

# The theory of multiple levels of contemporary leadership styles and its impact on excellence performance:

## A Case Study in Zain for Communications

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### Abstract:

The current study attempts to resolve the aforementioned uncertainty through its key paragraphs, beginning with the first section, which includes the concept of multi-level theory and focuses on developing modern leadership theories (spiritual, ethical, and servant leadership). In organisations that strive for excellence, particularly since many organisations emphasise the research of the impact of modern leadership levels on survival, prosperity, and labour market rivalry. In the second section of the article, I discussed the dimensions of high-performance organisations (senior management commitment, strategic planning, customer focus, measurement and analysis, workforce focus, process focus, and results). While the third segment focused on presenting, analysing, and interpreting the data, The research sample consisted of (115) persons selected at random among Zain Communications Company personnel for the purpose of searching, and the research concluded a set of conclusions, including. Effective ethical leadership serves as a potent catalyst for advancing principles, serving as a moral example for staff, and serving as a blueprint for all aspects that enhance the company's standing and perception among users and community.

**Keyword:** Theory of multiple levels, excellence performance and Zain Company for Communications

### INTRODUCTION

The saying that the organization with its leaders is still true even in the era of the Internet, the knowledge economy and networks, whether in public or highly specialized professional institutions, because they identify opportunities and decide

to allocate material and financial resources to exploit them. Therefore, successful leadership is what leads the organization to success in its work. Leadership, depending on the nature of the role it undertakes, has the power to influence others, and this explains that leaders are the ones who in many cases create great Successes for their organizations, and at the same time some poor leaders lead to the failure of organizations.

The bitter experiences of institutions as a result of bad and irresponsible leadership have raised the issue of leadership ethics. They must respond to the needs of the market and be ethical and inspiring leaders. This is what made business companies and public institutions move towards making leadership integrity the moral precondition for the existence and assumption of leadership. The theory of multiple levels of contemporary leadership styles and their effect on exceptional performance was the subject of this paper. The paper included four sections, the first dealt with the methodological aspect, the second dealt with the theoretical aspect<sup>5</sup>, the third section dealt with the practical aspect, and the fourth section dealt with the results and recommendations

First: Research Methodology:

The first topic

Methodology of Research

First: The problem of research

An intellectual debate is taking place to depict and define boundaries of the relationship between the levels of leadership styles (spiritual, moral, and servant) and the implications of those styles in achieving organizational excellence, whether at the individual or organisational level. The intellectual debate continues to provide more theorizing about the relationship between these variables, and the matter becomes more complex if they are taken into account. Organizations seek to achieve outstanding performance for working individuals, and this in itself is considered a challenge facing organizations. Iraqi organizations, including the organization under study (Zain Telecommunications Company), face such a challenge within their work

environment. The researchers visited the aforementioned company and met with a number of its officials, and it became clear that contemporary leadership styles such as (spiritual, moral, and servant leadership do not affect the outstanding performance in the aforementioned organization), and this is a problem facing Zain Telecommunications Company and must be addressed, and to frame the research, it must be raised the following questions:

1. How well does the researched organization know about leadership styles (spiritual, moral, and servant)?
2. To what extent is the researched organization aware of the impact of the aforementioned leadership styles on its outstanding performance?
3. To what extent do we know the reasons and causes that lead to the failure to increase outstanding performance in the organization under investigation?

Second: The importance of research:

The differentiation of organizations has become largely dependent on their ability to create a climate that helps create scientific and logical foundations for increasing the integration of individuals into their organizations, which ultimately leads to a change in the level of job performance, and this can only come through continuous support from the leaders and departments in the organization. Therefore, the significance of the study is shown by two fundamental aspects, the first of which is the intellectual dimension and the second of which is the practical dimension. The intellectual dimension is a multi-level theoretical concept of leadership in organizations that want to survive and grow through excellence in performance.

The research is an attempt to present and structure the accumulation of knowledge and the applied dimension in analyzing and diagnosing the role of the organization's position in its two dimensions in improving performance and excellence through the answers of the research sample.

Third: Research objectives: The research aims to achieve the following objectives:

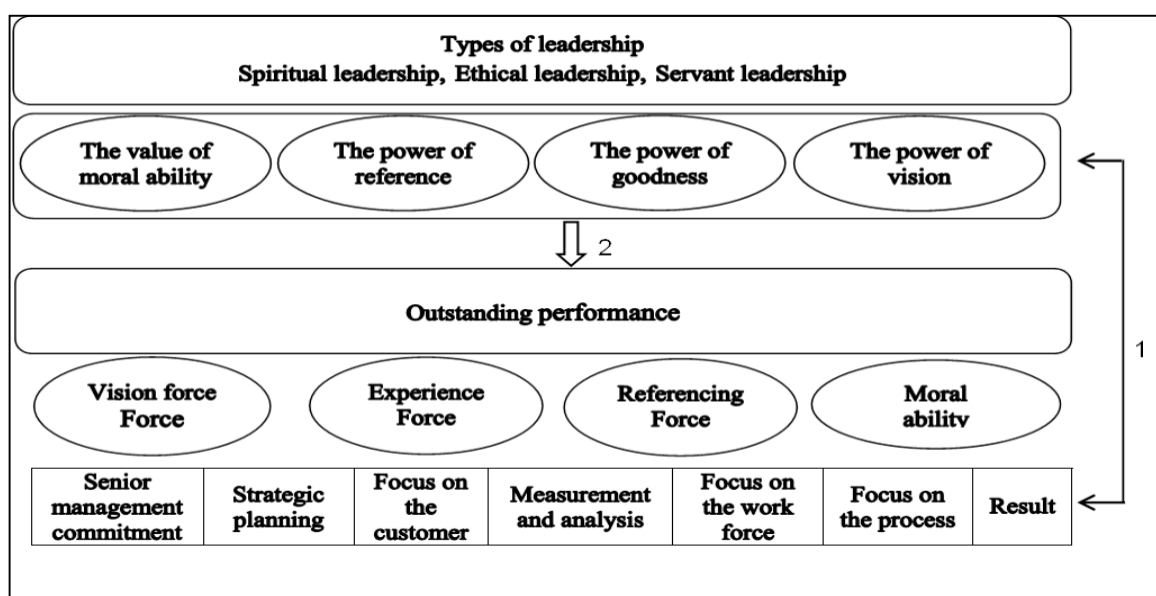
1. Presenting literature related to the topics of multi-level theories, types of leadership, and outstanding performance.

2. Diagnosing and analyzing the level of influence of leadership types on outstanding performance.
3. Diagnosing the level of outstanding performance in the aforementioned organization.
4. Knowing the extent of the flaws and shortcomings in the exercise of the aforementioned leadership and its impact on outstanding performance.

#### Fourth: Hypothetical Plan of paper

Below is the hypothetical diagram of the paper, which shows the independent variable and its dimensions, as well as the dependent variable and its dimensions, and the development of hypotheses that show the relationship and effect of the two independent and dependent variables. Figure showing the hypothetical outline of the paper

**Figure (1) Research hypothetical outline**



The chart was created by researchers

#### Fifth: Research hypotheses:

The first hypothesis posits a substantial association between the many aspects of leadership and exceptional performance within those aspects.

The second hypothesis: The styles of leadership and their dimensions have a substantial impact on exceptional performance in those aspects.

#### Fifth: Procedural definitions:

1. Spiritual leadership refers to a kind of leadership that is grounded in the spiritual realm, including several facets of human existence. The human experience is predicated upon a heightened sense of importance in the tasks performed by workers and a more expansive perspective on their life, therefore enhancing their capacity to confront challenges. It is founded upon the concepts of transcendence, significance, prospects, and selflessness.
2. Ethical leadership: Leadership must not only have personal or performance characteristics that respond to market needs and achieve distinction but also must be ethical and inspiring leadership.
3. Servant leadership: To work with his team as a servant, a leader must first explain the organization's objectives to them. After that, he must express gratitude for the work they have done.
4. The definition of leadership in modern science highlights that it is the capacity or aptitude of an individual to guide the efforts of others towards the accomplishment of a goal that must be completed successfully and efficiently. These requirements or traits of the leader cannot result in the intended outcome unless he works with others as a servant to them to attain the necessary goals.
5. Outstanding performance: seen (Coulson. Thomas, 2005: 3-4)
6. Sustainable outstanding performance is attained by effective leadership and management that has a comprehensive understanding of the organization's mission and the prevailing business landscape. The organization can effectively convey its vision, mission, and possible objectives to all stakeholders, while also striving to cultivate strong talents that contribute to the company's success and distinguish it in terms of performance.
5. Senior management plays a crucial role in driving organizational transformation towards exceptional management. This commitment involves transforming the organizational culture to prioritize continuous quality improvement (Dagher, 2001: 23) and striving for excellence to

ensure survival, growth, and prosperity. What is more, the commitment should go beyond a commitment to a cultural change in the organization's control structure and leadership, so senior management's commitment is the starting point for a multi-level system of contemporary leadership styles.

6. Strategic planning: Strategic planning represents a conscious orientalization of what the future entails with an insightful vision through which the rational vision of the pioneering administrative leadership is framed for survival and stability in business areas full of intense competitive conflicts. Planning means anticipating the state of the future and preparing to confront the variables of this future. (Hamoud, 2010: 144)
7. Focus on the customer: A customer who is satisfied with the organization is the one who gives continuity to the organization's growth and progress, and his satisfaction reflects the quality of the organization's products or services. Organizations that are aware of the importance of customer satisfaction believe that the comprehensive concept of the customer is based on concern for both internal and external customers. It works to measure satisfaction to ensure its success in retaining the largest possible number of customers and searching for other customers in light of the intense competition. It also works to listen to his needs and desires and achieve his satisfaction.
8. Measurement and analysis: The organization determines the type and methods of monitoring and measurement, as well as its tools, to give evidence that the product or service conforms to the specified requirements. The organization further implements protocols to facilitate the execution of monitoring and measuring activities, ensuring that the technique adheres to monitoring standards in order to provide precise and reliable outcomes.

7. Focusing on the workforce: It refers mainly to the strategies that leaders make at work, which directly lead to the accomplishment of higher political objectives. For instance, the head of a department or administrative unit, whose primary objective is to finish the job as much as possible. This is accomplished through the use of timetables, which are crucial at this point in the work stages overall. If a task needs to be completed in a certain amount of time, the president must set up a system of checks to make sure that this deadline is met without even the smallest delay. Concentrating on work is a competitive approach in the market that targets a particular market niche, unique items, and business. Enterprise targeted at particular market niches.
8. Making sure that clients genuinely have diverse demands is crucial for any firm depending on this strategy, as it presents an opportunity to offer products or services that stand out from those of competitors who cater to a wider customer base.
9. Focus on the process: The philosophy of distinguishing in performance requires that senior management accept that the results of the processes taking place within the organization are falling on it and not on those working therein. Therefore, this type of leadership spends most of its time working and its work is directed to the system more than it is within that system because it is responsible for the processes that take place within these systems and that they are responsible for creating the processes within which these workers work. (Al-Mahiawi, 2009, 161).
10. Results: Intense competition led to extensive research into practices that enhance excellence in organizational performance, and excellence is often defined in terms of the increased effort of employees in the organization (Tlodson, Roscings, 2004: 1). (Cameron, 1984: 7) believes that the organization's distinction is an indicator of the organization's ability to identify beneficiaries and satisfy their requests through managers' follow-up work on several goals. These goals were set to achieve response to the

requirements of a group that controls the organization's necessary resources. The concept of organisational excellence is an advanced stage in performance towards the concept of strategic success. The stages of efficacy have been utilized to establish the

Foundation for the notion of organizational success, while competitive success is defined as the capacity of an organization to endure and adapt.

Sixth: Research Methodology: It means following logical steps in discussing the problem or phenomenon or addressing scientific issues. It can be said that the research method is a method of thinking and working, as the researcher organizes, presents, and analyzes his ideas to reach the desired results and achieve the research objectives.

The researcher adopted the descriptive analytical method because this method is characterized by a comprehensive view and deals with describing what exists, interpreting it, and determining the conditions and relationships that exist between phenomena.

Seventh: Statistical methods and treatments: Several statistical and analytical methods are employed to analyze data through the statistical program (Spss), as follows:

1. Percentages and frequencies. Frequencies reflect the extent of concentration and grouping of answers around a particular option, as well as the weighting of those frequencies by the corresponding percentages.
2. Analysis of averages: Analysis of averages shows the extent of the degree of response, perception, or interaction of the research sample with a particular phenomenon through the approach or distance of the arithmetic mean of the phenomenon from the value of the hypothetical arithmetic mean.



The five-point Likert scale was relied upon to deal with the respondents' answers, as it is appropriate to the nature of the response options in the questionnaire, and the scores of those options were represented in the table

The basis and nature of estimating the response or interaction according to the five-point Likert scale is according to the following table:

Degree	5	4	3	2	1
Option	Completely agree	Agree	Neutral	Disagree	Completely disagree

Table of response nature according to a five-point Likert scale

Degree	Nature of Response and Interaction	Number of Measurements
1	Celsius, high	5 -3.51
2	Medium	3.50 -2.21
3	Weak, low	2.5 -1

Degree Nature of Response and Interaction Number of Measurements

3. The standard deviation, which represents the product of the square roots of the average sum of the deviations of the values of the random variable from their arithmetic mean, is one of the most essential measures of dispersion.
4. Coefficient of variation: It is one of the measures of dispersion, as it is used between the degrees of dispersion of two or more groups of values from their arithmetic means. It includes percentages that facilitate the possibility of comparison because it is not specified in specific units of scale. It is extracted by calculating the percentages by dividing the standard deviation by the arithmetic mean.
5. Berman nonparametric correlation coefficient: The determination of the type of correlation coefficient and the extent of the relationship between the research variables influence the measurement.

6. Simple regression: It measures the impact of a single independent variable on a single dependent variable. The simple linear regression model will be adopted in examining the extent to which there is an effect of the independent research variables on outstanding performance.
7. (F- Test) to test the significance and parameters of the regression model, as well as to test the significance of the correlation.
8. The reliability rate using the split-half method to calculate the reliability coefficient for the questionnaire items.

Seventh: The community of research and its sample: The 750 male and female personnel of the surveyed company participated in the research community. A random sample of 10% was taken from the aforementioned community, which amounted to (75) employees, and the questionnaire was distributed to the respondents. The sample answers were subjected to a reliability and validity test, and then the results of the answers were analyzed using the statistical program (Spss) the results were interpreted to test the research hypotheses and draw conclusions and recommendations resulting from those results, and then distributing the questionnaire to the members of the research sample at a rate of 100%. The questions and inquiries of the research sample were answered in all paragraphs of the questionnaire, which indicates the interaction and interest of the research sample in the research topic.

Eighth: Methods and techniques for collecting and analyzing data

The researchers used the questionnaire to collect information, as it is a common method in descriptive administrative studies. Its purpose is to complete the information to support the practical side of the research to reach accurate results. The researchers used a Likert scale, which consists of five weights, starting with (1), which indicates a negative percentage relationship, and ending with the weight (5), which indicates a strong positive relationship. The weights are (1, 2, 3, 4, 5), and the respondents were contacted to explain the questionnaire items to them.

## Ninth: Measuring the validity and reliability of the questionnaire

### 1. Half Split method:

The questionnaire was divided into two homogeneous halves, the first half included the odd items, while the second half included the even items, and the intermediate paragraph was neglected. By calculating the Pearson correlation coefficient between the two halves and using the Sperman- Brown correction equation, the value of the reliability coefficient according to the half-split method was ( 0.949 ) for the first half and ( 0.949) for the second half. These are excellent reliability values that call for adopting the research results and generalizing them to future studies

### 2. Internal consistency method:

This method depends on the consistency of the answers of the same respondent from paragraph to paragraph, as all questionnaires were used in the research sample of (75 ) questionnaires, and the Cronbach's alpha coefficient was calculated for each axis of the questionnaire, in addition to the general reliability coefficient for all paragraphs of the questionnaire. As a result of the test, it appeared that the value of the reliability coefficient (Cronbach's alpha) for all axes of the questionnaire reached (0.97), which is an excellent percentage that holds a high degree of reliability for the results of the questionnaire in this research. It is also possible to rely on the results of this research in subsequent future studies.

## The second topic

### A theoretical framework for the research

#### First: the multi-level theory

Organizations are multi-level systems, and it is a self-evident matter that formed the basis for it, and the first studies of organization theories embodied it, including Hawthorne Studies (Roethlisberger & Dickson, 1939), group theory (Homans, 1950), and the theory of organizational effectiveness (Likert, 1961), the theory of

social organization (Katz & Kahn, 1966), and the theory of organizational maturity (Thompson, 1967).

The matter does not stop at this point, but this axiom continues to form the basis for almost all contemporary organizational behaviour theories (Ismail, 2011). The system is divided into levels represented by the organization, the group, and the individual.

For each of these three levels, there is an independent field of knowledge that has its theories and interventions. The organization may be an integrated system, but the science of organization is not the same. Perhaps this is an indication of to start of a process of change, as the trend is moving towards developing a cognitive model for organizing science that has its concepts and methodology, and thus its ability to bridge the gap between what is partial and total in terms of theory and application. It is not possible to explain organizational behaviour by adopting one of these two perspectives alone. The overall perspective neglects the means of individual behaviour and its interactions in showing the phenomena at the macro level. There is a danger of superficiality in anthropomorphization as it is individuals who act, not organizations. As for the partial perspective, it neglects the factors of the surrounding environment that can greatly limit the impact of individual differences that lead to collective responses that ultimately constitute a holistic phenomenon. It is necessary to deal with a multi-level perspective in the theory of leadership in its micro and macro perspectives.

#### 1. Concept of leadership:

Without a sure, no matter what they did, leaders are not born with a magical skill or a unique kind of human being capable of accomplishing what others cannot. However, leadership also serves as a job description similar to that found in the job description system, or an administrative hub capable of meeting the needs of the individual assigned to it. It is crucial to stress that leadership is a distinctive blend of the leader's unique skills, the circumstances that support the

Function of the leader, and the workers who enable the leader to accomplish goals that have never been accomplished before. Scholars and writers have offered a variety of definitions of leadership, but while these definitions demonstrate the authors' interest in the topic, they did not offer a complete, widely accepted definition. And most leaders have the following characteristics (Najm, 2010: 223-225):

1. Vision Power: Missionary and visionary leaders (in today's business world, it seems to us that the charisma of the vision is more important than the charisma of other characteristics) inspire their workers with purpose and significance and mobilize their potential energies in what makes each one. Some of them feel a strong subjective sense of the role of the leader and the importance of his presence and work with him because it is a guarantee that this strong feeling of ability to achieve will remain.
2. Expert Power: It is the power resulting from the special knowledge or skills of the leader, which makes him able to offer ambitious choices and motivating directions to other workers who take all this on the basis that it is the right and appropriate expert experience that fixes problems and achieves results. The best and serve everyone in the company.
3. Referent Power: It is the ability to influence others depending on a personal connection, fame, or charismatic personal characteristics (ie linked to attractiveness or personal vision). In general, individuals tend to imitate (a form of commitment) the behaviour of those they respect or whom they consider their ideal or likeable personality.

The power of ethical role models:

Ethical scandals have increased in the business world, and management and relationships based on integrity, integrity and trust have shrunk, replaced by mass layoffs that companies resort to as a result of their crises. That is why a leader who exercises his influence within a framework of ethics and plays the role of ethical role model seems to offer another way, not to restore consideration to companies,

business ethics, good reputation, integrity and trust in relationships. This can provide great reassurance to workers to once again give their allegiance to their companies.

Types of leadership:

This paragraph will deal with three readings that fall within the realm of leadership power. The first reading will focus on spiritual leadership, the second will focus on ethical leadership, and the third will focus on servant leadership.

#### a) Spiritual leadership

First and foremost, it is important to note that Spirituality-Based Leadership does not inherently connote religious leadership but encompasses leadership grounded in spirituality throughout all its humanistic aspects. Moreover, spirituality is not an enigmatic metaphysical realm. Instead, it is a subjective human encounter rooted in a heightened significance of individuals' actions and a more holistic perspective of their lives and occupations. It enables them to navigate work-related challenges, external barriers, and the escalating demands of competition and rapid transformations more effectively. As a result, spiritual leadership appears to be one of the new experiences that is consistent not only with man's material and ethical requirements, but also with the spiritual demands that Abraham Maslow (B. Maslow) defined as higher on the hierarchy of wants in his later years. Spirituality in business is an effort to humanize the effective integration of management means and goals. According to the management literature, persons are considered to be not only biological and psychological beings, but also spiritual beings (Guttmann, 1996, p4). Spirituality may be characterized as a fundamental force or energy that motivates individuals with a purpose that transcends their individual selves, so imbuing their existence with significance. (Ashmos 2000, p. 134). According to Vaill (1988, p. 21), any sort of internal motivation (Intrinsic Motivation) as a backdrop for corporate leadership is based on the needs and spiritual meanings of work and relationships. I would like to know what the spiritual side of business is. Since companies have been striving for a while to get rid of everything that isn't

material, including spirituality-related items, why have they suddenly started to make a big deal out of spirituality? This, in the case of business and the strong economy, was not entirely

Adopted. The reason for this is that modern business is always searching for new and innovative

Ways to perform exceptionally well, including spiritual approaches and exceptional and uncommon concepts. This is because it faces fierce competition from competitors from all walks of life.

The division of labour has become a source of boredom, worthlessness, and meaninglessness, just as employment under traditional leadership has been devoid of a compelling message or vision, resulting in painful alienation. Spiritual leadership is leadership with meaning, purpose, and significance, which leads to a reduction in workplace anxiety, tension, and frustration while also elevating workers to a higher level of sense of value, purpose, and significance in work and life. Spiritual leadership is characterized by its ability to inspire and motivate employees to imbue their daily work with a sense of profundity and a higher purpose. A leader with a spiritual foundation possesses a substantial strategic understanding of human Necessities and their importance in business and life. This individual serves as a guide who imparts indications of significant and insignificant matters beyond their materialistic and conventional boundaries. He is the leader who considers what is beyond the present in time, beyond money in decisions, beyond the attraction of objects, beyond sentiments in psyches, and the aim in purposes. Not because he seeks people who are more assured and committed to the sublime implications. He also wants to create a spiritual and ethical organisation that inspires the entire team to perform better and fosters long-term ties with the local community in support and sponsorship. Consequently, the role of the leader has shifted from being simply a commercial agent to being a catalyst for transcendence, fostering a feeling of significance and worth in the personal growth of workers. In his work, Klenke

delineated three fundamental characteristics that define a spiritual leader: transcendence, meaning and purpose, and sacrifice of self. (Klenke, 2004:8).

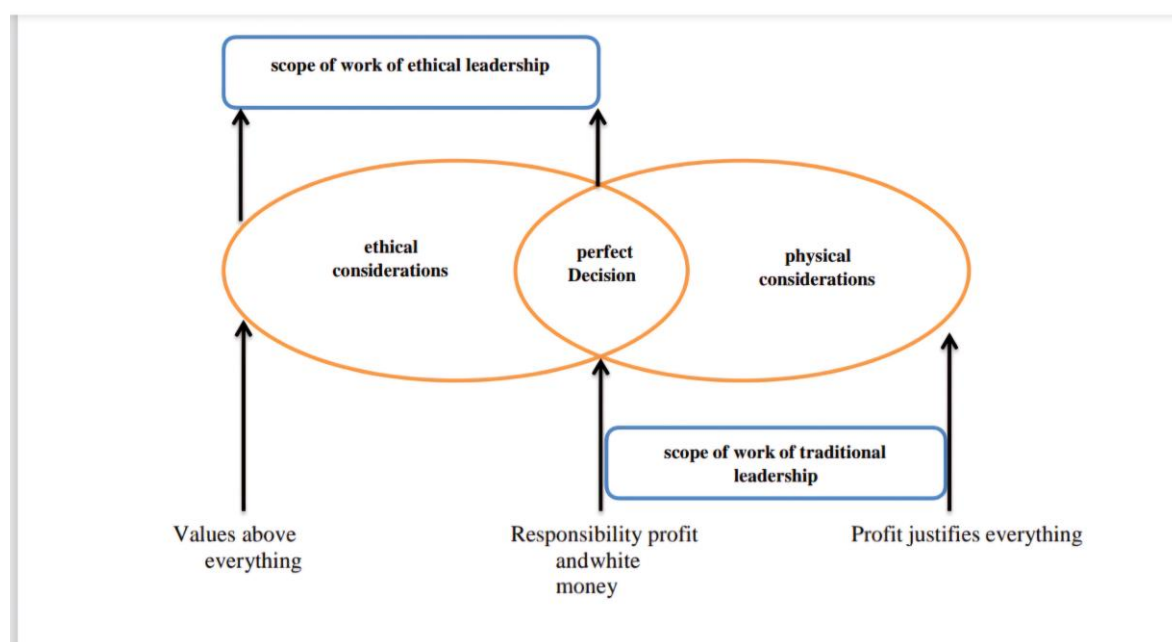
b) Ethical leadership

The severe experiences of institutions as a result of bad and irresponsible leaders, re-posed the issue of leadership's ethics, and the need for leadership not only to have high personal or performance characteristics that respond to the market needs in terms of excellence, but also to be an ethical leadership (Bellingham, 2003, P17) and an inspired leadership with ethics. And lead the development of the company's code of ethics and to be the same ethical role model in adhering to it, so that it can have an impact on all business sector ethics.

This made business companies and public institutions move more and more towards making leadership integrity a prerequisite for the existence and assumption of leadership (McCone & Boss: 716)). Ethical leadership involves effectively managing a harmonious equilibrium in the realm of integrated responsibility across three distinct dimensions. Similar to the company's ability to generate financial gains and profitability, it can also achieve this by demonstrating ethical and environmental responsibility. This can be achieved through leadership that serves as an ethical exemplar for employees, as well as a model for all aspects that contribute to the company's reputation and perception among stakeholders and society. Ethical leadership is a powerful force for spreading values, as evidenced by Figure (2), which depicts the model choice and scope of work of both traditional and ethical leadership through the preceding role models and a pioneering ethical vision. The projects support ethical and social responsibility, as well as everything that promotes confidence in any society's corporate sector It works .



Figure (2)



**the scope of work of traditional and ethical leadership Reference: Najem, Aboud Najem (2010) Administrative leadership in the twenty-first century 312.**

### c) Servant Leadership

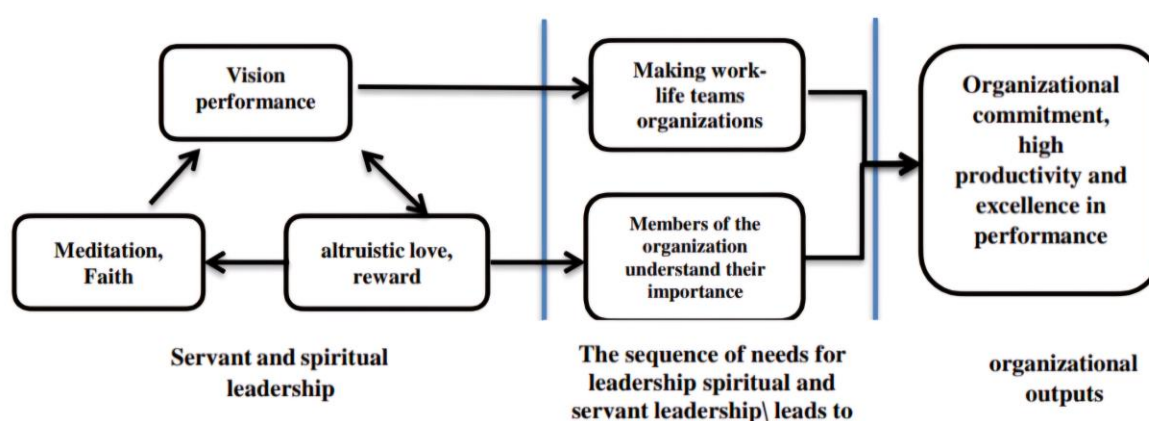
First, look, saying that the statement "the leader is a servant" is out of the ordinary. However, upon closer inspection, this notion becomes more representative of the true nature of leadership and its function in achieving the objectives of humanitarian working organizations. Americans and Europeans say: (The leader's initial role is to describe the aims to his subordinates, and eventually to tell them thank you; in between, he is a servant.)

This is apparent from the translation of a proverb that is widely employed in European and American thought (Hammoud, 2010): it states that a leader's primary duty is to provide his employees with clear objectives; subsequently, he expresses gratitude for their achievements;

And in the interim, he operates in a subordinate capacity towards them. This image of the leader as a servant, which is often utilised in American and European philosophy, is usually synonymous with its use in the history of Arab thought, as the Arab proverb states. This is consistent with modern administrative philosophy; however, I endeavored to obscure the meaning of this sound aphorism for those

whose intellects do not reach this level by stating, "The small of the people is their servant." This incomplete thoughtful contradicts the reality of leadership and its argument that the leaders who are most capable of attaining the intended goals are the most consistent with the concept of (The people's lord is their servant.), among other things. According to the contemporary scientific definition, leadership is defined as "the aptitude or capability of an individual to guide the endeavors of others in an efficient and effective manner towards the attainment of a predetermined objective. These specifications or traits that a leader possesses cannot be realised unless he works with others as a servant to them in achieving the goals to be accomplished, so to be an effective leader, you must serve those you lead to be accepted and lead them in completing the tasks you want to accomplish. Figure (2) depicts the harmony of servant and spiritual leadership in transforming work life into people's loyalty and passion for their jobs, resulting in organisational commitment and excellence in performance.

Figure (3)



**Causality model and harmony of servant and spiritual leaderships to promote excellent performance**

Third, the excellent performance

In their study, Coulson-Thomas (2005:3-4) investigates achieving sustainable excellence using effective leadership and management. This entails comprehending the organization's purpose and the dynamics of the business environment, proactively anticipating future events, and approaching reality with a long-term outlook. The authors emphasize the significance of

Critical success factors in competitive contexts, which contribute value to the organization and its stakeholders. It can effectively convey the vision, purpose, attainable goals, and measurable objectives. It aims to enhance new skills by embracing a philosophy and approach that aligns with the evolving environment to retain employees within the organization. Its emphasis is on external factors rather than internal ones, focusing on employee development, motivation, and satisfaction. It also emphasizes the importance of providing feedback, evaluation, and reviews to effectively engage with the public that surrounds the organization and its members. As (Ancona, Kochan, Scully, Maanen and Westney, 2005: P2-38), look at success from a political view because of the interests, strengths and interactions that it entails involves individuals, groups and organizations, and success is a source of strength for the organization, because of its distinction and the strength of the organization can be the source of its distinction on the Long-term to survive in light of intense competition in the environment and because through this force it can obtain the best resources and attract skilled and ambitious workers to it. Excellence is a source of strength and success and generates more distinction for survival and growth. The following is a presentation of the dimensions of excellent performance.

Senior management commitment: Senior management plays the most vital role in transforming the organization towards excellent performance, and this commitment includes changing the organization's culture based on continuous quality improvement (Dagher, 2001:23). And then excellence for survival, growth and prosperity and more than that, the commitment should not focus on just continuous

improvement processes nor on changing the organizational design and prevailing work practices regarding authority relationships and responsibilities only but should go beyond that to reach a commitment to cultural change of the control structure in the organization and its leadership. Therefore, the commitment of senior management is the starting point for a multi-level system of contemporary leadership style.

**Strategic Planning:** Distinguished performance organizations seek to take a serious approach to achieve competitive advantages that make them able to keep pace with the conflicts generated by the challenges of globalization in the labour markets to remain at the top of the pyramid towards excellence, survival and growth through the strategic thinking of the leaders and thinkers of these organizations, strategic planning represents conscious anticipation of what the future entails with a piercing view through which the rational vision of the leading administrative leaders for survival and stability in the areas of business replete with conflicts and intense competition.

**Focus on the customer:** The customer who is satisfied with the organization is the one who gives continuity to the growth and progress of the organization, his satisfaction reflecting the quality of the organization's products or services. Organizations that are aware of the importance of customer satisfaction see that the comprehensive concept of the customer is based on caring for internal and external customers alike, and work to measure satisfaction to ensure its success in keeping the largest possible number of customers and looking for other customers in light of intense competition. It also works to listen to his needs and desires and to achieve his satisfaction.

**Measurement and analysis:** The organization determines the type and methods of monitoring and measurement, as well as its tools to give evidence that the product or service corresponds to the specified requirements.

**Focusing on the workforce:** It largely refers to the plans that leaders make at work, the immediate effect of which is the achievement of higher political objectives. For example, consider the head of a department or administrative unit whose primary

purpose is to accomplish the work to the greatest extent possible, but how? This is accomplished through the use of a timeline, which is quite significant at that stage of work in general. If a given work is necessary to be carried out at a specific time, then the president must set a set of controls to ensure that this time may be reached without the least hurdles. The company focus strategy is a market competitiveness approach that focuses on a certain section, products, and enterprises that target specific market segments. Clients' individual needs mean that there are chances to offer products or services that differ significantly from competitors who target a larger set of clients. Any organisation that expands on this strategy must ensure that clients have varied needs. The philosophy of excellence in performance requires to acceptance that senior management is an entertainment of the operations that take place within the organization that rests on it and not on its employees who work in it. Therefore, this type of leadership spends most of its time working to guide the system rather than being inside that system because it is responsible for the processes that run in the orbit of these systems and it is responsible for creating the processes in which these workers work in (Al-Mahawi, 2009: 161).

### **Results:**

The intense competition has led to an intense search for practices that stimulate excellence in organizational performance, and excellence is often defined (excellence in organizational performance) in terms of the double effort of employees in the organization (Hodson & Roscigno, 2004:1) .(Cameron, 1984:74) The excellence of the organization is an indicator of the organization's ability to identify the beneficiaries and satisfy their requests through the managers' follow-up work for several goals, These objectives are determined to achieve response to the requirements of a group that controls on the necessary resources of the organization. The concept of organizational excellence in performance is an advanced stage towards the concept of strategic success.” It was taken from the entrances to effectiveness as a basis for the concept of organizational success and defined competitive success as “the organization’s ability to survive and adapt,

## Correlation hypothesis analysis

Several hypotheses were formulated in relation to the explanatory factors and the dependent variable. Subsequently, the statistical findings obtained from the questionnaire administered to the sample under investigation were collected, the extracted data were analysed, which included testing correlation hypotheses, and the following is a detailed of these results:

**Table (1) Correlation and Values (t) between the theory of multi-level leadership and its dimensions, and between excellence performance and its dimensions**

Multilevel leadership theory x			Servant Leadership	ethical leadership	Spiritual leadership	dimensions			
			z3	z2	z1				
R	t	Sin	.38**	.43**	.22*	r	Top Management	y1	(y) excellence performance
			4.35	5.23	2.45	t			
			.000	.000	.017	Sin			
0.53** *	4.9	0.000	.37**	.141	.113	r	Strategic Planning	y2	
			4.21	1.43	1.2	t			
			.000	.143	.51	Sin			
			.36**	.64**	.13	r	customer focus	y3	
			4.1	8.3	1.7	t			
			.000	.000	.121	Sin			
			.41**	.138	.14	r	Measurement and analysis	Y4	
			4.41	1.45	1.2	t			
			.000	.149	.145	Sin			
			.42**	.22*	.53**	r	Focus on the workforce	Y5	
			4.6	2.37	7.21	t			
			.000	.014	.000	Sin			
			.58**	.43**	.12	r	Focus on process	Y6	
			7.88	4.96	1.31	t			
			.000	.000	.297	Sin			
.41**	.23*	.45**	r	Results	Y7				
4.36	2.46	4.8	t						
			.000	.033	.00	Sin			

71% total correlations = (15)

n=115 Tabula value by level of significance (t) (0.01) = 2.39

Tabula value by level of significance (t) 67.1 = (0.05)

## 1. The main correlation hypothesis

The present study posited the initial primary hypothesis, which posits that the theory of multi- level leadership is ethically and positively linked to exceptional performance across its various dimensions (including spiritual leadership, ethical leadership, and servant leadership). The subsequent sections provide specific evidence to support this hypothesis.

The first significant correlation hypothesis is supported by the correlations shown in Table

1. The table provides evidence of a positive and statistically significant connection between multi- level leadership theory and excellent performance. The correlation coefficient value for this correlation is (0.53\*\*). The computed t-value was determined to be (4.9), surpassing the critical t-value of (2.3) at a significant level of (0.01).

### **As for the sub-dimensions, the following appeared:**

The sub-variable (spiritual leadership) and each of the other three (focus on workforce, results, and higher leadership) emerged as having a positive significant correlation; the correlation coefficient values are shown in table () as 0.22\*, .53\*\*, and 0.45\*\*, respectively. The calculated value of (t) was (2.45, 7.21, 4.8) respectively, which exceeds the critical value of (2.39) with a significance level (0.01). The results above attest to the fact that both (senior leadership, outcomes) are improved by (spiritual leadership). The obtained correlation coefficient values of (.113, .13, .14, and .12) failed to establish a statistically significant positive association between the sub-variable of spiritual leadership and the remaining variables of strategic planning, customer focus, measurement and analysis, and process focus. in accordance with what the table illustrates. The critical values of (1.67) with a significance level of (0.05) are greater than the calculated value of (t), which was (1.2, 1.7, 1.2, 1.31), correspondingly.

There was a discernible increase in the correlation coefficient values (0.43\*\*, 0.64\*\*, 0.22\*, 0.43\*\*, 0.23\*) between the sub-variable (ethical leadership) and each of the other (senior leadership, customer focus, focus on the workforce, focus on the process, results), as indicated

in table (). The resulting calculated (t) value was (5.23, 8.3, 2.37, 4.96, 2.46), surpassing the tabular values (<1.67) by one level. The previously given results, which are significant (0.05), demonstrate that (ethical leadership) improves each of the following: senior leadership, customer focus, workforce focus, process focus, and results.

Table (2) displays the correlation coefficient values of (.113,.13,.14, and.12) for each of the sub-variables (strategic planning, measurement, and analysis) even though there was no significant association between them. The computed (t) values of 1.43 and 1.45, at a significance level of 0.05, are both less than the tabulated values of 1.67.

<b>Table (2) Analysis of the dimensions effect of multi-level leadership theory variable on excellence performance variable</b>						
responding variable	(P-Value)	(F)	(R <sup>2</sup> )	Constants		explanatory variable and its dimensions
				$\alpha$	$\beta$	
excellence performance (Y)	.001	11.8	.35	0.43	.37	<b>Multilevel leadership theory X</b>
	.101	.08	.12	0.11	0.12	Spiritual leadership (X1)
	.006	8.28	.33	0.39	0.37	ethical leadership (X2)
	.000	19.3	.45	0.59	0.44	Servant Leadership (X3)

- The findings presented in Table (1) indicate the presence of a statistically significant positive correlation between the sub-variable servant leadership and all of the subsequent variables: measurement and analysis, customer focus, strategic planning,.38,



\*\*, .37\*, .36\*\*, .41\*\*, .42\*\*, .58\*\*, .41\*\*; the calculated (t) values were (4.35, 4.21, 4.41, 4.6, 7.88, 4.36) respectively, which are greater than their tabular values of (1.67) at a significance level (0.05). Customer focus, workforce focus, process focus, measurement and analysis, and results.

Based on the data from the previous paragraphs and table (2) observation, it seems that the multi-level leadership theory's dimensions produced (15) positive significant correlations with the excellence performance dimensions out of 21 relationships, or (71%) of the total relationships.

The acceptance of the second main correlation hypothesis is facilitated by this value. This hypothesis posits that there exists a positive and ethical correlation between the multi-level leadership theory and exemplary performance across its constituent dimensions, namely customer focus, measurement and analysis, top leadership, spiritual leadership, ethical leadership, and servant leadership. Prioritize procedure and results.

The second principal hypothesis of the simple effect

The present study formulated the main influence hypothesis, which posits that the multi-level leadership theory has a positive and statistically significant impact on exemplary performance. This main hypothesis gave rise to the following three sub-hypotheses:

- Excellence performance is affected positively and ethically by spiritual leadership
- Excellence performance is affected positively and ethically by ethical leadership
- Excellence performance is affected positively and ethically by servant leadership

The hypothesis was examined using simple regression analysis. Based on this hypothesis, a functional relationship was established between the true value of the response variable (excellence performance), represented by the symbol (Y), and the main explanatory variable (multi-level leadership theory), represented by the symbol (X). The regression equation was linear, as shown below:

$$Y = \alpha + \beta X$$

The values for the regression equation are as follows:

The multi-level leadership theory states that excellence performance equals 0.44 plus 0.39.

Based on the analysis of variance table (1) generated by the computer statistical system (SPSS), the model's significance is determined using the (f) test. The examination of this significance will be presented later.

Based on the findings shown in Table 2, it is evident that the computed value of (f) was determined to be 11.8. This value is above the critical value of 4.9 at a significant level of 0.01 and a confidence level of 99%. Consequently, it can be concluded that there exists a substantial influence of the theory of leadership. The response variable of outstanding performance has a multilayered nature. This suggests that the regression curve effectively captures the association between the two variables. Additionally, Table 2 reveals that the constant (A) is equal to ( $\alpha = 0.34$ ) indicating the presence of a multi-level leadership theory with a value of 0.43, even in the absence of excellent performance. The value of ( $\beta = 0.37$ ), indicates that a modification of (1) in the theory of multi-level leadership will result in a corresponding alteration in excellent performance (0.37.)

Table 2 presents the determination coefficient (R<sup>2</sup>), a descriptive measure utilized to assess the efficacy of the regression equation in estimating values. It quantifies the percentage reduction in errors resulting from using the regression equation. The coefficient value of (.35) indicates that 35.5% of the variance in excellence performance can be attributed to the inclusion of process re-engineering in the model. At the same time, the remaining 0.65 represents the variance explained by factors not included in the regression model. Table 2 presents the statistical significance seen in the output of the statistical system, with a value of 0.001. This finding confirms the significant influence of the multi-level leadership theory on excellent performance. The findings of this study support the second primary

hypothesis, which posits that the multi-level leadership theory has a favorable and substantial impact on great performance.

Regarding the sub-hypotheses, the initial sub-hypothesis was examined using a basic regression analysis. Based on these hypotheses, a functional relationship was established between the actual value of the response variable (excellence performance), represented by the symbol (Y), and the sub-explanatory variables (spiritual leadership, ethical leadership, servant leadership), denoted as (X3, X2, X1) respectively. The linear regression equations were as follows:

$$Y = \alpha + \beta X_1$$

$$Y = \alpha +$$

$$\beta X_2$$

$$= \alpha + \beta X_3$$

The values for the regression equation are as follows:

Excellence performance = 0.11 + 0.12 (spiritual leadership).

Excellence performance = 0.39 + 0.37 (ethical leadership).

Excellence performance = 0.59 + 0.44 (servant leadership).

Based on the findings presented in Table 1, it is evident that the calculated values of (f) for the dimensions of ethical leadership and servant leadership, encoded as (X3, X2) in the aforementioned table, were 8.28 and 19.3, respectively. These values exceeded the critical value of 2.9 at a significant level of 0.05, with confidence limits of 0.95. Consequently, it can be concluded that the dimensions of ethical leadership and servant leadership impact the dependent variable, excellence performance. This suggests that the regression curve effectively captures

The relationship between (X3, X2) and (X3, X2). The impact of spiritual leadership on great performance was shown to be negligible. The computed value of (f) was determined to be 0.08, lower than its critical value (2.9) at a significant level of 0.05, with confidence limits of 0.95. Furthermore, the obtained significant value of 0.101 demonstrates no substantial impact of spiritual leadership on exceptional performance.

Table 1 presents the coefficient of determination ( $R^2$ ) for spiritual leadership ( $X_1$ ), which is

0.12. This indicates that 0.12 of the variability in excellent performance ( $Y$ ) can be accounted for by the spiritual leadership variable. ( $X_1$ ) represents the entries made into the model, whereas (0.88) represents the variance explained by the components not included in the regression model. The determination coefficient ( $R^2$ ) for ethical leadership ( $X_2$ ) is 0.33, indicating that 0.33 of the variation in excellence performance ( $Y$ ) can be explained by the ethical leadership variable included in the model. The remaining 0.67 represents the variance explained by factors not included in the regression model. The determination coefficient ( $R^2$ ) has a value of 0.45, indicating that serving leadership ( $X_3$ ) accounts for 0.45 of the variation in excellence performance ( $Y$ ). This means that 0.45 of the variation in excellence performance is explained by the servant leadership variable included in the model, while the remaining 0.55 represents the variance explained by factors not included in the regression model.

The aforementioned data shows that the first sub-hypothesis, which states (excellent performance is affected positively and ethically by spiritual leadership), has not been fulfilled.

The second and third sub-hypotheses were verified:

- Excellence performance is affected positively and ethically by servant leadership
- Excellence performance is affected positively and ethically by ethical leadership

Fifth: Conclusions and Recommendations:

#### 1. Conclusions:

a) Incorporating spirituality into business is an endeavor to integrate human resources and managerial objectives more efficiently. Management literature operates under the theoretical premise that individuals possess spiritual qualities in addition to biological and psychological ones.

- b) Ethical leadership serves as a potent catalyst for the advancement of values, establishing a moral precedent for personnel, and serving as a paradigm for all that upholds the organization's standing and perception among stakeholders and the general public.
- c) That the leaders who are most capable of achieving the desired goals are those who are most in line with the concept (that the elder of the people is their servant) and not the younger ones.
- d) A significant positive correlation was observed between the sub-variable of spiritual leadership and the aforementioned factors (higher leadership, focus on workforce, and results), with correlation coefficient values of (0.22\*, .53\*\*, 0.45\*\*), respectively.
- e) There was a notable positive connection seen between the sub-variable of ethical leadership and each of the other variables, namely senior leadership, customer focus, emphasis on the workforce, attention to process, and outcomes. The correlation coefficients for these variables were 0.43\*\*, 0.64\*\*, 0.22\*, 0.43\*\*, and 0.23\*, respectively.
- f) The study found a statistically significant positive correlation between the sub-variable of servant leadership and each of the variables of senior leadership, strategic planning, customer focus, measurement and analysis, focus on the workforce, focus on the process, and results. The correlation coefficient for this correlation was determined to be .38. The values are as follows: .37\*, .36\*\*, .41\*\*, .42\*\*, .58\*\*, and .41\*\*, respectively.

## 2. Recommendations:

- a) Work to enhance the modern leadership patterns of Zain Telecom Company, as it has proven its positive signs by adopting and working with it.
- b) Spreading the culture of commitment and belonging to Zain by the leaders working in this company and showing everything that adopts these positive cultures.
- c) Strengthening the bonds of cooperation between leaders and employees in Zain Company in particular, and Iraqi companies in general, to avoid conflicts between

employees and work, and to provide an atmosphere of creativity and excellence in performance.

d) Although there are strong correlations between the paragraphs on leadership and excellent performance in Zain, it still needs to adopt such cultures among the company's leaders and employees.

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