



Inspirational leadership and its role in enhancing strategic sovereignty An analytical study of the opinions of a sample of administrative leaders at Al-Ain Iraqi Private University

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Abstract. *Abstract: The current study aims to identify the role of inspirational leadership in enhancing strategic sovereignty, as well as to determine the level of interest of the university under study in this leadership style. Inspirational leadership was adopted as the independent variable, with its dimensions of employee empowerment, self-confidence, change management, and strategic orientation. Strategic sovereignty was considered the dependent variable, with its dimensions of sphere of influence, competitive pressure, and competitive structure. The study stemmed from a central problem represented by a number of questions that aimed to explore the nature of the relationship between its variables in the field. The most prominent question was: To what extent does inspirational leadership contribute to enhancing strategic sovereignty at the university under study? To achieve the study's objectives, Al-Ain University in Iraq was chosen as the field of application. A survey was conducted among a sample of administrative leaders at the university's headquarters in Nasiriyah, Dhi Qar Governorate. The study relied on a questionnaire as the primary data collection tool. The sample size was determined to be 100 administrative leaders out of a total study population of 134. A total of 120 questionnaires were distributed, and 102 were returned and deemed valid for statistical analysis. Two main hypotheses were tested to examine the correlation and influence relationships between the study variables using the SPSS version 27 statistical software. The findings indicated a significant role for inspirational leadership in enhancing strategic sovereignty, and that this leadership style enjoys a high level of attention from the administrative leaders at the university under study. The study concluded with several recommendations, most notably the need to promote and more effectively implement inspirational leadership practices, given their fundamental role in supporting strategic sovereignty and achieving the university's goals. The study also recommended developing the capabilities of administrative leaders and enhancing their participation in strategic decision making, as well as improving the work environment to contribute to raising the level of institutional performance. Furthermore, the study emphasized the importance of strengthening strategic directions and developing the university's competitive capabilities, enabling it to meet environmental challenges and achieve excellence and sustainability in its performance.*

Keywords: *Inspirational leadership, strategic sovereignty, Al-Ain Iraqi Private University*

1. INTRODUCTION

The continuously changing business environment and growing competitiveness are driving fundamental changes in contemporary management theory. As a result, new ideas have emerged that companies use to improve their competitiveness and survival. One of the most well-known of these is the idea of strategic sovereignty, which represents an organization's capacity to carve out a

distinctive and long-lasting place for itself in its competitive environment by making effective use of its resources, creating distinct advantages that are hard to replicate, and guaranteeing long-term performance continuity. The pressures of globalization, technical improvements, and growing stakeholder expectations have made achieving strategic sovereignty an organizational need rather than a choice. Inspirational leadership stands out as a key component in this situation that has the potential to significantly improve organizational performance. It is predicated on having a good impact on workers by establishing a common vision, building trust, empowering and inspiring people, and encouraging innovation and positive change. Inspirational leadership is a motivating factor that helps focus human energies on accomplishing strategic objectives and supports the organization's strategic direction in accordance with sustainability and sovereignty criteria. This topic is especially important in Iraqi higher education, especially in private universities, which must contend with a number of difficult issues, such as fierce competition, the need to raise the caliber of academic and research outputs, the necessity to increase public trust, and the ongoing pursuit of a strong competitive position. Because universities are knowledge-based organizations that mostly depend on human capital and the skill of their leaders, it is crucial to research the function of inspirational leadership in promoting strategic autonomy. The purpose of this study, "Inspirational Leadership and its Role in Enhancing Strategic Sovereignty: An Analytical Study of the Opinions of a Sample of Administrative Leaders at Al-Ain Private University in Iraq," is to measure the degree to which inspirational leadership influences the advancement of strategic sovereignty within the university in question. A questionnaire was used to survey a sample of administrative leaders as part of the study's descriptive-analytical methodology. This method makes it possible to comprehend the current status of leadership practices and how they affect the achievement of strategic sovereignty.

2: Literature Review

2-1 Inspirational Leadership

2-1-1 The concept of Inspirational Leadership

One of the most well-known leadership philosophies is inspirational leadership, which is distinguished by its captivating attributes and individuality. It gets its name from the idea of inspiration, which describes a power that is hard to pin down and is seen as intangible. This style of leadership is associated with the personality and persuasive traits of the leader that draw followers. The leader shows up as a noteworthy individual with creative ideas who can solve issues, get over challenges from staff members, and inspire them to keep contributing and growing.. Inspirational leadership significantly contributes to fostering a love of work, increasing loyalty, and creating a sense of satisfaction with the proposed directions. Its impact extends to organizational systems at all management levels, leading to improved performance and excellence within the organization.

(Khataibeh & Al-Abderuhman, 347: 2022) .(Joshi & Liao: 2009:241) indicated that inspirational leadership, a sub-component of transformational leadership, focuses on conveying a clear and impactful vision to the team, fostering trust among its members, and motivating them to work actively and enthusiastically. This approach is particularly suitable for building social bonds within the team, positively impacting its overall performance by providing a shared vision. An inspirational leader helps establish unified collective goals, while expressing trust in team members enhances the group's standing and self-esteem. Furthermore, the leader's motivation of team members leads to increased positive interaction among them. Inspirational leadership is closely linked to building a collective identity, as it focuses on the shared mission and collective values, rather than the individual qualities of the leader.(Mahmoud & El Gamal ,2017: 56) state that an

inspirational leader is one who can formulate a shared vision and motivate others through influence and persuasion. This leader inspires their team through effective verbal and nonverbal communication, leveraging the surrounding environment, and developing innovative methods. They are also characterized by active listening, a deep understanding of situations to achieve specific goals, a comprehensive view of workflow, the ability to capture practitioners' attention, the reinforcement of positive behaviors through social support, the provision of constructive feedback, and the ability to differentiate between their current behavior and what needs to be done to ensure the desired results.

2-1-2 Dimensions of Inspirational Leadership

By reviewing numerous previous studies, the researcher found a diversity of opinions among authors and researchers regarding the dimensions of inspirational leadership. However, most of these opinions revolve around four fundamental dimensions that constitute the core of inspirational leadership: employee empowerment, self-confidence, change management, and strategic direction. Therefore, the current study will rely on these four dimensions, as they are also appropriate to the field of study.

1-Employee Empowerment:

The term "empowerment" is derived from the word "power," which emerged in social psychology through the development of managerial and leadership roles within organizations. Empowerment refers to a process of awareness that enables employees to participate more broadly in decision-making, negotiation, and influencing relationship patterns. It includes granting them the authority to make decisions related to their tasks, providing continuous opportunities for learning and training, and promoting the exchange of knowledge and experience among them. Empowerment also includes instilling confidence in their abilities and potential, and encouraging creativity and innovation within the organization. It is also the leader's ability to grant employees clear authorities or roles that enable them to express their opinions about the nature of the work, empower them to influence the final results, and enable them to meet their needs in the work environment while ensuring the development of their performance and the optimal utilization of their expertise. (Al-Maliki & Rawah, 2025: 2255)

(Jassim & Al-Abbasi, 2022: 35) The concept of empowerment is not a modern one and has gone through many stages to reach its current form as a result of the development and accumulation in management thought since the twentieth century and its initial crystallization in contemporary management literature and in the practices of some Western organizations. The term originated in Western civilization. (Al-Dajani, 2024: 972) added that inspirational leadership empowers employees by granting them a portion of its authority and supporting them in ways that enhance their independence. The inspirational leader also strives to develop employees' capabilities, enabling them to be creative, make sound judgments, and act independently in various work matters. Furthermore, the leader ensures their participation in work-related decision-making, which positively impacts their job performance and contributes to achieving the organization's goals efficiently.

2 - Self-confidence

Self-confidence is one of the most important dimensions of inspirational leadership. It enables the leader to deal with and solve problems effectively, making him a source of inspiration for his followers. Self-confidence is a fundamental path to success in all aspects of life and a basic pillar of the well-rounded individual. Fear, hesitation, and self-doubt represent the beginning of the path to failure, no matter what one's goals are. Whoever sees only limitations and obstacles will find it difficult to achieve his ambitions. The leader's self-confidence is manifested in his awareness of his

potential and latent abilities, his wise actions, his ability to invest his strengths and rely on himself, and his ability to overcome his weaknesses while maintaining his self-respect. (Jassim, & Al-Abbasi, 2022:34)

(Mai & Muhammad, 2025:453) indicated that self-confidence is a positive value when it stems from an individual's awareness of their God-given abilities and potential, and that developing self-confidence contributes to building a strong personality capable of facing various situations. However, a lack of awareness of one's abilities or a lack of confidence in their existence leads to the emergence of a weak personality incapable of making and implementing decisions.

3- Change Management

Change is a pivotal issue for both organizations and countries. It is an inevitable necessity in organizational and administrative processes to ensure success and continuity in the business world, on the one hand, and to keep pace with the rapid developments and transformations in the external environment, on the other. This requires a leadership style capable of creating the appropriate organizational conditions and climate for the success of change efforts and the achievement of their objectives. (Rashid et al., 2022:11)

(Ibrahim & Ali 2024:308) believe that change management refers to the leader's ability and skill in designing and implementing programs aimed at changing, developing, and renewing the organization's structure, processes, strategies, or culture, including the technology used, employee behaviors and capabilities, or all of these aspects. Although change is necessary and inevitable for the organization's progress and development, it often faces significant resistance from employees. This is where the role of the inspiring leader comes in, capable of managing this resistance by convincing subordinates that change is gradual and necessary for progress. As a result, the problem of change resistance arises within the organization, as some employees tend to reject change, making it essential for the organization to continuously develop and innovate.

4- Strategic Orientation

Strategic orientation is the cornerstone of any organization's success. It is the path organizations rely on to achieve their desired future vision. It has become an essential task for an inspiring leader to manage their work strategically and clearly, especially in a dynamic environment full of changes and uncertainty. This necessitates making strategic decisions to ensure the organization's future. By adopting a specific strategic orientation, an organization can formulate its strategic goals precisely. This orientation also enables senior management to understand the organization's objectives, define the scope of its external activities, and identify the beneficiaries of its services clearly and systematically. (Rjah & Abdullah, 2020: 319)

(Jassim & Al-Abbasi, 2022: 33,) add that an inspiring leader is characterized by possessing a vision that they strive to develop in collaboration with their followers, along with an effective long-term plan to achieve it. Strategic orientation is defined as the leader's ability to accurately predict what will improve the organization's current situation. Vision is a fundamental characteristic of inspiring leaders, as it clarifies the future the leader seeks to achieve for their organization. This future vision represents the organization's future direction and course of action, providing it with a framework. Long-term contribution to planning and achieving its strategic goals.

2-2 Strategic Sovereignty

2-2-1 The concept of Strategic Sovereignty

Richard D'Aveni was the first to use the term "strategic sovereignty" in the business field. He believed that organizations that strive to expand their influence through continuous development and growth establish a strong foundation for strategic sovereignty. The greater an organization's power and influence, the stronger its ability to achieve strategic sovereignty. From this perspective,

large organizations seek growth and diversification to become leaders in their respective fields. D'Aveni also emphasizes that achieving this requires managers to have a deep understanding of the business environment, build sustainable and collaborative relationships with customers, and focus on innovation and future development rather than clinging to traditional practices or dwelling on the past. Adopting the best strategic approaches in practice emphasizes the significance of agile strategies, which help businesses increase their market position and dominance while achieving notable gains and profits. In spite of the risks and difficulties involved, they must continue to investigate new prospects and promising sectors while moving past past glories and maintaining their current strengths. This improves their capacity to lead and adjust in a dynamic business environment. (DAveni & Cole ,2001: 27)

(Al-Taie and Al-Hadrawi :2021: 5080) emphasized that the idea of strategic sovereignty is connected to domination and control and offers a framework for establishing the norms of competition. An organization with strategic sovereignty defines its rules through strategic gap models and considers its strategy based on its core capabilities, such as market share, product portfolio, operational excellence, and delivering unique value to customers. This concept does not replace these tools but rather integrates them to achieve sustainable superiority. The foundation of sovereignty rests on core capabilities operational excellence and exceptional value, but these alone are insufficient Long-term success requires balanced strategic forces that promote continuity, innovation and efficiency for the organization the industry and society.(Abdulkareem ,2022: 148) defined strategic sovereignty as operational structures aimed at mapping the organization's sphere of influence, identifying and enhancing its relative power, and defining the organization's strategic intent for each part of this sphere.

2-2-2 Dimensions of Strategic Sovereignty

The current study relied on the strategic thought adopted by Professor (D'Aveni, 2001) in determining the dimensions of strategic sovereignty. Also, when the researcher reviewed the research and literature that dealt with the subject of strategic sovereignty, there was an agreement among most, if not all, researchers on three dimensions of strategic sovereignty (sphere of influence, competitive pressure, competitive structure).

1- Sphere of Influence

The sphere of influence represents the core of strategic sovereignty. It is the geographical portfolio through which public organizations deliver their services. This sphere focuses on the organization's area of operation and the local community it serves. By examining local environmental expectations and competitive constraints pertaining to performance and quality while considering the integration of these two criteria, this idea can be comprehended. Therefore, the sphere of influence is the starting point that links every component of the surrounding working environment rather than just a collection of fundamental skills. By utilizing common skills, achieving economies of scale and breadth, and organizing the sphere to support the organization's operational environment, this is accomplished. (Mad loul , 2023:260)

(Al- Fatlawi Et al. 2020:31) claim that one way to achieve strategic sovereignty is through an organization's extensive product portfolio within its geographic reach. This is achieved by creating a distinct future vision and allocating resources wisely to expanding the product line. The goal is to ensure the sustainability of excellence and leadership by keeping up with, mitigating, and even surpassing the threats and competitive difficulties presented by rivals.(Aba zeed, 2022:326) showed that businesses need to have adaptable and efficient methods to stay up with the market's constant changes. This will allow them to recognize new possibilities and create a powerful, networked

sphere of influence. The markets that fall under its purview must be preserved and safeguarded because this sphere serves as the organization's geographical portfolio.

2- Competitive Pressure

Competitive pressure represents a deliberate and observable movement by an organization towards its competitors, through which business organizations aim to enhance their position and competitiveness in the market. (Azhar, 2024: 175). On the other hand, (Al-Fatlawi et al. :2020: 31) indicated that competitive pressure is a continuous series of intense competition between business organizations, usually measured by each organization's market share within its sector.(Al-Yasiri :2025: 216) also emphasized that competitive pressure represents a set of actions and reciprocal reactions between organizations within similar sectors, affecting their performance and driving them to modify their strategies to ensure continuity in the competitive environment.also pointed out... (Muñoz et al. 2021:) argue that competitive pressure arises from continuous competition between organizations within an industry, and is achieved through a dynamic management process that includes interaction between the industry and various stakeholders, such as customers, suppliers, managers, creditors, and competitors in the market, with the aim of enabling the organization to present itself to society as an entity capable of meeting consumer needs better than its competitors.

3- Competitive Building

This serves as the entry point to spheres of influence where strategic supremacy over rival forces can be attained. Creating a dedicated and driven workforce that works with and keeps clients is the aim of excellent competitive building. Because of this, companies must use contemporary methods in the competitive construction process in order to maintain their size, effectiveness, and critical resources. The ability of a business to successfully combine its resources and talents in an effort to create value-added competencies that are challenging for rivals to imitate is commonly characterized as competitive building, which is connected to creating a competitive advantage.. (Mohammed, & Mohammed, 2021:4747) Furthermore, building a competitive organization involves studying and analyzing competitors The last aspect of the external environment that needs in-depth investigation and analysis is the competitive environment. Since every company engages in direct competition with other companies in the market, this approach focuses on gaining a deeper understanding of competitors... (Al-Zu'bi, 2017:1242)

3- Materials and Methods

3-1 Materials

The researchers main instrument for the study's practical, applied component was the questionnaire. Its goal was to gather the information required to test the research hypotheses, address the research questions, and accomplish the goals of the study. The 35 items on the questionnaire were divided between the two study variables: 20 items were used to gauge inspirational leadership, and 15 items were used to gauge strategic sovereignty.

The questionnaire was approved after being reviewed by a group of specialized experts and referees to ensure its scientific suitability and accuracy in measuring the study variables.

3-2 Methods

A crucial stage that directly affects the validity and accuracy of the findings as well as the practical testing of the study hypotheses is choosing an appropriate study site and identifying the target group. Accordingly, Al-Ain University in Dhi Qar Governorate, Iraq, was chosen as the most appropriate location to conduct this study within a real-world environment representing the private sector in Iraq. To determine the appropriate sample size, the following equation was used, which was referred to by (Thompson, 2012:59) for determining the appropriate sample size, as follows:

$$n = \frac{N \times p (1 - p)}{\left[\frac{N - 1}{N} \times \left(d^2 \div z^2 \right) \right] + p (1 - p)}$$

n: Represents the total size of the target population.

Z: The standard value corresponding to a confidence level of 0.95, which equals 1.96.

d: The acceptable margin of error, which is 0.05.

p: The estimated availability of the feature under study, assumed to be 0.5.

Based on this, it was found that the optimal sample size is (100) leaders from the upper and middle leadership. The researcher distributed (120) questionnaire forms directly and randomly, and only (102) forms were returned that were valid for the purpose of statistical analysis. The study sample also included a set of demographic characteristics of the respondents, represented in (gender, age, academic qualification, years of service, and leadership position), which are considered among the basic elements of great importance in the university under study.

4-Results

4-1. Descriptive Analysis of Study Variables

A key technique for determining the scope of the research variables within the university community under inquiry is descriptive analysis. Based on a collection of descriptive statistical indicators, it provides an overview of the sample members' attitudes and reactions to the primary and secondary variables. This kind of analysis helps provide an accurate quantitative description of the data and helps the researcher better understand the characteristics of the sample's behavior. To do this, a number of descriptive indicators were used, most notably the arithmetic mean, which shows how responsive the sample members were to the variables being studied, and the standard deviation, which shows how dispersed the values were around their arithmetic mean.

1- Descriptive Statistical Analysis of the Inspirational Leadership Variable

The results, presented in Table (2), revealed the level of interest shown by the study sample in these characteristics, as well as their applicability and seriousness in practice, in the descriptive statistics and final ranking of the dimensions of the inspirational leadership variable. The strategic orientation dimension ranked first with a mean of (4.24), a relative importance of (0.84), and a standard deviation of (0.59). The employee empowerment dimension ranked second with a mean of (4.15), a relative importance of (0.83), and a standard deviation of (0.58). The self-confidence dimension ranked fourth with a mean of (4.11), a relative importance of (0.82), and a standard deviation of (0.69), while the change management dimension ranked third with a mean of (4.12), a relative importance of (0.82), and a standard deviation of (0.65). This ranking reflects the extent to which the study sample is interested in the dimensions of inspirational leadership. It is clear that the strategic orientation dimension has the highest priority, followed by employee empowerment, then change management, and finally self-confidence, reflecting the practical importance of these dimensions in promoting inspirational leadership practices at the university under study.

2- Descriptive Statistical Analysis of the Strategic Sovereignty Variable

The results, presented in Table (3)The descriptive statistics and final ranking of the dimensions of the strategic sovereignty variable reflect the extent to which the study sample members are interested in these dimensions and their relevance and seriousness in practice. The sphere of influence dimension (Y1) ranked first with an overall arithmetic mean of (4.39), relative importance of (0.88), and standard deviation of (0.53), indicating a clear understanding of this dimension by the sample members and the similarity of their responses. The competitive pressure dimension (Y2) ranked third with an arithmetic mean of (4.15), relative importance of (0.83) and

standard deviation of (0.66), while the competitive structure dimension (Y3) ranked second with an arithmetic mean of (4.27), relative importance of (0.85), and standard deviation of (0.67), demonstrating the high availability of these dimensions among the sample members. The final ranking of the dimensions in relation to the strategic sovereignty variable is as follows "(Sphere of influence, competitive structure, competitive pressure)" which represents each dimension's practical priorities and the degree to which it influences raising the university's level of strategic sovereignty.

4-2 Testing the Main Hypothesis

1 – Correlation Between Study Variables

The results, presented in Table (4)By analyzing the relationship between the independent variable (inspirational leadership) and its many dimensions, each separately, and the dependent variable (strategic dominance) at the overall level, this section seeks to assess the correlation relationships between the study variables. The purpose of this analysis is to ascertain the direction and degree of the link between the research variables. In order to do this, the researcher measured the degree of link between the variables using a correlation matrix with a straightforward correlation coefficient (Pearson's coefficient). The significance of these relationships was also tested based on the significance level assumed by the researcher, which is (0.05). A relationship is considered statistically significant if the significance level value is less than this threshold.

The first main hypothesis (There is no statistically significant correlation between inspirational leadership and its sub-dimensions and strategic dominance at the overall level of the two variables)

A positive correlation exists between inspirational leadership practices and strategic sovereignty, with a correlation coefficient of (0.802**). This is a very strong and statistically significant relationship, as the significance level (Sig) is less than (0.05). Based on this result, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating a significant correlation between inspirational leadership practices and strategic sovereignty at the university under study.

The following sub-hypotheses stem from the first main hypothesis:

a) There is no statistically significant correlation between employee empowerment and strategic sovereignty: A positive correlation exists between employee empowerment and strategic sovereignty, with a correlation coefficient of (0.598**), which is a moderate but statistically significant relationship, as the significance level (Sig) is less than (0.05). Based on this result, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating a significant correlation between employee empowerment and strategic sovereignty at the university under study.

b) There is no statistically significant correlation between the dimension of self-confidence and strategic sovereignty: A positive correlation exists between the dimension of self-confidence and strategic sovereignty, with a correlation coefficient of (0.681**). This is a strong and statistically significant relationship, as the significance level (Sig) is less than (0.05). Based on this result, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating a significant correlation between the dimension of self-confidence and strategic sovereignty at the university under study.

c) There is no statistically significant correlation between the dimension of change management and strategic sovereignty: A positive correlation exists between the dimension of change management and strategic sovereignty, with a correlation coefficient of (0.741**). This is a strong and statistically significant relationship, as the significance level (Sig) is less than (0.05). Based on this result, the null hypothesis is rejected, and the alternative hypothesis is accepted, indicating a significant correlation between the dimension of change management and strategic sovereignty at the university under study.

d) There is no statistically significant correlation between the strategic orientation dimension and strategic sovereignty: There is a positive correlation between the strategic orientation dimension and strategic sovereignty, with a correlation coefficient of (0.728**), which is a strong and statistically significant relationship, as the significance level (Sig) is less than (0.05). Based on this result, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating a significant correlation between the strategic orientation dimension and strategic sovereignty at the university under study.

2- Testing the Hypotheses of Influence Among the Study Variables

The results, presented in Table (5) This section aims to test the study hypotheses concerning the relationship of influence among its variables. This will be done using simple linear regression analysis with the outputs of the SPSS program. The main hypothesis, which concerns the influence of inspirational leadership on strategic dominance at the overall level of the two variables, will be tested, as well as the sub-hypotheses related to the dimensions of the independent variable. The goal is to determine the significance and strength of the influence among the study variables.

The second main hypothesis (There is no statistically significant influence of inspirational leadership on strategic dominance at the overall level of the two variables)

The results of the simple linear regression analysis shown indicate a significant influence of inspirational leadership on strategic dominance. The F-value was 179.674, which is significant at the 0.05 level. The t-value for inspirational leadership was 13.404, which is statistically significant as the significance level (sig = 0.000) is less than 0.05, indicating the significance of the regression model. The regression coefficient (B = 0.796) indicates that for every one-unit increase in inspirational leadership, strategic sovereignty increases by 0.796. The standardized effect size (b = 0.802) indicates a positive effect of inspirational leadership on strategic sovereignty. The coefficient of determination ($R^2 = 0.642$) indicates that inspirational leadership explains 64.2% of the changes in strategic sovereignty, while the remaining 35.8% is attributed to other variables not included in the study model. Based on these results, the study is rejected. The null hypothesis was rejected, and the alternative hypothesis, which states that inspirational leadership has a significant impact on strategic sovereignty, was accepted.

The following sub-hypotheses branched out from the second main hypothesis:-

a) No statistically significant effect of employee empowerment on strategic sovereignty:

The results of the simple linear regression analysis shown indicate a significant effect of employee empowerment on strategic sovereignty. The F-value was (55.709), which is significant at the 0.05 level. The t-value for employee empowerment was (7.464), which is statistically significant, as the significance level (sig = 0.000) is less than (0.05), indicating the significance of the regression model.

The regression coefficient (B = 0.550) indicates that for every one unit increase in employee empowerment, strategic sovereignty increases by (0.550). The standardized effect size (b = 0.598) indicates a positive effect of employee empowerment on strategic sovereignty. The coefficient of determination ($R^2 = 0.358$) indicates that employee empowerment explains 35.8% of the changes in strategic sovereignty and (% 64.2) of the changes in strategic sovereignty are explained by other factors Based on these results, the null hypothesis is rejected, and the alternative hypothesis, which states that the employee empowerment dimension has a significant effect on strategic sovereignty, is accepted

b) There is no statistically significant effect of the self-confidence dimension on strategic sovereignty:

The results of the simple linear regression analysis indicate a significant effect of the self-confidence dimension on strategic sovereignty. The F-value was (86.590), which is significant at the 0.05 level. The t-value for the self-confidence dimension was (9.305), which is statistically significant, as the significance level (sig = 0.000) is less than (0.05), indicating the significance of the regression model.

The regression coefficient ($B = 0.528$) indicates that for every one unit increase in self-confidence, strategic sovereignty increases by (0.528). The standardized effect size ($b = 0.681$) indicates a positive effect of self-confidence on strategic sovereignty. The coefficient of determination ($R^2 = 0.464$) indicates that self-confidence explains 46.4% of the changes in strategic sovereignty.

and (53.6%) of the changes in strategic sovereignty are explained by other factors Based on these results, the null hypothesis is rejected, and the alternative hypothesis, which states that self-confidence has a significant effect on strategic sovereignty, is accepted

c) No statistically significant effect of the change management dimension on strategic sovereignty:

The results of the simple linear regression analysis shown indicate a significant effect of the change management dimension on strategic sovereignty. The F-value was (122.071), which is significant at the 0.05 level. The t-value for the change management dimension was (11.049), which is statistically significant, as the significance level (sig = 0.000) is less than (0.05), indicating the significance of the regression model.

The regression coefficient ($B = 0.612$) indicates that for every one unit increase in change management, strategic sovereignty increases by (0.612). The standardized effect size ($b = 0.741$) indicates a positive effect of change management on strategic sovereignty. The coefficient of determination ($R^2 = 0.550$) indicates that change management explains approximately 55% of the changes in strategic sovereignty. and (45%) of the changes in strategic sovereignty are explained by other factors Based on these results, the null hypothesis is rejected, and the alternative hypothesis, which states that the change management dimension has a significant effect on strategic sovereignty, is accepted

d) There is no statistically significant effect of the strategic orientation dimension on strategic sovereignty:

The results of the simple linear regression analysis indicate a significant effect of the strategic orientation dimension on strategic sovereignty. The F-value was (112.774), which is significant at the 0.05 level. The t-value for the strategic orientation dimension was (10.619), which is statistically significant, as the significance level (sig = 0.000) is less than (0.05), indicating the significance of the regression model.

The regression coefficient ($B = 0.660$) indicates that for every unit increase in strategic orientation, strategic sovereignty increases by (0.660). The standardized effect coefficient ($b = 0.728$) indicates a positive effect of strategic orientation on strategic sovereignty. The coefficient of determination ($R^2 = 0.530$) indicates that strategic orientation explains 53% of the changes in strategic sovereignty .and (47%) of the changes in strategic sovereignty are explained by other factors based on these results, the null hypothesis is rejected, and the alternative hypothesis, which states that strategic orientation has a significant effect on strategic sovereignty, is accepted

5-Conclusions and Recommendations

1-5 Conclusions

1-The administrative officials at the university under study pay close attention to and practice inspirational leadership. This demonstrates their understanding of the value of this leadership approach in directing and inspiring staff members, supporting the university's strategic directions and improving its capacity to meet its long-term objectives.

2-According to the study's findings, among the inspirational leadership dimensions, the strategic direction dimension was given the most emphasis at the university in question. This demonstrates the administration's dedication to establishing clear ideas, creating strategic plans, and overseeing their execution, all of which enhance institutional performance and aid in the accomplishment of the university's objectives. In a similar vein, employee empowerment came in second place in terms of attention, demonstrating the administrative leaders' efforts to support employees' performance and increase their involvement in the workplace as well as their dedication to maintaining human capital as a key component of administrative procedures that help the university achieve its objectives and fortify its organizational capabilities.

3- The university under investigation had a high degree of strategic sovereignty, which is indicative of its organizational and administrative elements that support this orientation and enable it to solidify its strategic position and successfully meet the demands of the competitive environment.

4-The statistical analysis's findings demonstrated that, in terms of accessibility and focus at the university in question, the sphere of influence factor was the most important of the strategic sovereignty aspects. This shows that the administrative leadership understands how crucial this dimension is to advancing the university's strategic goals. This demonstrates the senior management's desire to increase the university's ability to influence its institutional environment and successfully deal with rival institutions, as well as to broaden its area of influence by developing strong ties with pertinent stakeholders. This helps to solidify the university's standing and increase its visibility in the cutthroat market.

5-At the university under investigation, inspirational leadership and strategic sovereignty are strongly positively correlated, with a high correlation coefficient. This suggests that encouraging inspirational leadership approaches undoubtedly raises the degree of strategic sovereignty and that using this leadership approach helps the university accomplish its strategic objectives and improve its competitive position.

6- Regression analysis revealed that, in comparison to the other aspects of inspirational leadership, the change management dimension has the greatest influence on strengthening strategic sovereignty, highlighting the significance of change management techniques in bolstering the university's strategic directions and improving its capacity to accomplish its objectives.

5-2 Recommendations

1. As a contemporary administration strategy that has been successful in promoting strategic sovereignty, senior administrative leaders at the university under investigation should encourage the implementation of inspirational leadership practices. This can be accomplished by setting up training courses and seminars that support administrative leaders at all levels in developing contemporary leadership abilities, which will help them accomplish the university's objectives and improve its institutional excellence.

2- By developing distinct strategic visions, senior administrative executives at the university under investigation should endeavor to improve the clarity of the institution's strategic direction.

3-By building organizational and administrative capacities that facilitate the attainment of institutional excellence and allow the university to successfully meet the demands of the competitive environment, administrative leaders at the university under study should work to strengthen the foundations of strategic sovereignty at the institution.

4-By fortifying their contacts with pertinent organizations and forming strategic alliances with academic and research institutions as well as other sectors, administrative leaders at the university under consideration should aim to increase the university's sphere of influence. This will strengthen the university's standing and increase its impact in the institutional setting.



- 5- The report suggests that the administrative leadership of the university in question give top priority to improving coordination between academic and administrative units and building organizational capacities in order to increase the university's competitive edge.
6. In order to effectively manage growing competition among institutions, attention should be paid to addressing competitive pressures by implementing policies that enhance academic and administrative performance.

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Figure and tables

Figure (1) Hypothetical study plan



Source: prepared by the researcher based on sources and literature

Table (1) Cronbach's Alpha coefficient for the study scale

variable	"Cronbach's Alpha"	dimension	symbol	number of items	Cronbach's Alpha
Inspirational leadership X	0.933	Empowering employees	X1	5	0.766
		Self-confidence	X2	5	0.872
		Change management	X3	5	0.836
		Strategic direction	X4	5	0.846
Strategic sovereignty Y	0.904	Sphere of influence	Y1	5	0.762
		Competitive pressure	Y2	5	0.800
		Competitive construction	Y3	5	0.865

Source: "Prepared by the researcher based on the results of SPSS v.27"

Table (2) The Inspirational Leadership Variable's Dimensions and Their Ordinal Significance "

Distance	arithmetic mean	standard deviation	Relative importance	Ordinal importance
Empowering employees	4.15	0.58	0.83	Second
Self-confidence	4.11	0.69	0.82	Fourth
Change management	4.12	0.65	0.82	Third
Strategic direction	4.24	0.59	0.84	First
Inspirational leadership	4.16	0.54	0.83	N=102

Source: "Prepared by the researcher based on the results of SPSS v.27"

Table (3) The Strategic Sovereignty Variable's Dimensions' Ordinal Significance

Distance	arithmetic mean	standard deviation	Relative importance	Ordinal importance
Sphere of influence	4.39	0.53	0.88	First
Competitive pressure	4.15	0.66	0.83	Third
Competitive construction	4.27	0.67	0.85	Second
Strategic sovereignty	4.27	0.54	0.85	N =102

Source: Prepared by the researcher based on the results of SPSS v.27

Table (4) Correlation values between the inspirational leadership variable and strategic sovereignty

Strategic sovereignty	"Dimensions of inspirational leadership"	Correlation "coefficient value and significance level"		Strength of the relationship	relationship direction	decision
	Empowering employees	R	0.598**	Medium	Expulsive	Accepting the alternative hypothesis
		Sig.	0.000			
	Self- confidence	R	0.681**	Strong	Expulsive	Accepting the alternative hypothesis
		Sig.	0.000			
	Change management	R	0.741**	Strong	Expulsive	Accepting the alternative hypothesis
		Sig.	0.000			
	Strategic direction	R	0.728**	Strong	Expulsive	Accepting the alternative hypothesis
		Sig.	0.000			
	Inspirational leadership	R	0.802**	Very Strong	Expulsive	Accepting the alternative hypothesis
		Sig.	0.000			
Number of accepted hypotheses	4	"A significant correlation exists at the 0.01 level (2-tailed)".				
Percentage	100%					

Source: Prepared by the researcher based on the results of SPSS v.27

Table (5) Results of the Sub-Impact Hypotheses Test

Influence relationship	value of (f)	value (t)	Constant	B Regression coefficient	b beta value	R2 coefficient of determination	R2 Adjusted	sig
Empowering the workforce → Strategic sovereignty	55.709	7.464	1.986	0.550	0.598	0.358	0,351	0.000
Self-confidence → Strategic sovereignty	86.590	9.305	2.101	0.528	0.681	0.464	0.459	0.000
Change Management → Strategic Sovereignty	122.071	11.049	1.750	0.612	0.741	0.550	0.545	0.000
Strategic orientation → Strategic sovereignty	112.774	10.619	1.469	0.660	0.728	0.530	0.525	0.000

Source: "Prepared by the researcher based on the results of SPSS v.27"