

"STRATEGIC LEADERSHIP AND THEIR EFFECT ON MANAGING ORGANIZATIONAL CHANGE" : CASE STUDY ZARQA UNIVERSITY

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ABSTRACT

This study Seeks to identify the effects of strategic leadership on managing of the organizational change in Zarqa University , The (population) of the study is the staff of Zarqa University , random sample covers staff and managers who have the ability to provide useful information for the study, were distribute (60) questionnaire in order to achieve the objectives of the study , the study finds that there is an effect of strategic leadership on managing the organizational change in Zarqa University, also there is an effect of creative & transactional leadership on managing the organizational change in Zarqa University, while there is not an effect of transformational leadership on managing the organizational change in Zarqa University , The researchers recommends relying on what has been reached from the results : The need to organize seminars and meetings involving workers at the university until they are familiarize them to the concept and importance of change in organizations. In addition, the need to intensify efforts to the attention of transformational management practices to increase their impact in contributing to the administrative change at the university.

Key words: Strategic Leadership, Organizational Change and Zarqa University

1. Introduction :

The transformations rapid and complex changes, which take place in the surrounding environment organizations, Has included all areas of economic, political and technological, social and cultural, and of these changes the strong competition, information and technology revolution , globalization ,scarcity of resources and the emergence of competitive advantage, To achieve a competitive advantage in light of these challenges required the organizations to depend on strategic leadership , which seeks to form a strategic thinking leads the organization to achieve its objectives within available resources. And hence appears the importance of strategic leadership in the organization, where the organization is pursuing strategic thinking has the capability to strategic planning, which enables it to develop its products and services and maintain the quality. Strategic leader plays a role where he participates innovative thinking which form a flexible and strategic direction to achieve competitive advantage, which depends on the ability of the strategic leadership in guidance and utilization human capacity around the work in the organizational culture prevailing in the organization. Not forget that organizations have always in the case of expansion, growth , contraction, Receding and living in a state variable, but the organizations in our present experiencing environmental changes radically and rapidly has not seen before in terms of both quantity and type and speed environment like what is described environmentally troubled and change surrounding organizations .

This puts many challenges and requirements of either managers and officials of various organizations may not confront before how manager can meet these challenges and how they can adapt to these changes and keeps the continuity of the organization and its prosperity and strong growth among them any influences that surrounded.

Jordan as part of the global environment is affected by and affects, is see shifts and different environmental changes affect the public and private organizations alike, so this study came to address the impact of strategic leadership on managing the organizational change in Zarqa University.

1.1 The Problem:

this study try to find strategic leadership practically affection on the organizational change in Zarqa University to under stand transformational, transactional and creative leadership on managing organizational change. The problem of study Illustrated by major study question: What is the effect of strategic leadership on managing the organizational change in Zarqa University?

1.2 The Importance:

The importance of this study comes from the importance of the subject matter covered and is reflected as follows:

- 1- (highlighting the impact of strategic leadership managing the organizational change in Zarqa University)
- 2- contribute to strengthening the strategic leadership impact on managing the organizational change in Zarqa University
- 3-provide a set of proposals that contribute to the promotion of future studies in the study of strategic leadership impact on managing the organizational change.

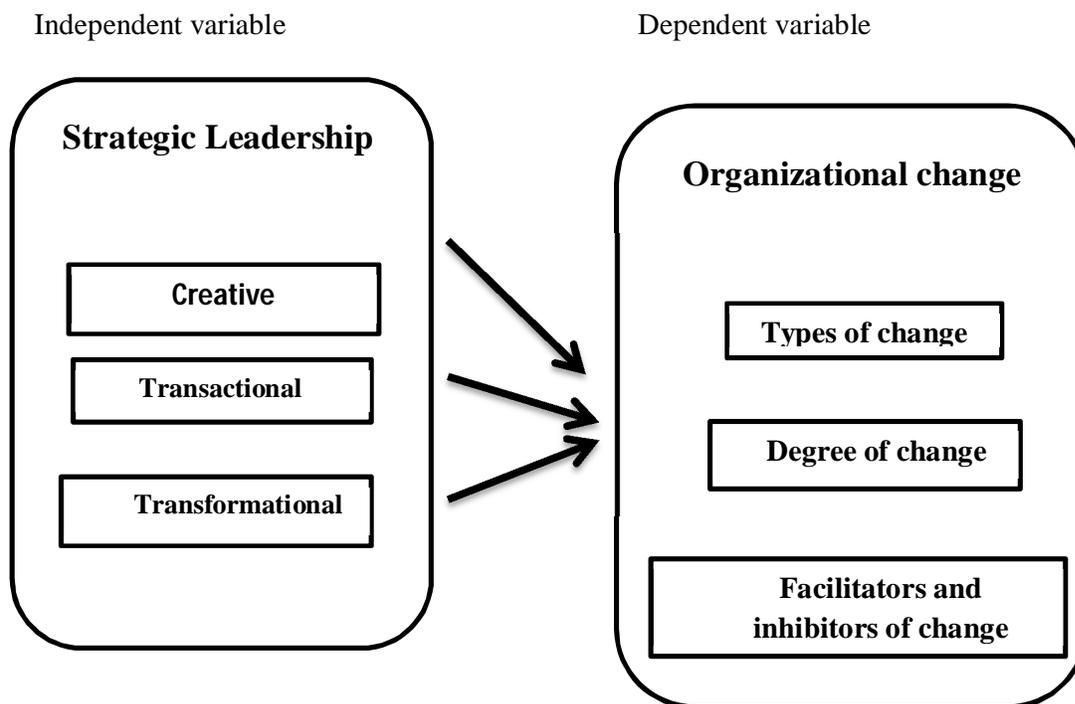
1.3 Literature Review

This section trying to review the most important studies addressed the topics of strategic leadership and managing organizational change , which reviewed by the researcher as follow :

(Ussahawanitchakit, 2012) studied the impacts of organizational learning and strategic leadership on competitive advantage of electronics businesses in Thailand via competitive environment as the moderator. The results of study shows that organizational learning has a significant positive relationship with strategic leadership. And , strategic leadership has an important positive association with competitive advantage. For the moderating effects, competitive environment negatively moderates the organizational learning-strategic leadership relationships and the strategic leadership-competitive advantage relationships. (Memon, et al ,2009) tried to provide some innovative ideas for the organizational leadership by determined the significance of human capital in organization's Performance. He found that completely conceptual of models and performance measuring technique may guide the leadership of the organization to utilize the human capital efficiently and effectively for creating and sustaining competitive advantage. (Navickaitè, 2013) examined a school principal's transformational leadership while implementing organizational changes in a school which need transformational leadership how must accept change and developing. (Fisher, 2005) concentrated on time of change affection and human resource effectively and efficiently to success changing to be useful .(Peus, etal, 2009) discussed the variables that have been identified as success factors for organizational change initiatives. He found that the most effective in leading organizational change transformational leadership style which includes the communication of an overarching vision and challenging goals as well as the provision of individualized consideration and support. (Shere, 2005) studied the leadership actions required to implement process improvement, which involves changing an organization's culture. (Davies & Davies,2010) tried to understand nature and dimensions of strategic Leadership. He made model of a Sustainable strategically focused school. This model includes strategic processes and approaches But it is driven by strategic leadership.

Research model

Conceptual model



2. Conceptual Framework of study

This section gives an overview of different contribution in literature associated with the concept of strategic leadership. It also presents description of strategic leadership styles or dimensions. As well, it presents an explanation of managing organizational change . Furthermore, it is concerned with describing the role of strategic leadership as a success factor to achieving organizational change for the organizations. Finally, it describes the dimensions organizational change as reviewed in the Literature. The factors explanation up to studies which are shown as follow:

(Davies and Davies,2010) explained strategic leadership means: of linking this wide activity to shorter-term operational planning, and thus imbuing the responses to immediate events with elements of the value system and the longer-term strategic direction. Strategic leadership is, so that , defining the vision and moral purpose and translating them into action. It is a means of building the direction and the capacity for the organization in order to achieve that directional change. As (NosheenSarwat ,etal ,2011) clarify That Leadership style depends on three points, Autocratic, participative and laissezfaire. In autocratic leader make the decision and tell team members to what to do, in other words Authoritarian leaders give a clear expectation for what needs to be done, when it to be done and who it should be In participative leadership, leader make the decision himself either asks to team members what to do ,Participative leaders encourage to group members to Participate In laissez fair leader make their decisions himself he can't take idea to other members. Leader focuses on how to define the future to the followers and moves them towards it. (Eghdamy ,2013) the process of informed individuals or groups to a discontinuous change in the status and functions of the organization as a whole. through words and actions Transformative leaders, are changing the organization and Have a lot of influence among their followers. This will happen when leaders lead, followers have to raise interest, Their goal is to inform and to encourage them to think beyond individual interests. This type of leadership is based on idealized influence, intellectual encouragement, motivation and inspiration, individual consideration takes place. The researcher conclude that the transformational leadership mean The ability to transfer subordinates of transformational shift, so that sets high goals and high standards of performance, and at the same time show high confidence in their abilities to reach them. (Jansen et al ,2009) focuses on the development of human capital to create the right environment in the organization and expanding organizational knowledge and the creation of new ideas and creations . And creative leadership is composed of four dimensions: personal characteristics, properties Thinking, And the ability to motivation and influence on the ideas of others . The (Marki, 2010) sees that creative leadership is leadership that are interested to collect and develop ideas and develop the use of technology, strategic leadership is also focused on the development of human capital and intellectual, and the ability to create a perimeter supports the organization .is a leadership that encourages the individual to innovate and evaluate the performance of the individual and his responsibilities in a clear way and explained, also supports the important achievement and create an atmosphere encouraging innovation and exploratory research. Organizational change as defined by (Ozsoy&Vayvay ,2012)is an empirical observation in an organizational entity of differences in shape, quality or state over time after the deliberate entering of new ways of thinking, acting and operating The general aim of organizational change is an adaptation to the environment or an improvement in performance Organization , organization change involve technology change, product change, administrative change and human resource change as theory indicates. (Austin &Claassen ,2008) shows the main types of change are administrative (process) where refer to the organizational structure and administrative processes (mainly occurring at the management level and less at the basic work activities of the organization) and technical (product), that changes in products, services, production, or process technology and affect the work activities of the organization. (Austin &

Claassen,2008) stated two major degrees, fundamental departure from existing practices (radical reorientation, non-routine, ultimate, core, transformative, and high risk) and minor adjustments to existing practices (routine, instrumental, peripheral, incremental, and low risk). (Austin & Claassen,2008) showed facilitators and inhibitors of change as successful adoption of change in an organization includes the following characteristics: 1) simplicity of the change, 2) degree that it is similar to previous practices, 3) advantage of change is clearly articulated and understood (e.g., improved outcomes, increased financial gains), 4) rolled out in stages or small steps, and 5) readily observable to those being asked to implement the change.

3. Hypothesis testing:

The population of the study the staff of Zarqa University (from the middle, first line management & employee), as a university is an organization that demonstrate Strategic Leadership and shows how to achieve organizational change , Compared with other universes & organizations , which helps to conduct the study. The random sample cover staff and managers who have the ability to provide useful information for the study, were distribute (60) questionnaire in order to achieve the objectives of the study.

Show the problem of autocorrelation in the model if Views neighboring interconnected, which will affect the validity of the model, as it will result in the impact of independent variables on the dependent variable significantly as a result of that link, and to verify the existence of this problem models test was used Durbin Watson and range in value this period between (0-4) Recalling the value close to 0 to a strong positive correlation either score near 4 indicate a strong correlation negative, while the optimal result is between (1.5-2.5) and by referring to the absence of self-correlation between neighboring values of the variables. And has been tested autocorrelation to study model, and showed the following results:

Table (2.13)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.765(a)	.585	.560	.39551	1.618

From the results of the previous analysis we note that the value of the Durbin Watson fall within the statistical area (1.5-2.5) and thus we conclude lack is no Self-correlation Between the independent variables of the study and therefore the validity of the model. from the above note the lack of self-correlation problems , In addition to the normal distribution of the data, and of its move on to the next phase of testing and the study is to test the hypotheses.

Test hypotheses about the impact of strategic leadership in the management of organizational change:

to study the effect of variables strategic leadership on organizational change, the researcher used a multiple regression model for the study of this effect, as can build a mathematical model of the previous relationship as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

That's where:

Y: the dependent variable.

a: constant limit,

x1, x2, x3, x4: independent variables (creative leadership , transformational leadership , transactional leadership)

e: random error.

The following tables indicate the results of multiple regressions testing, and so on as follows:

Table independent variables introduced in the regression equation:

The table to the independent variables that entered the regression equation (creative leadership , transformational leadership , transactional leadership), and the variables that were excluded from entry into the equation, also refers to the method used and the regression is Enter where the program It turns out that the enter all the independent variables in the multiple linear regression equation.

**Variables Entered/Removed
(Table 2.14)**

Model	Variables Entered	Variables Removed	Method
1	creative leadership , transformational leadership , transactional leadership	.	Enter

The results of correlation coefficients for the multiple regression models:

As shown next table represents the results of correlation coefficients for the multiple regression models:

**Model Summary
Table(2.15)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765(a)	.585	.560	.39551

Summary table model (Model Summary) Table show values of correlation coefficients of the three that have been calculated for the regression model estimated are: simple correlation coefficient (R) in terms of (0.765) and the coefficient of determination (R-Square), which is equal to 0.560, which means the independent variables was able to explain 0.560% of changes in the dependent variable and the rest is due to other factors. Moreover, the appointment of error estimation Std. Error of the Estimate value (.39551) and that whenever less means there is less error of the model.

Total significant test for the regression model:

Table presents the results of analysis of variance ANOVA model to test the significant test:

**ANOVA
Table (2.16)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.803	3	3.601	23.021	.000(a)
	Residual	7.665	49	.156		
	Total	18.468	52			

ANOVA table represents analysis of variance and who can know the validity of the model and relying on statistical F.

H0: Multiple regression model not significant

H1: regression model significant.

As shown by the analysis of variance table to test the high moral F calculated as amounting to (23.021) at 3 degrees of freedom probability value (0.000) and is less than the specified value (0.05) and is what confirms the high explanatory power of the multiple regression model From the statistical aspect. And thus the null hypothesis is rejected and accept the alternative hypothesis are: The regression model significant , and therefore no effect of the independent variables on the dependent variable, as interpreted by the independent variables were (23.021 %) of the variance in the dependent variable.

**Coefficients
Table (2.17)**

Model		Un standardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.263	.358		3.531	.001
	Creative	.364	.098	.442	3.704	.001
	Transformati	-.082	.107	-.091	-.774	.443
	Actional	.327	.091	.465	3.578	.001

Discuss the results of testing hypotheses:

Firstly - constant Significant test:

When examine the Significant the constant limit that calculated and listed in the table Coefficients, we find that it is equal to 0.001 and is less than the level of testing the null hypothesis 5% that put up acceptable to reject or accept the null hypothesis , which states that the value of the constant is equal to 0, and thus by rule that rejecting the null hypothesis if the level of significance test is less than the level of significance hypothesis, we reject the null hypothesis and accept the alternative, which states that the value of the constant is not equal to 0, and thus the constant limit Significant

Secondly - Test main hypothesis : There is no statistically significant effect at significance ($\alpha \leq 0.05$) of strategic leadership on managing the organizational change in Zarqa University.

Clear From the statistical results presented in Table (Model Summary & Anova) existence of the effect statistically significant at the level of ($\alpha \leq 0.05$) for the independent variable (strategic leadership) in the dependent variable (organizational change), of study sample, where the value of R Square has reached (0.585) level of significance (0.000), which is less than 5% Which requires the rejection of the null hypothesis accept the alternative hypothesis, which states that there is effect of strategic leadership on managing the organizational change in Zarqa University

Thirdly - the test of the first hypothesis:

H0: There is no statistically significant effect at significance ($\alpha \leq 0.05$) of creative leadership on managing the organizational change in Zarqa University.

Through the table note that the value of factors T has reached (3.704) , level of significant (0.001) and is less than 5% and thus the null hypothesis is rejected and acceptance of alternative which provides that there is effect of creative leadership on managing the organizational change in Zarqa University And therefore any increase in the value of creative leadership factor (one value) will result in an increase in the organizational change of the value of (0.442) .

fourthly: the test of the second hypothesis:

H0: : There is no statistically significant effect at significance ($\alpha \leq 0.05$) of transformational leadership on managing the organizational change in Zarqa University.

Through the table note that the value of factors T has reached (-.774) , level of significant (0.443) and is more than 5% and thus the null hypothesis is accepted which show that there is no effect of transformational leadership on managing the organizational change in Zarqa University

Fifthly: the test of the third hypothesis:

H0: There is no statistically significant effect at significance ($\alpha \leq 0.05$) of transactional leadership on managing the organizational change in Zarqa University.

Through the table note that the value of factors T has reached (3.578) , level of significant (0.001) and is less than 5% and thus the null hypothesis is rejected and acceptance of alternative which provides that there is effect of transactional leadership on managing the organizational change in Zarqa University . And therefore any increase in the value of transactional leadership factor (one value) will result in an increase in the organizational change of the value of (0.465)

4. Conclusion:

From the previous discussion of hypothesis testing we conclude the following:

1. That there is effect of strategic leadership on managing the organizational change in Zarqa University
2. There is effect of creative leadership on managing the organizational change in Zarqa University
3. That there is not an effect of transformational leadership on managing the organizational change in Zarqa University
4. There is an effect of transactional leadership on managing the organizational change in Zarqa University

5. Recommendations:

The researchers recommends relying on what has been reached from the results to the following:

1. The need to organize seminars and meetings involving workers at the university until they familiarize them to the concept and importance of change in organizations.
2. The need to intensify efforts to the attention of transformational management practices to increase their impact in contributing to the administrative change at the university
3. The need to encourage the university for individuals to effect change through incentives System.

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