

The role of dialogical leadership in Supporting strategic perception

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Abstract: The research aims to determine the impact of dialogical leadership in Supporting strategic perception, as well as determining the nature of dialogical leadership and strategic perception in the companies of the Iraqi Ministry of Housing and Construction, as well as showing the importance of these variables. In achieving its goals, the research is based on the descriptive analytical approach, by surveying the opinions of the sample under research through the questionnaire as the main tool in data collection, in addition to interviews. (55) phrase, and the statistical analysis concluded the most prominent results, including the adoption of dialogical leadership practices by the companies of the Ministry of Housing and Construction, which enabled them to enter into successful strategic perceptions, and they were able to employ them to positively influence the development of the intellectual and organizational approach to the practice of their strategic perception applications, and the researcher came out with a group of The recommendations, including, work to consolidate organizational thought in relation to the practice of dialogical leadership approaches, with a focus on the dimensions of influence and contribution, as well as activating the dimensions of systemic thinking and partnership with the competitor.

Key terms: Dialogical leadership, strategic perception.

Introduction:

The leadership and its directive processes have evolved a lot as a result of the collision with organizational variables and environmental situations, which transformed the leadership path from the ruling leadership that seeks success through pressure and stressful situations to a motivating and flexible leadership that adopts a method of opening paths of thinking based on dialogical and the exchange of views on a particular case or situation. To enhance the organizational structure and increase the effectiveness of knowledge networking, which stimulates the knowledge of workers in the organizational framework.

Because organizations at the present time are in dire need to identify the weaknesses and self-disclosure of leaders and workers, which has become an organizational thought in many organizations that have achieved themselves and distinguished themselves in the field of their work. Because identifying these choke points makes the process easier and more productive than if the state of fog was the one that tops the scene of the organizational work climate.

Today, we find organizations have begun to establish work rules that achieve their existence and push them towards prosperity through the adoption of the strategic perception approach, which has become the most prominent feature in managing the gaps that organizations suffer due to the waves of acceleration, change and environmental change. Failure and regression towards leaving the field of work, to extending bridges of cooperation and transforming obsessive competition into a homogeneous mixture of work rules and the exchange of experiences at its various organizational and technical levels.

Research problem: -

The research problem centers on the apparent decline in the work of the companies affiliated with the Ministry of Construction and Housing, and this decline stems from the limited role that dialogical leadership and strategic awareness should play in activating and establishing strategic perceptions because the limitation of this role came due to the absence of these variables in the institutional thought of these companies “according

to the interviews” Which was done with the kind of research”, and despite their presence as simple indicators that do not have an impact on the operations of the companies affiliated with the Ministry of Construction and Housing, and this is what hid the role of the construction and housing sector, which is supposed to contribute to the welfare of society and reflect the development of the country and its advancement, because talking about achievement and achieving the goals In its theoretical dimension, it is easy and easy, but at the level of realistic activation, we find that achieving goals and achievement needs someone to lead it, provided that this leader be if it is a single individual or if the leadership consists of a number of individuals, then it needs to be effective and dialogical to achieve influence and sharpen their enthusiasm in a direction. The goals by Supporting a dimensionally coordinated dialogical fabric based on the leader’s ability in the persuasion process due to his knowledge, experience and competence, and the absence of this type of Leadership in the shadow of the ministry’s research companies on the one hand and the companies with which the ministry entered into the strategic perception on the other hand makes the partnership process to achieve the goals stumble due to intersections because the existing type of dialogical is of the dispersed type and not of the comprehensive type “and this is what many research sample members trusted.” And that this stumbling indicates weakness or even absence of the cognitive aspect of the applications of dialogical leadership and strategic perception. The research problem can be explained through a chief question.

(What is the impact of dialogical leadership on strategic perception).

Hypothetical research model:

Within the framework of the hypothetical model of the research, we will test the following hypotheses to show the logical relationships between the variables contained in the hypothetical research model for the dialogical leadership variable and its dimensions (influence, loyalty, contribution, professional respect) and the strategic perception variable and its dimensions (systemic thinking, paraphrasing, learning direction). Partnership with a learning direction (as in Figure 1)

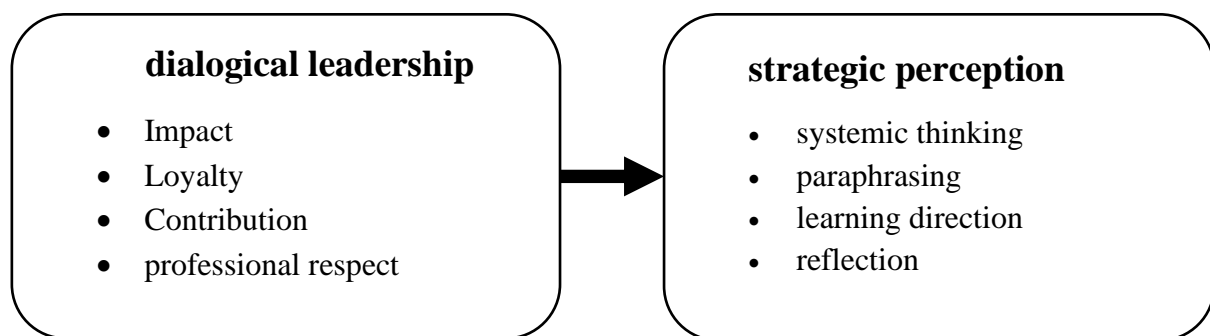


Figure (1) The default form for the search

The concept of dialogical leadership:

Dialogical leadership as a philosophy appears through relational experience, purpose, networking and causation as a method of dealing with phenomena to understand what they are. Influential reflection makes it the cornerstone of activating the meaning of self-reflection for the purpose of understanding, to be responsible, and honest with himself and others with regard to the pressures and influences that surround him (Serrat: 2018:3) It also represents a state of cognitive openness to adapt the capabilities of workers and direct them through an interactive value system to control the position. (Forster & Heinzl, 2021: 1302) It is also described as a set of procedures aimed at Supporting a network of continuous intellectual stimulation with events to enable workers to improve their performance methods and translate their values, beliefs and attitudes. (Yucel, 2021:4), that dialogical leadership as a philosophy appears through relational experience (purpose, networking and causation as a method of dealing with phenomena to understand what they are) as it appears through its moral image, (disclosing the moral process of recognizing that it is responsible for The workers and their actions and actions and the relationships that the workers establish) because the impactful reflection makes them the cornerstone in activating the meaning of (self-reflection for the purpose of understanding, to be responsible, and honest with himself and others regarding the pressures and influences that surround him) (Karanikikj: 2017: 169), because "The failure of the individual, whether he is a leader or a follower to identify himself correctly and determine what his role is in achieving the goals of the entire organization" represents a serious threat to the rationality of the workers due to the ambiguity of the prevailing dialogical in the

organization (Fambrough, 2008:741), and here the leadership appears and through its dialogic style To enhance in the hearts of the employees "analytical skills, agility in learning, and self-leadership, because the possibilities of leading the dialogical with the workers focus on identifying the leader and the worker, which is reflected on the employees themselves and their colleagues and this stems from the conviction of the yada in . Employees with leadership potential are an important resource for the organization (and an essential supporter of sustainable growth) (Li et al., 2020:15).

Dimensions of dialogical leadership:-

Dimension of Impact:-

In order to improve organizational performance, it requires leaders to motivate the members of the organization by developing a future vision of their reality, because leadership for the human factor is very necessary to achieve interdependence and motivation between groups in a way that improves performance and directs them towards goals. The performance of employees to be able to control the levels of that performance realistically instead of physical control (Rafia: 1202020), so organizations required effective leaders who can adopt the rapidly changing local and global environment with appropriate leadership styles. Moreover, a good leader must have the ability to employ the most appropriate leadership style that best fits with the organizational culture to improve employee performance (Udovita, 2020:17), because the presence of leadership capable of achieving a state of delegation and Supporting responsible behavior for employees, making decisions and working freely This contributes to creating and applying the vision and maintaining flexibility, strategic thinking, and working with others to make changes to create a better organizational and career future (Widyani, et.al, 2020:3). The impact of dialogical leadership is manifested by working on the maturity and freedom of social opinions, To make the organization effective in achieving its goals and stimulating the emotional maturity of the followers, so that they can always control critical situations (mujiyanto, et.al, 2020:451), because the effective effect of leadership is to give a clear idea of guidance to their employees while giving them enough space to take what is necessary To make the trust factor the basis of influence, as well as to lead the employees to commit to their jobs and work as a group to achieve the goals and objectives of the organization (Hao & Yazdanifard, 2015:1).

Dimension of loyalty:-

Modern management schools have emphasized the need to focus on the behavioral aspects of managing and leading organizations at both the organizational and individual levels. These schools linked the success and continuity of organizations through the availability of these behaviors, and then, organizations began to address issues such as loyalty as important tools in achieving the direction that the organization wants to achieve in order to ensure its survival and continuity (AlShalab, 2019:2), because the work of loyalty to the organization by the workers And leadership is considered the essence of the success or failure of the organization because it is of paramount importance that the employees be sincere in devoting the positive aspects in their personalities towards feeling connected to a certain thing towards the organization in which they work (Murali, et.al, 2017: 62), and what is useful here is that loyalty towards the organization It is centered on the feeling of compatibility with the goals of the organization, through the importance of the role to participate in the organizational tasks, which makes the organizational trust the most prominent feature in the work climate, in what establishes successful organizational positions by the leadership and workers towards a situation the organization is going through (Abidin et al., 2020: 77). Loyalty includes a level of positive feelings and views that leaders and individuals adopt towards their jobs. When a person claims that he has loyalty to his organization, it is an implicit expression that he is very satisfied with the job he is working in, which means that he is in an ideal state with respect to His physical and mental entity, which is reflected in productivity and performance (Gashti et al., 2014:38).

Dimension of Contribution:

The leader contributes through his clear communicative activity to win the sympathy of the workers in order to keep the team members well aware of their organizational reality. Based on personal experience and not a hierarchical position, which enhances the dominance of a company culture that values individuality while enhancing a sense of belonging, which makes organizational processes enable employees to make independent decisions (Schlecht et al., 2020:4), and shows the contribution of leadership in its ability to make an impact

On a person or group in a step towards achieving a goal, by searching for the potential needs of followers, which helps in improving the behavioral tendency of workers (Mehrad & Fallahi, 2014:29).

Leadership contributions can find resonance within the organizational climate, when leadership centers are active, not in the sense of domination or tyranny, but in their ability to give vitality within the organization, through the development of maps through which goals and priorities are determined while maintaining standards of effective performance with a focus on Leadership is a responsibility and not a prestige, or a position for personal promotion (Meraku, 2017: 336), because the mental vision of a future grows within the mind and thinking of leaders and depends on its efficiency in perceiving things accurately and using them intelligently to improve and sustain the organization (Abbas, 2010:11).

Dimension of professional respect:-

Professional respect represents an essential axis within the organizational work because it adds to the organizational climate a factor of vitality, because of its impact on the pride that workers feel simply on their own, but as a rule that stems from the treatment they receive from others, which clarifies the role of all parties to the transaction, and professional respect is embodied as a manifestation Behavioral belief in the value of the individual worker (Rogers & Ashforth, 2014:5), because professional respect is an important tool for managers and organizations, specifically human resource management experts because of its role in promoting workers and raising their motivation towards achieving organizational success, because they are sure that their achievements will resonate with their managers. Which represents an indirect message to employees from the manager that he trusts their abilities and skills, so he deprives them" (Abdullah, et, al, 2016:48), and this is what makes the efforts of the professional worker respected, which leads to this respect for the Supporting organization It is essential in the maturation of its human capital, and in providing opportunities for workers to develop their careers (Tian et al., 2006:6). Because when effective respect prevails in the workplace, this means establishing a stimulating work environment, which motivates workers to commit to their work and excel in it. Which is reflected in the acquisition.

The concept of strategic perception:-

The strategic perception is a new type of bilateral cooperative relationship that combines flexibility and deep and long-term convergence, to be integrated through dialogicals between multiple parties on achieving a position in the exceptional circumstance that the Organization is going through. (Czechowska, 2013:37) The strategic perception is a process that requires cooperation in varying degrees. In trust on the basis of sharing common business goals and setting a common business strategy for the production of goods and services through which partners decide to achieve the greatest degree of formality and reduce risk. (Lafta, 2017: 16), it also represents an arrangement characterized by mutual trust, commitment, integrity, integration, and willingness to publicize problems and work openly between two companies or organizations to help each other or work together to facilitate the achievement of the goals they aspire to. (Vanags, et.al, 2018: 337) The strategic perception is a new type of bilateral cooperative relationship that combines flexibility and deep and long-term convergence, to be integrated through dialogicals between multiple parties on achieving a position on an exceptional circumstance experienced by the organization (Czechowska, 2013 :37), and strategic perceptions are described as voluntary agreements between organizations that each commit resources to achieving a common set of goals. Organizations may form strategic alliances with customers, suppliers, or competitors. By implementing these partnerships, organizations can develop competitive positions and grow to enter new markets, complement core skills, and divide risks or adapt through which participants with the intent of reducing duplication and waste at the same time improve performance. (Adembo & Deya, 2018:1524).

Dimensions of strategic perception

Systemic Thinking:

It is represented in the capabilities that the organization possesses in making the processes of integration and interoperability of the working individuals and their organizational levels to add value to the tasks they are working on to accomplish. (Goetsch & Davic, 2010:99). The systemic thinking works to create an interactive organizational climate that combines the capabilities of managers and the skills of workers, to participate in Supporting the capabilities of the organization, and to exchange levels of understanding and management of priorities that enhance the capabilities of the human organization to achieve organizational resilience. The

systemic thinking appears by Supporting mature organizational relationships to advance the units and departments of the organization Towards consolidating the rules of interaction and integration in performance to add value to the organization's capabilities. (Armstrnong & Kotler, 2008: 18) because through the systemic thinking, the organization is able to stand on the reality of its internal capabilities, and its reflexive capabilities towards the external environment to build a multi-level strategic position. Organizing tasks in a useful and purposeful way to adapt situations, improve performance among working individuals, and consolidate organizational leadership capabilities (Vanags, 2018: 337).

Paraphrasing :

Most organizations have tended to add value to their operations by Supporting multi-level partnerships with the customer, because customer service methods have become based on trust, customer participation and information exchange. Research, product development and testing (Lostakova & Pecinova, 2014:565) because the customer represents the main focus in the organization's accounts, and we usually find organizations' orientation towards Supporting customers' trust in the organization in a way, increasing the interactive depth, and increasing privacy in dealings with customers, to extend the time perspective of the relationship "commitment." This is done through the organization obtaining knowledge of customers and using it as an important part of its information system to develop and improve its operations. (Malende, et.al, 2015:13) and represents the paraphrasing as a strategic direction for how to deal to create a sophisticated customer and increase the relationship from the perspective of achieving Satisfaction on the part of the customer and achieving organizational benefit and profitability on the part of the organization, to create a state of integration between the customer's desires and orientations and the organization's capabilities to achieve them. (Dhman, 2011:11) The organizations found that there is a close relationship between the customer partnership and the organization's performance of its work, as the customer was considered as a function of drawing product features, which in turn is reflected in raising the level of improving organizational performance to match the customer's orientations and the organization's capabilities. (Tsotsolas & Manolitzas, 2011:89).

Learning direction:

Cooperation, integration and high alignment of the supply chain process is considered an inevitable necessity to sustain the momentum of organizational and production processes, to manage bilateral relations to achieve desirable performance, because organizations depend on both the internal and external environment to provide growth resources to secure competitiveness and create collaborative activities and mutual benefits between with the supplier to achieve The context of lean manufacturing and the level of cooperation and coordination between partners. (Shin, et.al, 2019:3) Because the learning direction is seen by most organizations as strategic, high-level, long-term, multi-functional, and described in a dynamic style (quality, responsiveness and reliability Flexibility) to select and manage suppliers of goods and services as the full value of managing the supply network of raw materials down to the final use of the customer. As a responsibility for the strategic perception relationship and that it will add an essential value to the work of the organization, because the learning direction works to build trust within the security It establishes a broad relational awareness, openness, commitment and mutual respect, since the learning direction is one of the indicators used to measure the trust of suppliers (integrity, credibility, honesty and transparency). (Tarigan, et.al, 2020: 243).

Reflection:

Trust is the key to successful commitments. Related to the relationships that organizations establish with their competitors and their balanced understanding between trust and risk is necessary to move towards partnership, because partnership with the competitor must be based on the axis of trust as a tool that must be used by all organizations of all sizes to become successful, because it insures the partners that they will deal clearly, and that they do not They cheat or maneuver each other. (Riihikoski & Chuecas 2020:6) The partnership with the competitor is a way to reduce pressure and reduce costs and time in the new product development process. In this context, cooperation based on an interactive process between competitors becomes necessary to develop, extending to achieving agreements A patent for joint product development, which is achieved by the absorptive capacity of competitors, which refers to their ability to absorb external knowledge and skills, apply them and transform them into valuable and marketable final goods (Lopesa, et al., 2019:2-3).

The practical aspect of research:

Research hypothesis testing

Verification of the main hypothesis: The dialogical leadership, with its combined dimensions, has a significant effect on the strategic perception:

It was found from the results of Table (1) that the calculated value of (F) for the model (26.090) at the significance level (0.000), which is more than its scheduled value (3.936) at the significance level (0.05), to indicate the morale and strength of the model, which the researcher attributes to the synergy of the combined dimensions of the partnership. The strategy and synergy of the dimensions of dialogical leadership to form a statistically acceptable model, in addition to the presence of an interpretation coefficient (0.521) at the significance level (0.000), and a corrected interpretation coefficient (0.501), as the dimensions of dialogic leadership combined (influence, loyalty, contribution, professional respect) were able to explain A percentage of (50.1%) of the changes that occur in the strategic perception, while the remaining percentage (49.9%) is attributed to other variables that were not included in the tested model and it is considered a strong model for interpretation.

It was found that there is a positive effect of respect for others of (0.274) at the significance level (0.000), and the calculated (T) value (4.190), and a positive effect of loyalty of (0.270) at the significance level (0.000), and the calculated (T) value (4.025) While the leaders of the companies of the Ministry of Construction, Housing and Public Municipalities in the city of Baghdad were unable to employ influence and contribute to improving the strategic perception, and from all the results presented, the first main hypothesis is accepted (the dialogical leadership with its combined dimensions have a moral effect on the strategic perception), and according to the following equation :

$$\text{Strategic perception (Y)} = (1.245) + 0.274 * (\text{Professional Respect}) + 0.270 * (\text{Loyalty})$$

Table (1) The impact of dialogical leadership and its combined dimensions on the strategic perception (n=101)

The independent variable is dialogical leadership	strategic perception							
	effect	F	T	Sig	A R ²	R ²	β	α
loyalty	26.090 0.000		1.168	0.246	0.501	0.521	0.065	1.245 (0.000) (4.475)
Contribute			4.025	0.000			0.270	
professional respect			1.171	0.244			0.077	
			4.190	0.000			0.274	

Source: SPSS V.28 program outputs.

Conclusions: -

- 1- It was shown that the leaders of the companies of the Ministry of Construction and Housing possess a set of behaviors that take dialogical as an entry point for the participation of workers in the exchange of ideas and opinions by adopting methods of dialogical openness that is not restricted to all parties and that accommodates all parties participating in the dialogical process based on organizational principles, which leads them to understand the goals and visions of companies In order to lead them and their followers to formulate a new vision that unifies their efforts and makes them efficient and effective towards strategic perception operations.
- 2- The leaders of the companies of the Ministry of Construction and Housing and Public Municipalities showed their tendency to adopt professional respect in supporting ing their dialogical leadership, and this strongly supports social networks through a series of discussions that push them to authorize their job tasks and improve the efficiency of their current and future performance.

3- The leaders of the companies of the Ministry of Construction and Housing and Public Municipalities were keen to contribute to helping their followers accomplish their activities and work, by providing opportunities for creativity that achieve their company's goals, after adopting a number of dialogicals that increase their experience and their ability to acquire knowledge by exchanging and sharing it, as well as presenting it Resources and support for them, and what motivates them to provide outputs that exceed what is expected.

The leaders of the companies of the Ministry of Construction and Housing and Public Municipalities showed their resort to supporting ing loyalty to improve the desire of their followers to continue and stay in their current companies, and their willingness to make more high-level efforts when they begin to perform the tasks they are assigned and stemming from their strong belief in the company, its values, goals and leadership, which made their desire to provide the utmost What efforts are possible to achieve it, as they feel the fairness of its procedures and its distribution of tasks, each according to its ability to achieve, which prompts the followers to defend their leaders if others criticize them or when they make an unintended mistake.

4- The adoption of the companies of the Ministry of Construction and Housing and Public Municipalities to partner with thelearning direction and this stems from the inferred fact that the relationship with the competitor provides them with attractive organizational advantages and turns it into a strategic partner that contributes to addressing its current reality, and enables it to overcome its crisis with its creative methods, and to add to it the characteristics of learning The continuous regulatory framework opens up competitive horizons for it that it could not obtain previously.

5- The companies of the Ministry of Construction and Housing and Public Municipalities were able to effectively invest in the dialogical leadership, which was reflected in improving their capabilities in Supporting strategic perception, which would increase their ability to accomplish their tasks and achieve their goals.

Recommendations: -

1- The companies of the Ministry of Construction and Housing should adopt dialogical leadership as an institutional thought, and this is done through:

A - The practice of dialogical by senior leaders in the companies of the Ministry of Construction and Housing, without setting predetermined limits in front of the workers.

B - Adopting the dialogical as a feedback to reflect a picture of the reality in which these companies operate.

C - Investing in dialogical to develop the spirit of leadership and self-direction, and directing it towards positive influence in Supporting a harmonious organizational climate away from the intellectual and organizational hierarchy.

2- Working to spread the culture of strategic awareness among all organizational layers of the companies of the Ministry of Construction and Housing through the following mechanism:

A- Designing a database that includes all the work related to the work and specialization of the companies of the Ministry of Construction and Housing in order to determine a qualitative response to these, provided that this database is continuously updated.

B - Adopting the benchmarking method in the work and capabilities of the companies of the Ministry of Construction and Housing with the representative organizations in order to be able to identify and realize the nature of the performance gap.

C - Conducting surveys and monitoring of the local and regional environment on an ongoing basis by the companies of the Ministry of Construction and Housing in order to keep pace and realize the extent of development required in the capabilities of the Ministry's companies.

3- Investing the strategic perception in determining the direction of learning by the companies of the Ministry of Construction and Housing to enhance their capabilities according to the following:

A- Concluding qualitative strategic perceptions with organizations that have competitive advantages through which these advantages can be transferred to the companies of the Ministry of Construction and Housing.

B - Streamlining and managing the procedures for entering into strategic perceptions with the organizations corresponding to the companies of the Ministry of Construction and Housing.

C- Legislate a law or issue instructions obligating foreign companies that engage in businesses that fall within the specialization of the companies of the Ministry of Construction and Housing to work with them in order to obtain specialized knowledge.

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