The Contribution of Insightful Leadership Practices to Organizational Excellence at Salah Al-Din Education Directorate
A Study of Administrative Sciences

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Abstract

The quickening of modern growth the leaders of business organizations must constantly work to adopt the ideas of enhancing overall performance and enhancing staff performance due to evolution and the limits of globalization.

Whereas this study sought to clarify the impact of enlightened leadership behaviors and their crucial and significant role in fostering the administrative creativity of workers in the directorates of education, it did so by correlating the positive relationship for the existence of a statistically significant relationship between the behaviors of enlightened leadership represent.

The model and statistical analysis in the study were created using a descriptive-analytical technique, and the questionnaire was made to gather information on the study's variables. where a sample of administrative personnel employed by the directorate's middle management level was gathered, totaling (110) reliable surveys for analysis.

The study's findings showed that the enlightened leadership behaviors exemplified by (the developer, the changer, the role model, the visionary, and the communicator) have a statistically significant impact on encouraging organizational excellence in the Directorate of Education Salah al-Din in Iraq.

As a result, the study produced a set of recommendations, the most crucial of which is expanding development programs for Distinguish Absolute performance, interest in the tangibles of job affiliation and self-esteem, and developing the spirit of initiative and sharing to accomplish tasks and break organizational stagnation.

Keywords: *Informed leadership behaviors, organizational excellence, education directorates.*

1. Introduction

To ensure effective survival, business variables, developments, and knowledge circulation techniques are forcing the administrative environment and its methodologies to gradually expand and change around its applied concepts. This has forced business organization leaders to play a crucial role, follow unconventional paths, and exert great effort on behalf of the organization.

And investing the energies of its employees, given that the human element is the intellectual capital in the achievement, change, and growth of all business and activities in public life and the organizational environment, to enhance their knowledge regarding the behaviors of enlightened leadership and its vital role in developing organizational excellence for organizational members, as the continuous change in the work environment of organizations The work created by the technology of modern knowledge made the administrative leaders think and search for non-traditional administrative and strategic philosophies to improve the performance of their organizations and maintain their competitiveness and to create impact, quality, and distinction in the performance of the organization's personnel and to follow optimal behaviors and style of leadership.

Being in charge of shaping the future is represented in the overall effort to promote organizational excellence as a key resource for the growth of the organization, enhancing its skills, and adjusting to changes in the internal and external working environment.

Research Questions

Even though enlightened leadership is a contemporary idea in business, it has been demonstrated that it may also be used in educational institutions. The study aims to show how the behaviors of enlightened leadership in their dimensions can promote organizational excellence in situations where it is recognized that the Directorate of Education of Salah al-Din lacks knowledge and consideration in the face of obstacles that affect its performance.

Accordingly, the following questions were raised:

- Does the development of enlightened leadership behaviors in its dimensions—the developer, the changer, the role model, the visionary, and the communicator—have an impact on how well Salah al-employees Din's performs organizationally?

Aims of the Paper:

The study aims to accomplish the following objectives to address the issue of the study's relationship between the behaviors of enlightened leadership and its aspects (the developer, the changer, the role model, the visionary, and the communicator) in fostering organizational excellence:
Identify the relationship between each of the behaviors of informed leadership and organizational excellence of business organizations.
- Determining whether the organization has any informed leadership behaviors available (the field of research).

Paper form:

The study's theoretical framework and field content served as the basis for developing the model. Reviewing the research literature and earlier studies is necessary since the hypothetical diagram explains the links between the study variables (independent and dependent).

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                                          Informed driving

                                              developer

                                              modulator

        organizational
           excellence                        Role models

                                               visionary

                                                caller
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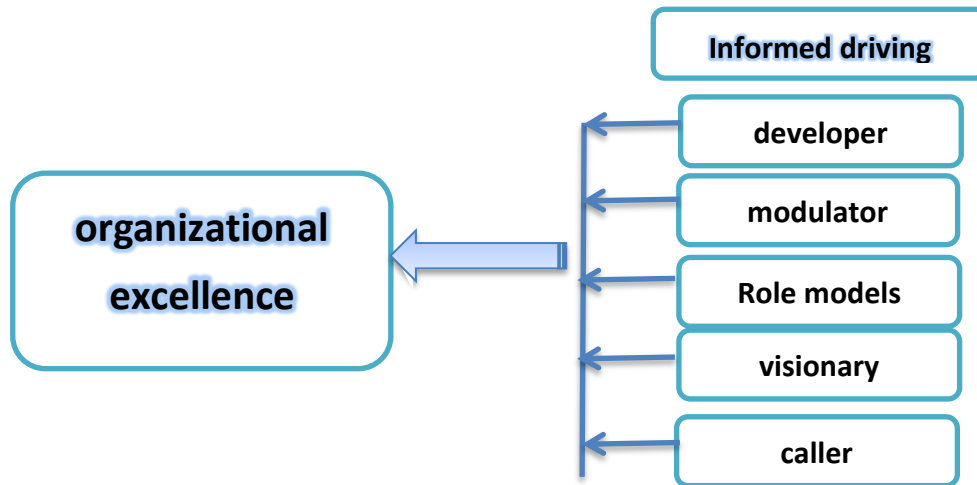
As shown in Figure (1), the study model.

Paper Hypotheses:

Based on the study model and in light of the problem, the main hypothesis of the study was formulated, from which other sub-hypotheses branch out, as follows:

The first main hypothesis:

The behaviors of informed leadership and organizational excellence at the Salah al-Din Directorate of Education are statistically related at the level of (0.05).

The following sub-hypotheses emerge from it:

The first sub-hypothesis: The importance of role models for enlightened leadership and organizational excellence in the Salah al-Din Directorate of Education is statistically significant at the level of (0.05).

The second sub-hypothesis: There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the transformative role of informed leadership and organizational excellence in the Salah al-Din Education Directorate.

The third sub-hypothesis: There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the developed role of enlightened leadership and organizational excellence in the Directorate of Education of Salah al-Din.

The fourth sub-hypothesis: The Salah al-Din Education Directorate's visionary role of enlightened leadership and organizational excellence have a statistically significant link at the level of (0.05).

The fifth sub-hypothesis: There is a statistically significant relationship at the level of (($\alpha \leq 0.05$) between the related role of informed leadership and organizational excellence in the Directorate of Education of Salah al-Din.

Study methodology and procedures: The researcher used an analytical descriptive approach to carry out the study's goals, attempting to describe and assess the reality of the actions taken by business organizations' enlightened leaders to support organizational excellence for their employees in Salah al-Directorate Din's of Education.

Analysis of the data, the relationships between its elements, the opinions expressed about it, the methods it employs, the statistical processing used to arrive at the results, and then analyze and interpret the results by the relevant statistical approaches to test hypotheses.

The limitations

Spatial boundaries: The study was conducted within the organizational structure of the Directorate of Education of Salah al-Din.

Temporal limits: The study was conducted in 2022.

- The relationship between and effect of the actions of business organizations' enlightened leadership in fostering organizational excellence (as a dependent variable) were the subjects of the study, which involved a sample of Salahuddin Education Directorate personnel.

8. Past studies:

Reviewing several related studies is necessary to discuss ideas and trends that reflect the efforts of researchers and thinkers and their attitudes toward the variables and dimensions of the study directly and indirectly, which refers to scientific requirements that lead to Cognitive Cognition. This is necessary to take note of the issue of the behavior of the enlightened leadership of business organizations well and to study its impact on enhancing organizational creativity. These studies are reviewed here:

Study (Belhadi, 2008) (Belhadi, 2008) She also has a development address. Outstanding leadership and subordinate performance are a result of administrative ingenuity. The purpose of this study is to identify the elements that influence the growth of administrative creativity among organizational leaders and their staff members, as well as how that creativity affects institutional performance. The analysis was built and developed using the comparative approach. The study concentrated on the factors attained by organizational administrative leaders and the administrative performance of their subordinates, and it found that both parties require the development of creative skills for use in various modes of communication and training and development programs that are appropriate for their creative performance. These studies are reviewed here:

Study (Sunds & Kein: 2016)And addresses new developments in the development of creativity. The study aimed to identify the new developments in the full development of the creative potential of the organization's resources and the use of multiple factors to get rid of the obstacles to creative development and measure innovation by evaluating the self-creativity of the individual and the overall performance of the organizations. The study dealt with a sample of middle management employees and senior management managers working in different organizations and studied the most important obstacles facing work updates and creativity. One of the most important findings of the study is the importance of the practices of administrative leaders in dealing with the organizational structure, accompanied by the preparation of qualitative development programs that liberate the individual from the constraints of creative construction.

A study (Dahron, 2019) entitled "Enlightened Leadership Behaviors and Its Role in Effective Management of Organizational Crises" is An Analytical Study of the Opinions of a Sample of Employees at the Presidency of the University of Sulaymaniyah

This essay seeks to define the role of enlightened leadership behaviors in its aspects (model, creator, servant, change agent, visionary, and communicator) in the successful management of the organizational crises depicted in (early warning, preparedness and prevention, damage containment and reduction, restoring balance and activity, strategic learning).

In the presidency of the University of Sulaymaniyah. The study followed the descriptive analytical approach, using the questionnaire to collect data, and the size of the study population was 143

individuals, and the questionnaire was randomly distributed to the sample represented by the workers in the presidency of the University of Sulaymaniyah, whose number is (165) employees. represented by (exemplary, developer, servant, changer, visionary, communicator) and its role in the effective management of organizational crises. The study also reached several recommendations, the most important of which was the need for administrative leaders to focus on their adherence to enlightened leadership behaviors to achieve effective management of organizational crises. As well a need for the administrative leadership in the university presidency to enjoy the behavior of an enlightened leader that is appropriate in all circumstances, especially emergency ones because it is one of the most vulnerable institutions to crises.

Study (Moses and Muhammad,2016) "The impact of leadership skills on employee performance" from the point of view of administrators at the Faculty of Humanities and Social Sciences - M'sila University, a field study

This study, conducted at M'sila University's Faculty of Humanities and Social Sciences, used a questionnaire and the descriptive analytical method to gather information about the effect of leadership skills (human, personal, and technical) on the performance of employees. The research community, which was represented by faculty administrators, reached (55) employees.

The study reached a set of results, the most important of which was the presence of an impact of leadership skills (human, personal, and technical) on the performance of workers in the Faculty of Humanities and Social Sciences at the University of M'sila. The study also reached many recommendations, the most important of which is raising the level of leadership skills in the college, and perhaps the most important of them is a keenness to raise morale among subordinates and spread the spirit of teamwork.

A study (Al-Obaidi, Al-Fatlawi, and Hakim, 2018) entitled "Symbolic Capital and its Reflection in Enlightened Leadership, a Case Study in the Directorate of Education in Al-Musayyib District"

The study aimed at identifying the nature of the relationship between symbolic capital and enlightened leadership in the Directorate of Education of the Musayyib district, and the researchers used the descriptive analytical approach using the questionnaire to collect information, where the researchers intentionally chose (150) employees working in the Directorate of Education of the Musayyib district, to be a sample for this The research, and the study reached several results, the most important of which is that the symbolic capital variable and its dimensions have a positive significant correlation with the enlightened leadership variable in the Musayyib Education Directorate, where the enlightened leadership represents the cornerstone of building a successful organization at all levels. The study reached some recommendations, the most important of which was the need to increase the self-awareness of the senior administrations in the Directorate of Education of the Musayyib district, by showing the importance of the role of the leader represented in the example, the developer, the servants, the changer, the visionary, and the communicator in achieving success on the personal and organizational levels.

Study (2018)., Zhou et al) titled: The vision and influence of leaders on creative Chinese; This study sought to investigate how visionary leadership affects employee creativity in research and development teams, as well as the importance of employee knowledge sharing and their attitude toward achieving

objectives in Chinese technology companies. technology, with 331 qualified engineers and technicians in research and development divisions making up the study sample. They were given special questionnaires employing a thorough survey technique.

The study concluded with many findings, the most notable of which was the existence of a positive correlation between visionary leadership and employee creativity in the companies surveyed. Additionally, the relationship is positively mediated by the exchange and participation of employees' knowledge, in addition to the creative orientation of the organization's personnel towards the goal that enhances the relationship between visionary leadership and sharing Knowledge .

study (Suresh, 2012) entitled: The role of leadership in the process of applying management and learning individuals.
The role of leadership in the process of implementing management and people learning**.**
The purpose of this study was to identify the leadership role in the application process, which depends on giving the necessary knowledge, particularly to educational institutions and consulting services institutions, and to show how those roles and their reflection affect how individuals perform and how creatively they approach goals. the sector of consulting in Spain's Catalonia area.
The study concluded that successful implementation of personnel management is positively correlated with the behaviors and functions of leadership. The findings also demonstrated that leadership is crucial in developing a values-based culture that will foster organizational innovation and a sense of belonging, giving employees the chance to grow and alter their behavior.

Theoretical Framework of the Study
The first research / First: The concept of enlightened leadership: The behavior of enlightened leadership is important in today's turbulent work environment that faces changes and challenges, and modern work methods and different competitive methods force organizations to adopt management and leadership concepts through which they can face challenges and excel in performance.

The most crucial factor in ensuring that an organization's performance outputs are innovative and distinctive is its people capital. Human capital must be protected, developed, and built. This is what motivated the leaders of firms with strong moral beliefs to adopt non-bureaucratic patterns and behaviors that would bring them closer to their followers and enable them to improve performance, foster behavioral innovation, and boost productivity.

And he defined (Adlan and Tayoush, 2021:59) enlightened leadership by saying that it is a set of behaviors and roles practiced by leaders to inspire others, dedication, and instill a spirit of teamwork that results in effective and distinguished performance.

And (Dahron, 2019: 148) defined the behavior of enlightened leadership as the management's ability to change, renew, and develop new methods that keep pace with the requirements of renaissance, development, and the needs of society. They also stated that these leaders should be a source and energy for the development of ideas and an attraction for the advancement of minds, and they should have the ability to influence others and make them follow them.
(Nasima, 2015: 204) indicated that it is the leadership of responsibility and flexibility in making changes and updating the behavior of individuals and growth by building self-awareness of workers and getting closer to them.

(Muhammad Alaa, 2016: 160) claimed that enlightened leadership is the administration that can gather fresh concepts for innovation in a manner that organizes its relationships and makes it a source of creativity and distinction. He also claimed that the leadership role derives from the fact that the enlightened leader is the one who recognizes the issue, anticipates it before it arises, and sets alternative paths to find solutions to it without the help of others.

These concepts led the researcher to define it as "The wise leader is the one who is capable of implementing suitable change, making choices, and creating well-researched scenarios for all organizational events. Through long-term planning and study of the internal and external work environments, he is the one who can see what others are unable to."

As well as the role he plays in creating an environment of cooperation, serving subordinates, encouraging them, and providing them with techniques and advanced training that contribute to improving their performance and promoting activities that add value to the organization and customers.

Additionally, all areas and operations of the company are viewed holistically and strategically to maintain performance, meet employee goals, and keep the company's reputation and competitive edge.

secondly /The importance of informed leadership.

Along with its distinguished behaviors and duties inside the company, enlightened leadership is quite important.

Where the importance of enlightened leadership lies in the following:

- Leading the transformation of the vision and the formation of procedures to instill confidence in the organization and its leadership among the parties dealing with it
- • Trust in reputation is the change from trusting the person leading the organization to trust the organization itself, as well as the formulation of leadership activities based on this trust.
- **honesty:** A leader who is true to himself is true to those he runs.
- Personal oversight: We find that when a leader supervises himself, he sets a good example for the workers, which motivates them to do their best.
- **Treat others well:** Where we find that the enlightened leader always works to treat others in a good way, with a smiley face. (Adlan, 2021:71).
- Fostering intellectual and creative abilities and talents, such as through luring thought leaders, subject-matter experts, and talented people.
- Competitive advantage: Supporting competitive advantage by creating the conditions for sustainable innovation to achieve long-term prosperity.
- Contribute to positive working relationships and instill a culture of cooperation.
- Enlightenment by developing the performance of human resources to generate an ideal future force with high behaviors and skills (Musa, 2017: 114)

Third, the tasks of enlightened leadership:

One of the basic tasks of enlightened leadership is what he referred to (Dukes and Salem, 2015: 107).

1- He has a future vision for the company and its surroundings in several aspects, including:

- What the organization will be like in the coming years, administratively, technically, and financially
- Determine the requirements of the future stage (materials, manpower and expertise, technology and information, administrative, marketing, and geographical expansion)
- Defining and managing programs and drawing performance plans and areas of creativity.
- Determine the achievements that he aspires to annually.
- Regular assessments of the organization's overall performance and the creation of new quality benchmarks.

2- Designing the organization's mission in the light of reading the work environment and the competitive market.
3- Follow the policy of sustainable development of the organization's resources, especially human ones.
4- Constant striving to reach quality in performance and outputs.

As he sees (Rashid Matar, 2016: 87) that the tasks and behaviors of enlightened leadership are summarized as follows:

1- Work on stability and continuity of work and invest the efforts of all members of the organization.
2- Providing performance requirements (physical, moral, and informational) and modern technology.
3- Correcting behavioral deviations from performance goals set for management levels and units.
4- Integration of activities and processes and the interdependence of their links within the strategy of communication and teamwork.
5- Follow up with the members of the organization, know their problems and aspirations, and try to treat them to achieve their satisfaction.
6- Adopting clear and applicable policies, systems, laws, and decisions that have an impact on results within a clear framework of duties and responsibilities.
7- Adopting proper planning with sequential steps to address errors, performance gaps, and situations.

And (Mousa and Muhammad, 2017, 124) outlined the following roles and behaviors of enlightened leadership toward the company and its workers:

An investigation of Feedback workflows through internal and external business environment information drawn from relationships and forecasts

Spreading familiarity among workers and rejecting discrimination.

Facilitating procedures and supporting teamwork mechanisms

Work on drawing, implementing, and following up on the future vision of the organization

The ability to adapt, experiment, and innovate.

It is important to take note of what she mentioned (Rawan Youssef 2021: 109), which is that enlightened leadership practices and its responsibilities to the organization's workers play a significant role in enhancing their organizational loyalty and achieving positive results in reducing work turnover,

spending, and waste, improving their performance, and intelligent integration with the enlightened leadership concepts for the common goal of achieving the goals of the organization.

- Significant acceptance of the goals and values of the organization and their commitment to them.
- Generating their desire to exert maximum effort for the benefit of the organization in which he works
- They have a strong willingness to continue working with it.

Fourth: Characteristics of enlightened leadership:

- Willpower /This feature is represented by assuming responsibility for leading individuals and detachment from the character of their leadership with authority, intimidation, and punishment, through the glorification of the leading self and the self-enrichment of working individuals, which helps the organization to cultivate a spirit of discipline and achieve the principle of self-control.

- clear mind /This feature is represented by achieving balance, emotional awareness, and controlling feelings, which helps to face complex difficulties and not be drawn into and submit to those problems and situations that the organization and individuals go through.

Humility and ability to learn this feature enables the leader to broaden his awareness and adapt to fluctuating and constantly changing situations and circumstances, especially since the desire to learn will give the leader the appropriate confidence to achieve success and admiration or flattery in the individuals working with him, and this learning is only achieved in the case of a leader's sense of humility to benefit from his experiences and the experiences of others (Al-Obaidi and Al-Fatlawi, 2018: 116-117).

insight /This feature depends on the new leadership methods that help in achieving organizational happiness, by knowing the personal aspirations of the workers and striving to provide them by achieving a quality work life, which ultimately leads to the success of the organization.

- wisdom /This is done from the leader's ability to face the difficulties and threats facing the organization and the working individuals with all wisdom and calmness and not accepting error because wisdom is the highest degree of thinking and personal intelligence of the leader.

To achieve the strategy of the mediating axis between the external and internal work environment, he links functional and social relations and the ideal of dealing with both, and he is informed and communicating with both to achieve quality in performance, decisions, and awareness of the surroundings, among other qualities and features of the enlightened leader, according to Rashid Matar (2016: 83). Work on and creates plans for the organization's practices, structure, and directions.

Intelligent leadership is to come and will support you. Possesses strategic abilities and traits that enable successful leadership in the workplace, maximize the use of material resources, and direct and influence others to achieve planned goals. This is unquestionably represented in the organization's ongoing sustainable development process.

The table below shows the difference between traditional leadership and enlightened leadership

Informed leadership	traditional leadership
Contributes to inculcating the spirit of cooperation and joint action and the formation of human relations based on love and kindness and observance of spirituality. -The ability to inspire, motivate and encourage followers to achieve prosperity and success for all individuals	The group is the source of power. Unofficial authority. One of the manager's jobs. Interaction between people is the essence of leadership
Directing and employing all the capabilities and capabilities that the employees possess toward achieving the strategic vision.	You make future visions and develop the necessary strategies to achieve the change required to reach this vision.
Changing beliefs, attitudes, values , and organizational structures to suit new trends and to be able to coexist with the challenges posed by changes in the organizational environment.	Bringing about a change that may result in introducing new products, and improving work performance methods, which leads to improving the competitive image of the organization as a whole
Enabling employees to fully employ the capabilities of subordinates for development, preservation, continuous prosperity, and high performance of organizations, and achieving happiness within those organizations.	Urging and encouraging workers to overcome obstacles to change by satisfying different needs (material and moral).
Simplifying procedures, improving work methods, and providing sufficient flexibility to overcome unnecessary complications and reduce negatives, contributes to the quality of work.	-Use verbal communication with all individuals who need to collaborate, and work as a team to understand and accept the vision and strategies.
You rely on attractive behaviors and qualities to influence and inspire others	-It focuses on influence, social influence, and acceptance of individuals

Source: Prepared by the researcher, based on the study literature

Fifth: Dimensions of enlightened leadership:

1-   **Developer role:** The developer leader designs development programs and develops the efficiency of the organization's personnel and operations by following many activities, the most important of which are:

•   building and honing skills Creators from within the organization, training and educating them, and raising levels of awareness they with advanced skills and preparing them for future leadership.

•   Attracting competencies from the external work environment and other organizations and integrating them with the organization's personnel to maximize and enhance optimal performance

•   Developing its operations and facilities by introducing technology and techniques to compete with opponents and increase profits Distinguish.

like that (Dahron, 2019: 106) referred to a role Leader developer as much Teen lightened HIn assisting the organization to develop its current situation to the future situation that puts the organization in the forefront and keeps pace with development and continues success through intended or planned goals in light of new scientific additions in all fields and for various organizational levels, as well as developing personal skills and increasing the level of personal enthusiasm for the individual and changing Values, participation, and increasing knowledge and skills, all of which are in the interest of the participating parties.

According to (Muhammad Alaa, 2016: 102) the development of the organization is in the hands of the leadership, which must have endearing charismatic qualities and be able to invest enough of its resources to seek to empower the organization's employees and motivate them toward development, renewal, and innovation. This will leave a positive impact on their performance and loyalty to work and help them achieve extraordinary success.

2- The changing role: This role refers to the leader's ability to possess reinforcers and attributes, which are:

- **Flexibility**In dealing with the variables and fluctuations of events and influences, and to stay away from isolation, and to enjoy intellectual independence in innovation, and keeping pace with modernity in ideas and process techniques.
- **modernity,** to be up-to-date and innovator of modern Adopting and empowering the capacities of talented, events change towards excellence using means and multiple techniques.

The ability to adapt to environmental factors, to make fundamental changes or modifications to some areas of the organization, which are characterized by mobility and speed of change, is also part of what I waved to him (Rawan Youssef, 2021: 127). Transformative leaders are those who aim to alter the attitudes and behaviors of employees through training and empowerment initiatives. Whenever the size of the organization is significant, this allows for such changes. A modern one that complies with the demands of the working environment by merging some units, eliminating a portion of them, and upgrading others, according to new administrative directives.

Al-Obaidi and Al-citation Fatlawi's of this passage (Al-Obaidi & Al-Fatlawi, 2018: 119) highlights how the organization's role is changing and how the new leadership is working quickly to develop new rituals to replace the outdated ones. This will help ensure that the new role becomes ingrained in employees' memories.

3- The role model: One of the roles and patterns of democratic leadership is making the most of the abilities of the organization's members to ensure the achievement of goals that guarantee their well-being, gain and enhance affiliation, and gain and enhance power. A role model leader is a generous man who works by the principles of serving others, and this is one of these roles and patterns.

Well, enjoy BHumility supports positive values within the organization and creates harmony and integration between workers, and enlightens their minds, which in turn raises the level of ideals and values within the organization (96zhou. el, 2018:).

The researcher points out here that the exemplary leader is the one who presents and gives workers happiness and provides them with:

- **with knowledge** Through it, it is necessary for all aspects of work, in a technical, applied, and administrative manner, and in practical ways to reach advanced stages of perception, behavior, time management, achievement, and mastery of tasks at the highest levels of efficiency.

- **Empowerment** Here as a goal to bring the members of the organization to an understanding of the dimensions, variables, and requirements of work, leading to compliance with the wisdom of the leader and his endeavor to manufacture creative individuals with distinguished performance.

4-Visionary role: The visionary leader can plan perfectly and accurately to direct all levels of the organization towards the goal through:

- A realistic reading of the future, from which the reinforcement of correct planning and orientation patterns is derived.
- industry orientation for trails and resources to organize by methods different to achieve the previously defined goals.

Also, the leader's ability to understand the challenges of the future clearly and accurately, develop plans to overcome them, and inspire employees with exemplary behavior toward achieving organizational performance (Adlan and Tayoush, 2021: 64).

As a result of the leader's aptitude for possessing traits and abilities that enable him to deal with difficulties, seize chances as they arise, anticipate them, and do so, as well as raise and improve productivity, he can greatly contribute to the success of foundation work. The visionary leader is skilled at evaluating the environment, identifying unrealized potential, identifying organizational needs and addressing them, and predicting the future (Moses and Muhammad, 2017: 129).

5- This is in line with the findings of the study mechanism, which showed that visionary leadership increases managers' keenness to use contemporary strategies to achieve sustainability and work on analyzing the external environment to take advantage of the opportunities that are available more efficiently and effectively. It also increases managers' interest in creating multiple scenarios to deal with potential crises that may face the organization.

6- **Connected role:** In a structured and methodical process called communication, people connect by using symbols to convey meanings. The leader's responsibility in this situation is to operate as an interactive link between the internal and external environments. organized in collaboration with the organization's members to meet their requirements and needs, as well as to inform them about plans, programs, and the organization's work policy. This is done by motivating the members, boosting their enthusiasm, listening to their problems and concerns, finding solutions for them, and communicating with them even outside of working hours.

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listening to their problems and concerns, finding solutions for them, and communicating with them even outside of working hours.

One of the responsibilities of senior management in an organization is to work to foster successful communication by establishing a clear communication policy that works to meet both human needs and organizational goals, ensuring that people are fully informed of the organization's activities. system Additionally, communication aids in boosting employee enthusiasm and making work-related instructions and directives clear.

Whether the communication is direct or indirect, the enlightened leader must possess a high level of communication skills. To exchange knowledge and skills, tackle challenges and crises together, and accomplish organizational goals, he must be able to communicate effectively with others. Nasima (2015): 207

Here, the researcher would like to point out: Enlightened leadership blends leadership with meeting the demands of the organization's internal environment and influencing it. It is a comprehensive and integrated planned leadership. And between analyzing, being aware of, and taking advantage of the favorable opportunities provided by the external environment and being impacted by them, as well as between reflecting the image as feedback to the organization's management levels to gain an advantage and better understand the mechanisms of competition and its behaviors. As time is one of the sources of profitability, plans, and develop, organize, keep up with technologies, enhance the utilization of relationships, race with time, and foster organizational values and culture among the members of the organization to reap the benefits of performance.

The second topic / first: the concept of organizational excellence
The general ideas of one's self and professional creativity serve as the foundation for the concept of organizational excellence. New ideas, unconventional task execution, the creation of products, managing a team of workers, enhancing customer services, and all other known management responsibilities are all tied to excellence in management.

There is a multiplicity and divergence of points of view on defining the concept of administrative excellence and what it is. There is no agreement among scholars about its definition and the postulates of its aspects. This is due to the complexity of the phenomenon itself on the one hand, and the multiplicity of areas in which the concept has spread on the other hand, especially the psychological reinforcements and the creative motives of the individual. This led to different theoretical starting points for the subject of organizational excellence due to the different jurisprudence of scholars and researchers and their different interests as well as their scientific and cultural approaches and their schools of thought. There are so many terms synonymous with it, such as innovation, invention, creativity, genius, intelligence, and talent, to the point where it becomes difficult to choose the appropriate definition for it.

Despite the absence of consensus on a specific definition, this is not strange, according to what he sees (Al-Nouri, 2012: 17), where he says that trying to reach a consensus on a specific definition of this term may conflict with the very idea of distinction.

Others believe that organizational excellence is a complicated mental process that influences and is effective in accomplishing organizational goals at both the human and organizational levels, serving as the mother environment for regulating creativity.

In addition, he stated (Dukes & Al-Salem 2015: 117) that it is a modern and innovative idea that develops from experience and administrative awareness of the organization's reality and is based on comprehensive information for the organization's various parts and its analysis. This requires the availability of specific capabilities to arrive at what is novel and helpful.

And he understood it to be the process of actually changing people's attitudes and behaviors by updating programs and plans to improve their mental processes and involving them in development programs, with the introduction of cutting-edge tools, methods, and techniques to produce unique results. (Salam Raad, 2017: 10)

and mentioned (Suresh, 2012:58) that it is the ability to find new things that may be ideas, solutions, services, or useful ways and methods of work, and it shows the distinction of the individual in his vision of problems and their solution, and his mental abilities and intellectual fluency that can be developed with the presence of the appropriate climate, leadership practices, and interactive work relationships.

He (Belhadi, 2008: 92) indicated that it is the process of applying a new idea to improve the operations, products, and services of the organization provided to its environment and its clients.
Organizational excellence is described as the capacity of companies to contribute and compete strategically by excelling in their performance, resolving their issues, and then successfully achieving the goals that set them apart from other organizations (Al-Shahrani, 2017: 36).
(Adela Abdullah, 2008: 23) demonstrated that excellence is the result of managers' and employees' ideas and practices that seek to identify administrative procedures, methods, and procedures that are more efficient and effective in achieving organizations' goals and being more helpful to society.

For his part, the researcher created the idea of organizational excellence, which he defined as a framework that focuses on how an organization is organized internally and is closely tied to its organizational structure and administrative procedures for its core functions. Additionally, a set of skills that enables a person to generate original, useful ideas to resolve organizational or organizational issues. creating a new administrative system or utilizing new technology in a way that assures the successful completion of objectives.The capabilities and creative elements that the researcher means in this definition are (fluency, flexibility, acceptance of risk, analysis, and linking).

Second: the importance of organizational excellence
One of the foundational components of change is seen to be organizational excellence. Many issues have been brought about by the changes in our environment brought about by the information revolution, knowledge, and technology competitiveness, the escalating rivalry between businesses, and the wide range of personal wants. Organizations must thus react to these developments and make the necessary modifications and adjustments to keep up with them (Mortuza & Rauf, 2022). Only innovative concepts, contemporary approaches, technology innovations, and people growth that adapt to these ongoing changes and stay up with excellence and progress can make this possible. Suresh (2012): 73

Organizational excellence pushes openness to change and adopts a planning method to face different situations and control the work environment, and confidence in the individual's intellectual ability to achieve and take responsibility, and rush towards excellence by using development, training, and learning methods to go towards the future (Eid, 2008: 116).

Its importance and need for it also appear when the decision-makers in the organization realize that there is a discrepancy between the actual performance of the organization and the desired performance, which urges it to adopt new ways and methods, meaning that the organization seeks to build the capacity of individuals to adopt creative ideas and use them as a tool for change and development and solve problems that the organization suffers from. To improve performance and achieve goals (Al-Nouri, 2012: 42).

Third: the stages of organizational excellence

Several have been presented to determine the stages that the excellence process passes through, including what was mentioned (Abdulsalam, 2014: 157).

- The feeling that there is a problem, and the difficulty of the problem.
- Tkopen and identify the problem.
- Gathering and examining information and thinking about how it will be used.
- Critically examine and evaluate solutions.

** Here we would like to choose the most common classifications that divided the process of organizational excellence into five stages, which are as follows:

1− Attention stage: As the creative person realizes and defines the performance gap, the issue that is the focus of their attention is defined at this stage. As a result, to address the issue, he must ask as many questions as he considers necessary. It is the phase where the scope of the issue and the accepted solutions are defined.

2− **preparation stage** includes the period spent by the individual in learning and training at work and collecting information to be able to obtain the knowledge and skills to understand all the dimensions of the problem (Melo, 2011:14).

3− **Testing and adoption phase** It is the phase in which concepts are organized and information is combined to produce solutions and alternatives, during which the mind is freed from concepts and materials that are unrelated to the problem, i.e. the individual's effort to solve the problem. This stage is crucial because it offers the mind a chance to let go of incorrect ideas and trivial aspects of the issue that could obstruct the significant elements (Dovat and Salem, 2015: 104).

4− **phase inspiration** This stage includes the person realizing the connection between the many components of the problem and the emanation of a creative burst that marks his performance, i.e., the point at which the original concept that results in the solution to the problem is formed.

5− **Verification stage**The stage of presenting all ideas and solutions for evaluation and testing the new creative idea, and also includes the process of insight into the apparent mind and using the available research tools in the idea that resulted during a previous stage, to verify its validity and determine the methods of its application and implementation and the conditions necessary for the success of its application (stands, 2016:37)

Fourth: properties organizational excellence

Mentioned(Eid,2008) a set of characteristics of excellence, we list them as follows:

-Excellence is a phenomenon that affects both individuals and groups. It is not restricted to individuals and is not always an individual process because it can be applied through organizations and institutions. Instead, it might be argued that institutional or collective brilliance may be more feasible and accessible, particularly in modern times when phenomena and variables have grown incredibly complicated and demand effort. There are a lot of possibilities to work with and produce unique outcomes.

-Organizational excellence is based on deep and holistic thinking that examines the problem in all its aspects and faces several equivalent solutions.

-It is a general human phenomenon and not a phenomenon specific to anyone, but it differs from one person to another according to the instinct and the circumstances in which he lives and deals with it.

- organizational excellence theoretical, experimental science that is subject to change and change according to time and place. Some of what is right today may be canceled tomorrow and vice versa.

It also touched (Khaled Awad, 2015: 84) on the characteristics of organizational excellence with the following:

-Excellence always begins with analyzing problems and opportunities and thinking about exploiting these opportunities and turning them into creative potential.

-Organizational excellence is an effort related to sensory perception, perceptions, new formulations, and learning. Therefore, it requires distinct abilities in observation and listening.

He mentioned (184:Reinhart, 2015). SeveralCharacteristics of distinction are:

-Effectiveness requires that it be directed at satisfying specific needs or desires or solutions to certain complexes.

-Effective excellence always begins with small steps, then it develops gradually according to the results of evaluation and experimentation.

-The creative outcome of organizational excellence aspires to positions of leadership, distinction, and leadership, and this means that the creative effort must aspire to professional excellence to reach a creative result.

Fifth: Elements of Organizational Excellence

There are major elements of organizational excellence agreed upon by the majority of research and studies, the most important of which are:

−   **Fluency:** It means the ability to produce the largest possible number of ideas on a specific topic or situation in a certain period. It is called the Creative Capacity Bank, and including:

1-   Intellectual fluency: The individual can get acquainted with the largest number of ideas and solutions in a specific time and for a specific situation.

2-   Verbal fluency: It is the ability to own and produce a large number of words and phrases and generate them in a specific format.

3-   Relational fluency: It is the speed of generating certain relationships between work situations or performance groups.

4-   Expressive fluency: Refers to the individual's ability to express ideas quickly in a coherent and coordinated manner commensurate with the situation.

−   **Flexibility:** It means the ability to take different ways and methods and think with a classification different from the normal classification and contain the problem from several dimensions. 108).
    Flexibility also means looking at things from several angles and dividing them into two parts according to what he sees (Khaled Awad, 29: 2015).

1- Automatic flexibility: It includes the ability of the individual to automatically give a variety of information that does not belong to one category or origin.

2- Adaptive Flexibility: A person can change his mental point of view regarding a solution to a specific problem, and it can be seen as the positive side of mental conditioning.

− **originality:** It is referred to as the pinnacle of intellectual excellence and refers to the capacity to generate novel concepts, solutions, and ideas that are uncommon and unheard of. Originality varies from fluency and flexibility since it is the greatest standard of intellectual excellence (44sunds, 2016:).

1- Originality does not refer to the number of creative ideas that an individual generates, as in fluency, but it is concerned with the seriousness, quality, and value of ideas.

2- Originality does not refer to rejecting the individual's perceptions or repeating his ideas, as in flexibility, but rather refers to refusing to repeat the ideas of others and not submitting to familiar ideas, but rather searching for innovation and not providing traditional solutions to the problem.

− **sensitivity to problems:** It means awareness of the existence of problems, needs, or elements of weakness in the work environment or situation, and this means that some individuals are faster than others in noticing the problem, verifying its existence, and proposing solutions.
No doubt discovering the problem represents an important first step (if discovered early) in the process of searching for a solution to it.
It also refers to the capacity to recognize the flaws and gaps in the situation; in this case, the notable person recognizes the flaws as a result of his unfamiliar perspective on the issue. He also feels the issues with a sense that allows him to see the flaws and gaps in them to a degree that those who live alongside them every day do not (Suresh, 2012: 32).

− **Risk acceptance:** It means the willingness to bear the risks resulting from the actions that the individual undertakes when adopting new ideas or methods and taking responsibility for their results (Abdul Salam, 2014: 161).
It also means the extent of the individual's courage in exposing himself to failure or criticism, making guesses, working under ambiguous circumstances, and defending his ideas.

In the field of administrative work, promising managers are aware of the importance of the element of risk in investing the creative energies of workers and improving the organizational climate and are aware of the workers' need for assistance and support to overcome the reluctance to bear the effects of risk, which leads them to develop systems that encourage them to accept risk and bear its consequences.

− **Analysis and linkage:**
Analysis: It is the ability to break down compounds into their primary elements, and isolate these elements from each other. The explanation for this is that any subject is not called a problem unless it is complex and composed of parts, some of which are vague and ambiguous others, and the first thing that should be done is to analyze the collected material and decipher it, and then the problem is resolved into a set of files that help to realize that complex element (melo, 2011:87).
As for the link: It is the ability to form the elements of experience, and form them into a new structure and interdependence, or the ability to perceive and interpret the relationships between effect and cause and then conclude or synthesize new relationships. (Awad, 2015: 107).

Sixth: positives and advantages provide organizational excellence to organizations' business :

1- The ability to respond to environmental changes to work, which makes the organization more stable and has the readiness to face these changes in a way that does not affect the progress of organizational operations (Belhadi, 2008: 98).

2- Improving the organization's services for the benefit of the organization and its members.

3- Developing the intellectual and mental capabilities of the employees of the organization by allowing them to test these capabilities.

4- Optimal utilization of the information available in the organization by using scientific methods to educate and empower the capabilities of workers.

5- The ability to strike a balance between the various development programs and the available material and human capabilities.

6- Making good use of human resources and benefiting from their abilities by allowing them to search for new things in the field of work and continuous updating of work systems following the requirements of the stage.

7-The administration directs the bureaucratic leadership and seeks creative construction and access to knowledge as soon as possible, at the lowest possible cost, and in sound ways.

As well as the advantages and disadvantages of organizational excellence (Abdul Salam, 2014: 168):
-   The ability to improve the technical characteristics of the product or service, in terms of quality, reduce costs, and shorten operations and time.
-   Excellence is an important incentive in organizations to create new job opportunities, attract distinguished competencies, and support competitiveness

Given the foregoing, the researcher concludes that organizational excellence must be viewed as a set of procedures required to create, sustain, and grow the organization, as it arises from employees' perceptions of a performance gap between what is provided and what is expected in terms of performance. The link between practicality and intelligence that results in leadership plays a role in organizational excellence. Through successful organization and management personnel, the current business, new initiatives, and thinking for the future are magnificently matured to deliver what is distinguished by distinction, creativity, and value.

Adopting development policies and plans and putting them into practice to build and develop skillful directions in the organization is affected by the administrative leadership's belief in excellence and excellence. In the sense of linking administrative activities to reach functional integration

The third axis / is the results of the statistical and descriptive analysis of the data and testing hypotheses

First: Diagnosis of the study sample

According to the characteristics and personal characteristics of the study sample, -
according to the following table:

T	variants	Category distribution	the number	percentage
1	gender	male	71	64.54
		feminine	39	35.45
	the total		110	100%

Based on academic performance -

T	variants	Category distribution	the number	percentage
1	Academic achievement	Prep	32	29.20
		Bachelor's	49	44.54
		diploma	18	16.35
		Olya	11	10.00
	the total		110	100%

According to years of experience.

T	variants	Category distribution	the number	percentage
1	Years of Experience	Less than 5 years old	18	16.35
		5-10 years old	32	29.20
		11-20 years old	39	35.45
		20 years and over	21	19.00
	the total		110	100%

Secondly, data processing and interpretation of survey responses To determine the amount of practicing the axes' paragraphs at a fictitious average, the researcher employed a test (One-sample-test) (3), where the percentage, arithmetic mean, and standard deviation of the study tool's axes' paragraphs were determined. The results are displayed in the tables below:

The results of testing the stability and reliability of the questionnaire

M	Areas and axes of the tool	Stability coefficient
1	The first axis: role models informed driving	873.
2	The second axis: the developed role of enlightened leadership	.893
3	The axis third: The Transforming Role of Informed Leadership	.879
4	The axisfourthThe visionary role of informed leadership	.889
5	The axis fifth: The Connected Role of Informed Leadership	.894
	The first area: the behavior of informed leadership	.885
	The second field: is organizational excellence	.902
	overall stability coefficient	.894

The table shows that the stability coefficient of the research tool (questionnaire) was (0.885) for the first domain (informed leadership behavior) and (0.902) for the second domain (organizational excellence) and that the dependability coefficient of the tool as a whole was (0.894), which means The answers have a very high degree of reliability, which means that the sample was uniform in its response to the questionnaire and that the findings can be broadly extrapolated to the study population.

- **Answer the first question:** Is there an effect of the role of role models within the behaviors of enlightened leadership in promoting organizational excellence for workers in the Directorate of Education of Salah al-Din?

the schedule is clearest for the arithmetic mean and standard deviation and percentage tovertebraeRole model for informed leadership

M	Paragraph	average	standard deviation	rate approval	value(t)	significance level	The degree of response
1	Driving urges staff within teamsTeamwork to achieve self-confidence and self-development.	4.15	1.01	81.20%	14,258	.000	High
2	TinteractionAdministrationWith new opinions and ideas in the form that pays for excellence in organizational performance	4.11	0.91	82.20%	14,371	.000	High
3	Management cares about proper organizational structure and provides qualifications perceptual (information, systems, knowledge).	4.27	0.95	83.40%	17.674	.000	High
4	thedecisionsAdminclear and consistent with the ambition AndThe objectives of the employees and the organization	4.21	0.93	84.70%	15,738	.000	High
5	TWatchAdministrative leadership influences relevant government laws and regulations work Creating a flexible path to achievement is an attempt to relieve pressure	4.03	0.87	80.60%	13,122	.000	High
6	The administration is concerned with the field distribution of resources between departments to activate communication and increase expertise	4.16	0.92	81.80%	14,846	.000	High
The general average of all the paragraphs of the axis together		4.15	0.93	82.31	25,631	.000	High

The aforementioned table makes it abundantly evident that establishing organizational excellence in the Directorate of Salahuddin Education in terms of values and quantified results are greatly influenced by the practice of role-model behaviors of enlightened leadership of employee performance.

- **The answer to the second question:** Is there an effect of the role of the developer of enlightened leadership behaviors in enhancing the organizational excellence of workers in the Directorate of Education of Salah al-Din?

It is the clearest table for the arithmetic mean and standard deviation and percentage for availabilityvertebraeThe role of the developer for informed leadership

M	Paragraph	average	standard	rate approval	value(t)	significance	The degree
1	TDevelopAdministrationInformation circulated within the feedback mechanism in a regular and accurate manner	4.29	0.94	85.60%	17,811	.000	High
2	Tscale downAdministrationcentraland censorship and fromhDelegation and powers to individuals	4.09	0.92	82.20%	14,730	.000	High
3	Encourage constructive competition between individuals and groups and support creative ideas	4.18	0.97	86.80%	15,916	.000	High
4	TpartnerLeadershipconstantly develops and empowers people to work and be encouraged employees to do so	3.87	0.89	79.60%	13,173	.000	High
5	TsoughtAdministrationTo create a calm regulatory environmentFahConsistent and vinegars suitable climateReza Wemployees' wishes	4.07	1.03	86.50%	14,264	.000	High
	The general average of all the paragraphs of the axis together	4.12	0.89	84.14	23,157	.000	High

The aforementioned table makes it abundantly clear that achieving organizational excellence in the Directorate of Education of Salah al-Din in terms of the values and calculated results are significantly influenced by the developer of enlightened leadership's behaviors as they relate to employee performance.

- **The answer to the third question:** Is there an effect of the role of the changer of the behaviors of the enlightened leadership in enhancing the organizational excellence of the workers in the Directorate of Education of Salah al-Din?

It is clearest for the arithmetic mean and standard deviation and percentage for availabilityvertebraeFor the role-changer of informed leadership

M	Paragraph	average	standard	rate approv	value(t)	significance	The
1	Management follows what's up and out the instructions that lead to change and improvement to leadtoImprove organizational performance	3.97	0.94	86.70%	12,641	.000	High
2	TMarchAdministrationplansOrganizational change based on prior justifications and thoughtful plans	4.06	0.93	84.60%	13,157	.000	High
3	Involve the thoughts and feelings of workers in formulating the vision future of the directorate	4.12	0.85	81.80%	14,672	.000	High

M	Paragraph	average	standard	rate approv	value(t)	significance	The
4	Preparing strategic plansfutureTo keep pace with development and stay competitive	4.17	0.91	82.60%	15,239	.000	High
5	Change plans are formulated commensurate with the qualifications and skills of employees within the organization	3.84	1.02	78.40%	10,869	.000	High
The general average of all the paragraphs of the axis together		4.00	0.91	82.80	21,366	.000	High

It is clear from the above table that the practice of the behavior of the change of leadership enlightened the performance of employees has a high impact on achieving organizational excellence in the Directorate of Education Salah al-Din in terms of values and calculated results.

– **The answer to the fourth question:** Is there an effect of the visionary role of enlightened leadership behaviors in promoting organizational excellence for workers in the Salah al-Din Education Directorate?

It is a clear schedule test for the arithmetic mean and standard deviation and percentage for availabilityvertebraeThe visionary role of informed leadership

M	Paragraph	average	standard	rate approval	value(t)	significance	The degree
1	TplantingAdministrationin other's desire to learn and developmentAndTsoughtwith them to create a better future	3.91	1.05	76.60%	10,316	.000	High
2	TMarchLeadershipplanningStrategic to achieve vision, mission, values , and excellence.	4.08	0.86	80.00%	14,852	.000	High
3	TfootDirectorateAn inspiring vision in employees and improve the art of dialoguefromIn order to provide the best	4.16	0.92	83.40%	15,243	.000	High
4	TSubmit ideasBooleanNew skills and technology opportunities help to create a distinct organizational climate.	3.89	1.01	78.80%	12,041	.000	High
5	Predicting the future standard for an investmentCreative ideas from staffDirectorateor clients	4.18	1.09	84.60%	16,728	.000	High
The general average of all the paragraphs of the axis together		4.04	0.79	80.68	23.381	.000	High

The aforementioned table makes it abundantly evident that, in terms of calculated values and outcomes, the application of visionary behaviors of enlightened leadership for employee performance has a significant impact on establishing organizational excellence in the Directorate of Salah al-Din Education.

– **Answer the fifth question:** Is there an effect of the role of the communicator on the behaviors of enlightened leadership in enhancing the organizational excellence of workers in the Directorate of Education of Salah al-Din?

It is a clear schedule test for the arithmetic mean and standard deviation and percentage for availabilityvertebraeThe role of the communicator of informed leadership

M	Paragraph	average	standard	rate approval	value(t)	significance	The degree
1	Thought administration to strengthen personal relationships between JMjp employees.	3.83	1.13	76.80%	9,534	.000	High
2	TcommunicationAdministrationWith all employees within the organization in a mannerCandid and honestly inculcate social values and count them as qualifications for excellence	3.89	1.05	77.20%	10,492	.000	High
3	You will listenAdministration what you will answer according to human relations away from administrative positions and functions.	4.27	0.79	81.70%	12,841	.000	High
4	Intervenes Administration right on time to reduce differences and seek OfPersuading through direct or indirect communication.	4.16	1.02	80.50%	11,473	.000	High
5	Management is keenProvides effective and effective modern means of communication within the organization.	4.14	0.91	82.60%	13,356	.000	High
The general average of all the paragraphs of the axis together		3.97	9.86	79.76	19.053	.000	High

– The aforementioned table makes it abundantly evident that communicating leadership behaviors that are aware of employee performance has a significant impact on achieving organizational excellence in the Directorate of Salahuddin Education in terms of the values and calculated results.

Third Testing the study hypotheses and showing the correlation and effect.
The table shows the linear regression coefficient between (the practice of informed leadership behaviors and organizational excellence).

Dependent variable: organizational excellence							
the independent variable	correlation lab R	The coefficient of determination R2	degree of impact beta	a test(F)for the form		a test(T) for the model	
				value (F)	Moral level Sig.	portion (T)	Moral level Sig.
Model behaviors for informed leadership	0.340	0.129	0.314	21.180	.000	4,382	0.000
Developer behaviors for	0.280	0.085	0.321	14.726	.000	3,948	0.000

informed driving							
Modulator behaviors of informed driving	0.310	0.091	0.287	14.816	.000	3,872	0.000
Visionary Behaviors of Informed Leadership	0.298	0.107	0.285	16.412	.000	4,587	0.000
Communicator behaviors of informed leadership	0.325	0.112	0.268	18.381	.000	4,262	0.000

The analysis results shown in the above table demonstrated the relationship between the independent variable (informed leadership behaviors with its dimensions (the role model, the developer, the changer, the visionary, and the communicator) and the dependent variable (organizational excellence) to address the sub-hypotheses mentioned above and to demonstrate the correlation and influence.

Based on the foregoing, the main hypothesis is accepted: There is a statistically significant relationship at the level of ($\alpha \leq 0.05$) between the behaviors of informed leadership and organizational excellence in the Directorate of Education of Salah al-Din.

The fourth axis: conclusions and recommendations
First: conclusions
1- The results of the path analysis showed that there is a statistically significant effect of enlightened leadership behaviors in terms of its dimensions (exemplary, developer, changer, visionary, communicator) in achieving organizational excellence in the Directorate of Education of Salah al-Din in Iraq.
2- There is a significant effect of role models for enlightened leadership behaviors on the organizational excellence of the performance of the employees of the Directorate of Education of Salah al-Din in Iraq.
3- There is a significant effect of practicing the role of the developer of informed leadership behaviors on the organizational excellence of the performance of the employees of the Salah al-Din Education Directorate in Iraq.
4- There is a significant impact of the practice of the role of the modifier of the behaviors of informed leadership in the organizational excellence of the performance of the employees of the Directorate of Education of Salah al-Din in Iraq.
5- There is a significant impact of the practice of the visionary role of enlightened leadership behaviors in the organizational excellence of the performance of the employees of the Salah al-Din Education Directorate in Iraq.
6- There is a significant effect of practicing the role of the communicator of informed leadership behaviors on the organizational excellence of the performance of the employees of the Directorate of Education of Salah al-Din in Iraq.
7- The study showed that organizations that do not keep pace with the development and changes of the times and the desires of consumers and do not develop their resources and develop their capabilities remain monotonous with flabby performance and captive to routine, they cannot provide performance with features of creativity and excellence.
8- The study showed the need to move from the axis of administrative leadership to the axis of enlightened strategic leadership, which seeks to build a comprehensive view and a future vision

that believes in development and encourages excellence. Giving, canceling the restrictions that limit excellence, and building renewable ideas.

9- The study showed that there is a close correlation between the behaviors of the senior management of the enlightened organization in consolidating the concepts of affiliation and organizational excellence, as one of the phenomena of professional behavior that enriches the interaction relations between the individual and his organization.

10 - The lack of some cadres of the Directorate of Education of Salah al-Din to clarify ways to enable and develop organizational professional performance

Secondly: Recommendations: In light of the foregoing, some recommendations can be suggested, as follows:

1- The need to provide material, financial and human means, and the interest of senior management leaders in practicing enlightened leadership behaviors to motivate and build a system of organizational excellence.

2- Follow the career growth policy systematically in developing twinning activities and programs and joint activity with similar directorates or organizations specialized in self and professional development, as a qualitative step to increase expertise and intellectual expansion and cross competitors to higher levels of ambition.

4- As one of the foundations of organizational excellence, instilling the ideals of creativity and offering learning opportunities for all departments following superior, contemporary, and specialized development programs that keep up with modernity. There is no doubt that it will have a favorable impact on outputs and performance enhancement.

5- System activation appreciation incentives and rewarding individuals were completely decorated with functional performance, as this increases the creativity of the creators and is a way to encourage the rest of the peers.

6- Approaching decentralization in performance, not limiting responsibilities, and providing an opportunity for organization members to participate in decision-making, adopting new ideas, and developing them to perform better practical behavior.

7- The administration should develop a studied annual strategic plan to develop the organizational structure and identify groups who need training and development programs according to studied standards to ensure that work errors are reduced. singled outage time required to complete tasks and the speed in reaching goals.

8- Improving the practices of enlightened leadership within the Directorate's organization by embracing the global information and technology environment, leveraging it to fulfil organizational duties precisely, and enhancing outputs using innovative frameworks.

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