The Role of Organizational Leadership in Achieving the Characteristics of Smart Organization

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Abstract: *The study aimed to identify the role of the organization's leadership in achieving the characteristics of smart organization, as the study was conducted on Palestine Telecommunications Company (Paltel), and to achieve the aim of the study, the descriptive analytical approach and the questionnaire were used as a main tool for collecting data from the study sample, and for data analysis, the SPSS program was used. The results of the study showed that the relative weight of leadership availability in Palestine Telecommunications Company (Paltel) was (75.60%). And the relative weight of the level of availability of the characteristics of smart regulation in Palestine Telecommunications Company (Paltel) reached (70.95). The results also showed a strong relationship between the leadership of the organization and the realization of the characteristics of smart organization, in addition to the presence of an impact of the leadership of the organization in achieving the characteristics of smart organization. The study recommended the necessity of preparing advanced training programs for administrative levels in Palestine Telecommunications Company (Paltel). And increased attention to the internal and external environment of the Palestinian Telecommunications Company at (Paltel). It also recommended the necessity of providing modern technology and equipment to achieve the characteristics of smart organization, and raising awareness of the importance of smart organization characteristics as an entry point to achieve sustainable development of organizations.*

Keywords: Leadership, Organization, Organization, Smart, (Paltel), Palestine.

Introduction

With the tremendous development in the world of management, and in light of the changes in which the institutions were living, it was necessary to have a leadership looking for modern and contemporary methods that fit the size of the changes and developments faced by the institutions and starting from the strategic objectives of the institution. It expresses the results and outputs that must be achieved in the long and short term in quantitative form, and how to meet the requirements that the institution seeks to achieve by translating them into a range of aspects that reflect the performance to be achieved. Organization and coordination, and operate in an integrated and coherent to achieve the highest rates of effectiveness, and thus reach the level of outputs that fulfill the wishes of the beneficiaries and their benefits and expectations (Sultan et al., 2018), (FarajAllah et al., 2018), (Alayoubi et al., 2020), (El Talla et al., 2018), (Madi et al., 2018), (Sultan et al., 2018), (El Talla et al., 2019), (Madi et al., 2018), (FarajAllah et al., 2019)

Contemporary organizations tend to use modern methods such as total quality management, re-engineering, benchmarking, real-time system, empowerment, and other methods, in order to keep pace with the rapid changes in their environment and to achieve competitive advantage (Al-Zoubi and Al-Qaid, 2017, P: 275).

(Paltel) is considered one of the companies of strategic importance in achieving economic development, and it is considered the largest terrestrial telecommunications company in Palestine, and one of the main companies in the Palestinian Telecommunications Group, as the share of the Palestine Telecommunications Company represents 20.8% of the total market value of the Palestine Stock Exchange (Paltel Group, 2019).

Problem Statement

The trend towards implementing the principle of the smart organization is considered a qualitative and fundamental shift in the way organizations are managed in our time. The idea of a smart organization has a profound impact on how to think about the lives of these organizations (El Talla et al., 2017, P; 2), and therefore the organizations And through the pursuit of their transformation into smart organizations, they will be able to create a successful harmonization between the organization and the environment and achieve the best position through promotion to the smartest rank (Kadalam and Al-Sarn, 2019, P: 13).

Research Questions

The study seeks to know the role of the organization's leadership in achieving the characteristics of smart organization in Palestine Telecommunications Company (Paltel), by answering the following questions:
Q1-: What is the reality of leadership in Palestine Telecommunications Company (Paltel)?
Q2-: What is the degree of achieving the characteristics of smart organization in Palestine Telecommunications Company (Paltel)?

Q3-: Is there a statistically significant correlation between the organization's leadership and the realization of the characteristics of smart organization in (PALTEL)?

Q4-: Is there a statistically significant effect of the organization's leadership in achieving the characteristics of smart regulation in Palestine Telecommunications Company (Paltel)?

Research Objectives

This study aims to achieve the following objectives:
1. Learn about the reality of leadership in Palestine Telecommunications Company (Paltel).
2. Identifying the degree of achieving the characteristics of smart organization in Palestine Telecommunications Company (Paltel).
3. Verifying the existence of a correlation relationship between the organization's leadership and achieving the characteristics of smart organization in Palestine Telecommunications Company (Paltel).
4. Explain the impact of the organization's leadership on achieving the characteristics of smart regulation in the Palestine Telecommunications Company, (Paltel).

Research Importance

The importance of the study is shown by the benefit that will be given to:
1. It is considered one of the recent studies that dealt with the role of organizational leadership in achieving the characteristics of smart organization
2. Contributing to the enrichment of research and studies centers, libraries and universities with specialized scientific study in this field
3. Contribute to setting the basic rules to guide the Palestinian Telecommunications Company to achieve the requirements of the smart organization.
4. Providing companies and institutions with modern administrative sciences and keeping them abreast of the latest developments because of its positive impact in many areas.

Research hypothesis

H0$_1$: There is a statistically significant correlation relationship at ($\alpha \leq 0.05$) between the organization leadership and the achievement of the characteristics of smart organization in the Palestine Telecommunications Company at Tel.

H0$_2$: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) to lead the organization and achieve the characteristics of smart organization (Paltel).

Research Limits and Scope

The scope of the study shall be as follows:
1. **Objective Limit**: The study was limited to knowing the role of the organization's leadership in achieving the characteristics of smart organization.
2. **Human Limit**: This study was applied to the administrative positions in Palestine Telecommunications Company (Paltel)
3. **Spatial Limit**: This study was applied to the Palestinian Telecommunications Company in the Gaza Strip.
4. **Time Limits**: Various data were collected and analyzed during the year 2020.

Literature Review

➢ Study of (Alayoubi et al., 2020) aimed to identify the strategic leadership practices and their relation to improving the quality of educational service in the Palestinian universities in the Gaza Strip. The researcher used the analytical descriptive method. The study population consists of all the supervisors working in three universities in the Gaza Strip (The Islamic University, Al-Azhar University, and Al-Aqsa University). A random sample of 177 employees was selected by 50% of the study population. The researcher used the questionnaire as a data collection tool. The results of the study showed a strong and statistically significant relationship between strategic leadership practices (strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices, implementation of balanced regulatory control) and improvement of quality of educational service, Responsiveness, safety, empathy) in Palestinian universities. The study recommended that Palestinian universities should take into account the various dimensions of strategic leadership practices and develop their university capacities, including strategic orientation, investment of strategic capabilities and talents, development of human capital, strengthening organizational culture, emphasis on ethical practices and implementation of balanced regulatory control. Educational service for universities.

➢ Study of (FarajAllah et al., 2019) aimed at measuring the dominant pattern of leadership and its relation to the performance of the administrative staff in the Palestinian universities. The study community consists of all the administrative staff from Al-Azhar University and the Islamic University, and through the census of the study society it was found to consist of (655)

administrative staff. In order to achieve the objectives of the study, the researchers used the method of random sample in the study, and the study was conducted on a sample of (221) administrative staff of the surveyed universities and the response rate was (82.35%). The study found that there is a high degree of satisfaction with the Dominant Pattern of Leadership in the Palestinian universities in Gaza Strip from the point of view of the administrative staff, which reached (71.67%). There is a high level of performance from the point of view of administrative staff, with a percentage of (82.53%). There is a direct correlation between the dominant pattern of leadership and the functional Performance of Administrative Staff, the absence of differences between the sample according to the gender variable in their perception of the dominant pattern of leadership and the functional Performance of Administrative Staff, the absence of differences in the perception of employees of the dominant pattern of leadership and the functional Performance of Administrative Staff depending on the age variable.

➢ Study of (El Talla et al., 2018) aimed to identify the reality of applying the leadership standard according to the international quality models in the Palestinian universities. The study used the analytical descriptive method. The study was conducted on university leadership in Al-Azhar and Islamic universities. The study population consisted of 282 individuals. 119 of them responded, and the questionnaire was used for data collection. The results of the study were: a high standard of leadership in the research universities; the results showed that the sub-domains of the leadership standard were in the following order: Leaders develop vision, mission, values and ethics and serve as role models for a culture of excellence. Community, leaders participate personally in the development, application and improvement of the university system constantly, leaders manage the process of organizational change, and finally: supports and motivates leaders working at the university and promote a culture of excellence. The study presented a number of recommendations, the most important of which is: Increasing the interest of the universities in qualifying the university leadership and raising awareness of international quality standards. The adoption of international quality standards as a basis for achieving excellence and creativity. And motivating the university leaders to adopt the approach of excellence and quality in their work

➢ Study of (Al-Najjar and Qarmash, 2019) aimed at knowing the level of availability of the smart organization in the Palestinian cellular communications company Jawwal in the West Bank, and determining the role of strategic leadership in achieving the smart organization, through the dimensions of the smart organization (continuous learning, understanding the environment, Collective intelligence). The results of the study showed the availability of the dimensions of the smart organization in a mobile company at a high rate, and the existence of a statistically significant impact of the strategic leadership on achieving the smart organization.

➢ A study of (Al-Nawasrah, 2016), which aimed to demonstrate the impact of strategic leadership competencies in building smart organizations, as a field study was conducted on the King Abdullah II Center for Design and Development - Cadby - in Jordan. The results of the study showed a statistically significant effect of the strategic leadership competencies in building the smart organization for managerial positions in the study sample.

➢ A study of (Lazarevic & Lukic, 2015) aimed at identifying the main characteristics of smart organization, and the importance of knowledge acquisition, generation and transfer among employees, in addition to researching whether every learning organization is a smart organization. The Galbraith's Star Model was adopted, consisting of five components: Strategy, Organizational Structure, Rewards, Personnel, and Operations. The results of the study showed that the smart organization should require new features of organizational design that lie in the culture of value generation, continuous learning, strategic alternatives, disciplined decision-making, alignment of goals and empowerment of employees, continuous flow of information, assimilation of uncertainties, systemic thinking, and a strategic perspective, as well as The study found the relationship between the educated and the smart organization, since if the learning organization works to use its cognitive capabilities effectively and create value on its basis, it is only considered in this case a smart organization.

➢ The study of (Olszak, 2016) aimed at providing a theoretical framework for the comprehensive development of business intelligence and its applicability in the organization, assessing the extent of the organization's achievement of information investigation, and researching and investigating the factors that allow the organization to achieve business intelligence success and thus obtain better business results. The results of the study showed that information inquiry has a catalyst in making the most effective decisions, in addition to improving the organization's performance and operations, and the organization's new work.

Theoretical Framework

First- Organizational Leadership
Leadership is the personal influence that is exercised in a situation and is directed through the communication process towards the achievement of a specific goal or goals (Wolniak, 2019).

Leadership Characteristics: In this study we will focus on Leadership characteristics according to the requirements of ISO 9001: 2015 as follows:

A. **Commitment:** The leadership of the organization must demonstrate its commitment by:

− Take responsibility for the effectiveness of the quality management system.

−   Ensure that the quality policy and quality objectives for the quality management system have been established and that they are compatible with the strategic direction and the organization's context.

−   Ensure that the quality policy is communicated, understood and applied within the organization.

−   Ensure that the requirements of the quality management system are integrated into the operations of the organization.

−   Encouraging the use of operational methodology and risk-based thinking.

−   Ensure that the necessary resources are available for the quality management system.

−   Disseminating the importance of conforming the effectiveness of the quality system to the requirements of the quality management system.

−   Encouraging continuous improvement.

−   Supporting the role of other relevant departments to highlight their leadership over their areas of responsibility.

B.   **Policies:** This feature can be understood by developing and publishing a quality policy as follows:

1.   Establish A Quality Policy

Organization leadership should establish, implement and maintain a quality policy that is:

−   Fits the purpose and context of the organization and supports its strategic directions.

−   It provides a practical framework for setting quality objectives.

−   It includes an obligation to fulfill requirements that apply to the organization.

−   It contains a commitment to continuous improvement.

2.   Disseminate A Quality Policy

The organization's leadership should publish a quality policy that is:

−   Available and preserved as documented information.

−   Published, understood and applied within the organization.

−   Available to relevant interested parties whenever possible.

C.   **Roles, Responsibilities, and Powers:** The organization leadership must make sure that the responsibilities and powers of the relevant roles are defined, adapted, disseminated, and understood within the organization, as the leadership of the organization must assign responsibilities and powers for:

−   Ensure that the quality management system complies with this International Standard.

−   Ensure that processes produce the required outputs.

−   Preparing reports regarding the performance of the quality management system and opportunities for improvement, especially those reports submitted to the organization's leadership.

−   Ensure that customer focus is encouraged throughout the organization.

−   Ensure that the integrity of the quality management system is maintained when planning and implementing some amendments to it (ISO, 2020).

Second- Smart Organization

The Concept of Smart Organization: The organization that provides its working individuals with the tools of success necessary to make their work easier, which makes the organization more resilient in the changing business world and thus becomes more efficient when they manage their business better (Al-Abadi, 2012).

Characteristics of Smart Regulation: The current study has adopted the (Matheson & Matheson) model in the characteristics of smart organization, as it will be presented as follows:

First: Achievement of Goals: Achieving goals includes three elements (culture of value creation, creation of alternatives, and continuous learning) as follows:

1.   **A Culture Of Value Creation:** An opportunity for change and overcoming traditional barriers so that the main goal of the organization is to create and maximize value for the organization and its customers, so that the organization is keen to make value creation within its organizational culture.

2.   **Creating Alternatives:** The strategic actions of the organization are built to test the best alternative, create a set of suitable alternatives in a dynamic way and evaluate them continuously to make the best decision.

3.   **Continuous Learning:** Continued knowledge acquisition and investment opportunities on how to create greater value in competitive markets, and rapid technological advancement.

Second: Understanding the Environment: Understanding the environment includes three elements (understanding uncertainties, external-to-internal strategic perspectives, and systems thinking) as follows:

1.   **Understand Uncertainties:** The employees of the smart organization understand realistically about future uncertainties, the ability to deal with them and manage the risks associated with them, and take them into account in making administrative decisions.

2. **Strategic Perspective From Outside To Inside:** The smart organization works to assess its current position and think about its expected position, by understanding the external environment in all its details, and accordingly it works internally to achieve its strategic objectives.
3. **Systems Thinking:** Comprehensive systematic thinking of the interrelated relationships in the organization, for strategic interaction in a competitive environment as a result of the development of technology, products and processes.

Third: Mobilizing Resources: Resource mobilization includes three components (disciplined decision-making, alignment of goals and empowerment, and the continuous flow of information) as follows:

1. **Make The Disciplined Decision:** Implement disciplined and structured processes by identifying strategic options, involving the right individuals, and using the right information at the right time, to make appropriate strategic decisions.
2. **Alignment of Goals and Empowerment:** Encouraging employees to participate in the decision-making process and empowering them to achieve the harmonization of all systems and their harmony with the goals of the organization.
3. **Constant Flow Of Information:** The open and continuous flow of information to all levels of administration and in all directions within the organization. (Al-Abadi, 2012).

Methodology and Procedures:

The Study Methodology: The current study used the descriptive and analytical approach, as this approach fits the nature of the study and its objectives.

The Study Sample: The study sample was selected using a comprehensive survey method for the study community. The study was applied to a sample of 45 administrative positions in Palestine Telecommunications Company (Paltel).

Description of the Characteristics of the Study Sample:

Table 1: Analysis of the data of the study sample

Personal Data		The Number	Percentage%
Gender	Male	34	75.55
	Female	11	24.45
Total		45	100
Qualification	Diploma or less	1	2.22
	Bachelor	33	73.33
	Postgraduate	11	24.45
Total		45	100
Age Group	Less than 30 years old	2	4.45
	30 Less than 40 years old	19	42.22
	40 Less than 50 years old	17	37.78
	50 years and over	7	15.55
Total		45	100
Years Of Service	Less than 5 years	2	4.45
	5 - Less than 10 years	8	17.77
	10 - Less than 15 years	11	24.45
	15 years and over	24	53.33
Total		45	100

Answer Study Questions

Table 2: reliability coefficient

#	Axis	Number Of Paragraphs	Cronbach Alpha Coefficient
1.	**Organizational Leadership**	9	0.851
2.	**Smart Organization**	25	0.925

It is evident from the results shown in the previous table that the value of the Cronbach alpha coefficient for the Leadership variable was (0.851), and this means that the stability is high and statistically significant, and for the smart regulation variable the value of the stability coefficient is (0.925), and this means that the stability is high and statistically significant.

Table 3: Analysis of the paragraphs of the leadership axis

Axis	SMA	Percentage	Standard Deviation
Organizational Leadership	7.560	75.60	1.124

The level of leadership availability in Palestine Telecom PALTEL (high) reached (7.560) and relative weight reached (75.60%).

Table 4: Analysis of the paragraphs of the smart organization axis

Axis	SMA	Percentage	Standard Deviation

Smart Organization	7.095	70.95	1.128

The level of availability of the characteristics of smart organization in Palestine Telecommunications Company in Tel (high), reaching (7.095), and a relative weight of (70.95%).

Table 5: The correlation coefficient between leadership and the characteristics of smart regulation

Independent Variable	Dependent Variable	
	Pearson Correlation Coefficient	The Probability Value Sig.
Organizational Leadership	0.900	0.00

It is evident from the previous table that leadership has a relationship with smart organization, as the correlation coefficient between leadership and achieving the characteristics of smart organization reached (0.900) and with a relative weight (90.0%), at a level of significance (0.000), and this means that the relationship between leadership and smart organization is a strong relationship.

Table 6: The impact of leadership according to ISO 9001: 2015 requirements on the smart organization

Leadership According To ISO 9001: 2015 Requirements	Regression Coefficient	(T) Value	Sig.
Constant amount	0.269	0.526	0.602
Organizational Leadership	0.900	13.506	0.000
Correlation coefficient	0.900		
Adjusted coefficient of determination	0.805		
F test value	182.418		
Statistical significance	0.000		

From the results shown in the previous table, it is clear that:

- Correlation coefficient = 0.900, and the modified coefficient of determination = 0.805. This means that 80.5% of the change in the smart organization in the Palestinian Telecommunications Company was explained by the linear relationship and the remaining percentage may be due to other factors of the smart organization in the Palestinian Telecommunications Company.
- The value of the test F is equal to 182.418, and the probability value is equal to 0.000, which means that there is a statistically significant relationship between the leadership and the smart organization in the Palestinian Telecommunications Company.

Conclusions

The following Results and recommendations were reached:

- The results showed that the relative weight of leadership availability in Palestine Telecommunications Company (Paltel) was (75.60%).
- The results confirmed that the relative weight of the level of availability of the characteristics of smart regulation in the Palestinian Telecommunications Company, (Paltel), reached (70.95).
- There is a statistically significant relationship between leadership and smart organization in Palestine Telecommunications Company (Paltel).
- There is a statistically significant effect of leadership in smart organization in Palestine Telecommunications Company (Paltel).

Recommendations

- The necessity of preparing advanced training programs for the administrative levels in Palestine Telecommunications Company (Paltel).
- The study recommended increasing attention to the internal and external environment of Palestine Telecommunications Company (Paltel).
- Providing modern technology and equipment to achieve the characteristics of smart organization.
- Raising awareness of the importance of smart organization characteristics as an entry point to achieve sustainable development of organizations.

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