



Volume: 05 Issue: 01 | 2024 ISSN: 2660-454X

<https://cajitmf.centralasianstudies.org>

## The Role of Strategic Leadership in Functional Creativity: An Exploratory Study in the Anbar Education Directorate

<sup>1</sup> Dr. Badia Abdellatif Srouf

<sup>2</sup> Omar Ghali Fahad

Received 25<sup>th</sup> Nov 2023,

Accepted 30<sup>th</sup> Dec 2023,

Online 8<sup>th</sup> Jan 2024

<sup>1,2</sup> Islamic University of Lebanon, Anbar,  
Iraq

**ABSTRACT:** The main objective of this study is to diagnose the role played by strategic leadership in its dimensions (determining strategic direction, investing in strategic capabilities and talents, developing human capital, maintaining an effective organizational culture, emphasizing ethical practices, and implementing balanced organizational control) in achieving creativity. The problem of the study started from a main question: (Do leaders in the Anbar Education Directorate realize the role of strategic leadership in achieving functional creativity?) Given the importance of the educational sector, the study was conducted in the Anbar Education Directorate and the study was applied to A sample of (230) employees, and in order to process the data, a set of statistical methods were used to analyze the data collected and processed using the SPSS program and the AMOS program, and these methods include (arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, simple linear regression coefficient, multiple linear regression contrast test). The study reached a set of results that were entirely consistent with the research hypotheses, the most important of which was the interest of the researched directorate in all variables and dimensions of the study, the presence of significant correlations between the research variables and their sub-dimensions, and the presence of a moderate correlation between strategic leadership and functional creativity.

**KEYWORDS:** strategic leadership, functional creativity, Anbar Education Directorate.

## 1. Introduction to the research

There is no doubt that the topic of strategic leadership is a relatively recent topic in administrative literature and is important for organizations in general if it is practiced according to scientific foundations and correct methods, as it plays a major role in success. Or the failure of organizations, and their importance has increased at the present time as a result of the changes that the world is witnessing daily in all fields, and that the success of strategic leadership in light of these changes requires highly qualified strategic leaders to perform their tasks and roles in the best way in order to achieve the goals assigned to them.

(Alayoubi et al, 2020:2) indicated that strategic leadership is the essence of strategic management. To the extent that there is effective strategic leadership at the head of the organization in particular and at all levels in general, and the extent of the success of strategic management in achieving its goals.

On the other hand, strategic leaders have the ability to contribute to improving the way the organization operates by adopting effective strategies in leading the team, motivating individuals to work and employing the idea of strategic management well and fruitfully. Therefore, the presence of strategic leadership has an important role in developing organizations. In general, and the Anbar Education Directorate in particular, in achieving its goals and giving it the ability to develop, grow, and adapt to crises (events) through its ability to influence and its great flexibility in confronting crises by setting a strategic vision, developing and supporting human capital, providing the requirements for performing their work, and training them to keep pace with updates. New technological breakthroughs and efficiency

It is important to point out what was confirmed by (Al Yousufi, 2022) that strategic leadership is the state in which the leader is able to manage change and deal with resistance to organizational change by spreading the spirit of motivation among working individuals and increasing their level of awareness and awareness of the organization's strategies and goals that are sought to be achieved through them. This is done by the strategic leader who draws up an organizational structure for the team and allocates resources to reach goals

Therefore, this study sought to reveal the impact of strategic leadership on functional creativity, which in turn leads the organization to achieve its strategic goals in light of continuous and regular strategic change.

In order to reach this goal, many organizations tend to find strategic leadership that leads them to achieve the goals through which they seek to obtain a competitive position. As a result of the increasing changes that institutions are witnessing, the speed of technological development, and the means and capabilities that they use in a turbulent and highly competitive environment, here the importance of the current study emerges. Strategic leadership today is a necessary factor for achieving functional creativity because of its significant impact on the success of the administrative process and the investment of knowledge that the organization possesses.

This can be done by harnessing the diverse capabilities of the directorate under study, especially its formations, to serve the different segments of society, and this in fact embodies the problem of the current research, as it focuses within it on the cognitive debate about strategic leadership and its impact on the work environment, which contributes to job creativity, and through the following questions:

What are the intellectual foundations of the research variables (strategic leadership, functional creativity) in general, and does the Anbar Education Directorate have a clear vision of the research variables (strategic leadership, functional creativity)?

To contribute to clarifying the cognitive debate by examining the relationship and impact between the dimensions of strategic leadership and functional creativity.

### 1.1. The problem of the study

The educational reality in public education in Iraq faces many challenges and problems in the various pedagogical and educational components, according to local and international studies, research and reports, the most prominent of which are: the weak preparation of the educational and educational staff, the obsolescence of teaching methods, as well as the need to review educational and educational legislation and other problems and challenges and based on From the above, this research will focus on the following problem: Is there an effect of strategic leadership on functional creativity?

### 1.2. Objectives of the study:

1. Measuring the extent of the impact of the independent variable represented by strategic leadership on the dependent variable represented by functional creativity through a scale prepared for this purpose.
2. Determine the level of interest of the directorate under study for strategic leadership and its dimensions
3. Determine the level of adoption of functional creativity and its dimensions by the directorate under study and find out which of its dimensions receives greater attention.
4. To what extent can the study community benefit by applying the study variables to it?

### 1.3. Importance of the study:

Research derives its importance from the topic it addresses and the problem it aims to address. In addition to the following:

1. The modernity of its variables represented in (strategic leadership, functional creativity), which are among the contemporary administrative topics, and which represent an accumulation of knowledge in the field of strategic thought, which will contribute to the nomination of researchers and those interested. Conduct more research and studies into it.
2. Enriching the library with a new subject that was characterized by the absence of local and Arab studies
3. Strengthening the theoretical frameworks for the research variables represented by strategic leadership and its capabilities, and functional creativity
4. Highlighting the influence that strategic leadership can exercise on functional creativity in the organization in question, including the organization in question and others, as well as that influence and its nature.

### 1.4. Study hypotheses:

#### Main hypothesis:

There is no statistically significant effect between strategic leadership and functional creativity at the level of the Anbar Education Directorate.

### 1.5. Study variables:

The study model was developed in light of a review of the study literature and related research. The study form has been damaged of two variables, as shown in the figure, the study included:

The independent variable: strategic leadership, which consists of six dimensions: determining strategic direction, developing human capital, discovering and maintaining core capabilities, and maintaining organizational culture.

(Emphasizing ethical practices, establishing a regulatory control system)

Dependent variable: Functional creativity: It consists of three dimensions (generating ideas, solving problems, implementing change)

## 1.6. Statistical analysis methods

A number of ready-made statistical methods, methods, and models were used and employed that are consistent with the study's directions, including (Exsel, 2007) to extract data for the current study, as well as the use of the program (SPSS V. 26), as well as the use of the program (AMOS.V. 25).

## 2. Theoretical framework for the research

### 2.1. The concept of strategic leadership

In general, Lear (2012:81) defined it as the ability to influence others in order to self-manage daily decisions to enhance the organization's long-term continuity, and Badis (2014:19) sees it as the ability to achieve a competitive advantage over its competitors, and it is the product of the strategic management process. It is more than just a management method, it is not a substitute for strategic management, but rather a result

Table (1) below shows a set of concepts related to strategic leadership according to the opinion of some writers and researchers:

**Table (1): A set of definitions of strategic leadership**

no	Source	Concept
-1	Jabbar & Hussein, 2017:100	It is the process of transforming an organization into a successful organization through developing appropriate strategies and motivating and inspiring individuals in the organization to work jointly so that the organization's vision can be translated into reality.
-2	Samimi&et al., 2020:4	A set of tasks and functions performed by individuals at senior levels in organizations that are relied upon to achieve goals that have strategic consequences for the organization.
-3	Alzubi & Khalid, 2022:294	Senior leaders in the organization who have a future vision based on previous experiences, work in a spirit of creativity and innovation, and have the ability to practice strategic leadership skills and strategic leadership methods.

**Source: Prepared by the researcher**

### 2.2. Dimensions of strategic leadership

Writers and researchers in the field of management differed in defining the dimensions of strategic leadership. Some said that it is three-dimensional, while others considered it to be four-, five-, and six-dimensional. Therefore, there are some of these dimensions that formed the agreement of a number of researchers, which we will adopt in this research to measure strategic leadership.

#### 2.2.1. Determine the strategic direction/vision

Determining the strategic direction is the cornerstone of formulating an effective strategy for any institution, as it represents the path that guides institutions on their journey to the desired future, and the essence of the strategic direction is achieving a distinguished level of performance that allows organizations to be able to compete and survive for the longest possible period (Abualoush et al., 2018: 15) The vision is considered one of the main tasks that the leader carries out by formulating a path or vision for what an organization will become in the coming periods (Al-Saadi, 2021: 120). From this it is clear that the strategic direction is an analytical process for choosing a location. The future of the organization by studying its ability and potential and knowledge of the current environment to make the change that is in the interest of the organization

#### 2.2.2. Developing human capital

Human capital is defined as a group of individuals who possess creative, cognitive, or material characteristics and skills, and it is considered an investment asset that adds returns to the organization.

These skills and capabilities are obtained through learning and training (Abed, 2022:17) and (Abdow, 2018). :49) Human capital development is the process of developing the knowledge, skills, and abilities desired to achieve good performance, which is essential for improving the organization's productivity and achieving competitive advantage. He stated (Mahdi, 2014:290) that human and social capital is considered a source of sustainable competitive advantage for the organization, and therefore it must work To develop and develop them carefully. The essence of strategic leadership is the management of human and social capital

### **2.2.3. Exploring and maintaining core capabilities**

The unique resources, skills, techniques, and characteristics that constitute the distinctive character of the organization (Al-Saadi, 2021: 120). Strategic capabilities and talents are considered the source of organizational excellence and the sustainability of the organization's competitive advantage that are developed over time, as organizations learn from the results of competitive actions and responses that are taken during the competition process due to the importance of Sharing capabilities across unit organizations, a role that characterizes strategic leadership (Olaka (2017: 129), and (Shalaka et al., 2019: 369) considered) Core capabilities are those capabilities that allow the organization to differentiate itself with superior advantages, and they must meet three criteria.

1. Customer value:
2. Competitor differentiation
3. Capabilities
4. Maintaining organizational culture

Butama et al (2019:24), pointed out that organizational culture is important because it directs the behavior of employees that is expressed in interactions between them and customers, and is considered an immune system in the organization. He added: 39:2019, Kowo & Akinbola) organizational culture affects Over all other variables, it drives the organization to survive and grow. (Dubey et al., 2017:7) indicated that organizational culture is the knowledge used by organizations to generate social behavior to perform tasks. This is clear from this. Organizational culture includes values, standards, behavior, attitudes, and positions of individuals, work groups, relationships, and groups. Work, relationships between individuals and work groups, and human interaction between individuals and groups in an organization. Every organization has its own organizational culture that distinguishes it from others

### **2.2.4. Emphasis on ethical practices**

(Abed, 2022:18) defined ethical practices as the leader and manager's practice of honesty, reliability, accuracy, and fairness in dealing within the organization as well as in taking...

(AL Thani & Obeidat., 311:2020) explained that ethical practices relate to the ability of strategic leadership to be humble and concerned with the public interest away from private interest, to seek justice, bear responsibility and show respect for everyone, and play an important mediating role between organizational culture and employee performance. . The success of organizations depends on their sound ethical practices, which contribute significantly to increasing organizational performance. The researcher believes that emphasizing the ethical practices of honesty, honesty, and ethical competition that do not conflict with specific ethical rules of conduct that contribute to increasing organizational commitment and achieving a high reputation for the organization.

### **2.2.5. Establishing a regulatory control system**

(Wheelen et al., 2017:328) defined it as the process of ensuring that the organization has achieved what it planned, by comparing actual performance with the desired results, and obtaining performance feedback to evaluate and determine corrective actions against it. He stated (Al-Issawi and Al-Obaidi, 20:2022) that Organizational control is one of the basic functions of management. It also provides an objective way to



test the efficiency and effectiveness of business strategies, as well as to determine whether the strategy being implemented is moving the business towards its intended strategic goals or not, and what corrective actions are necessary. From the above it is clear that organizational control is the process of following up on activities to ensure that actual performance is consistent with what is required to achieve the desired results

### 2.3. Functional creativity

The concept of functional creativity is considered one of the important matters for all organizations facing an unstable competitive environment, as successful organizations encourage and promote functional creativity because it is one of the important goals that they seek, because organizational creativity protects the organization from the risks of disappearance and decay (Jawaid, 2023: 117) in When he defined it (Neubert et al. 2009: 18) the process of sensitivity to problems, awareness of weaknesses, gaps, inconsistency, and lack of information, searching for and predicting solutions, and conveying or communicating results to others.

Below is Table No. (2) that shows some of the different concepts of employee creativity, according to the opinion of several researchers.

**Table (2): A set of definitions of functional creativity**

no	Concept	Source
-1	Functional creativity is the presentation to stakeholders of the conditions for effective generation of products and ideas whose value depends on the current market	(Morla and Eleni,2019)
-2	It is a mental and cognitive process in which the individual interacts with the organizational and general environment, and goes beyond what is familiar to bring in the new and unfamiliar. This thing may be a new good, a new method, a new process, or a new service that benefits the organization and society in general after its implementation.	(Al-Arabi, 2023)
-3	It is a change in resource output or a change in value and satisfaction resulting from the resources used and available by the consumer	(Khalili and Omar, 2023)

Source: Prepared by the researcher

### 2.4. Dimensions of functional creativity

Creative activity in organizations is the effort and excellence to maintain the organization's competitive advantage, allowing it to outperform competitors and respond to dynamic changes and developments in the environment (Ahmed: 2017, 79)

Researchers have differed in their approaches to studying the dimensions of job creativity, but there are some of these dimensions that formed the agreement of a number of researchers, and the current research relied on (generating ideas, solving problems, implementing change).

#### 2.4.1. Generating ideas

It means finding innovative and unprecedented ideas or developing ideas to create an idea that did not exist before. (Yahya: 2023, 361) and (Muqran: 29, 2017) mentioned that these ideas are born in fleeting moments and may disappear quickly and forever unless you write them down quickly. The person must write it down and work to develop and implement it in the organization. As working to generate new ideas and implement them brings many benefits to the organization, generating good interaction between employees, and discovering new ways to simplify administrative work, which achieves speed in completion, utilization of time, and enjoyment of work.

### 2.4.2. Problem solving:

It is the individual's use of the information and knowledge he has previously learned and the skills he has acquired to better overcome situations that threaten organizational work. The method of solving organizational problems varies depending on the nature of the situation and information (Dessler, 2001: 98).

### 2.4.3. implementing change:

It is the organization's ability to bring about change at the right time so that the organization can continue and grow (Johns & Saks 2005:538).

## 3. The practical framework

### 3.1. The study population and sample and the response rate

The General Directorate of Anbar Education was chosen as a group for the current study, and the sample was represented by employees in the General Directorate of Anbar Education under study, where the number of employees reached (430) employees according to statistics taken from the staffing department in the directorate mentioned above, in order to determine the appropriate sample size. The following equation, mentioned by (Steven K. Thompson, 2012:59), was used to determine the sample size.

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

N =	Community size
= z	The standard score corresponding to the level of significance is 0.95 and equals = 1.96
= d	The error rate is = 0.05
= p	Ratio of property and neutral availability = 0.50

Based on it, it appeared that the optimal sample size was (203) male or female employees, so (230) questionnaires were distributed to a random sample, and after (316) questionnaires were retrieved, it was found that the number of questionnaires suitable for statistical analysis reached (203) questionnaires suitable for statistical analysis. This is the required number, so that the sample best represents the population.

### 3.2. Validity and reliability testing:

In order to make statistical preparations for the data, validity and reliability tests for the data must be conducted for the measuring tool and agencies:

#### 3.2.1. The apparent validity of an instrument:

It is also called the reliability of the arbitrators. To identify the apparent validity and suitability of the measurement tool and to measure its correspondence with the required variables, the researcher presented the study tool in its initial form to a number of professors who specialized in the field of general and precise specialization, as shown in Appendix (1), to ensure the apparent validity of the tool and the extent of The clarity of each statement in terms of content and wording, and the correction of the statements that should be corrected. In light of the opinions expressed by the arbitrators, the researcher made the amendments that were agreed upon by (87%) of the arbitrators, and the scale was formulated in its final form.

### 3.2.2. Questionnaire stability or scale stability tests:

Reliability refers to ensuring that the answer is the same answer if the tool is repeatedly applied to the same sample at a different time. It means the breadth of the study scale and the stability of the results. The value of the reliability of the scale ranges between zero and the correct one, and the closer the value of the reliability coefficient is to the correct one, the higher the stability. Using the reliability coefficient using (Cronbach's alpha), which studies indicate is acceptable for values greater than 70% (Nunnally & Bernstein, 1994), and after applying the test it became clear that all axes gave acceptable results individually and together, as shown in the table (

(As for the criterion of credibility, it proves that the paragraphs actually measure the main purpose for which they were developed. And also to ensure that the questionnaire measures what it was designed to measure and to verify this validity through the reliability coefficient using the internal consistency method, and then the dimensions and its paragraphs are able to measure what they were designed to measure.

**Table (3) Reliability coefficient**

the scale	Value (Cronbach's alpha)	Honesty
Determine strategic direction	%87.3	%93.4
Human capital development	%88.0	%93.8
Exploring and maintaining core capabilities	%88.1	%93.9
Maintaining organizational culture	%85.4	%92.4
Emphasize ethical practices	%88.8	%94.2
Establishing a regulatory control system	%89.6	%94.7
Strategic leadership	%97.2	%98.6
Generating ideas	%89.0	%94.3
Problem Solving	%89.4	%94.6
Implementing the change	%89.5	%94.6
Functional creativity	%95.5	%97.7

Source: Prepared by the researcher based on the outputs of the SPSS program.26

It is clear from Table (3) that the values of the Cro-Nebach coefficient alpha ranged from (87.3% - 97.2%), and this indicates that the answer will be the same answer if the tool is repeatedly applied to the same sample at a different time for the variables and dimensions of the research.

### 3.3. Descriptive analysis of the study variables

This section includes the presentation of data. And analyzed, after they were collected using questionnaire forms from the study population. It concerns the variables of the study, according to their variables represented by (strategic leadership, functional creativity), to be extracted after that. Statistical indicators represented by the arithmetic mean, standard deviation, and coefficient of variation, where the mean was adopted. The hypothesis of (3), since each dimension obtains a hypothetical arithmetic mean higher than (3), is acceptable. Otherwise, it is considered rejected, so a comparison is made between the calculated mean and the categories shown in Table (3), to identify the level of availability, practice, and interest by the Anbar Education Directorate in these items, dimensions, and main variables.

**Table 4: Interpretation of means compared to five-point Likert scales**

Resolution gradations	Arithmetic medians	degree of approval	Relative importance
I don't quite agree	1.80-1	very low	interest as low as 20%
I do not agree	2.60-1.81	low	From low to medium (40%-21%)
neutral	3.40-2.61	Moderate	Average importance (60%-41%)



I agree	4.20-3.41	Available	Intermediate to high interest (80%-61%)
Agree	5.00-4.21	Very available	High importance greater than 80%
Hypothetical mean = $15/5 = (3)$		Class length = $5 - 1 = 4/5 = 0.80$	

Source: Akadiri O. P. (2011), Development of Multi-Criteria Approach for Wolver Hampton, U. K.

### 3.3.1. Descriptive analysis of the strategic leadership dimension

Table (5): Statistical description of the dimensions of the strategic leadership variable

no	Dimensions of the strategic leadership variable	Mean	Std. Deviation	C.V	The importance of the ratio
1	Determine strategic direction	3.65	0.775	21.4%	1
2	Human capital development	3.78	1.060	28.1%	6
3	Exploring and maintaining core capabilities	3.72	0.948	25.5%	5
4	Maintaining an organizational culture	3.77	0.837	22.2%	2
5	Emphasizing ethical practices	3.75	0.918	24.5%	3
6	Establishing a regulatory control system	3.77	0.930	24.7%	4
strategic leadership		3.74	0.911	24.40%	

The source was prepared by the researcher based on the outputs of the program (spss.v.28)



Figure (4) Arrangement of the dimensions of the strategic leadership variable

### 3.3.2. Descriptive analysis of the functional creativity dimension

Table (6): Statistical description of the dimensions of the functional creativity variable

no	Dimensions of the functional creativity variable	Mean	Std. Deviation	C.V	The importance of the ratio
1	Generating ideas	3.50	0.944	27.0%	3
2	Problem Solving	3.65	0.864	23.7%	1
3	Implementing the change	3.44	0.877	25.5%	2
functional creativity		3.53	0.895	25.40%	

The source was prepared by the researcher based on the outputs of the program (spss.v.28)

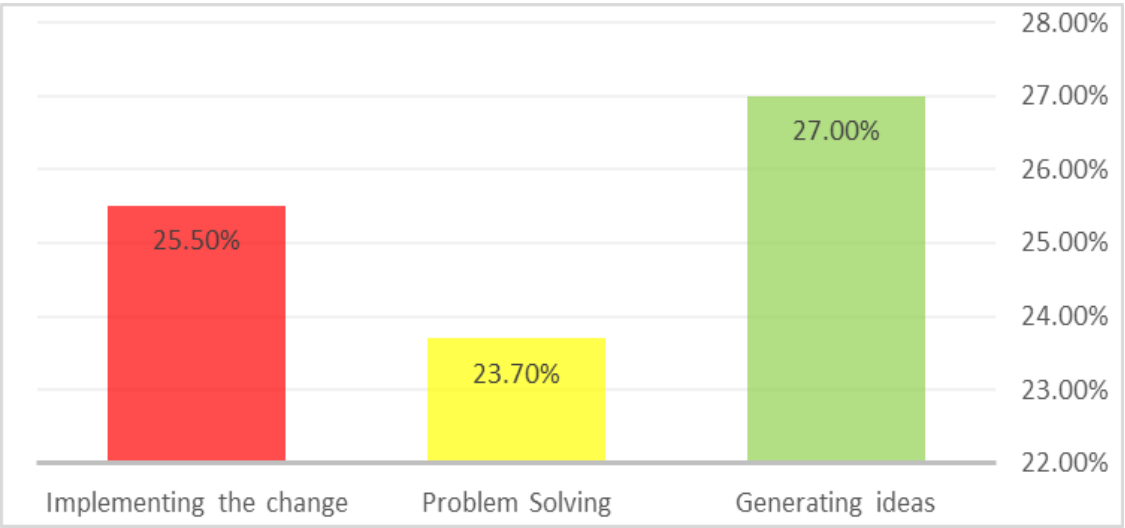


Figure (2) Arrangement of the dimensions of the functional creativity variable

To rank the relative importance of the research variables in general, the relative importance of the research variables was used through the coefficient of variation, based on the arithmetic mean and the standard deviation, as shown in Table (6) and Figure (2), where it is clear that the strategic leadership variable came in first place as a result of the low dispersion of answers. The sample studied about this variable and agreement on its importance compared to the functional creativity variable

Table (7): Statistical description of study variables

no	Variable	Mean	Std. Deviation	C.V	Order of variables
1	Strategic leadership	3.74	0.911	24.40%	1
2	Functional creativity	3.53	0.895	25.40%	2

The source was prepared by the researcher based on the outputs of the program (spss.v.28)

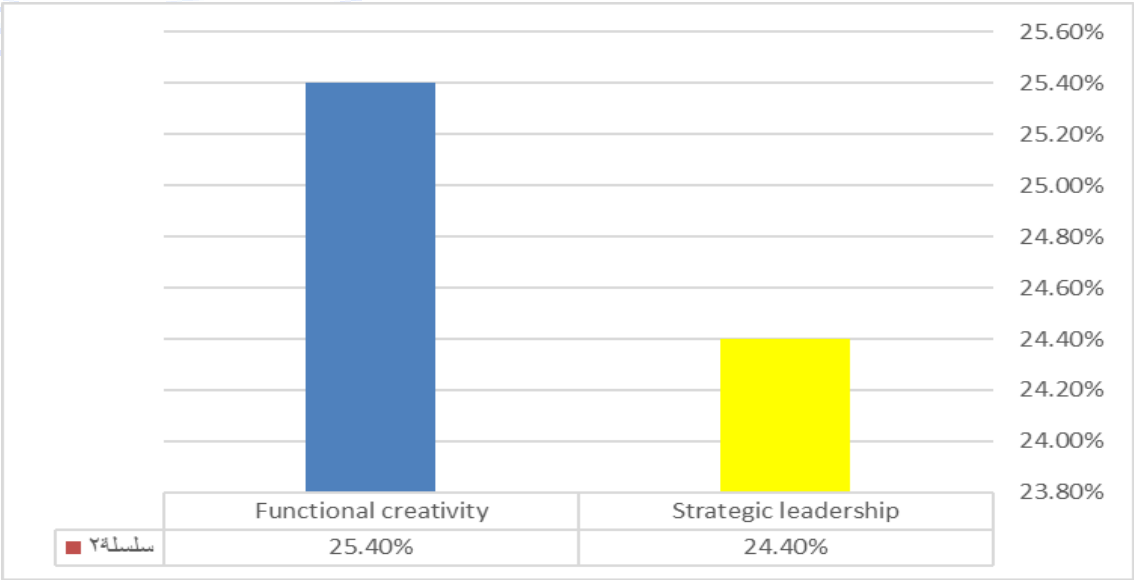


Figure (3) Arrangement of study variables

3.4. The main research hypothesis:

This hypothesis states that there is a significant influence relationship between strategic leadership on functional creativity. For the purpose of testing this hypothesis, simple regression analysis was used to

test the influence relationship. This means: functional creativity is a real function of strategic leadership and that any change in strategic leadership will lead to Enhancing functional creativity, according to what was presented in table (8) of the results of the influence relationships test, which showed that there is an influence relationship between strategic leadership on functional creativity, as the constant of influence reached (0.063), and the slope of the regression reached (0.975) directly, that is: when increasing Strategic leadership, one unit, will enhance functional creativity by an amount of (0.975). In addition, strategic leadership explains (83.5%) of the variance occurring in functional creativity, and the remaining percentage (16.5%) is due to other variables not included in the study, and it is significant based on The calculated (F) value is (1015.774), which is larger when compared to the tabular (F) of (3.84), and the value of the level of significance that supports this result, which reached (0.000), is less than the level of significance, which the researcher assumed (0.05). According to these results, the alternative hypothesis is accepted, and the null hypothesis is rejected at the level of this study. This means: the more components of strategic leadership are available, the more this contributes to enhancing functional creativity, and the regression equation is as follows:

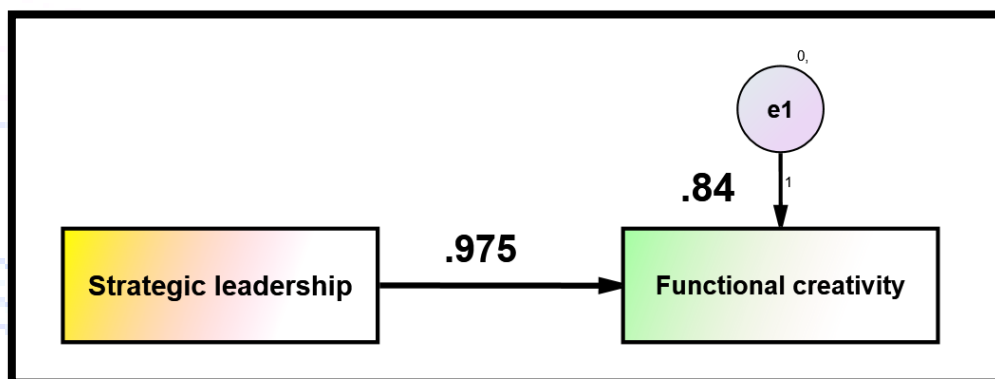
$$y = a + bx$$

$$y = 0.063 + 0.975x$$

**Table (8) Regression model between strategic leadership and functional creativity**

Strategic leadership	Independent variable	$\alpha$	$\beta$	F- cal	F -tab	R Square	Sig
	Strategic leadership	0.063	0.975	1015.774	3.84	0.835	0.000

The source was prepared by the researcher based on the outputs of the SPSS.V.28 program.



**Figure (4) The effect of strategic leadership on functional creativity**

#### 4. Conclusions and recommendations

##### 4.1. The conclusions:

This section includes identifying the most important theoretical and field conclusions that represent the final outcome that resulted from the efforts made in preparing this study to derive the final conclusion that resulted from extrapolating the intellectual foundations of the study variables and their field implications on the ground and according to the results of statistical analysis and hypothesis testing.

1. The interest in the components of strategic leadership (defining strategic direction, developing human capital, exploring and preserving core capabilities, maintaining an organizational culture, emphasizing ethical practices, establishing an organizational control system) was high, as most of the respondents' answers to most of the items agreed with this. It indicates the strength of interest among employees of the General Directorate of Anbar Education
2. High interest and diligence on the part of employees of the General Directorate of Anbar Education in paying attention to job creativity, as most of the answers of the study sample were in agreement.

3. It is clear from the analysis of the correlations between strategic leadership and functional creativity that it was high, positive, and significant. This indicates interest in the components of strategic leadership in the General Directorate of Anbar Education whenever this leads to enhancing functional creativity.
4. The high interest in determining the strategic direction in the General Directorate of Anbar Education positively affects the improvement of functional creativity through possessing the will and ability to take initiative in light of perceptions and changes, and this leads to enhancing functional creativity.
5. The high interest in developing human capital in the General Directorate of Anbar Education has a positive impact on improving job creativity through ensuring the establishment of various training and development courses on an ongoing basis, and this leads to enhancing job creativity.

#### 4.2. Recommendations

1. Exploring and preserving core capabilities in the General Directorate of Anbar Education leads to reducing the stress resulting from the psychological state resulting from failure to achieve, and this leads to enhancing functional creativity.
2. The major role of maintaining an organizational culture has a positive impact. Through the directorate's promotion of the values of openness to new ideas, it enhances functional creativity at the organization level.
3. Emphasizing ethical practices leads to enhancing functional creativity at the level of the organization under study, by emphasizing distributive and procedural justice in dealing with employees.
4. Establishing an organizational control system in the General Directorate of Anbar Education through adopting organizational control to search for the causes of problems, and this leads to enhancing job creativity.
5. The scarcity of literature related to analyzing and diagnosing the role of strategic leadership in achieving improvement in functional creativity at the organizational level in general and educational and learning organizations in particular.

#### The References:

1. Ahmed, Marwa Sami (2017) "The role of cognitive practice groups in determining strategic change options: field research" unpublished master's thesis, College of Administration and Economics, University of Baghdad.
2. Al Thani, Fahid Ben Hamed & Obeidat, Abdallah Mishael,(2020)," The Impact Of Strategic Leadership On Crisis Management", International Journal of Asian Social Science , Vol. (10), No. (6), pp. (307-326)
3. Al-Arabi, Bin Abdel Basset Muhammad, (2023), The impact of the quality of job life on job creativity: A field study for professors of the Faculty of Applied Sciences at the University of Ouargla, a memorandum for completing the requirements for the academic master's degree: Facilitation and Commercial Sciences, Facilitation Sciences Branch, Business Administration Specialization, College Economic Sciences, Commercial Sciences and Management Sciences, Department of Management Sciences, University of Kasdi Merbah Ouargla - Algeria
4. Al-Issawi, Hadi Maran Ahmed, Al-Obaidi, Faeq Mishal Qaddouri, (2022), "Strategic leadership practices and their impact on achieving strategic sovereignty": A field study in a number of Iraqi universities Tikrit Journal of Administrative and Economic Sciences
5. Al-Saadi, Sajida Abdel-Rida Thabet, (2021) "Strategic Leadership and its Impact on Social Responsibility," Journal of the Baghdad College of Economic Sciences, Issue Sixty-Four.

6. Badis, Alian Hussein, (2014), "The role of strategic leadership practices in improving competitive advantage," unpublished master's thesis, Department of Management Sciences, Faculty of Economic, Commercial and Management Sciences, Mohamed Khudair University, Biskra, Algeria.
7. Butama, Nancy Mumbi, Paul Mathenge, & Caroline Mungai (2019)," Strategic Leadership and Organizational Performance: Case of Juhudi Kilimo Limited, Kenya", International Journal of Research in Management, Economics and Commerce, Vo. (9), no.(9), pp. (23-28)
8. Dessler, Gary, Frederick A. Starke, and Dianne Jane Cyr. Management: Leading people and organizations in the 21st century. Upper Saddle River, NJ: Prentice Hall, 2001
9. Dubey, R., Gunasekaran, A., Childe, S.J., Papadopoulos, T., Hazen, B., Giannakis, M. and Roubaud, D., 2017. Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability benchmarking: Some empirical findings. International Journal of Production Economics, 193, pp.63-76.
10. Jabbar, A.A. and Hussein, A.M., 2017. The role of leadership in strategic management. International Journal of Research-Granthaalayah, 5(5), pp.99-106
11. Jawaid, Samaa Musa, (2023), The role of organizational conflict in enhancing functional creativity: a case study in the Muthanna Education Directorate, Al-Muthanna Journal of Administrative and Economic Sciences, Issue (1), Volume (13)
12. Johns ,G. & Saks, A M (2005) Organizational behavior.(6th\_ed).United States: Prentice-Hall
13. Khalaf, Ali Khaled, (2021), The role of strategic leadership in achieving organizational excellence: A field study in a sample of private Iraqi banks, unpublished master's thesis, College of Administration and Economics, Anbar University
14. Khalili, Hassan, Omar, Youssef Hamo, (2023), The impact of developing entrepreneurial thinking in enhancing functional creativity, in enhancing functional creativity: a field study at the nursery of small and medium enterprises (Adrar nursery), a graduation thesis that falls within the requirements for obtaining a master's degree in science. Management, Business Administration major, Faculty of Economic, Commercial and Management Sciences, Ahmed Daraya University
15. Kowo, S.A., Akinbola, O.A. (2019). "Strategic leadership and sustainability performance of small and medium enterprises", Ekonomicko-manazerske spektrum, vo.(13) , no.(1), pp.38-50
16. Mahdi, O.R. and Almsafir, M.K., 2014. The role of strategic leadership in building sustainable competitive advantage in the academic environment. Procedia-Social and Behavioral Sciences, 129, pp.289-296.
17. Mokran, Amina, (2023), The role of organizational strength in creating job creativity for employees: a case study (The Foreign Bank of Algeria and the Bank of Agriculture and Rural Development), a supplementary memorandum within the requirements for obtaining an academic master's degree in management sciences, Larbi Ben Mahdi University - Oum El Bouaghi -Faculty of Economic, Commercial and Management Sciences
18. Morlà-Folch, T., Joanpere-Foraster, M., & Papaoikonomou, E. (2019). Promoting Creativity in the Cooperative Work Environment: A Case Study of the Lacol Cooperative. Qualitative Report, 24(11)
19. Neubert M. J.; Carlson D. S.; Kacmar K. M.; Roberts J. A. and Chonko L. B. (2009). "The Virtuous Influence of Ethical Leadership Behavior: Evidence from the Field. Journal of Business Ethics, 90, 157-170.
20. Olaka, H., Lewa, P. and Kiriri, P., 2017. Strategic leadership and strategy implementation in commercial banks in Kenya.



21. Samimi, M., Cortes, A.F., Anderson, M.H. and Herrmann, P., 2020. What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, p.101353.
22. Shalaka, Tariq Kazem, Majeed, Basma Abboud, Ismail, Sahar Khalil, (2019), "Strategic leadership practices and their reflection in the effectiveness of organizational crisis management": A descriptive analytical study in the office of the Ministry of Oil, *Journal of the College of Education for Girls*, Issue (11) Part (3)
23. Yahya, Alaa Muhammad Bashir (2023), The relationship of job creativity in developing human resources practices - field research in vocational schools in Nineveh Governorate, *Anbar University Journal of Economic and Administrative Sciences*, Issue (2), Volume (15) Abdow, A.I., Guyo, W. and Odhiambo, R., 2018. Influence of Strategic direction on organizational change in the Petroleum Industries in Kenya. *leadership*, 10(4). Vancouver
24. Zubi, M. and Khalid, M., 2022. The effect of strategic leadership on intellectual capital: The mediating role of the knowledge sharing in Kuwait industrial companies. *Management Science Letters*, 12(4), pp.291-306

