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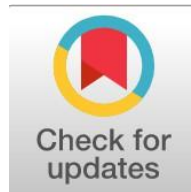
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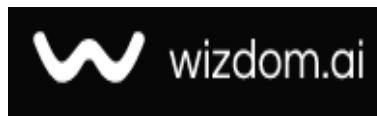
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Professional Leadership and Its Role in Supporting Institutional Strategic Expansion

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Abstract

General Background In today's dynamic business environment, organizational growth relies heavily on leadership capabilities. **Specific Background** Professional leadership within educational and public sector entities plays a critical role in directing human and physical resources toward strategic goals. **Knowledge Gap** However, there remains a lack of empirical clarity regarding how specific professional leadership competencies directly support institutional expansion within public educational planning contexts. **Aims** This study examines the relationship between professional leadership and corporate strategic expansion, focusing on sample data from the General Directorate of Educational Planning in Baghdad. **Results** Descriptive field analysis of 80 respondents indicates that professional leaders drive expansion primarily through clear future vision (mean = 4.38), identification of new market opportunities (mean = 4.53), and fostering teamwork (mean = 4.33). **Novelty** This research provides novel insights by linking leadership attributes directly to empirical dimensions of geographic spread and strategic diversification in educational governance. **Implications** Institutional decision-makers must prioritize leadership development programs, flexible policy framework creation, and innovation-driven management to ensure sustainable organizational expansion.

Key Findings Highlights

Strategic vision and market opportunity identification serve as the strongest predictors of institutional outreach.

Fostering a collaborative teamwork culture significantly reinforces sustainable organizational growth.

Leadership flexibility in managing change directly improves organizational adaptability during geographical diversification.

Keywords Professional Leadership, Strategic Expansion, Organizational Growth, Decision-Making, Educational Planning

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Introduction

Professional leadership is a fundamental factor that directly impacts the success of organizations and the achievement of their strategic goals. It encompasses not only management skills but also the ability to influence and motivate individuals to achieve outstanding performance aligned with the organization's vision and objectives. In the context of strategic corporate expansion, professional leadership is a key driver that contributes to strengthening an organization's position both locally and internationally.

Professional leadership requires a blend of technical and managerial skills, along with a high capacity for strategic decision-making, enabling organizations to adapt to rapid changes in the business environment. The impact of professional leadership in supporting strategic expansion lies in its ability to direct and organize human and material resources to achieve expansion and growth objectives, and it contributes to building an organizational culture that fosters innovation and excellence.

By examining the relationship between professional leadership and strategic expansion, it becomes clear that effective leadership plays a significant role in determining the direction an organization takes to achieve its expansion goals. Professional leadership is not simply human resource management; it is a complex process that requires strategic vision, the ability to adapt to challenges, and a commitment to continuous innovation. Furthermore, professional leadership contributes to building a transparent and professional work environment, which enhances an organization's ability to attract the talent and resources necessary for effective corporate expansion.

The global or regional expansion of organizations depends heavily on their ability to build strategic relationships with various stakeholders, such as business partners, customers, and government bodies. This underscores the importance of professional leadership that can influence how these relationships are managed and negotiate agreements and opportunities that contribute to the organization's expansion in line with its strategic objectives.

Furthermore, investing in leadership development within the organization is a crucial part of the expansion strategy. Leaders who possess the skills to navigate multicultural environments and employ flexible yet strong leadership styles are capable of propelling the organization forward in global markets.

Chapter One: Research Methodology

Research problem

The research problem lies in the fact that many organizations struggle to achieve sustainable strategic expansion in the modern business environment, despite having clear strategic plans. The primary reason for this is the lack of professional leadership capable of effectively guiding the organization toward achieving its expansion goals. While leadership is crucial for motivating performance, many leaders lack the strategic skills necessary to support organizational expansion into new markets, whether domestic or international.

The problem also lies in the leadership challenges of dealing with constantly changing work environments, which necessitates continuous development in leadership styles. Furthermore, there is a lack of research on how professional leadership impacts the strategic expansion of organizations, given the diverse economic, social, and cultural factors that may influence leadership decisions and expansion strategies.

Furthermore, many organizations lack the systems and mechanisms necessary to train and develop leaders who can handle the complex challenges posed by strategic expansion, hindering their ability to achieve their expansion goals.

Therefore, the research problem lies in exploring how professional leadership impacts the support of strategic corporate diversification, and identifying the factors that influence leadership's ability to achieve this goal.

The importance of research

The significance of this research lies in highlighting the role of professional leadership in promoting the strategic expansion of organizations in today's rapidly changing and highly competitive business environment. The research provides a deep understanding of how professional leadership impacts organizational expansion by enhancing leaders' ability to make appropriate strategic decisions to address diverse challenges. It also contributes to strengthening organizations' capacity to adapt to environmental changes, thereby enhancing their competitiveness in local and global markets. The research aims to develop professional leadership approaches that contribute to sustainable strategic expansion, opening new avenues for understanding how strategic leadership can be integrated with organizational growth. It offers added value to practitioners in this field by providing practical strategies for improving organizational performance and achieving sustainable growth.

Goal Search

Research objective

The current research aims to identify Professional leadership and its impact on supporting strategic corporate expansion.

Research limits

Objective boundaries: Professional leadership and its impact on supporting strategic corporate expansion.

Time limits: The research was conducted in the academic year 2025 AD.

Spatial boundaries: Iraq-Baghdad .

Research hypotheses Research hypotheses

Main hypothesis:

There is a statistically significant relationship between professional leadership and support for strategic corporate diversification.

Sub-hypotheses:

- There is a statistically significant relationship between a professional leader's ability to make strategic decisions and the level of organizational reach.
- There is a statistically significant relationship between fostering a culture of innovation within an organization and the efficiency of organizational expansion.
- There is a statistically significant relationship between leadership flexibility in managing change and the organization's responsiveness to market opportunities.
- There is a statistically significant relationship between building external strategic relationships and the organization's success in geographic expansion.

Previous studies Previous studies

1. **Al-Harbi's study (2020))**It addressed the relationship between modern leadership styles and the performance of public organizations, and showed that adopting leadership styles based on professionalism and empowerment contributes to improving the efficiency of the organization.
2. **Al-Khalidi's study (2019))**It focused on the impact of innovative leadership on the success of expansion strategies in private sector companies, and emphasized the importance of preparing professional leaders for changing market demands.
3. **Study by Abdullah et al. (2021))**The study explored the relationship between institutional leadership and the geographical spread of educational institutions, and showed that effective leadership enhances opportunities for institutional expansion and opening new markets.
4. **Al-Hashemi's study (2022))**She pointed out that building a professional organizational culture is closely linked to the organization's ability to manage strategic expansion flexibly and effectively.

Chapter Two: The Theoretical Aspect

Research the first :

Professional leadership Section One: Professional Leadership

The concept of professional leadership

Professional leadership is the process of guiding and managing individuals and resources within an organization in a way that efficiently and effectively achieves the organization's strategic goals, while adhering to the highest standards of professional and ethical conduct. Professional leadership requires a range of skills and knowledge, including the ability to make strategic decisions, plan for the long term, motivate teams, and cultivate a work environment that fosters innovation and collaboration.(Al-Omari, 2017p. 44)

Professional leadership is not limited to technical and managerial skills; it also encompasses effective communication, the ability to handle challenges and pressures, critical thinking skills, and the capacity to adapt to rapid changes in the work environment. Furthermore, a professional leader possesses the ability to build an organizational culture that supports transparency and accountability, contributing to enhanced team performance and the achievement of organizational goals.

In an organizational context, professional leadership is a pivotal factor in an organization's success, contributing to improved overall performance and the achievement of organizational excellence. It is viewed as a strategic tool for guiding the organization toward expansion and growth in competitive markets, and for enhancing internal and external relationships in line with its values and vision.(Al-Ghamdi, 2014, p. 76)

Professional leadership is also a key driver of individual development within an organization. It contributes to developing their skills and motivating them to achieve high performance by providing an environment that encourages continuous learning and personal growth. A professional leader possesses the ability to identify and develop the competencies necessary to achieve the organization's strategic goals and is characterized by a high capacity for making rational decisions based on a thorough analysis of the situations and challenges the organization may face. Furthermore, they are

distinguished by their ability to build effective teams and motivate them to collaborate for shared success.(Al-Mansouri, 2016p. 22)

Furthermore, a professional leader contributes to fostering a culture of change and innovation within the organization, helping it adapt to evolving challenges and opportunities in complex business environments. Through their ability to think strategically and long-term, a professional leader can guide the organization toward achieving its expansion goals and sustainable growth in both domestic and international markets.(Al-Hammadi, 2019p. 121)

Professional leadership is a vital element in ensuring the success of strategic corporate expansion. It helps define the path the organization must take to achieve its expansion goals, both in terms of internal performance and by improving its external relationships. Therefore, professional leadership is an indispensable tool for enhancing corporate sustainability and increasing competitiveness in global markets.(Porter1985, p:99)

Goals of professional leadership

Professional leadership aims to achieve a set of objectives that contribute to improving organizational performance and strengthening its position in competitive markets. The objectives of professional leadership are as follows::

1. **Achieving the organization's strategic goals** A professional leader seeks to guide the organization towards achieving its long-term goals by identifying effective strategies and ensuring their efficient implementation.(Al-Ali, 2018p. 122)
2. **Enhancing institutional performance** Professional leadership improves the overall performance of an organization by developing individual and collective skills and motivating teams to strive for excellence in all areas.
3. **Human capacity development**A professional leader aims to develop and enhance human competencies within the organization by providing training and continuous education opportunities, and promoting a culture of learning within the organizational environment.(p:66 Barney, 1991)
4. **Promoting a culture of teamwork and cooperation** Professional leadership encourages building a collaborative work environment, where each team member contributes their skills and expertise, thus contributing to achieving common goals.
5. **Managing change and adapting to challenges** A professional leader is able to guide the organization through changing work environments and enhance its ability to adapt to economic, technological, and social challenges through flexible and effective strategies.(p:66 Hitt, 2012)
6. **Stimulating innovation and creativity**Professional leadership seeks to encourage creative thinking and innovation within the organization, enabling it to excel and lead in the markets, and to interact positively with the ongoing changes in the business environment.
7. **Building strategic relationships** Professional leadership aims to strengthen relationships with stakeholders, such as business partners, customers, and government bodies, through strategic leadership and effective communication.(Ansoff, 1965, p. 11)
8. **Enhancing accountability and transparency** Professional leadership seeks to improve transparency and accountability within the organization, contributing to building a work environment based on trust and mutual respect.
9. **Achieving strategic expansion** By making well-informed decisions based on careful analysis, professional leadership aims to support the organization's efforts to expand and grow into new markets, while ensuring the long-term sustainability of these expansions.(Abdullah, 2015, p. 64)
10. **Achieving institutional sustainability** A professional leader aims to ensure the sustainability of organizational success by building long-term strategies that guarantee business continuity and achieve sustainable results in the face of future challenges.(Mintzberg, 1990, p:77)

By achieving these goals, professional leadership contributes to the sustainable success of the organization, enhancing its competitiveness and contributing to its advancement in local and global markets.

The importance of professional leadership

The importance of professional leadership lies in its ability to create an organizational environment that supports innovation, motivates employees, and directs efforts towards achieving organizational goals through effective communication and achieving a balance between individual and organizational goals.(p:33) Northouse, 2021).andOne of the most important pillars upon which modern institutions rely in their pursuit of excellence and sustainability, the positive effects of which are reflected in various aspects of institutional performance, is the following:

1. **Achieving the corporate vision:** Professional leadership helps in formulating a clear vision and strategy for the organization, directing efforts towards achieving long-term goals.
2. **Promoting organizational innovation:** A professional leader contributes to creating a work environment that stimulates creative thinking and the adoption of modern work methods.
3. **Motivating employees and increasing productivity:** Professional leadership leads to higher employee morale, which enhances performance and professional commitment.
4. **Effective change management:** A professional leader is the cornerstone of successful organizational change processes through effective communication and planning of transition steps.
5. **Enhancing organizational competitiveness:** Professional leadership enables an organization to respond positively to market challenges and achieve superiority over competitors.(Mintzberg, 2005, p:69).

Dimensions of professional leadership

Professional leadership is characterized by several key dimensions that contribute to determining an organization's ability to achieve its strategic goals and foster its sustainable success. These dimensions include the following::(Zaid,2016p. 32)

1. **Cognitive (intellectual) dimension)**A professional leader needs broad knowledge and analytical skills to make sound strategic decisions. This includes the ability to understand the business environment, analyze future trends, and assess opportunities and challenges that may affect the organization. A professional leader relies on critical thinking and long-term planning to achieve organizational goals.(Grant, 2005, p:44)
2. **Personal (behavioral) dimension):**Professional leadership requires strong personal qualities such as integrity, honesty, the ability to motivate, and the capacity to positively influence others. This dimension includes the ability to build trust within the team, manage tensions and conflicts, and motivate individuals to achieve high performance.(Mintzberg, 1990, p. 12)
3. **strategic dimension**A professional leader addresses challenges and opportunities at a comprehensive organizational level by developing long-term strategies for expansion and sustainable growth. This requires strategic thinking, setting expansion goals, and guiding the organization toward capitalizing on future opportunities while maintaining internal stability.(Al-Ali, 2018p. 22)
4. **Social dimension (communication))**The ability to communicate effectively with various stakeholders inside and outside the organization is a fundamental dimension of professional leadership. This includes the ability to build professional relationships with clients and strategic partners, as well as the ability to motivate internal teams and foster a spirit of cooperation and teamwork.(Al-Sharif, 2017p. 87)
5. **Technological dimension**With rapid technological advancements, it has become essential for a professional leader to possess advanced technological skills. This includes the ability to use technology to improve decision-making processes, communication within the organization, and foster innovation.
6. **Administrative and organizational dimension**A professional leader requires managerial and organizational skills that enable them to effectively manage teams and projects. This includes the ability to allocate resources correctly, organize work, and prioritize tasks to ensure the achievement of organizational goals.(Tiger, 2020p. 45)

By integrating these dimensions, a professional leader can guide their organization towards achieving sustainable success in changing work environments and committing to effective strategic expansion.

Researchthe second : Corporate strategic diffusionSection Two: Institutional Strategic Diffusion

C oncept Corporate strategic diffusion

Strategic corporate expansion is the process of extending an organization's reach into new markets or sectors to achieve sustainable growth and enhance its competitiveness. This concept involves implementing specific strategies to increase the organization's impact, both locally and globally, by capitalizing on business opportunities, expanding into new markets, or diversifying products and services. Strategic expansion is one of the methods that helps organizations achieve their long-term goals and expand their market share.(Al-Mansouri, 2017p. 34)

Strategic corporate expansion is the process of extending an organization's activities into new markets or different sectors with the goal of achieving sustainable growth and enhancing its competitiveness. This includes implementing strategies to increase market share, diversify products or services, expand geographically, and establish strategic partnerships, with a focus on capitalizing on business opportunities and achieving corporate excellence in a changing business environment.(Porter, 1980, p:67)

Strategic corporate expansion also involves leveraging technological innovations and achieving internal diversification to mitigate risks and ensure sustainability. It relies on thoughtful expansion management through strategies such as acquisitions, strategic alliances, and the use of digital channels to reach a wider audience. Strategic expansion aims to enhance an organization's ability to adapt to economic and competitive challenges, contributing to its sustainable growth and strengthening its position in local and international markets.(Ansoff, 1965, p:121)

Goals Corporate strategic diffusion

Corporate strategic diversification strategies aim to achieve a range of objectives that support organizational growth and enhance its competitive position. Among the most prominent objectives of corporate strategic diversification are..:

1. Achieving growth and expansion

It aims to increase the size of the organization by expanding into new markets or diversifying products and services to meet the needs of new customers.(Al-Dossari, 2017p. 33)

2. Boosting market share

By expanding operations or geographically, organizations aim to increase their market share, thereby enhancing their competitiveness.

3. Achieving excellence and innovation

It aims to improve innovation and provide new solutions in products or services, contributing to the organization's market differentiation.(p:64 Barney, 1991)

4. Reducing risks

Through geographic diversification or diversification of products and services, organizations aim to reduce their exposure to risks associated with market fluctuations or economic crises.

5. Improving operational efficiency

By expanding operations, an organization can achieve economies of scale, which helps improve operational efficiency and reduce costs.(Grant, 2005, p:22)

6. Strengthening strategic relations

Expansion strategies aim to build strategic partnerships and alliances with other organizations to increase business opportunities and enhance competitiveness.

7. Achieving financial sustainability

Strategic expansion aims to improve the organization's cash flow by increasing revenue and expanding into new markets, thereby enhancing its long-term financial sustainability.(p:87 Miller 1988)

By achieving these objectives, strategic diversification contributes to enhancing the organization's ability to achieve sustainable growth and effective expansion in competitive business environments.

Dimensions Corporate strategic diffusion

The dimensions of strategic corporate diversification encompass a range of aspects that contribute to achieving the organization's expansion and sustainable growth. These dimensions include:(Al-Otaibi, 2018p. 56)

1. **geographical distance**Expansion into new markets, both domestically and internationally, can include opening new branches, entering new markets in unfamiliar regions, or collaborating with local partners to broaden geographic reach.
2. **Dimension Products and Services**Expansion involves diversifying the products or services offered by the organization. This can be achieved by adding new products or improving existing ones to meet changing market needs.(Al-Sharif, 2021p. 34)
3. **Technological dimension**This is linked to the adoption of modern technologies and innovation in processes and services, which helps to improve efficiency and expand the ability to reach new customers through digital channels.
4. **Organizational and administrative dimension**It involves improving the organizational and administrative structures of the institution to facilitate expansion and growth. This includes process development, improving operational efficiency, and strategically managing human resources to support organizational growth.(Schilling, 2013, p:133)
5. **Financial dimension**This involves strategically allocating financial resources to support expansion and growth. This dimension relies on securing new sources of funding, such as investments or loans, to ensure the ability to successfully implement expansion strategies.((Mintzberg, 1990, p:65)
6. **Cultural and social dimension**It relates to the ability to adapt to different cultures when expanding into new markets, which requires a deep understanding of local cultures and adapting to them in a way that strengthens the relationship with local customers and partners.
7. **Acquisitive dimension and strategic alliances**This dimension includes expansion through the acquisition of other companies or entering into strategic partnerships with existing institutions, which contributes to a rapid increase in market share and enhances the institution's position in the market.(Kaplan, 1996, p:211)

These dimensions integrate to form a comprehensive corporate strategic diversification strategy, aiming to enhance the organization's ability to achieve sustainable growth and effective expansion in competitive markets.

Third topic: The relationship between the two variablesSection Three: The relationship between the two variables

Professional leadership is a cornerstone of modern management systems, representing the practical and intellectual framework that enables organizations to interact positively with their dynamic environments and helps them expand and grow within a well-defined strategic vision. It is not limited to performing routine administrative tasks, but extends to formulating overarching directions, directing resources, and motivating individuals towards collective goals.(Yukl, 2013). Hence, a close link emerges between it and the concepts of institutional expansion, especially when this expansion is based on well-thought-out strategic foundations known as "institutional strategic diffusion".

First: The concept of the relationship between the two variables

The relationship between professional leadership and strategic corporate expansion is interactive and complementary; professional leadership acts as a motivating and executive tool to translate major corporate directions into practical reality,

and plays a prominent role in enhancing corporate readiness for expansion through change management, dealing with market opportunities, developing human capital, and developing the organization's competitive capabilities.(Northouse, 2021).

A professional leader with a clear vision for the future can anticipate shifts in the external environment and reorient the organization internally to meet the demands of expansion. Studies show that organizations with strong professional leadership possess greater organizational flexibility and a greater readiness for change, which is a key factor in the success of organizational expansion.(Bass & Riggio, 2006).

Second: Dimensions of leadership influence in achieving strategic diversification

1. **Strategic thinking and market identification**Professional leadership enables an organization to analyze its external environment and transform challenges into opportunities through strategic thinking. Porter (1985) emphasizes that effective leaders are those who possess the ability to identify their competitive advantages and leverage them in new markets with flexibility and efficiency.
2. **Promoting a culture of corporate innovation**A professional leader doesn't just manage operations; they create an environment conducive to innovation, contributing to the development of products or services that meet the needs of new markets. A study by Tidd & Bessant (2014) indicates that innovation is a key factor in an organization's ability to expand, and that professional leadership is the primary driver of that innovation.
3. **Organizational Change Management**One of the major challenges in organizational expansion is resistance to change, and this is where the role of professional leadership comes in, in preparing employees and providing guidance and psychological and practical support to enable the organization to pass through the stages of transformation effectively (Kotter, 1996).
4. **Building strategic partnerships and relationships**Professional leadership contributes to developing long-term strategic relationships with business partners, which is essential in expansion contexts, whether geographically or in terms of specialization. According to Barney (1991), strong partnerships are an intangible resource that enhances an organization's ability to expand.
5. **Making informed investment decisions**Institutional expansion requires the precise allocation of resources towards strategic investments. Professional leadership, supported by rigorous data analysis, enables sound decision-making that achieves a higher return on investment and reduces potential risks (Mintzberg et al., 2005).

Third: Empirical evidence for the relationship

Field evidence from applied studies indicates a significant correlation between professional leadership and the level of institutional expansion. In a study by Abdullah et al. (2021) on a sample of educational institutions, it was found that leaders who adopted a professional approach contributed effectively to the expansion of their institutions by opening new branches and implementing well-planned organizational and structural transformations. Similarly, Al-Harbi's study (2020) revealed that public sector organizations with professional leadership were better able to keep pace with administrative reforms and expand their services.

Fourth: The organizational environment as a mediator in the relationship

It is important to note that the internal environment of an organization acts as an intermediary between professional leadership and organizational expansion. Even with a professional leader, a rigid organizational culture or weak corporate infrastructure can hinder strategic expansion. Therefore, professional leadership should work in parallel to build a flexible and collaborative work environment that enables it to effectively implement expansion plans.(Schein, 2010).

Fifth: The Interactive Relationship Model

The relationship between the two variables can be visualized through the following model.:

Professional leadership → Innovation+Taking decision+administration Change+Relations strategy → Spread institutional Strategic

This model illustrates how leadership acts as a catalyst for organizational processes that collectively lead to strategic institutional expansion.

Chapter Three: The Practical Aspect

Theoretical and applied analysis reveals that professional leadership is a pivotal element in supporting strategic corporate expansion. It prepares the organization intellectually, organizationally, and behaviorally for growth, helps it adapt to changes, seize opportunities, and direct resources toward expansion goals. Therefore, any corporate effort seeking strategic expansion cannot achieve its objectives without conscious and capable professional leadership that drives change, innovates solutions, manages teams, and establishes a clear vision to guide the organization in its evolving environments.

First topic: Research methodology:

To achieve the research objectives, the descriptive field method was used, which is defined as a research method that deals with interpreting the existing situation of a phenomenon or problem by identifying its conditions and dimensions and

describing the relationships between them, with the aim of arriving at an accurate and comprehensive practical description of the phenomenon or problem based on the facts related to it.

community and sample Search:

The research community consists of all Employees in The General Directorate of Educational Planning selected a random sample of (80) single From the General Directorate of Educational Planning, where it was distributed to them questionnaire The following is a description of the characteristics of the research sample according to its variables:

Table (1) Age Groups

Sex	number	Percentage %
male	51	63.75
feminine	29	36.25
total	80	100

Table (1), which relates to age and gender categories, shows an accurate distribution of study participants. The sample consists of 80 individuals, and the table shows that 63.75% of the participants belong to the male gender, with 51 individuals, while the female gender represents 36.25% With a total of 29 individuals, this gender distribution reflects the relative balance in gender representation within the sample, and provides a detailed view of how the study was oriented based on gender categories and their relative distribution between males and females.

Table (2) Scientific Level

Scientific level	number	Percentage %
High school	15	18.75
diploma	13	16.25
Bachelor's	47	58.75
Graduate Studies	5	6.25
total	80	100

Table (2) shows the percentages of obtaining certificates as follows: High school certificate with a percentage of (18.75%) Diploma certificate with a percentage of (%)16.25 Bachelor's degree (%)58.75%, and a postgraduate certificate with a percentage of (6.25%)

Table (3) Age

the age	number	Percentage
20-25	39	48.75
26 – 30	13	16.25
31-35	5	6.25
36-40	13	16.25
More than 40	10	12.5
total	80	100

Table (3) shows that the percentage of age groups (20-25) is (48.75%), while the percentage of the age group (26-30) is (16.25%), and statistics indicate that the percentage of the age group (31-35) is (6.25%), while the percentage of the age group (36-40) was (16.25%), and the percentage of the age group (over 40 years old) was (12.5%)

Table (4) Working with General Directorate of Educational Planning

Working with the General Directorate of Educational Planning	number	Percentage
Less than a year	24	30
From 1 to 5 years	37	46.25
6-10 years	10	12.5
More than 10 years	9	11.25
total	80	100

In Table No. (4), it is shown that the percentage the job (Less than one year) is 30%, while the percentage Working with the company (From 1 to 5

years old)46.25%, and the percentage of the category (From 6 to 10 years old)12.5%, while the percentage of the category reaches (More than 10 years) to11.25%

Table (5) Type the job

Type of work within the company	number	Percentage
administrative employee	17	21.25
accountant	34	42.5
Assistant Director	14	17.5
boss	15	18.75
total	80	100

The table provided shows that the distribution of the workforce within the company demonstrates a diversity of jobs and responsibilities, with administrative staff occupying these positions.21.25% of the total workforce, while accountants constitute a percentage42.8%, reflecting the prominent role of financial planning and accounting in the company's structure and percentage17.5%, assistants to managers appear as a group contributing to administrative support, while managers occupy18.75% of workers, indicating a balance in the distribution of administrative responsibilities. This structural distribution of the workforce reflects a balanced organizational structure that reflects specialization and diversity in roles and responsibilities within the company.

Section Two:Statistical processingSection Two: Statistical Processing

After collecting, coding, and processing the data using appropriate statistical methods, specifically the Statistical Package for the Social Sciences (SPSS), the researcher used..ThFrequencies, arithmetic means, and standard deviations

Table (6) Arithmetic means and standard deviations for the degree of tangible aspects

Paragraphs	arithmetic mean	standard deviation	I agree	I strongly agree	neutral	I disagree	I strongly disagree
A professional leader possesses a clear vision for the future that positively impacts the strategic expansion of the organization.	438	0663	4	42	14	12	8
A professional leader contributes to fostering innovation within the organization, which supports strategic expansion.	421	0607	8	33	17	17	5
Professional leadership enhances the ability to make effective strategic decisions to expand the scope of operations.	402	0447	6	22	10	31	11
A professional leader manages organizational change efficiently to support corporate expansion strategies.	401	0887	12	37	10	14	7
total	41574	054407					

The table presents the means and standard deviations of participants' responses regarding the role of professional leadership in supporting strategic corporate diversification. It also shows the distribution of their responses on a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree), helping to understand the degree of agreement with each statement.

Firstly: A professional leader possesses a clear vision for the future that positively impacts the strategic expansion of the organization.

This paragraph received an arithmetic mean of**4.38**This indicates a high level of agreement among participants on the importance of a leader possessing a clear vision for the future that supports strategic deployment. The standard deviation was [value missing].**0.663**The score is relatively low, indicating a convergence of opinions among participants regarding this passage. The results also showed that**42 participants**They strongly agreed, reflecting a strong consensus on the importance of this leadership trait.

Secondly, a professional leader contributes to fostering innovation within the organization, which supports strategic expansion.

The arithmetic mean for this paragraph was**4.21**This indicates a general consensus on the role of the professional leader in fostering innovation as a key driver of strategic deployment. The standard deviation was recorded.**0.607**This indicates a stability of opinions on this point. Looking at the distribution of responses, we find that**33 participants**They strongly agreed, although there was some divergence of opinion, with a few participants expressing a neutral or opposing stance.

Third: Professional leadership enhances the ability to make effective strategic decisions to expand operations.

This paragraph received an arithmetic mean of **4.02**. This is lower than the two preceding paragraphs, indicating a greater divergence of opinions on this issue. The standard deviation reached [amount missing]. **0.447**. This indicates a slight difference in participants' responses. The results show that **22 participants**. They strongly agreed with this paragraph, while there was **31 participants**. They disagree, indicating differing views on the extent to which professional leadership influences strategic decision-making.

Fourth: A professional leader manages organizational change efficiently to support corporate expansion strategies.

The arithmetic mean for this item was **4.01**. This reflects a reasonable degree of acceptance of the idea that professional leadership plays a role in managing organizational change to support strategic expansion. However, the standard deviation reached **0.887**. This score is relatively high compared to the other items, indicating a clear divergence in participants' opinions. The results showed that **37 participants**. They strongly agreed with this paragraph, while expressing **14 participants**. Their disagreement indicates that some participants believe that change management may depend on factors other than professional leadership.

Fifth: General analysis of the results

Based on the total values, the overall arithmetic mean was **4.1574**. This reflects a positive consensus on the importance of professional leadership in supporting strategic corporate expansion. The overall standard deviation reached [amount]. **0.54407**. This indicates a moderate degree of variation in participants' responses. Overall, the results suggest that professional leadership is a crucial element in promoting strategic diversification, but aspects such as strategic decision-making and change management may be influenced by other factors within the organization.

Table (7) Arithmetic Means and Standard Deviations for the dependability paragraphs

Paragraphs	arithmetic mean	standard deviation	I agree	I disagree	neutral	I strongly agree	I strongly disagree
A professional leader encourages the development of a teamwork culture that contributes to the strategic expansion of the organization.	433	0632	30	11	7	24	8
Professional leadership supports building strategic relationships with business partners to achieve institutional expansion.	390	0816	47	9	11	7	6
A professional leader contributes to improving organizational performance, which enhances the ability to expand into new markets.	380	0858	31	14	16	15	4
Professional leadership drives the adoption of new technologies to improve operations and expand business.	378	0866	31	17	13	13	6
A professional leader builds a work environment that motivates employees towards achieving strategic expansion goals.	358	0804	30	8	12	25	5
Professional leadership contributes to improving the efficiency of resource utilization to support corporate expansion plans.	335	1131	50	13	1	15	1
total	37901	061054	—	—	—	—	—

The table presents the means and standard deviations of participants' opinions on the role of professional leadership in enhancing trust within the organization and its impact on strategic expansion. It also illustrates the distribution of responses on a five-point Likert scale, helping to determine the degree of agreement among participants with each item.

Analysis of individual paragraphs

Firstly: A professional leader encourages the development of a teamwork culture that contributes to the strategic expansion of the organization.

This paragraph received an arithmetic mean of **4.33**. This reflects a strong consensus among participants that a professional leader fosters a teamwork culture that supports strategic deployment. The standard deviation was [missing value]. **0.632**. The score is relatively low, indicating a convergence of opinions among the participants. The results showed that **30 participants**. They agreed to this paragraph, and **24 participants**. They strongly agreed, indicating a broad consensus on the importance of this feature.

Second: Professional leadership supports building strategic relationships with business partners to achieve institutional expansion.

The arithmetic mean for this paragraph was **3.90**. This indicates that participants tended to agree with the importance of strategic relationships in organizational expansion, but to a lesser extent than in the first paragraph. The standard deviation was [missing value]. **0.816**. This indicates a relative divergence of opinions. The results showed that **47 participants**. They agreed, while there **9 participants**. They disagree, indicating differing views on the impact of leadership in this area.

Third: A professional leader contributes to improving organizational performance, which enhances the ability to expand into

new

This paragraph recorded an arithmetic mean of **3.80**. This reflects moderate support for the leader's role in improving organizational performance to achieve expansion. The standard deviation was [missing value]. **0.858**. This is relatively high, indicating a divergence in participants' opinions. They agreed **31 participants**. On this paragraph, while he expressed **14 participants**. Their disagreement indicates some reservations about the leadership's impact on expansion into new markets.

markets.

Fourth: Professional leadership drives the adoption of new technologies to improve operations and expand business. The arithmetic mean for this paragraph was **3.78**. This reflects a moderate degree of agreement among participants regarding the impact of professional leadership on technology adoption to enhance organizational reach. The standard deviation was [value missing]. **0.866**. This suggests a divergence in participants' opinions. The results showed that **31 participants**. They agreed, while there **17 participants**. They disagree, reflecting a divergence of views on this issue.

Fifth: A professional leader builds a work environment that motivates employees to achieve strategic expansion goals. This paragraph received an arithmetic mean of **3.58**. This is lower than in previous paragraphs, indicating a lower degree of agreement regarding the leader's role in motivating employees to support strategic deployment. The standard deviation was [value missing]. **0.804**. This indicates a slight difference of opinion. And he agreed **30 participants**. While he expressed **8 participants**. Their disagreement indicates that some participants believe the work environment may be influenced by factors other than professional leadership.

Sixth: Professional leadership contributes to improving the efficiency of resource utilization to support corporate expansion plans.

This paragraph recorded the lowest arithmetic mean in the table, where it reached **3.35**. This reflects a relatively weak consensus on the impact of leadership on improving resource utilization efficiency to support institutional expansion. The standard deviation was [missing value]. **1.131**. This was the highest score among all the items, indicating a significant divergence in participants' opinions. They agreed **50 participants**. On this paragraph, while there **13 participants**. They disagree, indicating a clear difference in viewpoints.

General analysis of the results

Overall, the total arithmetic mean reached **3.79**. This reflects participants' tendency to agree with the role of professional leadership in fostering trust within the organization to support strategic expansion, but to varying degrees across the items. The overall standard deviation was [missing value]. **0.61054**. This indicates a moderate difference of opinion.

The results indicate that the most supported section was the one related to encouraging a culture of teamwork (4.33), while the least supported item was the one related to resource utilization efficiency (3.35). This suggests that participants believe professional leadership plays a clear role in promoting teamwork, but it may not be the sole factor in improving resource efficiency within an organization.

Table (8) Arithmetic means and standard deviations for the response score items in General Directorate of Educational Planning

Paragraphs	arithmetic mean	standard deviation	I agree	I disagree	neutral	I strongly agree	I strongly disagree
A professional leader encourages creative thinking in strategic decision-making.	393	0519	15	18	19	13	15
Professional leadership supports the development of leadership skills within organizational teams, which contributes to organizational expansion.	360	1148	12	26	20	7	15
A professional leader promotes a rapid response to market changes, contributing to strategic expansion.	327	1215	50	13	1	15	1
Professional leadership contributes to enhancing transparency and accountability within the organization, which facilitates strategic expansion.	296	1101	30	8	12	25	5
total	34414	073343	—	—	—	—	—

The table presents the arithmetic means and standard deviations for the items assessing the responsiveness to professional leadership within the General Directorate of Educational Planning. It also reflects the distribution of participants' responses according to a five-point Likert scale, allowing for an examination of the degree of agreement among participants regarding each item.

Analysis of individual paragraphs

First: A professional leader encourages creative thinking in strategic decision-making.

This paragraph received an arithmetic mean of **3.93**. This indicates a high degree of agreement among participants on the importance of encouraging creative thinking by professional leaders in strategic decision-making. The standard deviation was [value missing]. **0.519**. This is relatively low, indicating minimal variation in participants' opinions. They agreed **15 participants**. He strongly criticized this paragraph, while expressing **18 participants**. Their disapproval.

Secondly, professional leadership supports the development of leadership skills within organizational teams, which contributes to institutional expansion.

This paragraph recorded an arithmetic mean of **3.60**. This reflects moderate agreement on the role of professional leadership in developing leadership skills within organizational teams. The standard deviation was [missing value]. **1.148**. This indicates greater variability in participants'

responses compared to the previous paragraph. [Responses were recorded.] **12 Strongly Agree** This paragraph reflects some differences among the participants.

Third: A professional leader promotes a rapid response to market changes, contributing to strategic expansion. This paragraph recorded an arithmetic mean of **3.27** This is lower than in previous paragraphs, indicating a divergence of opinions among participants regarding the importance of a swift leadership response to market changes. The standard deviation was [insert value here]. **1.215** This indicates a significant variation in responses. The responses were notably distributed, with many agreeing. **50 participants** On this paragraph, while there **13 incompatibility cases**.

Fourth: Professional leadership contributes to enhancing transparency and accountability within the organization, thus facilitating strategic expansion. This paragraph recorded the lowest arithmetic mean of **2.96** This indicates that the degree of alignment was generally low with the impact of professional leadership in promoting transparency and accountability. The standard deviation was [value missing]. **1.101** This indicates a relative difference in participants' opinions on this point. The results showed that **30 participants** They agreed to this paragraph, while there **8 opposition cases**.

General analysis of the results

Overall, the total arithmetic mean reached **3.44** This reflects a moderate agreement among participants on the important role of professional leadership in enhancing responsiveness to strategic expansion requirements. The overall standard deviation was [missing value]. **0.73343** This indicates a moderate degree of divergence in opinions.

The results show that the most supported item was related to encouraging creative thinking in strategic decision-making. (3.93), while the least supported item was the one related to transparency and accountability (2.96). This suggests that participants perceive professional leadership as more supportive of creativity in decision-making than of promoting transparency.

Table (9) Arithmetic means and standard deviations for items measuring empathy in General Directorate of Educational Planning

Paragraphs	arithmetic mean	standard deviation	I agree	I disagree	neutral	I strongly agree	I strongly disagree
A professional leader guides the organization towards adapting to environmental and social challenges in new markets.	431	0801	31	17	13	13	6
Professional leadership supports the organization's geographic expansion strategies by identifying target markets.	423	0978	31	14	16	15	4
A professional leader encourages the development of flexible policies to support a rapid response to changes in the business environment.	365	1051	47	9	11	7	6
Professional leadership fosters a culture of commitment to quality in products and services, contributing to strategic expansion.	321	0737	30	11	7	24	8
total	38519	075806	—	—	—	—	—

The table presents the arithmetic means and standard deviations for the items assessing the role of professional leadership in fostering empathy within the General Directorate of Educational Planning. The table allows for the analysis of participants' responses using a five-point Likert scale, with a breakdown of opinions on each item.

Analysis of individual paragraphs

First: The professional leader guides the organization towards adapting to environmental and social challenges in new markets.

This paragraph received an arithmetic mean of **4.31** This indicates a strong consensus among participants that a professional leader contributes significantly to adapting to environmental and social challenges in new markets. The standard deviation was [value missing]. **0.801** This reflects a limited divergence in the opinions of the participants. There were **31 approvals** This paragraph demonstrates strong support for the idea.

Second: Professional leadership supports the organization's geographic expansion strategies by identifying target markets.

This paragraph recorded an arithmetic mean of **4.23** This reflects strong participant support for the idea of professional leadership's role in supporting the organization's geographic expansion. The standard deviation was [missing value]. **0.978** This indicates that the opinions were relatively close to each other. The results showed that **31 participants** They agreed, with little distribution among the opponents.

Third: A professional leader encourages the development of flexible policies to support a rapid response to changes in the business environment.

This paragraph recorded an arithmetic mean of **3.65** This reflects moderate support for the role of professional leadership in encouraging the development of flexible policies. The standard deviation was [missing value]. **1.051** This reflects a greater divergence in participants' opinions compared to previous sections. The results showed that **47 participants** They agreed to this paragraph, while there **9 opponents**.

Fourth: Professional leadership fosters a culture of commitment to quality in products and services, contributing to strategic expansion.

This paragraph recorded the lowest arithmetic mean of **3.21** This indicates a lower degree of alignment with the leadership's role in fostering a

culture of quality. The standard deviation reached [amount].**0.737**This indicates a slight divergence of opinions. There were**30 approvals**On this paragraph, with the presence**24 strongly opposed**.

General analysis of the results

Overall, the total arithmetic mean reached**3.85**This indicates a positive alignment with the role of professional leadership in fostering empathy within the organization. The overall standard deviation reached [amount].**0.75806**This reflects a moderate divergence of opinions among the participants.

The results show that the most supported section was the one related to adapting to environmental and social challenges.(4.31), while the least supported item was the one related to commitment to quality (3.21). This suggests that participants believe professional leadership plays a greater role in adapting to environmental and social challenges than in fostering a culture of quality.

Table (10) Arithmetic means and standard deviations for items inGeneral Directorate of Educational Planning

Paragraphs	arithmet ic mean	standard deviation	I agre e	I disagr ee	neutr al	I strongly agree	I strongly disagree
A professional leader works to identify new market opportunities, which helps to increase market share.	453	06720	37	14	10	12	7
Professional leadership supports building a strong network of relationships with customers and partners, which contributes to strategic expansion.	422	06120	22	31	10	6	11
A professional leader helps the organization explore new markets through sophisticated marketing strategies.	411	05480	33	17	17	8	5
Professional leadership contributes to making strategic investment decisions that support expansion and sustainable growth.	379	08620	42	12	14	4	8
total	41636	0 493960	—	—	—	—	—

The table presents the arithmetic means and standard deviations for items related to the role of professional leadership in supporting strategic expansion within the General Directorate of Educational Planning. These items demonstrate how professional leadership can contribute to increasing market share, building strategic relationships, exploring new markets, and making investment decisions.

Analysis of individual paragraphs

Firstly: A professional leader works to identify new market opportunities, which helps to increase market share.

This paragraph recorded an arithmetic mean of**4.53**This reflects a strong consensus among participants that a professional leader effectively contributes to identifying new market opportunities. The standard deviation was [missing value].**0.6720**This indicates minimal difference in opinions among the participants.**37 approvals**This paragraph reflects strong support from the participants.

Secondly, professional leadership supports building a strong network of relationships with clients and partners, which contributes to strategic expansion.

This paragraph received an arithmetic mean of**4.22**This indicates strong support among participants for the idea that professional leadership contributes to building a strategic network of relationships with clients and partners. The standard deviation was [insert value here].**0.6120**This indicates a moderate divergence of opinions. This paragraph received**22 approvals**With some participants expressing neutral or opposing views.

Third: A professional leader helps the organization explore new markets through advanced marketing strategies.

This paragraph recorded an arithmetic mean of**4.11**This indicates a high degree of agreement among participants regarding the role of professional leadership in exploring new markets. The standard deviation was [value missing].**0.5480**This indicates a moderate divergence in the opinions of the participants. [The following was recorded:]**33 approvals**This paragraph reflects strong support for it.

Fourth: Professional leadership contributes to making strategic investment decisions that support expansion and sustainable growth.

This paragraph recorded an arithmetic mean of**3.79**This is lower than in previous paragraphs, indicating a relatively lower consensus on the role of leadership in strategic investment decisions. The standard deviation was [insert value here].**0.8620**This reflects a greater divergence in the opinions of the participants.**42 approvals**Regarding this paragraph, responses showed a divergence between supporters and opponents.

General analysis of the results

Overall, the total arithmetic mean reached**4.16**This reflects a positive alignment with the role of professional leadership in supporting the strategic expansion of the General Directorate of Educational Planning. The overall standard deviation reached [amount missing].**0.493960**This indicates a moderate variation in participants' responses.

The results show that the most supported section was related to identifying new market opportunities.(4.53), while the least supported item was related to making strategic investment decisions (3.79). This indicates that participants believe professional leadership contributes more to identifying market opportunities and increasing market share than making strategic investment decisions.

Section Three: Conclusions and Recommendations

Conclusions :

- The study showed that professional leadership plays a pivotal role in enhancing the strategic expansion of organizations by improving decision-making mechanisms and guiding future vision.
- It has been shown that a professional leader contributes to fostering innovation within the organization, thus facilitating expansion into new markets and increasing competitive advantage.
- The results demonstrated that organizations with professional leadership are better able to manage organizational change efficiently, thereby enhancing their sustainability and growth.
- Having a supportive and motivating work environment, led by a professional leader, contributes to improving organizational performance and raising employee satisfaction levels, which positively impacts the achievement of strategic goals.

5. The study confirmed that relying on professional leadership contributes to building strong strategic relationships with partners and customers, which in turn contributes to expanding the organization's reach and achieving sustainable growth.

Recommendations:

1. It is essential to qualify and train leaders in professional leadership skills, including strategic thinking, decision-making, and change management, to ensure effective institutional expansion.
2. Fostering a culture of innovation within organizations by supporting leaders in creative initiatives and providing a work environment that stimulates innovative thinking, thus contributing to the development of expansion strategies.
3. Encouraging organizations to adopt flexible leadership models that adapt to market changes and enhance their speed in responding to new challenges and opportunities.
4. Developing mechanisms to measure the performance of professional leaders and linking them to institutional performance indicators, to ensure the achievement of strategic goals and promote sustainable growth.
5. Strengthening cooperation between academic and professional institutions to prepare professional leaders capable of supporting strategic expansion, through specialized educational and training programs in administrative and strategic leadership.

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