THE IMPACT OF INSPIRATIONAL LEADERSHIP ON ACHIEVING STRATEGIC SUCCESS: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF THE GENERAL DIRECTORATES AT THE HEADQUARTERS OF THE IRAQI MINISTRY OF EDUCATION

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ABSTRACT

The research aims, through its chapters, to test the influence relationship between the inspiring leadership that is aware of its dimensions (future vision, self-confidence, empowering employees, managing change) as an independent variable, and strategic success as a dependent variable with its dimensions (specific strategy, effective implementation, motivational culture, continuous creativity), as well as the level of practice, attention, and adoption of inspiring leadership skills in the Ministry of Education, and based on the importance of the topic for the research community, its members, and the organization in question, the researcher adopted the exploratory analytical method to complete the research, by surveying the opinions of the sample represented by (section heads, division managers, and unit officials), and the sample was intentional, The sample whose opinions were to be surveyed included (161), the questionnaire was distributed to the sample and 154 views were obtained from it, and the questionnaire's paragraphs represented by (41) were answered, and (2) of them were invalid and (5) were not retrieved, in addition To the structured and open interviews that were conducted with some sample members, in addition to a group of general managers and their assistants, whose number was (12), in addition to the researcher's observations. In the field, as the researcher used a number of statistical methods to process the data, including (McDonald's omega test, arithmetic mean, standard deviation, coefficient of variation, relative importance, Pearson correlation factor..etc), while the researcher relied on the program (26.Amos 26,SPSS V).) to analyze the research data, and the most prominent results that resulted from the applied aspect of the research, which was represented by the weak adoption of leaders in the Ministry of Education of inspiring leadership practices, and the impact of their employment of the human resource in a positive way represented by the staff and cadres in them in order to reach strategic success, and the research concluded with a set of practical recommendations.

Keywords: *inspirational leadership, strategic success, the Iraqi Ministry of Education.*

INTRODUCTION

Inspirational leadership comes as one of the modern leadership styles, which has increased interest in the recent period in contemporary management studies, as it is a type of leadership that requires the leader to have high self-confidence, will and determination to think of the followers and put them in mind, directing them towards joint action and flexibility to keep pace with change. The surrounding environmental changes, and this style of leadership is important in educational and educational organizations that affect the building of generations and the development of society, as education constitutes a basic pillar of economic and social development and a foundation for the development and advancement of societies, and it is one of the tributaries of human resources capable of moving forward in the development of societies. The educational general directorates are no longer independent of their environment, but rather are societal institutions that

influence and are affected by the political, economic and social conditions and reflect the developments experienced by the society, so the justification for choosing the title of this research is to explore the extent of the presence of inspiring leaders in the directorates of the Iraqi Ministry of Education and their impact on achieving strategic success. The most prominent obstacles that the researcher faced were when conducting personal interviews and about d Distribution of the questionnaire to the intended sample (heads of departments, division managers and unit officials) and the failure of some of them to fill out the questionnaire due to the large number of their work and job duties.

The inspirational leadership is evident through the behavior of the leader, which necessitated a search for the success factors of that leadership and how to develop them according to the foundations of modern scientific management, and because the surrounding conditions are constantly changing and do not remain the same, we find that the best representation of change leadership and inspiring workers for any organization is a model (Inspirational leadership) which takes innovation and creativity as its essential feature with its interest in subordinates in order to reach strategic success, and we chose the research community of the Ministry of Education because it

represents one of the advanced systems of any society, being an educational and educational institution at the same time, which made it characterized by distinctive characteristics and be of a special character in its objectives and its activities, and then in its components and outputs that have a significant impact on the progress of the country.

THE FIRST AXIS: METHODOLOGICAL FRAMEWORK FOR RESEARCH

First: The Research Problem

The general directorates of the Ministry of Education face great challenges as they are an open entity that operates in a dynamic and changing environment within limited capabilities, both in terms of its economic capabilities or its human capital. To strategic success and thus excellence and distinction over other service institutions and to maintain its competitive position through the presence of an administrative leadership that has the ability to deal and influence its human capital that it owns, as well as the best investment of the human, financial and material capabilities available to it, and benefit from the knowledge and creative capabilities that exist in the minds of its leaders Administrative in the form of accumulated experiences and thinking in facing challenges and difficulties and

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giving support and opportunity to its employees in making decisions and empowering them and trusting their opinions and taking them and the ability to manage change in order to succeed in facing challenges and taking the right path that enables them to achieve strategic success and progress over others, and the problem of the current research is weak Interest and limitations in understanding and applying variables Research and from here the main question arose, which is (what is the impact of the inspirational leadership on achieving the strategic success of the general directorates at the headquarters of the Ministry of Education) to result in a set of sub-questions, which are as follows :

1-What is the level of awareness, adoption and interest in the inspiring leadership and its dimensions from the sample studied?

2-What is the level of awareness and interest in strategic success and its dimensions in the Ministry of Education?

3-What is the extent to which the strategic success of the Ministry of Education has been achieved through the influence relationship between it and the practice of inspiring leadership by its leaders?

Second: The Importance of Research

The importance of the current research can be highlighted in the following points:

1-Shedding light and showing the importance of inspiring leadership and its role in achieving the strategic success of the Ministry of Education by supporting its future capabilities.

2-Show the latest research developments related to research variables and the most important ideas related to the topic of our research (inspirational leadership, strategic success), through which we can reach a link between the two variables through research..

3-Finding direct relationships between the research variables (inspirational leadership, strategic success).

4-Through the research, it is possible to identify the extent of the administrative leaders' interest and their awareness of the level of their capabilities in the field of practicing inspirational leadership to reach strategic success.
Recognize the impact of inspirational leadership on achieving strategic success.

Third: Research Objectives

This research aims to analyze the impact of inspirational leadership as an unconventional leadership style in achieving strategic success in the Ministry of Education. Based on the problem and the previously mentioned questions, we

can present the most prominent objectives of the research in the following points:

1-Setting the cognitive framework for the research variables (inspirational leadership, strategic success) by following up on previous cognitive efforts and knowing the achieved achievements in order to crystallize and develop cognitive solutions to the research questions.

2-Identifying the degree of awareness, interest and adoption of the subject of inspirational leadership by senior leaders, the research sample in the Ministry of Education, by studying its dimensions and identifying the important ones to focus on.

3-Determine the level of relationship and influence between inspirational leadership and strategic success in the ministry.

4-Coming up with a set of conclusions and suggestions to be applied in the research community (the directorates of the headquarters of the Ministry of Education) regarding the impact of inspiring leadership to achieve strategic success.

5-Identifying the degree of awareness, interest and adoption of the strategic success variable by senior leaders, the research sample in the Ministry of Education, by studying its dimensions and identifying the important ones to focus on
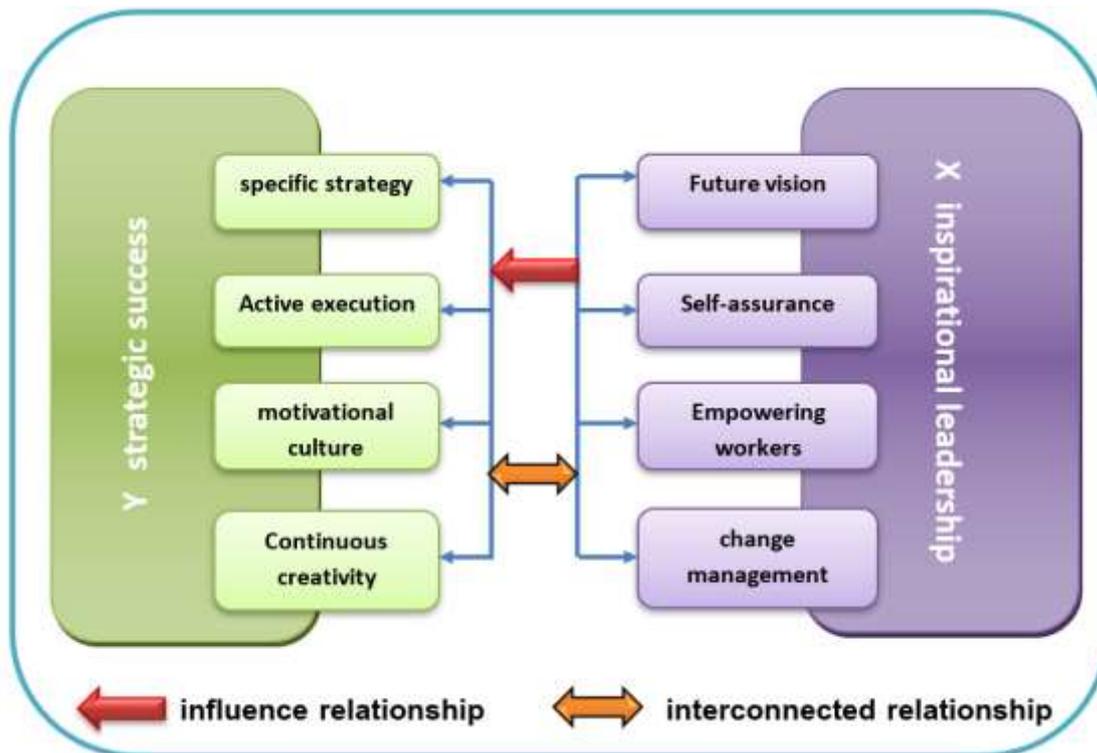
Fourth: The Hypothesis of the Research

For the purpose of clarifying and determining the hypotheses of the research and the questions that emerged from the problem, a hypothetical scheme must be drawn for our research that shows the relationship and influence between its main and sub-variables (1)

1-The independent variable: It is represented by the inspirational leadership and its dimensions: (self-confidence, future vision, empowering employees, managing change).

2-The responsive variable: It is represented by strategic success and it has included four dimensions: (a specific strategy, motivational culture, continuous creativity, effective implementation).

The form of the hypothesis diagram for the research variables

Fifth: Research Hypotheses

The current research seeks to verify and verify the validity of the hypotheses that were formulated into main and subsidiary hypotheses through the research problem and hypothesis scheme, which are as follows:

Hypothesis: There is a statistically significant effect of inspirational leadership and its dimensions on strategic success, and the following sub-hypotheses emerged from it:

* There is a significant effect of the future vision on the strategic success.
* There is a statistically significant effect of self-confidence on strategic success.

* There is a significant effect with a statistical significance to empower workers in strategic success.
* There is a significant and statistically significant effect of change management on strategic success.

Sixth: Research Methodology

The exploratory analytical method will be followed in the theoretical side of the study to clarify the basic concepts and to indicate their importance and impact, and the analytical method for analyzing data and information in the questionnaire form, as well as the statistical method for analyzing the questionnaire, in order to project the theoretical study on the reality

of the general directorates of the Iraqi Ministry of Education.

Seventh: The Research Community and its Sample

What is meant by the research community, that is, all the elements to be studied, the withdrawal of a part of the research community is called the sample, as the researcher selects a sample from the research community, and then generalizes the results he conducted from the sample to the community from which that sample was drawn, and from this point of view was our choice of the research community (General directorates at the headquarters of the Ministry of Education) This research was done on a community consisting of (161) department head, division director and administrative unit official (intentional sample) the questionnaire was distributed to them, of which (154) was valid, (2) invalid and (5) It has not been retrieved, and the research sample was selected from the middle leaders of the general directorates, which numbered (8) directorates at the headquarters of the Ministry of Education for their scientific and administrative experience in diagnosing the extent to which senior leaders apply inspiring leadership and their ability to achieve strategic success.

THE SECOND AXIS: THE THEORETICAL FRAMEWORK

First: Inspirational Leadership

Leadership in our time has become a central axis on which all the activities of the various organizations are based, as interest in it has increased and is still since the early nineties of the last century after the interest was limited to management only, which has faced major transformations in our time. Hence, scholars and researchers have worked hard to identify The role of leadership and leaders with abilities and skills capable of adopting future visions to face rapid changes, to ensure the success and survival of organizations, which required finding new models of leadership that are consistent with these changes and abandoning traditional hierarchical structures, and adopting flexible organizational designs, organizations no longer need managers, but rather Leaders who work to convince the individuals around them (Al-Farani, 31: 2020), and because human resources are one of the most important resources that organizations possess, and an important source of progress, prosperity and competitive advantage at the present time, it has become necessary to have leaders who care about them in general (2019: 41, Al-Romeedy), and in light of the high

rates of negative behaviors within organizations, there was a need to pay attention to studying leadership patterns because of their effective role Influencing the behavior of employees, coordinating their efforts, and improving and sustaining ethical behaviors (2019: 532, at el..Zaki), so a number of modern theories appeared in the field of leadership called positive leadership theories, the most prominent of which is the inspirational leadership style, which focuses on the ethical aspects of the behaviors of Leader, hard work, creativity, innovation, participation in decision-making and achieving sustainable competitive advantage. They also have the ability to influence subordinates and increase their loyalty to the company and their association with it (Imam and Muhammad, 99:2021), which is one of the important leadership practices over the past three decades, It is able to clearly communicate the mission of the organization and its future vision to individuals and motivate them by showing high ethical behaviors, building trust and respect between the parties, and facing recent challenges and developments by developing the creative abilities of subordinates in the organization. It also plays an important role in influencing the performance of the organization as a whole in the long run. And on the psychological tendencies of subordinates

and the fulfillment of the requirements of satisfaction (Al-Louh, 37: 2017), and (Sajjad, 40: 2021) defined it as one of the types of leadership with good qualities. Distinguished as its composition depends on inspiring motivation and generating enthusiasm and commends the spirit of teamwork, defining the future vision, commitment to common goals, motivating for creativity and finding new ways to solve problems and challenge obstacles. , this performance may extend the scope of the formal roles assigned to them, by building a clear vision of what should be the case in the future, serving as a role model, emphasizing acceptance of group goals, personal attention to his subordinates, and creative encouragement (Eid, 2021: 239).

Second: The Dimensions of Inspirational Leadership

As the researcher adopted the following dimensions in measuring the inspirational leadership as it is compatible with the application environment, in addition to the presence of previous studies that applied it in the Iraqi environment and in various organizations, so the current research agreed with it, which are as follows:

1-Future Vision:

It is a state of prediction to form a certain picture of future conditions and

situations related to a specific context, and this process goes beyond the process of looking beyond the events to include understanding and awareness as well. 2011:4), and it is defined as the ability to anticipate, and in a way that contributes to improving the existing situation, and this vision represents a characteristic of inspiring leaders to indicate the future of their organizations. The goal is clearly, faster and more accurate, and (Sagaciti, 2009) adds that an inspiring leader is characterized by having a vision that he is trying to develop with his followers, and an effective plan to achieve his vision. In the depths of the future, in order to see the future of his organization in the most accurate possible picture, so that he can imagine it as desired by placing that picture on his desk as if it were in the present and proceeding to it in Another time and achieves that image through the executive plans (Al-Amri, 68: 2019), and Greenberg and Baron (2004: 591, Greenenberg & Baron) define the future vision as the ability of the leader or manager to accurately forecast and in a manner that contributes to improving the existing situation in the organization, and this vision It represents a characteristic of inspiring leaders to indicate the future of their organizations, and the future vision is described as the future direction of the organization and its course of action. in

which the organization will be and provide it with a long-term orientation (Strickland 2003: 6).

2- Self-confidence:

Self-confidence is the path to success in all areas of life, and it is one of the basic components of the personality of a normal person. Fear and hesitation, in addition to doubting one's abilities, is the first step in failure, whatever the goal of the person, whose thinking is only the limits and restrictions that make him not reach him (Carol, DT:6), and Bin Rabeeq (2015:71-72) defines the leader's self-confidence as what the leader has. Latent energies and capabilities, sound behavior with wisdom and guidance, exploiting his strengths and self-sufficiency, concealing weaknesses, and the leader's respect for himself. He added (Hanrahan & Searle 2011:747) From a leadership perspective quoting (Sosik and Dinge 2007) leaders can be "strong role models" and elicit emotional reactions from followers who motivate them to make an extra effort while the researcher emphasized (Hoyt, 2013:3) Successful individuals often look to others "as role models", for motivation and inspiration. He is a role model and can have powerful influences on individuals by demonstrating not only

success but also by showing how to achieve different goals.

3- Empowering worker:

The concept of empowerment is not considered one of the modern concepts, and it has gone through several stages to appear in its current form as a result of the development and accumulation in administrative thought since the twentieth century and the beginning to crystallize in contemporary administrative literature and in the practice of some Western institutions, as it is considered as a term from the discovery of the civilization of the West (Al-Wadi, 28: 2012). The concept of empowerment in itself has differed on a very large scale between scholars and researchers, and many specialized studies in management define empowerment as the intrinsic motive for the task or the motive that reflects the individual's suitability with the environment. Functional transfer of authority i.e. employee empowerment facilitates the creation of an integrated quality environment, where superior products and services become practical in order to increase work effectiveness, and management must become active in empowering its employees, this is done by sharing information, establishing independence and creating self-directed teams (2011:27 -28,.et al Kahreh), and because the human resource is the most

important among the other resources of the organization in raising its competitive capabilities, so contemporary management science has been interested in it through the application of new methods of management that work on In order to raise the level of human resources performance, one of these methods is the method of empowering workers by transferring responsibilities and delegating powers to subordinates and their participation in bearing and making decisions (Al-Shammari, 2020: 229), Al-Farani (60:2020) referred to four requirements for empowerment, which are the right of personal will, Confidence, sense of relevance and finally impact.

4- Management of change:

Change is one of the basic aspects of self-development and transforming the reality of the situation for the better for any human being on a personal level, and it is also for public organizations wishing to continue in a permanently changing work environment and to keep pace with the fluctuations and events surrounding it as a result of the great technological and scientific development taking place in this century, so the concept of managing Change to express the method and method that the senior management must follow in managing their organizations in order to continue to work in a manner that leads to achieving the goals set (Mohammed,

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11:2014). He defined it as (the administration moves new situations and rearranges things so that it benefits from the factors of positive change, and avoids or reduces the factors of negative change, that is, it expresses how to use the best economic and effective methods to bring about change to serve the desired goals (Al-Issawi, 29: 2018). Al-Farani (27:2020) that there are reasons that push the leaders in public organizations to change and the continuous transformation in the work environment, including the developments and radical changes that society in general is going through. leadership at the global and local levels in the economic, political, social and cultural fields and aspects, which have a direct impact on public organizations, in addition to the pursuit of these organizations for continuous improvement in their performance, which allows them to raise their productivity and quality, avoid red tape and reduce effort and errors in order to preserve their reputation and prove themselves Excellence, and change has goals and great importance because it is a complex phenomenon that transcends the limits of the present and extends to the future. Upgrading and developing the senior management in order to reach the highest levels of quality in the operational and executive performance in the organization and compatibility and

adaptation with the surrounding variables from outside and inside (Kandil, 274-272: 2010

Third: Strategic Success

In light of globalization and the successive developments at the local and global levels, crises and rapidly changing conditions at the end of the twentieth century, the first signs of the emergence of the concept of strategic success, which is broader and more comprehensive than efficiency, effectiveness and organizational success, and the most important goal for every organization regardless of its nature, multiplicity of activities and size, and being considered one of the The main reasons for the continued growth and survival of organizations and adapting to their current, future and even competitive environment, contemporary management studies focused on to find other ways and alternatives for the advancement of the organization, which were emphasized by the strategic success to measure the performance of the successful organization (Abdul Nabi, 54: 2019), that the term strategic success appeared as a result of philosophical interactions and intellectual at the applied and theoretical levels and in all scientific and cognitive fields (Al-Dulaimi, 77: 2013), and strategic success is a philosophical and

intellectual innovation because it provided new standards that fit the external and internal environment of the organization to measure its long-term success, despite the possibility of sensing them in the concepts of efficiency, effectiveness and organizational success, which Formed beginnings in the early stages of verification of Q The organization sees its specific goals, and then its continuation and success (Hassan, 57: 2020), and in contrast (Roger, 2005) looks at that the view has become narrow to measure the success of the organization according to the two previous stages above because it does not determine long-term success in the competitive environment because it can be imitated easily or reproduced by others, the success of the organization strategically is its ability to harness its internal energy and exploit it to achieve its goals and objectives, by focusing on learning from past experiences, working to confront negative habits and failures, and the ability to develop training and learning programs to develop the skills of its working members And its administration adopts an incentive system that encourages them to work sincerely, and sets flexible policies and laws that can be modified to contribute to achieving the sustainable success process (Vayyavur, 2015:2), and (Hassan, 59: 2020) defines strategic success as the formulation of a brief and clear strategic vision with commitment By following a successful motivational culture to achieve the goals of the organization efficiently and effectively, and to move away from routine and give way to creative and thoughtful cadres to ensure the effective implementation of those goals. And achieve strategic success. It provides long-term advantages to the organization and enhances its position in the labor market (Nash & Stevenson 2004: 103, which gives a clear picture of the most important factors and basic factors that contribute to pushing the organization forward and organizing it (Tanner, 2005:2)), and sees (Rasan, 141). :2021) that achieving strategic success requires the existence of a distinguished leadership mentality that has a strategic vision to effectively implement it and know the opportunities in the future and exploit them in order to excel over other competing organizations.

Fourth: Dimensions of Strategic Success

There were many approaches that dealt with strategic success in organizations, and based on previous literature and concepts of strategic success and the agreement of most researchers and writers on it that it consists of four dimensions, which is more comprehensive, applied and in harmony

with the Iraqi environment, which are as follows

1- Specific strategy

Senior management must choose a specific and specific strategy and design options that enable the organization to achieve its goals and purpose within the competitive environment that surrounds it, and this supports the strategic intent and achieves the vision and operational goals (Daft, 66:2010). The first important steps for organizations that increase success, while organizations that flounder in the formulation process may be doomed to failure, and defining the strategy is done by defining the steps of the sequential processes in the event of changes to new processes in order to improve the service provided to the beneficiaries and increase their satisfaction (Ayoub, 39: 2015), and clarity of strategy is considered the potential energy capable of directing any organization towards excellence and long-term success, as the clear vision is often understandable and simple and gives a general common awareness of the strategic direction, and the strategy must be flexible, and if it is not flexible, it may lead In order for the organization to be successful in the real world, the planning environment in the organization must be An awareness of adopting indicators of change, and receiving warnings of potential needs to

change approaches and tactics (Al Fayyadh, 83: 2011).

Ross and Kamil likened the organization that is without a specific strategy as (a ship without a guide or a compass that guides it to the right path to achieve its goals, so it revolves in a vicious circle thrown by the waves in the middle of the sea. Without planning, this may be by chance) (David, 2001:3), while (Wheelen & Hunger, 2006: 14) described the selection of a specific strategy as a comprehensive master plan to achieve the goals of the organization and achieve its mission by investing opportunities and overcoming threats, and here the importance of the final results of the strategic plan becomes clear, without which the organization may achieve something, but it will not reach strategic success, which it can only reach if it follows a strategic plan with clear goals (Al-Karkhi, 2016: 249).

2- Active execution:

(Čater & Pučko, 2010:1) be seen believes that one of the main reasons for the emergence of strategic management in the last quarter of the twentieth century is to give appropriate attention to the effective implementation of the strategy for the organization because of its importance to this stage in achieving success and excellence, no matter how

successful the organization is in formulating its mission and setting its goals Clearly, it is useless if you do not put a good organizational context translated into appropriate executive steps (Abboud, 2021: (76, David, 2011:213)) that failure at this stage means the failure of strategic management as a whole, and implementation is an administrative intervention that It is compatible with the work of the organization and its approved strategy (Pournasir, 2013: 65), and the strategic implementation stage is represented by a set of activities and events that are practiced to put strategies into actual application through procedures, executive programs and financial budgets. Processing it and translating it into a series of achievements directly determines the effort made previously (Rasan, 167: 2021), that strategic implementation is an interconnected series of activities and processes related to translating the initial The adopted strategy is based on appropriate policies, plans and organizational structures, and effective implementation depends on achieving the maximum degree of appropriateness and harmony between the requirements of the external environment, as well as putting the strategic option into practical implementation, which means exercising the functions of planning, organizing,

directing and controlling (Al-Lafi and Al-Khashman, 51: 2020).

3- Motivational culture:

Superior and successful organizations enjoy a stimulating and positive work culture, while other organizations live in a routine culture that constantly limits their activities (Ali, 93: 2019). that it holds, some researchers even considered it as the important element in determining the degree of compliance and congruence between the individual and the organization, as it contains a set of values, expectations and trends that have varying effects on the response of individuals, and on organizational processes to rationalize the process of decision-making, decision-making and organizational activities (Al-Fayyad, 86). (2011), and (Baron and Greenberg, 642: 2009) indicated that the culture that was followed by the organization to motivate and support working individuals affects work procedures and, as a result, on organizational performance, and this is what a group of research focused on in an attempt to discover and know the relationship between performance and culture, and that The importance of culture in the organization lies in two basic functions, the first is the integration of members, and then they are able to How to deal with each other, and the second is internal integration, which means helping

the organization adapt to its external environment.

The role of motivational culture is represented in the possibility of its implementation at all levels and activities in the organization, and it can lead to the success of the organization if it effectively contributes to providing an appropriate environment that encourages the promotion of innovation trends and improves performance and development, and can lead to the failure of the organization if it results in obstacles transforming Without achieving the efficiency and effectiveness of the system (Hussain, 226: 2018), the motivational culture is defined as the tireless efforts made by the organization's management and leaders to motivate, support and encourage employees to continue their creativity that would contribute to achieving the success of the organization (Pooms.et.al, 2013:12).

4- Continuous creativity:

The term creativity is the most common in the modern administrative literature, and researchers and specialists have worked hard to give a comprehensive definition of it. (Muhammad, 101:2021) defined it as a set of processes that a person uses with his intellectual and mental capabilities and according to the environmental influences surrounding him to reach To an idea, theory, or method

through which it can achieve benefit to its society or the organization in which it operates, and stated (2015:130,.Im.et.al) that continuous creativity is the permanent tendency to generate or identify ideas, alternatives or possibilities that may be useful. In solving problems, creativity is distinguished into two categories, the first being creativity as an attribute that every individual possesses to a greater or lesser extent, and the second as being an achievement, which is seen as a combination of multiple factors (2006: 235: Heinal), that is a result of what the environment has produced, especially in the last two decades of Rapid technological changes and developments have led organizations to take several steps in order to adapt and influence the environment, and among these steps is to encourage creativity and encourage it constantly and make it at the forefront of the goals that many seek. From organizations to achieve it, in order to contribute creativity to the prosperity and renewal of the organization and to achieving sustainable competitive advantage, as the organizations have adopted innovation policies at the level of the organization as a whole, and established administrative units such as research and studies centers and organizational development units, whose goal is to nurture and develop creativity in

the organization and direct it towards achieving goals (Al Fayyadh, 2011: 87), creativity is an important element for the success of any organization to continue generating new ideas, and works to create value for the organization and make it have a competitive advantage, and it is a strategy for survival and continuity in the industry in a good way.

THE THIRD AXIS: THE PRACTICAL FRAMEWORK
Descriptive analysis of research variables

First: Presentation, analysis and diagnosis of the first independent variable: Inspirational leadership

The independent variable measured inspirational leadership through four dimensions (future vision, self-confidence, empowering workers, managing change) through (19) paragraphs and through answers (154) observations in the leaders of the Ministry of Education after excluding the confirmatory factor analysis for paragraphs (17,15,4). The inspirational leadership achieved a high-level arithmetic mean (3.91), indicating that the leaders of the Ministry of Education resorted to a modern leadership style characterized by the ability to inspire and influence followers to gain their respect

and loyalty, and direct them towards achieving the set goals and working to empower them and care for them, as well as having the will to Change and insistence on achieving success for the ministry with the participation of followers in various decisions. The inspirational leadership obtained a standard deviation (0.453), a good relative interest (78.2%), and a relative coefficient of variation (11.58%) indicating agreement, and to rank the relative importance of the dimensions of the inspirational leadership variable, as it came after (Change management) ranked first in terms of the dimensions of the inspirational leadership variable with a high-level arithmetic mean (4.03), and received good (80.6%) relative attention with a standard deviation (0.489), and a relative coefficient of variation (12.13%). While it came after (empowerment of workers) in the second place in terms of the dimensions of the inspiring leadership variable to get a high arithmetic mean (3.98), and it is practiced with a good relative interest (79.6%) in a carefully directed process to transfer responsibilities and powers to subordinates to complete the work entrusted to them and support them to participate in decision-making And the provision of various facilities and authorization, the standard deviation of empowering workers was (0.550), and

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with a relative coefficient of difference (13.81%), while the dimension (future vision) ranked third in terms of the dimensions of the inspiring leadership variable, and it obtained an arithmetic mean of (3.91) at a high level, which means It is relatively (78.2%) good and stems from the leader's ability to predict and anticipate the future, which gives him a mental picture of the future situations and conditions of the ministry and in a way that contributes to improving the existing situation and setting effective plans. on agreement with a standard deviation of (0.606), and with a relative coefficient of variation (15.49%). Finally,

it came after (self-confidence) in the fourth rank in terms of the dimensions of the inspiring leadership variable and what contributes to improving the inspiring leadership. It won a high-level arithmetic mean (3.72), as I paid attention to it in a relatively good (74.4%) manner, which aims at the inspiring leader's belief in his abilities, capabilities and decisions. , i.e. belief in himself and the abilities of his followers, with a standard deviation of (0.605), and with a relative coefficient of variation (16.26%), as shown by the results of Table (1) below, and my agencies:

priority	coefficient of variation %	Relative importance %	standard deviation	Arithmetic mean	vertebrae	sequence
Third	15.49	78.2	0.606	3.91	Future vision	1
the fourth	16.26	74.4	0.605	3.72	Self-assurance	2
Second	13.81	79.6	0.550	3.98	Empowering workers	3
the first	12.13	80.6	0.489	4.03	the management of change	4
11.58		78.2	0.453	3.91	Inspirational leadership variant	

Table (1) Presentation and Analysis of Inspirational Leadership Data (n=154)

Source: SPSS V.28 outputs

Second: Presentation, analysis and diagnosis of the dependent variable strategic success:

The responsive variable was measured according to the title of the research and the hypothetical scheme of

strategic success across four dimensions (specific strategy, effective implementation, motivational culture, continuous creativity) and through (22) paragraphs and through answers (154) a sample of leaders of the Ministry of Education after deleting paragraphs (47,46,

31) by the confirmatory factor analysis, so that the strategic success in general obtains a calculated average of (3.83) at a high level through the ability of the ministry and its leaders to formulate a clear and specific strategy with effective implementation and in the light of a motivational culture that aims to take care of its human resources and push them to constant creativity and innovation to achieve Its objectives are distinguished from others efficiently, so the overall strategic success obtained a standard deviation (0.470), a good relative interest (76.6%), and a relative coefficient of variation (12.27%), and to arrange the relative importance of the dimensions of the strategic success variable, as it came after (effective implementation) first when , he obtained a high-level arithmetic mean (4.13), to obtain a good (82.6%) relative interest in the actual translation of the Ministry's programs, plans and policies into a tangible reality, enabling it to achieve its original goals Rajwa, as their answers indicated agreement with a standard deviation (0.479), and a relative coefficient of variation (11.59%), while it came after (specific strategy) in the second order as a result of obtaining a high-level arithmetic mean (3.96), which stems from giving it a degree of interest in developing a clear and precisely defined strategy. To

achieve its goals, mission and values, it received a relative interest (79.2%), a standard deviation (0.602), and a relative coefficient of variation (15.20%), while it came in third place after (motivational culture) and obtained a high-level arithmetic mean (3.65) to indicate the adoption of Positive culture as a driving force for work that motivates subordinates and cares for them in order to reach a high level of performance and thus achieve its goals, as the dimension received a relative interest of (73%) good and with a standard deviation of (0.681), and a relative coefficient of variation (18.65%), and finally came after (creativity Continuous) in the fourth place, and he obtained a high-level arithmetic mean (3.57), as it performed with relative interest (71.4%) well through its adoption of creative ideas on a permanent and continuous basis and working to improve and develop its current performance for the better with the participation of its members and taking their suggestions, thus creating an added value for it and a competitive advantage make it superior to Others, the answers were in agreement with a standard deviation (0.669), and a relative coefficient of difference (18.73%), as shown in the results of Table (2) below:

priority	coefficient of variation %	Relative importance %	standard deviation	Arithmetic mean	vertebrae	sequence
Second	15.20	79.2	0.602	3.96	specific strategy	1
the first	11.59	82.6	0.479	4.13	Active execution	2
Third	18.65	73	0.681	3.65	motivational culture	3
the fourth	18.73	71.4	0.669	3.57	Continuous creativity	4
12.27		76.6	0.470	3.83	strategic success	

Table (2) Presentation and Analysis of Strategic Success Selection Data (n = 154)

Source: SPSS V.28 outputs

Third: Testing the research hypothesis Hypothesis Verification: There is a significant effect of inspirational leadership on achieving strategic success

It was found that there is a preliminary model for the effect with the calculated value (F) (17,364), which is more than its tabular value (3.905) at the degree of freedom (153), while the results of table (25) showed the presence of an interpretation coefficient (0.314), and an adjusted interpretation coefficient (0.301), as The dimensions of (inspirational leadership) were able to explain (30.1%) of the changes that occur in strategic success, while the remaining percentage (69.9%) is attributed to other variables that were not included in the tested model, as the interpretation model is a statistically acceptable model and can be adopted in the interpretation of what There is an improvement in the strategic success that is

attributed to the inspirational leadership with its combined dimensions, and it was found that the value of (F) calculated for the best model is (22.919) with a probability value of (0.000).

While it was found that there was a direct positive effect of the change management dimension on strategic success of (0.326) with a probability value (0.000), and the calculated (T) value (4.395), while it was found that there was a positive direct effect of the dimension of empowering workers in strategic success with a value of (0.160) and a probability value (0.023), with a calculated (T) value (2.297), and a positive direct effect of the future vision dimension on strategic success of (0.134), with a probability value (0.035), and with a calculated (T) value (2.128) and all calculated (T) values exceed their scheduled value. (1.976) at the probability value (0.05), while there was no investment for

the dimension of self-confidence in improving strategic success. These results lead to the acceptance of the second main hypothesis (the dimensions of inspiring leadership collectively affect strategic success in a significant way).

strategic success							independent variable
F	T	p-value	A R²	R²	β	α	
17.364	1.491	0.138	0.300	0.318	0.106	1.371	Future vision
	0.892	0.374			0.077		Self-assurance
	1.371	0.172			0.117		Empowering workers
	4.328	0.000			0.321		the management of change
best model							
22.919	2.128	0.035	0.301	0.314	0.134	1.356	Future vision
	2.297	0.023			0.160		Empowering workers
	4.395	0.000			0.326		the management of change

Table (3) The effect of the dimensions of inspirational leadership on strategic success

(n = 154)

Source: SPSS V.26 outputs

Fourth: Conclusions

1-The interest of the Ministry of Education in the future vision became very clear, and it worked to strengthen it by setting specific work mechanisms towards achieving it, developing its performance and pushing its current performance for the better, in a manner that improves the practices of its inspiring leadership.

2-Showing the interest of the Ministry of Education in enhancing self-confidence and instilling confidence in its staff and in what self-develops their tasks, in addition to its logical and positive interaction with those who disagree with it until one convinces the other.

3-The Ministry of Education showed good interest in empowering workers, resulting from its support for creative initiatives at the individual and collective levels, in order to achieve excellence in their overall performance, as well as the participation of its working staff in decision-making and taking it well.

4-The interest of the Ministry of Education in managing change in a way that enhances the practices of its inspiring leadership, which results from its interest in generating convictions among its staff to accept it and direct its requirements towards achievement without resistance, has been proven, as well as by setting annual plans for change that cover all its departments and divisions.

5-The Ministry of Education has shown its interest in developing a specific strategy that increases its ability to achieve strategic success by adopting clear performance standards related to its goals and vision, as well as making changes and making adjustments in its strategy in line with the changes that occur in its environment.

6-The Ministry of Education is interested in improving its ability to effectively implement and enhance its strategic success through its concern for its reputation and its continuous work on its sustainability, as well as its reliance on the ability of its leaders to solve various types of problems and overcome obstacles during the implementation process of pre-established plans and strategies.

7-Showing the Ministry of Education's interest in a motivational culture in a way that supports its strategic success, based on a special culture that supports work and gives its staff a feeling of satisfaction and loyalty, as well as instilling values and beliefs that encourage them to perform better.

8-The Ministry has shown its interest in improving continuous creativity through its work to provide continuous and new additions to its services compared to previous years, as well as its keenness to permanently embrace creators.

9-The Ministry of Education was able to employ the practices of its inspiring leadership to improve strategic success through its reliance on change management, empowering workers and having a future vision, while it tended to improve the level of a specific strategy by investing in future vision and change management, while reliant on change management to improve implementation. Effective, change management and self-confidence were directed to improve continuous creativity, while relying on self-confidence to improve the level of a motivational culture.

10-It became clear that the Ministry of Education relied on a work force of a mixture of gender, which indicates that it depends on males and females equally without giving preference to them, in addition to the clarity of its attraction of university degree holders from among them to complete and implement its work and activities.

11-Shows the interest of the Ministry of Education in the individuals of its old staff who have served for many years and put them in various administrative positions, and this indicates that it depends on those with experience and skill in managing the various affairs of the Ministry and at all its organizational levels.

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