

Strategic Leadership and Its Impact on The Areas of Organizational Change In The National Insurance Company

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Abstract

This research studies the role of strategic leadership in its four dimensions (transformational, administrative, political, ethical). It also examines its reflection on the areas of organizational change represented by the changes in culture, in organizational structure, in technology and in tasks through designing a questionnaire form about variables. A questionnaire form is designed concerning the study variables and dimensions; 50 copies were distributed electronically to the target study sample, the National Insurance Company. Some statistical tools such as Pearson' correlations and regression analysis using JASP statistical tool was used to analyze the data. The study found that all dimensions including transformational, administrative, political and ethical have a significant impact on the areas of organizational changes. One of this study recommendations was activating the transformational dimension in the company by concentrating on long-term goals, emphasizing the building of a clear vision and achieving more than expected to keep pace with the surrounding changes. This activation is required because the insurance sector is important in the economic and social fields.

Keywords: Strategic leadership, leadership, organizational change, management, transformation.

Introduction

Strategic leadership is vital in the development of organizations for the achievement of their goals and granting them the ability to ensure development, growth and adaptation to the various events and

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changes of this era that oblige them (Samimi et al., 2022). It is to build capacities and bring about the continuous change that copes with the nature of ongoing growth and competitive environment (Bagga et al., 2023). Change and development will not take place unless leading members who believe in the necessity and importance of such change and development are available in organizations (Errida & Lotfi, 2021). Such members are the outcome of a culture and a strategy that encourages change, development and creativity (Men et al., 2020). Hence, the importance of strategic leadership in an organization and strategic thinking and planning contributes to the development of its products and services and to the achievement of quality (Hanelt et al., 2021). This, in turn, poses many challenges and creates requirements and managers are required to adapt to them to keep continuity, prosperity and growth of organizations (AlNuaimi et al., 2022).

Accordingly, the insurance sector is considered as a crucial element in all economic and social fields given the insurance coverage it provides against risks to which production units and economic projects are exposed. This leads to increased production and capital preservation (Bojesson & Fundin, 2021). In addition, it contributes to the growth of urban architectural and industrial activities through investing financial returns (Peng et al., 2021). Building on the above, the following questions are set: to what extent organizational change is applied to an insurance company? What role does organizational change play in insurance services of the National Insurance Company? How to benefit from organizational change in developing the services of the National Insurance company?

Previous studies discussed that strategic leadership is important for business performance. According to Atasoy (2020), strategic leadership is necessary to motivate employees for better and continuous working. Ateş et al. (2020) stated that the strategic leadership is an obligatory factor in the development of business which has sometime positive or negative impacts on business. According to Barlette and Baillette (2022), the context of business has a key role in advancement of business. Alrowwad et al. (2020) found that organizational change is possible with leadership qualities when they are motivated to fulfil the aims of business. In contrast, Alayoubi et al. (2020) showed that business management should work effectively to support the businesses and develop an environment suitable to adopt any significant change in business over time. It is important to support the business strategically which helps them to adopt new practices over the time which can improve the operation of business in significant direction (Luciano et al., 2020). Although the existing studies have discussed strategic leadership for organizational change, little attention is paid to its dimensions for organizational change. Secondly, there is a limitation of studies and gap in the literature as studies rarely discussed strategic leadership dimensions in the context of insurance companies' context.

This research is important because of some factors. Firstly, it is based on the vital importance of the variables that were addressed namely strategic leadership and organizational change given the fact that they are among the important topics that enrich the Iraqi library with these two variables, and to clarify their sub-dimensions. Secondly, the insurance sector is important in the country and the development of this sector depends on leadership which plays a vital role in realizing the development, growth, and adaptation to various events and changes of the era. Thirdly, change and development will not take place unless leading members who believe in the necessity and importance of such change and development are available in organizations. Such leading members are the outcome of a culture and a strategy that encourages change, development and creativity. The rest of the study is divided into the review of literature, methodology of research, findings, discussion, conclusion and implications. However, the limitations and future directions of the study are also discussed in the last section.

Literature Review

According to the opinions of researchers and specialists and their scientific attitudes, leadership has many definitions. The basic strategic leadership includes the ability of learning and of changing, and

the administrative wisdom (Samimi et al., 2022). Alayoubi et al. (2020) described strategic leadership as the process of making decisions related to determining the organization's tone of the top and formulating and implementing its strategies in a way that ensures achieving its mission and goals. Furthermore, Benitez et al. (2022) defined it as the person's ability of anticipation, contemplation, maintaining flexibility, thinking strategically and working with others to commence changes creating a future for the organization capable of growth and prosperity.

Moreover, researchers have different views on determining the name and number of strategic leadership dimensions. This topic is still under discussion and controversy by researchers and has been translated into several ways. The reason behind this lies in the fact that there is confusion between these dimensions or practices. Men et al. (2020) agreed with the view that leadership makes the organization within an environment more motivating and promoting high achievement. AlNuaimi et al. (2022) discussed that transformational leadership enables strategic leaders to play their role through creative and productive thinking because transformational leadership focuses on long-term objectives and emphasizes a clear vision and encourages employees to realize that vision. At the same time, it changes and modifies systems to suit this vision. As a result, the organization's members will continue exerting their effort even in hard times (Bagga et al., 2023). The transformational dimension in strategic leadership provides a vision through anticipating and foreseeing potential events and contingencies and seeks to mobilize human resources to achieve that vision through motivation, encouragement, and forging a relationship of mutual respect that leads to best organizational change (Banmairuoy et al., 2022).

The administrative dimension of strategic leadership is about the technical and administrative aspects required to accomplish works properly and in accordance with its organizational controls through budgeting, planning, organization and control in a way that contributes to achieving operational objectives as steps that achieve the strategic direction (Bertassini et al., 2021). Accordingly, Ly (2024) discussed that the ability to manage is a manifestation of stability of leadership. Managers focus on the smooth functioning of the organization to have its goals efficiently and effectively achieved. A good manager is capable of seeing the internal works and needs across the organization and is responsible for organizing and appointing workers and establishing the necessary infrastructure for business management (Olafsen et al., 2021).

The political dimension constitutes a realistic element in the strategic leader life given the indispensable role of policy through which individuals and groups within an organization can come to an agreement concerning complicated decisions (Jung et al., 2020). This is justified by the fact that strategic leadership by nature often involves making the change in the mid of contradicting and different opinions (Lin & Huang, 2020). Atasoy (2020) denoted that building strategy needs political excellence, models and types of organizational effects. Political considerations and building alliances are a supplementary element to build a stronger organizational support to the strategic plan. Managers will not be clever at formulating and executing strategy unless they are aware of the organizational policies (Faulks et al., 2021). The organizations are political entities that encompass internal and external groups of interests that affect strategic decision. Such groups of interest may be in conflict (Hai et al., 2021). These conflicts can be settled through a compromise or negotiation or by means of high-level orders. As a result, goals, targets and strategic issues and even strategies themselves are set via the political process not the neutral analytical test and assessment.

Accordingly, the political dimension is crucial when trying to affect individual external to the organization because the ambiguity and uncertainty decide on the interaction between the organization and its surrounding environments. Policy plays a vital role in the interaction with external entities that are important to the organization work (Pellegrini et al., 2020). This dimension is more important to strategic leadership nowadays in an environment where certain organizational diseases are found informal (such as informal alliances and organizations). This necessitates the availability of a clever

leader that can settle conflicts, build alliances, solve problem and accomplish goals with the highest level of organizational harmony.

According to [Barlette and Baillette \(2022\)](#), ethics are crucial to strategic action. [Fachrunnisa et al. \(2020\)](#) confirmed that almost all strategic management processes include ethical dimensions. [Mai et al. \(2022\)](#) confirmed the view that strategy formulation and execution as well as evaluation of strategic decisions include ethical behaviors. Strategic leaders are the ones who are essentially responsible for ensuring any high ethics adopted and practiced in the organization. The strategic effect requires the strategic leader to show care about the public interest, be trustworthy, fulfill commitments, shoulder responsibility, respect others, cherish subordinates' successes, develop subordinates' skills, control negative acts and behaviors, show tolerance, help others and above all say the truth and not to conceal bad news ([Preston et al., 2020](#)). To show trust and respect by leaders makes the staff of the organization respond positively, contribute to the achievement of goals by the organization and allow leaders to have discussions and negotiations with workers when matters do not work properly or smoothly.

Businesses, as they are important elements in the economic life and viable systems, experience change ([Fachrunnisa et al., 2020](#)). They grow, develop, and interact with the opportunities and challenges of the environment in which they operate ([Lasrado & Kassem, 2021](#)). According to [Alblooshi et al. \(2021\)](#), change is a natural phenomenon requiring the transforming these organizations from "as is" to "will be" situations. This in turn, may ensure their survival and continuity in such an unstable and complicated environment. Change is a process of transformation that includes the behavior of individuals, organizational structures, performance systems and their evaluation, and technology for the purpose of interacting and adapting to the variables of the surrounding environment ([Abbas et al., 2022](#)). Change in tasks includes changing duties, work or activities, merging activities, changing, modifying and/or canceling the policies followed in the organization. It also includes changing work methods and procedures, such as reducing complications in work procedures or changing the ways in which work is carried out to ensure accuracy, speed, and ease in executing work ([Hilton et al., 2021](#)). According to the literature, the following hypotheses have been suggested.

H1: There is an impact of the transformational dimension on areas of organizational change.

H2: There is an impact of the administrative dimension on areas of organizational change.

H3: There is an impact of the political dimension on areas of organizational change.

H4: There is an impact of the ethical dimension on areas of organizational change.

Methodology

This study uses a descriptive analytical approach of data as it is one of the comprehensive approaches of research methodologies. Furthermore, it is one of the approaches that best fits the study of behavioral and social phenomena in various organizations, such as personal interviews and questionnaires, to obtain information that contributes to accurately interpreting results. The study was limited to The National Insurance Company. Furthermore, the time limit regarding the questionnaire variables was about six months. The study population was based on the director general, branch managers and department heads in the company, subject of the study.

The questionnaire form was designed around the study variables and their dimensions. The instruments of the study were checked for validity and reliability. According to [Sekaran \(2009\)](#), "[c]ronbach's alpha coefficient above 0.70 confirms the reliability of instrument and its further use in other studies." The findings of source studies confirmed that Cronbach's alpha was significantly achieved and used the questionnaire of the study with a significant reliability. 50 questionnaire forms were distributed electronically to the target study sample (the National Insurance Company), and the response rate was 100%. Reminder emails were sent to the respondents for the collection of the data.

This study used a cross-sectional method to collect the data where a random sampling method was applied because the research frame was available to target the population of this study. The researcher relied on analyzing the questionnaire responses according to the results of the JASP program (Murad et al., 2024).

Findings

Descriptive statistics were checked at the first stage. According to the findings, no missing values were found in the data. According to Hair et al. (2019), "the mean value between -3 and +3 is a significant threshold when the study was using a five-point Likert scale questionnaire." Moreover, the standard deviation value was also significant in relation to the mean value. The normality of distribution in the data was checked with skewness and kurtosis findings. Based on Hair et al. (2010), "[t]he skewness value between -2 and +2 is accepted while the kurtosis value between -7 and +7 is accepted." According to Table 1, skewness and kurtosis findings were significantly achieved. Therefore, the data of the study had a normality in distribution. The minimum response was 1 and the maximum was 5 on the Likert scale.

Table 1: Descriptive Statistics

	TD	AD	PD	ED	AOC
"Missing	0	0	0	0	0
Mean	3.329	3.254	3.320	3.357	3.392
Std. Deviation	1.133	1.153	1.194	1.183	1.179
Skewness	-0.086	0.012	-0.092	-0.034	-0.162
Std. Error of Skewness	0.137	0.137	0.137	0.137	0.137
Kurtosis	-0.934	-1.009	-1.150	-1.268	-1.112
Std. Error of Kurtosis	0.272	0.272	0.272	0.272	0.272
Minimum	1.000	1.000	1.000	1.000	1.000
Maximum	5.000	5.000	5.000	5.000	5.000

Pearson's correlations were tested to determine the characteristics of the model. Cohen et al. (2009) stated that the Pearson's correlation test helps to determine the correlations and directions of relationships between the variables. The p value less than 0.05 is accepted as a significant threshold for correlations analysis. This study investigated Pearson's correlation analysis and the findings confirmed that all variables were significantly and positively correlated with one another. Hence, the findings of the study were considered significant for further analysis.

Table 2: Pearson's Correlations

"Variable		TD	AD	PD	ED	AOC
1. TD	Pearson's r	—				
	p-value	—				
2. AD	Pearson's r	0.603***	—			
	p-value	< .001	—			
3. PD	Pearson's r	0.594***	0.606***	—		
	p-value	< .001	< .001	—		
4. ED	Pearson's r	0.613***	0.600***	0.642***	—	
	p-value	< .001	< .001	< .001	—	
5. AOC	Pearson's r	0.597***	0.584***	0.632***	0.614***	—
	p-value	< .001	< .001	< .001	< .001"	—
* p < .05, ** p < .01, *** p < .001						

At the third stage, model findings were examined to determine the general features of the model. In the model summary, R-value is the correlation between the dependent and independent variables. A value greater than 0.4 is further analyzed. Additionally, R-square depicts the total dependent variable variation explained by the independent variables. A value greater than 0.5 means that the model is effective enough for determining the relationship. In addition, adjusted R-square is the generalization of the results, i.e. the variation of the sample results from the population in multiple regression. There is a need for a difference between the R-square and the adjusted R-square minimum. Table 3 shows all the variables that achieved a significant level of model summary. Hence, the model was considered significant for further analysis.

Table 3: Model Summary - AOC

"Model	R	R ²	Adjusted R ²	RMSE
M ₀	0.000	0.000	0.000	1.179
M ₁	0.723	0.523	0.517	0.819
<i>Note.</i> M ₁ includes TD, AD, PD, ED				

ANOVA results were tested to determine the features of the model for further analysis. Generally, a 95% confidence interval or 5% level of the significance level is selected for this work. Thus, the p-value should be less than 0.05 as in this study. Furthermore, F is an improvement in predicting the variable by fitting the model after taking account of the inaccuracy presented in the model. The value is greater than 1 for the F-ratio to produce efficient model. According to Table 4, all the thresholds were significantly achieved.

Table 4: ANOVA

"Model		Sum of Squares	df	Mean Square	F	P
M ₁	Regression	231.177	4	57.794	86.071	< .001
	Residual	210.842	314	0.671		
	Total	442.019	318			
<i>Note.</i> M ₁ includes TD, AD, PD, ED						
<i>Note.</i> The intercept model is omitted, as no meaningful information can be shown.						

The regression analysis determined the findings of hypotheses. The study used the threshold $t > 1.96$ (Hair et al., 2022; Hair et al., 2011) for the significance of the hypotheses (see Table 5). Discussing H1, a statistically significant effect of the transformational dimension on areas of organizational change was found. Furthermore, testing H2, the study found that there is a statistically significant impact of the administrative dimension on areas of organizational change. Regarding H3, a statistically significant effect of the political dimension on areas of organizational change happened. Finally, discussing H4, a statistically significant impact of the ethical dimension on the areas of organizational change was found.

Table 5.: Coefficients

							Collinearity Statistics	
"Model		Undstandardised	Standard Error	Standardized	t	P	Tolerance	VIF
M ₀	(Intercept)	3.392	0.066		51.384	< .001		
M ₁	(Intercept)	0.520	0.162		3.205	0.001		
	TD	0.212	0.057	0.204	3.732	< .001	0.510	1.960
	AD	0.172	0.056	0.168	3.085	0.002	0.512	1.955
	PD	0.269	0.055	0.273	4.874	< .001	0.485	2.061
	ED	0.212	0.056	0.213	3.773	< .001	0.476	2.099

Discussion and Conclusion

The findings of this study are interpreted in the context of previous research. Discussing H1 showed a statistically significant effect of the transformational dimension on areas of organizational change. This relationship was compared with the findings of the literature. According to [Preston et al. \(2020\)](#), the transformational approach of the businesses leads them to work properly which is significant in achievement of sustainable development. [Bayraktar and Jiménez \(2020\)](#) also discussed the environment of the business which changes over time, which is necessary to be adopted by the transformational dimension of the business. Furthermore, [Faulks et al. \(2021\)](#) highlighted that changing business environment over the time is necessary to achieve sustainability in business. [Mai et al. \(2022\)](#) also pointed out that modern business required transformational leadership approach which helps to deal with all issues related to performance. [Lin and Huang \(2020\)](#) also found that transformational leadership is helpful for the employees to improve their overall performance. To sum up, transformational leadership is a significant factor which contributes to organizational change.

Furthermore, testing H2 showed a statistically significant impact of the administrative dimension on areas of organizational change. This relationship was compared with the findings of the literature. [Jung et al. \(2020\)](#) noted that leadership of any firm must be adaptive to new administrative tasks helping in the overall development of the business. Furthermore, [Alrowwad et al. \(2020\)](#) pointed out that when the leadership of any business is taking strong decisions, it helps them to achieve the goals of sustainable development which is necessary for organizational performance. Also, [Hai et al. \(2021\)](#) indicated that organizational working in the way of sustainable development helps to grow the business on a large scale. In addition, [Hanelt et al. \(2021\)](#) showed that when a business has a management which keenly focuses on the reliable and sustainable approaches of work, it becomes effective to achieve the goals. [Olafsen et al. \(2021\)](#) also supported the above-mentioned arguments by reporting that the strategic leadership should be helpful to deal with the transformational tasks which are necessary to deal with business challenges. Therefore, it is important to understand that administrative leadership dimension has a significant relationship with organizational change.

Regarding H3 showed a statistically significant impact of the political dimension on areas of organizational changes. This relationship was compared with the findings of previous studies. [Bojesson and Fundin \(2021\)](#) reported that the top management of any firm is required to deal with all the challenges linked to their business. [Ateş et al. \(2020\)](#) found that when a firm is working in a positive direction, the management has the responsibility to deal with organizational politics. According to [Alblooshi et al. \(2021\)](#), the organizational politics reduces their overall performance of business in the market, but a significant level of working on organizational politics can improve the performance. [Ly \(2024\)](#) explained that management of business plays a key role to deal with the staff, and their role becomes important to develop a sense of understanding and collective responsibility among employees. In this way, [Fachrunnisa et al. \(2020\)](#) reported that organizational politics can be handled by the top management, and there is less chance of job turnover and employees' less performance. [Banmairuoy et al. \(2022\)](#) also found that political dimension of strategic leadership is important for business performance. Thus, the above-mentioned argument discussed that the political dimension of business has a significant impact on organizational change.

The discussion of H4 showed a statistically significant impact of the ethical dimension on areas of organizational change. This relationship was compared with the findings of the literature. [Pellegrini et al. \(2020\)](#) also supported the argument that ethical considerations in strategic leadership have a significant effect on employees' performance. [Bertassini et al. \(2021\)](#) reported that when the management and personnels of any business follow the ethical considerations, it helps the junior staff to understand and react positively to any change in the business environment. Therefore, ethics is considered significant ([Lasrado & Kassem, 2021](#)) which helps to grow the business and motivate the

employees to deal with the challenges in a creative way. Furthermore, Benitez et al. (2022) noted that an ethical leadership helps to improve the overall working environment of the firms which is helpful to deal with challenges related to business performance. Therefore, a significant level of ethical standards must be practiced in businesses to grow the performance strategically. Therefore, the ethical dimension of strategic leadership on the organization change is confirmed.

Theoretical and Practical Implications

The study has theoretical implications which are new to the body of knowledge. It showed a statistically significant impact of the transformational dimension on the areas of organizational change. Furthermore, a statistically significant impact of the administrative dimension on the areas of organizational change was reported. Thirdly, there is a statistically significant impact of the political dimension on the areas of organizational change, with a good rate. Finally, it a statistically significant impact of the ethical dimension on the areas of organizational change was found, at a moderate percentage. These relationships are new in literature, not discussed by the previous studies.

The study has several practical implications. Firstly, it emphasizes that the transformational dimension of strategic leadership needs to be activated given the fact that its impact on organizational change is the highest. This is accomplished through building a clear insight into potential events and contingencies. Secondly, it highlights that an organization needs to establish a link, between its employees and its plans, and future insights via training and support of positive ideas as they are considered the company's most important resources. Thirdly, the study encourages the development of strategic leaderships via coping and dealing with the surrounding changes. In addition, it recommends that new organization methods and activity aspects be innovated to provide the company with a new advantage. Finally, the study emphasizes that work procedures and methods need to be changed via reducing complications and increasing accuracy, speed and ease of works.

Limitations and Future Directions

To sum up, the findings of this research have some limitations. Firstly, the data was collected from only one insurance company, which is a significant challenge to generalize the findings. Therefore, future studies are motivated for the collection of data from different companies to understand the findings in a better way. Secondly, the study used a sample of 50 participants only which is an issue in methodological robustness of the study. In this way, the studies in future should enlarge the sample size and a minimum sample of 300 responses should be considered for the analysis of data. A cross-sectional method was used for the collection of data which has serious limitations as organizational change should be measured over the period. Therefore, future studies should be conducted after collecting longitudinal data which can be helpful to understand the findings in a better way. Working in these directions would contribute significantly to the literature and scholarship.

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