organization is made up of two or more people who work together continuously to achieve a specific goal or goals.

Every organization has three main components that need to be communicated clearly in order to meet the leadership's goals and objectives. They are persons who manage time and tasks. inside a company. The management function of leadership is concerned with the ongoing process of coordinating people, resources, and materials in order to find the most effective means of persuading subordinates to achieve goals and objectives. It includes all of an executive's actions when interacting directly with their subordinates. Effectiveness in accomplishing the business's aims and objectives is partially determined by the policies, regulations, and procedures that management, as the body of leadership, establishes to guide communication and actions within the organization. A group is formed in an atmosphere where two or more people interact. when members of the group coexist and communicate for shared goals, and when the group persists for a long enough duration. Organization flourishes [15].

Literature Review

[17] and [18] Emphasized that leadership and strategic management are fundamental to organizational success and long-term sustainability. The literature on leadership and strategic management highlights the critical role leadership plays in guiding organizations toward the successful achievement of their strategic objectives. Leadership is widely viewed as a multidimensional process involving influence, vision, communication, and decision-making, all of which shape organizational performance and adaptability. At the same time, strategic objectives function as structured mechanisms for translating organizational vision into measurable and actionable outcomes. The interaction between leadership effectiveness and the achievement of strategic objectives has

therefore become an important area of research, particularly in dynamic and competitive environments where organizations must continuously adapt and improve performance.

Leadership effectiveness refers to the ability of leaders to influence, motivate, and enable others to contribute toward organizational success through vision, communication, and strategic direction. Effective leaders align resources, build organizational commitment, and foster a culture that supports strategic implementation. On the other hand, achieving strategic objectives involves the successful translation of organizational strategy into measurable results through proper planning, execution, and evaluation processes. Research suggests that strong strategic leadership enhances clarity of goals, employee alignment, and organizational performance, thereby increasing the likelihood of achieving strategic objectives. [19] and [17] and [20]

Leadership can be defined as the process where, upon contact, humans influence each other's behaviour. Successful or essential leadership takes part when one man actually changes another man in the way intended [21]. Fiedler, one of the most important and influential researchers in leadership investigation, defines a leader as "a person who is appointed, elected or informally chosen to direct and co-ordinate the work of others in a group. Leadership can be considered to be the personal qualities, behaviours, styles and decisions adopted by the leader [22].

Although there are many other types of leadership, six tend to be more prevalent: relational, task-oriented, neutral, autocratic, transformational, and transactional. Developing relationships and inspiring employees are hallmarks of the transformational leadership approach. Employees are more productive, their morale is higher, and they are more satisfied with their jobs when transformational leaders are able to inspire their trust, respect, and loyalty through a common vision. A leader who practices transaction. Because the leader makes all choices without consulting the workforce, the autocratic leadership style is thought to be the best in an emergency. Furthermore, placing blame on specific people does not accept mistakes. On the other side, a leader with a neutral leadership style does not make decisions and staff members act without supervision or guidance, but they do take a hands-on approach that occasionally leads to change. Planning work activities, defining responsibilities within a team or group of individuals, establishing goals, and consistently observing and executing procedures are all components of the task-oriented leadership style. Lastly, support, growth, and acknowledgment are all part of the relational leadership approach. al leadership manages change by interacting with staff members in ways that increase output. [23] We





have covered the influence of leadership on achieving strategic objectives this study, we have also covered characteristics of effective leadership which include (leadership decision making, Motivation and inspiration and collaboration and team- building, communication, problem solving and team building) drawing on the work of other researchers.

Effective leaders are sometimes created rather than born, since they inspire themselves to put in more work to increase their potential for development and achievement. Leadership is the capacity to persuade staff members to have a goal, have a sense of urgency and direction, work together to achieve outcomes, and put aside their personal interests. As a truly idealized inspirational figure, a leader exhibits certain traits of a role model, inspiring and motivating others [24]. Organizations benefit greatly from delegation, yet managers still find it difficult to employ it to its fullest potential. Although there are many different ways to define delegation and its goals, at its core, it is about granting authority and power to carry out tasks that have been allocated to you. It addresses how authority should be distributed in order for assigned tasks to be properly finished [25].

Giving someone else authority, responsibility, a job, or control is known as delegation. According to [26], it is the process of giving someone the authority to act on behalf of the editorial team of the Webster Dictionary. In order to accomplish institutional goals, a leader must provide others the opportunity to act, make, and perform morally [27]. Asserts that when a staff member is given the chance to exercise self-direction and control through delegation, they feel incredibly honoured to be regarded as capable, task competent, and administratively significant. As a result, they strive to demonstrate that the leadership has the right to grant them this opportunity. Given that delegation allows for flexibility and gives employees the opportunity to exercise self-direction, it is evident that some decisions can be made at this level without waiting for the leader. When given a task, staff members experience a greater sense of accountability and ownership for the organization. Since each authority must perform its given duties in a personal capacity, delegation is impossible in the first place. Waiving this conferred authority is not acceptable. Only the original constituent authority, which has the power to grant jurisdiction, can authorize anyone or any authority to delegate some of its powers. This authority bears the primary responsibility for identifying the authority entrusted with a particular jurisdiction [28]. Communication clarifies perceptions of a leader's charisma. Leadership is conduct carried out through communication. The theory put forth by [29] that a leader's message conveys both emotional and cognitive methods



explain this. A leader who successfully conveys their vision is more likely to win the trust of their staff, which in turn affects how satisfied followers are with their leaders.[30] According to [31]. Leadership research has been dominated by a communication transfer viewpoint, as demonstrated by its exclusive focus on leader effectiveness. In this situation, communication turns becomes a means of persuading followers to carry out certain actions. Researchers also examine how individuals send and receive communications and pinpoint obstacles to task completion [32].

[33] A key component of effective leadership is creative problem solving, which calls on leaders to come up with original, superior answers to the intricate, ever-changing, and unclear issues they face. The concept of shared or dispersed power among groups within an organization is the foundation of collaborative leadership [34]. Collaborative leadership is essential in today's organizations not only for enabling success but also for creating a favourable work environment that encourages high levels of motivation, engagement, and productivity as well as for fostering innovations. Because of shared duties, leadership empathy, and a reduction in the power differential between the organization's employees and leadership, collaborative leadership promotes improved team synergy [35].

The fundamental tenet of team building is that it will be more successful to involve a group in the planning and execution of change rather than forcing it upon them. The team must gain new knowledge and understanding in order for members to contribute to the desired change in an efficient manner. These aspects of involvement and learning new abilities and perspectives are consistent with the definitions of team development put forward in the study literature [36]. According to[37], when subordinates were asked to rate employee satisfaction over job performance rather than leadership style, inspirational motivation (transformational leadership) had the highest correlation with employee performance/satisfaction. This is because inspiring leaders successfully inspire and motivate their workforce to achieve both individual and organizational goals while also developing innovative approaches to problem solving. Inspiring leaders encourage employees to go beyond their comfort zone and engage themselves not only towards their job tasks but also towards an additional or additional approach to give more to their business [38].

[39] An examination of how employee engagement is affected by leader-inspired motivation chance, take the role of an inventive fugue. The most well-known application of transformative leadership is in educational





motivation. A leader is an inspiration when he shares his vision and values with his team members and inspires them to believe in the potential of working together to accomplish goals. Thus, they guarantee the best outcomes. In order to accomplish higher-level objectives, these leaders emphasize team dedication and task creativity. Leaders who possess inspirational motivation are able to inspire their staff members and followers to be enthusiastic and involved in the purpose and vision of the company. According to [40], a leader that possesses inspirational motivation is able to communicate and change with whole confidence and passion [24]. Strategy is "...management's action plan for running the business and conducting operations," according to Thompson, Strickland, and. [41] They also claim that "a company's strategy consists of the business approaches and competitive moves that managers are employing to grow the business, attract and please customers, compete successfully, conduct operations, and achieve the targeted levels of organizational performance." Therefore, to guarantee the successful and efficient achievement of organizational long-term goals, strategic management comprises the environmental scanning process, strategy creation, strategy implementation, and monitoring, assessment, and review of the implementation process [42]. Objectives are clearly defined, measurable results that are strategically designed to guide actions and evaluate progress toward desired outcomes"[43]. A decision's objectives are a declaration of what the decision-makers hope to accomplish. A verb and a noun (i.e., object) can be used to express them effectively [44]. In order to establish clear expectations for maximizing success and future discoveries for their organization, strategic objectives identify each strategic plan's primary strengths and shortcomings. Because managers' strategic objective prioritizing judgment is unclear. [45] Although they are centered on accuracy in comprehending the organization's "big picture," strategic objectives may aid in creating a sense of relevance. In conclusion, line of sight to an organization's strategic objectives is conceptually different from existing constructs, despite their conceptual similarity. Line of sight contains the idea of accuracy, but it can also help create a sense of significance, role clarity, or fit. Furthermore, these constructs are fundamentally distinct from the line of sight's focus, which is the firm's strategic objectives and how one might contribute. Therefore, there are significant distinctions even when line of sight and other well-established concepts and notions in the literature are identical. [17] The strategic must align with and support a company's business strategy and context, which dictate the level of goal formulation for the technology.

Strategic business objectives must be converted into strategic technology objectives since technology goals must be drawn from business strategy. Technology goals are expressed differently from goals in form; for instance, business and organizational change programs have a higher degree of abstraction. Furthermore, there are shortcomings in the development and application of strategies that fail to convert the results of business visions and strategic thinking into logical objectives for the particular missions of an organization. Effective strategy implementation is a modern management challenge for businesses, which are looking for ways to improve their capacity to oversee strategic initiative portfolios and track performance indicators. [20] Failure to establish strategic goals for technology could result in issues with strategy implementation, especially given its crucial role [46]. As businesses fight to obtain or maintain a competitive edge, it is more crucial than ever to match personnel with the organization's strategic goals. According to this article, "line of sight" refers to an employee's comprehension of the goals of the company and how they might help achieve them. Although scholars and practitioners have discussed line of sight extensively, we still don't fully understand what it is, how to measure it, how to improve it, or what it accomplishes. To start investigating these important topics, human resource specialists from top companies took part in focus groups and filled out surveys. Fruitful directions for future research and innovative practice are discussed [47]. Fonti and Miner define leadership as a dynamic process in which a person inspires others to accomplish a certain objective while offering direction and advice in a way that fosters unity and increased unity within the group [8].

In general, the idea of leadership entails collaborating with others while persuading them to accomplish the intended outcome. However, the type of leadership varies depending on the actions and activities carried out by the organization. These acts and activities can be political, administrative, or allow him to flee. Nonetheless, the primary and essential role of a leader is to make decisions, which have an impact on the tactics that the company uses. Additionally, the capacity and effectiveness of operational leaders, as well as their comprehension of operational decision patterns, are the primary determinants of any organization's level of strategic success [48]. Consequently, a leader who logically selects the best course of action and makes choices to accomplish a particular objective is considered effective [49]. Since leadership is the organization's driving force and is accomplished by persuading subordinates to work effectively in order to accomplish organizational goals, it is an absolute need that must be owned [50]. A leader's actions and behaviour determine whether



they are successful or unsuccessful. [51] In order to accomplish its objectives, any organization must deal with the issue of scarce human resources [52]. It is possible to argue that leadership is crucial to the accomplishment of established objectives. A leader's beliefs, abilities, and disposition are reflected in their leadership style. [53] Effective leadership is defined as the ability of those in leadership roles to influence a group to carry out their responsibilities with favourable organizational results. The writings of Story demonstrate the recent surge in interest in the topic of strategic leadership. Several leaders must work together to achieve the best possible performance inside an organization. One definition of leadership is the artful process of successfully accomplishing goals by organizing and directing the activities of others. This presumption stems from the idea that effective leadership practices directly affect employees' performance and eventually help the company succeed. [8]

Strategic leadership, according to [8], is the capacity to persuade a group of people to pursue objectives. He goes on to say that effective leadership has a strategic vision and is able to persuade others to follow through on it in order to produce measurable outcomes. According to [54], strategic leadership usually entails speaking with and listening to members of the organization in order to disseminate knowledge and develop and invent new areas and solutions. In order to communicate strategy, set up strategic controls that track progress, and eventually accomplish organizational goals, the strategic leadership process entails a number of management tasks [55]. There is little question those two essential elements for facilitating the successful execution of a business's strategy and goals are strong organizational culture and effective organizational leadership. Poor leadership can ruin the best strategy; even a poorly thought-out plan can frequently be successfully carried out with force. Securing resources, allocating them, and guiding their usage both within and outside the company are all components of strategy execution [18]. Only with strong leadership can a strategy be implemented successfully. Effective leaders, according to [56], enhance possibilities for task-related happiness, boost performance, and remove obstacles to mission achievement. This demonstrates unequivocally how plan implementation affects leadership style [57].

MATERIAL AND METHODS

The sample of this study includes 203 respondents from governmental and non-governmental organizations in the Kurdistan Region of Iraq. The area of this study research includes the employees of

all governmental and non-governmental organizations in the Kurdistan Region of Iraq. This study's methodology aims to investigate how successful leadership affects an organization's ability to accomplish its strategic goals. Leadership effectiveness identified as the independent variable in the study and the strategic organization is the dependent variable. Primary source data were used in this study and researchers using a questionnaire form as a Google form through probability sampling method [58], which consist of the following sections: Section 1: Demographic variables. The demographic information was collected with closed-ended questions, such as (Gender, Certificate level, Years of Experience and Occupation). Section 2: some questions about the effectiveness of leadership in achieving strategic objectives on a Likert-type scale (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly Agree=5) [59-61].

Data were analyzed using SPSS V.26 and researchers consider the descriptive and inferential methodology for this study. Descriptive analysis used to show frequency and percentages of our first section of demographic questions [62-64]. In addition, researchers used correlation and regression method to show the relationship between variables. Researchers tried to demonstrate the Correlation analysis to show the relationship between variables and to analyze the hypothesis; they employed the simple linear regression analysis at 95% of confidence intervals [65].

Reliability Statistic

The test helps in checking the consistency of the questionnaire will give similar results if implemented in another area. The value is supposed to be above 0.5 and the higher the better. For this purpose, the researchers selected 20 forms randomly to conduct a reliability test for all independent variables and dependent variables beginning the main investigation to confirm the validity of the questionnaires using Cronbach's alpha to assess the consistency of the data [66-68].

Table1: Reliability statistics for all variables

Variables	No. of Items	Alpha (α)
Leadership (Independent Variable)	10	0.74
Achieving Strategic (Dependent Variable)	10	0.89
IDV and DV	20	0.89

Table1: Shows the values of the Cronbach's coefficient estimated for testing the internal consistency of the measurement. The result for Cronbach's alpha is (0.74) for Leadership (Independent Variable), (0.89)



for Achieving Strategic (Dependent Variable), and (0.89) for both Independent and Dependent Variables.

Research Hypotheses

H1: Leadership has a positive effect on Achieving Strategic Objectives.

Statistical Results

Descriptive Statistics

First, researchers used descriptive statistics, which can help in summarizing data in the form of simple quantitative measures such as percentages or mean.

Table2: Descriptive Statistics for Demographic Questions

Question		F	Percent %
gender	Male	100	49.26%
	Female	103	50.74%
Certificate Level	Diploma	87	42.86%
	Bachelors	53	26.11%
	Master	26	12.81%
	PhD	12	5.91%
	Other	25	12.32%
Years of Experience	Less than 5 years:	92	45.32%
	5–10 years	50	24.63%
	More than 10 years:	61	30.05%
	Less than 5 years:	92	45.32%
Occupation	Employee	70	34.48%
	manager	34	16.75%
	University Professor	33	16.26%
	Other	66	32.51%

Table2: Shows the study sample consists of 203 participants, with a nearly even gender distribution: 49.26% are male (100 individuals) and 50.74% are female (103 individuals), indicating a balanced representation. Regarding certificate level, the largest proportion of participants hold a diploma (42.86%), followed by those with a bachelor's degree (26.11%). A smaller percentage have attained a master's degree (12.81%) or a PhD (5.91%), while 12.32% fall under the



"Other" category, which may include professional certifications or vocational training. In terms of years of experience, 45.32% of respondents have less than five years of experience, suggesting a significant portion of early-career professionals. Those with 5 to 10 years of experience make up 24.63%, and 30.05% have more than 10 years of experience, reflecting a diverse range of professional tenures. Employment rolls also vary: 34.48% are general employees, 16.75% are managers, and 16.26% are university professors. The remaining 32.51% are categorized as "Other," possibly including consultants, freelancers, or administrative roles. This demographic diversity enhances the credibility and generalizability of the study's findings.

Inferential Statistics

In this part of the research, researchers tried to demonstrate the Correlation analysis to show the relationship between variables, and to analyze the hypothesis, they employed simple linear regression analysis at 95% of confidence intervals.

Table3: Correlation matrix between independent variables and dependent variable

Correlation	Leadership
Achieving Strategic Objectives	0.212**

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

Table3: showed a weak positive significant relationship between the independent variable, which is (Leadership), and the dependent variable (Achieving Strategic Objectives) which (0.212) are respectively.

Table 4: Simple Linear Regression Analysis between the independent variable (Leadership) and Dependent Variable (Achieving Strategic Objectives)

	Coefficients			Model Summary		ANOVA	
	B	T	P-Value				
(Constant)	2.259	10.716	0.000	R	R square	F	P-value
Leadership	0.212	3.074	0.002	0.212	0.045	9.450	0.000

From the Table4, simple linear regression was used to test if Achieving Strategic significantly predicted leadership, we can notice that there is a weak positive correlation between the independent variable (leadership)



and the dependent variable (Achieving Strategic). The above table shows ANOVA table for checking the goodness of fit for the predictor variable (leadership) on the response variable (Achieving Strategic), so the model is appropriate based on ($F = 9.450$, $P\text{-Value} < 0.05$), Here we can accept the hypothesis (H1). Table3 also contains the result of the constant, Slope, t-value, and coefficient of determination (R^2). The regression Coefficient (B) for leadership is 0.212, which means, that increasing one unit for leadership will increase Achieving Strategic performance by 0.212. Determination of Coefficient ($R^2=0.548$), suggesting that 54.8% of the variation of Achieving Strategic performance is predicted by leadership and the remaining variation is regarding to other factors that affect student's academic performance. That is, leadership support plays a significant role in improving Achieving Strategic.

Conclusion

This study looked at how leadership affected the accomplishment of strategic goals in governmental and non-governmental organizations in the Kurdistan Region of Iraq. The results show that leadership and accomplishing strategic goals have a favorable and statistically significant link ($r = 0.212$, $p < 0.01$). This suggests that better leadership practices are linked to better achievement of strategic goals. This association is further supported by the regression analysis. The achievement of strategic goals was found to be strongly predicted by leadership ($\beta = 0.212$, $t = 3.074$, $p = 0.002$). The total regression model was statistically significant ($F = 9.450$, $p < 0.05$), suggesting that leadership plays a major role in explaining differences in the accomplishment of strategic objectives. Nonetheless, leadership accounts for 4.5% of the variance in accomplishing strategic goals, according to the coefficient of determination ($R^2 = 0.045$). This implies that although leadership is a significant factor, other organizational elements not covered by this model—such as organizational culture, resources, employee competencies, structural systems, and external environmental conditions—affect a sizable portion (95.5%) of the variation.

The study accepts Hypothesis H1: Leadership has a beneficial effect on accomplishing strategic objectives based on the statistical data.

Recommendations

To enhance the effectiveness of leadership in achieving strategic objectives, the study recommends:

1. Invest in Leadership Development – Provide ongoing training to strengthen strategic leadership skills.

2. Foster a Strategic Culture – Encourage leaders to adopt a long-term, goal-oriented mindset.
3. Improve Communication – Ensure clear and consistent communication between leaders and teams.
4. Align Leadership with Strategy – Ensure leadership actions directly support strategic goals.
5. Use Data-Driven Decisions – Encourage leaders to rely on data for planning and evaluation.
6. Enhance Succession Planning – Prepare future leaders to sustain strategic progress.
7. Promote Inclusive Leadership – Involve employees in decision-making to boost engagement.
8. Evaluate Leadership Regularly – Continuously assess and improve leadership effectiveness.

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The Effectiveness of Leadership in Achieving Strategic Objectives: An Analytical Study on Governmental and Non-governmental Organizations in the KRI



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