

Effect of Strategic Leadership in Organizational Decline Treatments (An Exploratory Study in the Iraqi Oil Ministry)

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Abstract

Aim to The research is to reveal the effect and the statistically significant relationship of strategic leadership in organizational Decline and an attempt to show the importance of each of the above variables as practices and intellectual behavior that do not stray from the administrative and organizational behavior of organizations. Which was chosen by the Iraqi Ministry of Oil, represented by its departments located in the center of the ministry, and the questionnaire was used as a main tool for information, as (98) questionnaires were distributed to a sample that was intentionally chosen from a community with a size of (253) people. that may be available to it within the treatment package covered by the (spssv.26), with his tools stats Including (the ratio Centennial to repeat, the middle arithmetic, and deviation normative, and coefficient the difference , and coefficient Engagement Pearson, and downhill linear simple), and concluded Analysis statistician For some Results The most prominent of which was the existence of an actual and cumulative impact of strategic leadership, and that the research community and sample desperately needed it to address the phenomena of organizational Decline that the organization may be subject to from time to time.

Introduction

In light of the great challenges and environmental and technological changes for organizations, which forces them to confront these challenges effectively and efficiently, which requires adopting strategic leadership to find solutions and new and modern ideas that enable them to survive, continue and grow. Hence, strategic leaders with high skills of creative thinking and creativity are required. In order to develop the reality of their organizations in a correct manner and to compete with other organizations. The success of organizations is closely related to the availability of strategic leaders capable of influencing employees and dealing with the environmental conditions surrounding their organizations in order to sustain work and find realistic and quick solutions to problems that may occur and keep the organization away from the specter of organizational Decline, and the use of updates in its methods of work or the use of modern technology in order to be able to Keeping pace with environmental changes and maintaining its survival and continuity in the face of the challenges it is going through.

Chapter one

Research Methodology

First: the research problem

The difficult economic environmental changes, climatic, health and political changes have caused the suffering of a large number of business organizations and the organizational strategic Decline at some point in their life cycle. An emergency can be defined by the following questions:

1-What level and nature Perception of the research sample for Study variables (Strategic leadership, organizational Decline)?

2-Is there a significant correlation between Strategic leadership and organizational Decline?

3-Is there an effect of hiring Strategic leadership in organizational Decline treatments?

Second: the importance of research

clear Importance The current study from Importance Its variables, as well as the location of application of the study variables and their dimensions, has identified the most important aspects With the following:

1- The study adopted two effective variables (strategic leadership and organizational Decline) in the field of organizational behavior.

And strategic management, as it represents a new addition and accumulation of knowledge within the limits of the study variables and their interactions in business organizations.

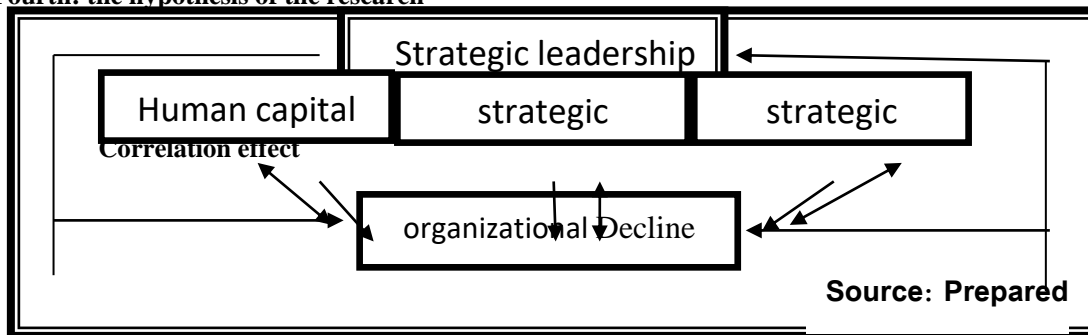
- 2- The study is a field attempt to reveal the practices of strategic leadership in determining the treatments for organizational Decline, especially since the study was applied at the center of the Ministry of Oil, which is one of the most important sectors in Iraq.
3. Providing the Iraqi and Arabic library with a study that ensures that organizations are heading towards strategic leadership with the aim of changing their current reality and avoiding organizational Decline.

Third: Research objectives

The current research is complementary to the efforts of previous researchers and writers in the field of scientific research. Based on the aspects of the research problem and the justifications for conducting it, its objectives can be defined as follows:

- 1- Determining the level of employment of strategic leadership in determining the remedies for organizational Decline in business organizations.
- 2- Foreseeing the cognitive aspect and modern academic curricula for the study variables, especially strategic leadership and organizational Decline, for the purpose of benefiting from it in the study sample site.
- 3- diagnosis the influence that you play it the leaders The strategy for the Ministry in investment Capacity And the Capabilities all To avoid Decline which Can Ministry Maturity its goals.

Fourth: the hypothesis of the research



Fifth: Research hypotheses:

The research stems from a main hypothesis: There is a significant statistically significant correlation between strategic leadership and organizational Decline

emanate from it three Secondary hypotheses are as follows:

The first sub-hypothesis: There is a significant statistically significant correlation between strategic orientation and organizational Decline and its dimensions.

The second sub-hypothesis: There is a significant statistically significant correlation between strategic capabilities and between organizational Decline and its dimensions.

The third sub-hypothesis: There is a significant significant correlation stats between human capital and the between organizational Decline and its dimensions.

Second: The second main hypothesis: (Presence Statistically significant effect for strategic leadership in organizational Decline)

Sixth: Study Limits:

1. **spatial boundaries** The study was conducted at the center of the Iraqi Ministry of Oil.
2. **time limits** The duration of the study was (8 months) from (2/11/2021) to (2/6/2022).

Seventh: Some previous studies:

1- Previous studies on strategic leadership:-

1. Study: (Abbas, 2016)	
Leadership The strategy And its impact on achieving organizational reputation by mediating transparency.	Study Title
The study aimed to test the relationship and influence of leadership The strategy As an independent variable in the organizational reputation as a responsive variable, and with transparency as a mediating variable, in some departments of the Ministry of Housing and Construction, which are funded centrally in Baghdad governorate.	The most important objectives of the study
descriptive analytical	Study Approach

a sample random its strength(95)director inDepartments of the Ministry of Housing and Construction - Iraq	Community and study sample
The study found that leadershipThestrategyIt affects the organizational reputation directly and indirectly, and the overall effect becomes high in the case of the presence of intermediate variables for transparency, and on this basis, these indirect effects contributed to increasing the value of the impact.	The most important results
The study was used to prepare the theoretical side	Areas of benefit from in the current study
1. Difference of the dependent variable, 2. Study population and sample	Differences from the current study
jooste&Fourie, 2009)).	2.study
The role of strategic leadership in effective strategy implementation: perceptions of south African strategic leaders. The role of strategic leadership in effective strategic implementation: Perceptions of strategic leaders in South Africa.	Study Title
Achieving the envisioned role of strategic leadership in the strategic implementation of South African organizations.	The most important objectives of the study
(analytical descriptive)	Curriculum
(5) managersatFinancial companies were chosen at random.(200) Financial Company - South Africa	study population and sample
I found the study to me statement how to Input Leadership The strategy in the form of positive and active in to implement Strategies for organizations South Africa.	The most important results
The study was used to prepare the theoretical side	Areas of benefit from in the current study
1. Study population and sample 2. Dependent variable	Differences from the current study
2- organizational Decline	
)A. Trahms, 2013)study :- 3	
Organizational Decline and Turnaround: A Review and Agenda for FutureResearch Organizational Decline: a review and an agenda for future research	Study Title
1. Studying the reasons for the Decline and Decline of companies 2. Benefit from the experiences of some bankrupt companies.	The most important objectives of the study
(Analytical)	Study Approach
(40) bankrupt companies in the United States of America	study population and sample
1. Reasons for the company's Decline. 2. How does strategic leadership differ in conditions of Decline versus growth? 3. How do the incompatible goals between stakeholders shape the decision of organizational transformation?	The most important results
The study was used to prepare the theoretical side	Areas of benefit from in the current study

1. Study population and sample 2. The independent variable	Differences from the current study
(chefer,2009)	4.study
How Leadership Characteristics Affect Organizational Decline and Downsizing How leadership characteristics affect organizational Decline and downsizing	Study Title
The effect of leaders' risk aversion and self-focus on organizational Decline and downsizing The impact of organizational and industrial Decline on downsizing the organizational size. We address a gap in the Decline literature that only implicitly refers to leadership characteristics as a leader in Decline.	The most important objectives of the study
(Analytical)	Study Approach
sample of (85)a company Diversity in different industrial fields	study population and sample
Institutional forces that seem strong enough to bypass the subjective pressures to engage in cutbacks with the goal of getting rid of unnecessary structural layers. Multiplying these relatively more powerful external forces is a matter of organizational retardation, which instinctively increases individuals rather than decreases them as a random response to early Decline relationships.	The most important results
The study was used to prepare the theoretical side	Areas of benefit from in the current study
1. Study population and sample 2. The independent variable	Differences from the current study

The second chapter / theoretical framework

First: Theoretical framework of strategic leadership:

1. What is strategic leadership

Strategic leadership is a process used by the leader to achieve the desired and clear understanding of the vision. And that is by influencing organizational culture, allocating resources, directing through policies and instructions, and building consensus in a volatile, uncertain, complex, ambiguous environment full of opportunities and threats. (Nazareth,2019: 52).

can also be defined Strategic leadership is (the managerial ability to anticipate and visualize, maintain flexibility and enable others to bring about strategic change as necessary)Redmnd,2013:9).

Therefore, it can be said that strategic leadership: Strategic leadership is the ability to shape organizational decisions and deliver high value over time, not just personally. But also at the management level of others in the organization.

2.The importance of strategic leadership:

a.Strategic leadership is credited with the superiority of organizations over others, so it is necessary to get rid of traditional roles and go to the role The strategist, who looks to the best horizon, and in whom the leader has the vision as a distinctive characteristic, the strategic leadership understands the meaning of Ah_____It happened without getting in the way of that long-awaited danger_p. (pick up,2018:21).

B.Its importance is represented by its interest in human capital, which it considers an important factor for innovation and a valuable source for achieving competitive advantage. (David,2018:40).

c.Motivating subordinates and improving their morale by using various incentives and rewards, as well as facilitating the interaction process social interaction, effective communication, and increase their job satisfaction. (Al-Anzi,2017:344).

3. Dimensions of strategic leadership:

The researchers differed in defining the dimensions of strategic leadership, due to their different intellectual tendencies.by choosing Dimensions have formed the highest percentage of agreement between researchers and

these dimensions are (determining strategic direction, investing in strategic capabilities, developing human capital)

i. Strategic direction:

The process of defining the strategic direction of the business organization clearly and accurately represents the main task of the senior leadership in the organization. The effectiveness of defining the orientation in terms of an integrated manner depends on it the various other activities in the business organization from setting goals for the different departments, choosing strategies and developing practical plans_and customize the work_Incoming and various activities——brother_____irrigation (Al-Saadi,2021:44).

ϣ. Strategic capabilities:

The interest in strategic capabilities began at the beginning of the nineties of the last century with modern concepts, in the field of strategic management, the most important of which was the concept of strategic capabilities, which is the assistant and the main engine for business organizations, in practicing their activities, through planning to achieve goals and objectives over competitors and achieving competitive advantages (Abdullah ,2009:288).

c. Human capital:

Human capital refers to the group of individuals who possess skills, knowledge and capabilities that contribute to increasing the economic value of institutions. A capitalist" needs investment (shares,2013:302).

Second: Organizational Decline:

organizational DeclineIt is the reality of life. This is what the contemporary literature has brought about. This fact has afflicted most organizations, as organizations cannot continue and get rid of them despite the managers' realization that they are exposed to this inevitable phenomenon. her organizational life.Stehlik, 2014 :41)

1. What is organizational Decline?

Organizational Decline is one of the organizational phenomena that imposed itself onthinkingContemporary organizations, what we are witnessing of a Decline in profits in many giant companies, that these companies lay off thousands of workers, those that declared bankruptcy and were liquidated, is only evidence that organizational Decline has become an inevitable phenomenon in the life of organizations(Al-Hamoudi,2018:4) has distinguished(Whetten) between the Decline as stagnation and the Decline as a Decline or reduction, the Decline as a stagnation is a reflection of weak management or non-competitive market conditions. This leads to a decrease in market share. As for the Decline as a Decline or contraction, it results from environmental scarcity, as the entire market shrinks (Rasheed et al., 2020: 85).

2. Causes of organizational Decline:

Select (Al-Anzi, 2015: 405)A number of reasons extracted from administrative and organizational studies and research on the reasons that lead to the Decline or failure of business organizations, the most prominent of which are.

a.The phenomenon of inertia

Some organizations lack the ability to attract and earn resources, and thus their profit margin shrinks rapidly, and their invested capital shrinks, as well as losing their competitive advantage in gaining new customers or retaining the old ones. In this case, the organization may fall under the term of inertia, so that it becomes difficult for it Changing its strategy, culture and structure to cope with changing competitive conditions.

B.Weak vision of strategic leadership:

One of the main factors that may cause organizations to Decline, is related to the weakness of leadership in terms of administrative and organizational empowerment. There is a need for a new and foreseeable method of business management, and the same is the shift from formal leadership to wise leadership that enjoys having a strategic vision in anticipating the future.

c.Lack of Market Knowledge and Misappraisal of Competitiveness:

Ignorance of business organizations with market factors and local and international environmental variables exposes them to violent and sudden shocks that may lose balance, and such a situation organizations must keep pace with the surrounding environmental changes, as well as taking into account the objectives of stakeholders. In addition, the inability to assess direct and indirect competition becomes apparent. When the organization is preparing, for example, to implement new business and tasks in the developed market, another important factor for success or failure is the nature of competition.

Dr.Other administrative and organizational factors:

Other factors are related to poor financial management or poor availability of necessary or sufficient funding. The global economic crisis in America and Europe has made capitalinvestmentIt is difficult to obtain, and there

are three main factors in _____ythisThe connection is:- Funding needed, Evil Governance cak, double knowledge, and skill administrative.

The third chapter / description of the research variables

First: Discussing the results:

1. Descriptive analysis of the independent variable (strategic leadership)

i. strategic direction
reached Values the middle Arithmetic general for all vertebrae The dimension (3.94) Than signify on me Degree support High show it respondents direction all vertebrae this The dimension Due to fall That the value within range (19.4-3.40), as such show in Values deviation normative general far away And the extreme (0.79) Bezel lack scattering in answers respondents And therefore homogeneity opinions a sample Search it During to have That the leaders inside Ministry for strategies futuristic Seeking From through it Investigation Visions Ministry and convert it to me reality tangible By understanding the challenges and seizing the opportunities that surround the ministry.

Table (1)

Arithmetic mean, standard deviation, and coefficient of variation for paragraphs after strategic direction

ranking	Relative importance%	Variation coefficient	standard deviation	Arithmetic mean	the question	T
1	82.4%	18%	0.73	4.12	Senior management adopts a vision that embodies the current reality of the organization and its future.	1
6	74.4%	22%	0.86	3.72	Senior management tries to analyze the reality of the external environment (opportunities and threats) that affect its future directions.	2
3	78.4%	19%	0.74	3.92	Senior management tries to analyze the reality of the internal environment (strength and weakness) that affects it in the future.	3
4	76%	20%	0.79	3.80	The senior management enhances its ability and will to take decisions at the appropriate times.	4
2	82.2%	19%	0.79	4.11	Senior management tries to secure the required resources for its future requirements.	5
5	79.8%	20%	0.78	3.99	Senior management supports human resources with the human and social requirements necessary for its work.	6
	78.8%	19.6%	0.79	3.94	the total	

Source: Prepared by the researcher with reference to the results

B. Strategic capabilities:

she was higher vertebrae From Where Values the middle Arithmetic Paragraph (1) which text (The senior management is keen to enhance the capabilities of employees and motivate them to work creatively) middle Arithmetic (4.05) And who Indicates to me Degree support High start it the leaders direction this is Paragraph, And the reached Values deviation normative to her (0.90) which indicate to me lack dispersion answers respondents, Which is evident in the agreement and homogeneity in the sample's opinions about the adoption of the leaders of the researched ministry to the distinguished knowledge advantages in the implementation of its traditional work, in order to obtain successful and distinguished performance in quantity and quality, and work to meet their personal and organizational needs in order to achieve future goals.

As for minimum ferries According for value the middle Arithmetic was for the paragraph (3) that say (Senior management is trying to achieve distinct cognitive advantages in carrying out its traditional work) was middle Arithmetic equal to me (3.66) Which indicate to me support the intensity medium From Before respondents direction content this is Paragraph and this is Indicates to me that there a role impressive to me Limit What for business Distinguished and unconventional, as such that Values deviation normative may be reached (0.89) which indicate to me lack scattering something like What in the answers direction This paragraph.

Table (2) Arithmetic mean, standard deviation, and coefficient of variation for paragraphs after strategic capabilities

ranking	Relative importance %	Variation coefficient	standard deviation	Arithmetic mean	the question	T
1	81%	22%	0.90	4.05	Senior management is keen to enhance the capabilities of employees and urge them to work creatively.	1
4	74%	23%	0.90	3.70	The senior management is interested in developing the expertise of the employees in the jobs assigned to each of them.	2
5	73.2%	24%	0.89	3.66	Senior management is trying to achieve distinct cognitive advantages in the implementation of its traditional work.	3
2	75%	24%	0.90	3.75	The senior management constantly strives to achieve its distinct trends in investing its available resources.	4
3	74%	23%	0.86	3.72	Senior management compares its work with appropriate standards and requirements to explore weaknesses and strengths.	5
6	73.6%	25%	0.92	3.68	Senior management provides the needs of workers that develop their capabilities in the future.	6
6	75%	19.8%	0.73	3.76	the total	

c. Human capital

The results of the paragraphs were as they achieved paragraph (2), which stipulated (**Senior management immerses employees in a variety of training opportunities that suit their work**)The aforementioned paragraph reflects a general arithmetic mean higher than the arithmetic mean of (3), which amounted to (3.84), which is a good degree, and with a standard deviation of (0.99) indicating a low degree of dispersion of the sample's opinions within the limits of the nature of the study, and a coefficient of variation of (26%) indicates a good balance or few cases of difference, and the researcher sees the interest of the senior management in the rehabilitation and development of workers, raising their capabilities and making them leaders for themselves. While paragraph (6), which stipulates (the senior management maintains competencies and experiences to prevent transfer to other organizations), the mentioned paragraph reflects an arithmetic mean higher than the arithmetic average of (3), as it reached (3.40) and indicates a good degree, with a standard deviation Its amount (1.02) indicates a relatively high dispersion of the sample's opinions and is acceptable within the nature of the study, and a coefficient of variation of (29%) indicates a relatively high equilibrium of the cases of difference between the opinions of the sample.

Table (3)

Arithmetic mean, standard deviation, and coefficient of variation for paragraphs after human capital

ranking	Importance Relative %	Variation coefficient	standard deviation	Arithmetic mean	the question	T
4	72%	26%	0.93	3.60	Senior management tries to motivate employees in various ways and increase the inspiration for each of them at the level of their jobs.	1
1	76.8%	26%	0.99	3.84	Senior management immerses employees in a variety of training opportunities that suit their work.	2

5	71%	26%	0.92	3.55	Senior management seeks to find opportunities to empower employees' performance and increase their level of responsibility.	3
3	73%	28%	1.02	3.65	Senior management identifies the outstanding capabilities of employees and considers them as future leaders.	4
2	73.2%	24%	0.89	3.66	Senior management secures the resources required to qualify employees, increase their capabilities, improve their knowledge, and diversify their skills.	5
6	68%	29%	1.02	3.40	Senior management maintains competencies and expertise to prevent transfer to other organizations.	6
	72.3%	26.5%	0.78	3.61	the total	

It becomes clear to the researcher that the leaders of the researched ministry rely on the first strategic direction when they aim to strengthen strategic leadership, as they agree with a percentage of (92.5% (On practicing and adopting the strategic direction with a relative coefficient of variation) 19.6%) and with relative interest (75.3%), while their relative agreement on adopting and exercising strategic capabilities (91.7%), and with a relative coefficient of variation (23.5%), practicing it with relative interest (75%), and third in terms of relative agreement (89.4% (The dimension had human capital with relative interest) 72.3%).

The combined availability of the three dimensions (strategic orientation, strategic capabilities, human capital), respectively, has led to the availability of the main independent variable, strategic leadership, with a weighted arithmetic mean 3.79 (available, exercised with relative interest) 75.3% (Good, with agreement and homogeneity of the sample with standard deviation) 0.76, and a relative coefficient of variation (21.8%) on the existence of a leadership style based on all the practices, methods and methods adopted by the researched sample, as well as the serious strategies that enhance and develop its current situation in light of exploring and investing opportunities based on strategic direction and possession of strategic capabilities, and human capital, as shown by the results of Table (4).

Table (4)
Arranging data on the dimensions of the independent variable, strategic leadership

ranking	Relative importance %	Variation coefficient %	standard deviation	Arithmetic mean	Dimensions
the first	78.8	19.6	0.79	3.94	strategic direction
Second	75	23.5	0.73	3.76	strategic capabilities
Third	72.3	22.5	0.78	3.61	Human capital

Source: Prepared by the researcher based on the output of the electronic calculator

2. descriptive variable analysis approved (organizational Decline)

The results are generally shown in the middle of my weighted account (3.24), and relative interest ((56%) On the general level, the variable got a standard deviation (0.85) and relative coefficient of variation (32%) Which All of them were greater than the hypothetical mean (3), which indicates that there is homogeneity in the understanding and importance of this The paragraphs of the study sample, given that the paragraphs of the questionnaire for this dimension came in the form of negation, the level of Acceptance means the tendency of the answers to agree on these paragraphs.

Table (5)
Arranging the data of the dimensions of the dependent variable, organizational Decline, according to the relative coefficient of variation

ranking	Relative importance %	Variation coefficient %	standard deviation	Arithmetic mean	Dimensions
Second	56%	32%	0.85	3.24	organizational Decliney

Source:Prepared by the researcher based on the output of the calculator.

3. Hypothesis Test The role of strategic leadership in defining organizational Decline treatments:

The study was a statistical processing method (Z - TEST) to test Correlation hypotheses between strategic leadership in its three independent dimensions (strategic orientation, strategic capabilities, human capital) and between organizational Decline. It will accept the correlation hypothesis when the probability value (p value) corresponding to the calculated Z value is small or equal to the morale level user and adult (0.05), while the researcher invests a measure of correlation coefficients between variables to explain the strength and direction of the relationship between strategic leadership with its three independent dimensions and organizational Decline. The researcher will test in this research the following:

4. The relationship between strategic direction and organizational Decline.

The secondary hypothesis that (there is a significant, statistically significant correlation between strategic direction and organizational Decline) confirming the acceptance of the first hypothesis emanating from the first main hypothesis with a confidence rate of 95%. and even at 99%, as the value of the calculated Z (7.6983) is significant, while the value of the correlation coefficient between strategic orientation and organizational Decline (0.835**) was recorded to consolidate that's a link between strategic direction and organizational Decline according to the study sample.

5. The relationship between strategic capabilities and organizational Decline.

The secondary hypothesis that (There is a significant statistically significant correlation between strategic capabilities and organizational Decline) confirming the acceptance of the hypothesis emanating from the first main hypothesis with a confidence rate of (95%). and even at 99%), as the value of Z calculated (7.2005), which is significant, while the value of the coefficient The relationship between the independent dimension of strategic capabilities and organizational Decline (0.781**) including shows a link between strategic capabilities and organizational Decline according to the opinions of the study sample members.

6. link between human capital and organizational Decline.

The secondary hypothesis that (There is a significant statistically significant correlation between human capital and organizational Decline) confirming the acceptance of the hypothesis emanating from the first main hypothesis with a confidence rate of (95%). and even at 99%), as the value of the calculated Z (6.8593) is significant, while the value of the coefficient was The correlation between the independent dimension human capital and organizational Decline (0.744 **) indicating a link between human capital and organizational Decline according to the study sample.

7. link between Strategic leadership and organizational Decline.

Acceptance of the first main hypothesis that (there is a significant statistically significant correlation between strategic leadership and organizational Decline with confidence (95%). and even at 99%), as the value of the calculated Z (7.7536), which is significant, while the value of the correlation coefficient between the variables (0.841 **) to establish that presence Engagement between strategic leadership and organizational Decline, as achieved by the table (Acceptance of all secondary hypotheses emanating from the first main hypothesis.

Schedule (6) The results of the first main hypothesis test

Interpretation	a test Z		Interpretation	The correlation coefficient between two variables	dependent variable	independent variable	
	probability value	Values C calculated Z				strategic direction	Dimensions of the
Acceptance of the first secondary hypothesis (H1-1)	0.00	7.6983	There is a strong direct correlation between the	0.835**	organizational Decline	strategic direction	Dimensions of the

			two variables			
Acceptance of the second secondary hypothesis (H1-2)	0.00	7.2005	There is a strong direct correlation between the two variables	0.781**	organizational Decline	strategic capabilities
Acceptance of the third secondary hypothesis (H1-3)	0.00	6.8593	There is a strong direct correlation between the two variables	0.744**	organizational Decline	human capital
Acceptance of the first main hypothesisH1)	0.00	7.7536	There is a strong direct correlation between the two variables	0.841**	organizational Decline	Strategic leadership
The hypothesis was accepted at a significance level of 0.05 .				** Hypothesis accepted at 0.01 . significance level		

Source: Prepared by the researcher according to the results of hypothesis testing by means of a program spss

secondly:Effect The dimensions of strategic leadership combined in organizational Decline. document each of the table (7) and according to output Statistical analysis software (Amos Twenty-fifth edition) Acceptance of the second main hypothesis (H2) Which confirms its acceptance with confidence (95%) and even at 99%, starting from the application of the multiple linear Decline analysis method to show the impact of (strategic orientation, strategic capabilities and human capital) combined in the organizational Decline, as the value of Calculated F (66,256), which is significant, because The probability value corresponding to the value of The calculated F was (0.00) which is less than Significance level (0.05), while The value of the coefficient of determination (71%), indicating the percentage of interpretation (effect) of the dimensions of strategic leadership combined for the variable that expresses organizational Decline, documenting the presence of a clear impact to drive Strategy in organizational Decline in The studied organization Thus, we obtain a multiple linear Decline model that expresses the linear effective relationship between strategic leadership } Strategic Orientation (X1), Strategic Capabilities (X2), Human Capital (X3) { Combined in organizational Decline, which is symbolized by (Y) as follows:

$$Y = 0.384 + 0.65 X1 + 0.13 X2 + 0.08 X3$$

We note from the model that the fixed limit amounted to (0.384), which indicates the value of the organizational Decline when all the values of the studied independent variables are zero, and the model indicates that in the event of a change in the value of (X1) By one unit, there will be a change in the value of the regulatory Decline of (0.65) And when there is a change in the value of (X2) There will be a change in the value of the regulatory Decline of (0.13) In the event of a change in the value of (X3) By one unit, there will be a change in the value of the regulatory Decline of (0.08).

Schedule (7) consequences Statistical analysis of the test The second main hypothesis using multiple linear Decline analysis

test result	a test F		Labs Interpretation R2 %	dependent variable	independent variable
	probability value	Values Calculated F			
Acceptance of the second main hypothesis H2)	0.00	66.256	71%	organizational Decline	Strategic leadership

Third: Conclusions:-

1. The senior management seeks to find opportunities to empower the performance of employees and increase the level of their responsibility in line with the objectives of the organization.
2. Senior management immerses workers in a variety of training opportunities that fit their work entrusted to them, as it makes flexibility to provide what is best.
3. Diagnosing the distinguished capabilities of employees and considering them as future leaders and encouraging them to take a greater role than responsibility.

4. Top management tries to motivate employees in various ways and to increase inspiration for each of them in non-routine ways.

Thirteen: Recommendations:-

1. The necessity of providing material and moral capabilities in order to accomplish future plans within the available cadres and specializations.
2. Modernity and technology must be used in training workers to be able to continue and keep pace with major developments.
3. Maintaining the level of outstanding capabilities of employees and developing them according to what the organization needs in the future.
4. The necessity of continuing to motivate the employees in different and unconventional ways in order to satisfy the employees about their management.

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