






“Impact of intelligence leadership on organizational excellence: Mediating role of organizational culture”

AUTHORS	Malek Alharafsheh  Ahmad Albloush  Rami Hanandeh  Medhat Alsafadi  Ayed Ahmad Khwllidh
ARTICLE INFO	Malek Alharafsheh, Ahmad Albloush, Rami Hanandeh, Medhat Alsafadi and Ayed Ahmad Khwllidh (2022). Impact of intelligence leadership on organizational excellence: Mediating role of organizational culture. <i>Problems and Perspectives in Management</i> , 20(3), 362-373. doi: 10.21511/ppm.20(3).2022.29
DOI	http://dx.doi.org/10.21511/ppm.20(3).2022.29
RELEASED ON	Monday, 19 September 2022
RECEIVED ON	Tuesday, 19 April 2022
ACCEPTED ON	Monday, 18 July 2022
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Problems and Perspectives in Management"
ISSN PRINT	1727-7051
ISSN ONLINE	1810-5467
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

40



NUMBER OF FIGURES

2



NUMBER OF TABLES

10

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BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 19th of April, 2022
Accepted on: 18th of July, 2022
Published on: 19th of September, 2022

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Malek Alharafsheh, Ph.D., Assistant Professor, Faculty of Business, Amman Arab University, Jordan.

Ahmad Albloush, Ph.D., Assistant Professor, Faculty of Business, Amman Arab University, Jordan. (Corresponding author)

Rami Hanandeh, Ph.D., Assistant Professor, Faculty of Business, Amman Arab University, Jordan.

Medhat Alsafadi, Ph.D., Assistant Professor, Augustine College, USA.

Ayed Ahmad Khwllldh, Ph.D., Professor, Faculty of Educational Sciences, Mu'tah University, Jordan.



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Conflict of interest statement:
Author(s) reported no conflict of interest

Malek Alharafsheh (Jordan), Ahmad Albloush (Jordan), Rami Hanandeh (Jordan), Medhat Alsafadi (USA), Ayed Ahmad Khwllldh (Jordan)

IMPACT OF INTELLIGENCE LEADERSHIP ON ORGANIZATIONAL EXCELLENCE: MEDIATING ROLE OF ORGANIZATIONAL CULTURE

Abstract

The absence of intelligence leadership may lead to a failure to motivate employees within universities, which leads to adverse effects on organizational excellence, primarily if the prevailing organizational culture does not support the processes of development and success. Thus, organizational culture is expected to play an essential role in enhancing the leadership's ability to use its intelligence to achieve organizational excellence. Accordingly, the study aims to identify the mediating role of organizational culture in the impact of leadership intelligence on achieving organizational excellence in Jordanian universities. Qualitative data were collected and quantitatively analyzed. A questionnaire was designed using a leadership intelligence scale and distributed to a sample of 371 faculty members in 33 Jordanian universities. The sample size was chosen according to the statistical tables, and this sample is considered statistically acceptable. The data were processed using structural equations using SPSS and AMOS software. The study concluded that there is an effect of intelligence leadership on organizational excellence. It was also found that organizational culture mediates the relationship between intelligence leadership and organizational excellence. Therefore, the study recommends that the decision makers in Jordanian universities strengthen intelligence leadership, with the need to establish clear foundations in the selection of university leaders, ensuring intelligence leaders' existence.

Keywords intelligence leadership, organizational excellence, organizational culture, universities, Jordan

JEL Classification J24, L21, L29, M14, M10

INTRODUCTION

The business environment, including educational institutions, is based on multifaceted competitive foundations, whether on the financial, marketing, human or other levels, to reach advanced levels of growth and prosperity (Robbins & Judge, 2013; Al-Beshtawi et al., 2014). The more successful and highly efficient the leadership, the more successful the organization with distinct outcomes (Sezer & Uzun, 2020; Zraqat, 2019). Therefore, leadership is one of the most critical functions of the administrative process practiced by managers, as it is the essence of the administrative process and the key to management. Leadership includes all aspects of administrative processes and is relied upon for its significant role in the positive progress of the growth of societies and institutions and its important and influential role in the management of institutions (Aslan et al., 2021; Wu & Lee, 2017).

Intelligent leadership (IL) is one of the determinants that contribute to determining the nature of interactions within the organization, as there must be a leader who works to organize the affairs of organiza-

tion members and coordinate their efforts within a working mechanism aimed at achieving the desired goals (Stripling, 2019). With the increasing technological development facing organizations, intense competition, and rapid environmental changes, it was necessary for institutions, including educational institutions, to possess an intelligent leadership style and adopt the appropriate leadership style, which is an important factor for excellence and success (Iannotta et al., 2020). Intelligent leadership is considered one of the most critical drivers of positive change in universities, as it seeks to motivate followers by making them aspire to lofty ideals and values instead of focusing on self-interest and striving to maintain the status quo in universities (Al Eid et al., 2021). Intelligent leaders are primary agents of change. They possess a clear vision and an integrated picture of what the organization will be in the future or what it should be (Baba et al., 2021). This vision guides their behavior and decisions and represents a frame of reference for their organizational activities, thus enhancing organizational excellence (Hourani et al., 2021).

Weak leadership intelligence may lead to a failure to enhance its ability to benefit from the prevailing organizational culture, which leads to the leadership's inability to motivate university employees. This limits the achievement of organizational excellence in Jordanian universities, especially since universities work in a changing and unsustainable environment. In this case, some non-functional behaviors at the level of individuals working within the organizational work may limit and restrict organizations' capabilities and energies. Therefore, adopting a method of understanding organizational culture by university leaders may enhance their ability to excel in Jordanian universities. Organizational culture plays a fundamental role at all organizational activities and levels in terms of providing a practical framework for organizing and directing organizational behavior within organizations.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Organizational excellence (OE) is “the ability of organizations to contribute strategically by excelling in their performance, solving their problems, and then achieving their goals in an effective manner that distinguishes them from other organizations” (Raouf et al., 2021). Al-Dhaafri et al. (2016) believe that organizational excellence is the institutions endeavor to take advantage of the opportunities available through strategic planning preceded by formulating a precisely defined goal and providing all possibilities to reach outstanding performance.

Organizations that achieve excellence are organizations that care about the development trends. That is, institutions seek to identify what level of development they have reached and what aspects still need to be developed, working to reduce the difficulties that may stand in the way of their growth and development in the future (Goetsch & Davis, 2014). Institutional excellence makes it easier for leaders of business organizations to improve

the performance of subordinates, which improves the level of services these organizations provide. It leads to the development of organizations and helps them achieve their goals (Hijjawi, 2021). Developing the skills of subordinates requires that the leader possess various types of intelligence to increase the quality of the workplace, which leads to an increase in the loyalty of subordinates, and motivates them to work to their total capacity, which is reflected in achieving the organizational excellence (Pathak & Agrawal, 2019).

Organizational culture (OC) has become essential in all activities and levels within the organization (Paais & Pattiruhay, 2020). OC provides a practical framework for organizing and directing organizational behavior (Sunarsi, 2020). OC is an influential force within the organization. It stimulates and supports specific types of individual and collective behavior within organizations. The prevailing cultural rules within the organizational environment affect the organization's ability to change, as it reflects the ability to adapt to any emergency (Lam et al., 2021). OC is crucial for the cohesion and harmony of employees through a common system of values and beliefs (Sapta et al., 2021). Thus, it can be said that the importance of OC is

due to the fact that it constitutes a frame of reference and a model of behavior that workers should emulate. It represents the social energy that pushes them to work or incapacitates them as well and represents the link between all workers at all levels of management.

OC is a critical component of organizational behavior (Khan et al., 2021). Over time, this view led to a consensus in the management literature on the importance of OC as a critical component of leadership success. Understanding OC helps leaders manage subordinates and achieve set goals, leading to their organizations' distinction (Elsbach & Stigliani, 2018). From this perspective, business leaders must understand and implement the OC when undertaking strategic planning to achieve the set goals (Akmaliah et al., 2017). In addition, intelligent leadership can use OC to enhance organizational excellence by providing employees with a sense of identity unity (Muhdar & Rahma, 2015). It is essential to increase the sense of belonging and loyalty to the organization, improve work relations, and provide a better understanding of what is happening in the organization. Moreover, appropriate policies should be adopted and a monitoring tool for leadership so that the leadership can shape organizational behavior in the way it wants (Supriyanto et al., 2019).

Intelligence leadership (IL) uses "system theory and system thinking." System thinking is the thinking approach that depends on the collective vision. According to Zraqat (2020), it consists of considering interrelationships instead of effect chains and linear causes and considering the change processes instead of snapshots. According to this perspective, intelligent leadership is an overall process in the organization. This process includes many variables that all affect each other through interactions (Sydänmaanlakka, 2003). Additionally, intelligent leadership is a participatory and collaborative action within an organization, practiced by both leaders and subordinates, intending to motivate individuals to work efficiently and collectively (Lang, 2019).

Based on the same vision, Lappalainen (2012) sees that IL expresses the dialogue between the leader (leaders) and followers when they are in a particular setting and want to reach expected results and

goals effectively. Thus, employers and employees must work together and share similar traditions and principles. Keikha et al. (2017) found that intelligent leadership demands individuals who take actions, perceive, experience, and look for meanings. Therefore, leadership takes into account individuals' needs to fully realize themselves in their work community through dialogue with them at three levels of intelligence (rational, emotional, and spiritual). Wu and Lee (2017) believe that IL revolves around the leader's flexibility and agility in building a motivational and persuasive perception. Moreover, leaders must inspire staff to achieve it by activating and encouraging them to fully use their talents with the focus on separating wisdom from expertise and following an appropriate behavior while facing crises, fluctuations, and uncertainty.

The theory of Dåderman et al. (2013) was inspired by the definition of IL from the elements of intelligence that individuals enjoy. IL was defined as a state in which the leader can manage their own emotions and the emotions of others effectively (emotional intelligence). Moreover, it is when a leader craves to understand the meaning of his/her actions (spiritual intelligence) and has profound intelligence and diagnostic skills (rational intelligence) balancing the three components (Alharafsheh et al., 2021). The dimensions of IL are related to the types of intelligence possessed by leaders. In this study, the Dåderman et al. (2013) model of intelligent leadership was adopted, as they divided it into three areas: emotional intelligence, rational intelligence, and spiritual intelligence.

A leader's emotional intelligence enables him/her to better understand organizational needs and operations. A leader can establish friendly relations with various parties within the organization through emotional intelligence. Emotional intelligence enables him/her to integrate with subordinates in a network of social relations in which friendly feelings and respect prevail (Grootenboer & Hardy, 2017). Therefore, compelling and successful leadership needs emotional intelligence, as it is essential for developing the organizational culture in a friendly way full of positive feelings between a leader and subordinates. Furthermore, this enables a leader to deal with the emotions of

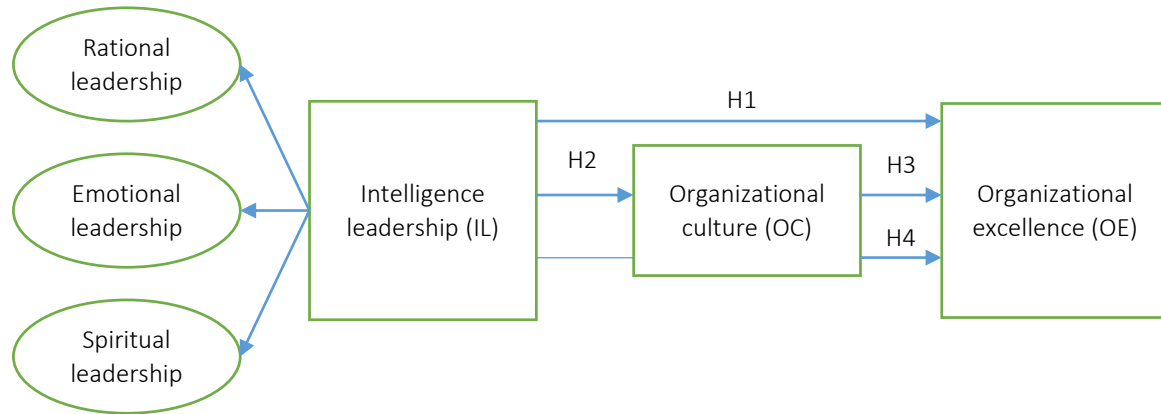


Figure 1. Study model

individuals in the organization in a way that helps him/her to positively influence the change of individuals' behavior directing this behavior toward achieving organizational goals (Blaik Hourani et al., 2021).

Dåderman et al. (2013) argue that a manager uses rational intelligence in traditional tasks and routine decisions in the organization. However, intelligent leaders care about other intelligence, and this is because rational intelligence is incompatible with concern for the spiritual aspects of subordinates. Instead, rationality focuses on performing tasks according to calculations and procedures thoughtfully, and therefore a leader's possession of rational intelligence does not consistently lead to positive results. Fathi et al. (2014) argue that a leader's possession of rational intelligence has limited his use of emotional intelligence and spiritual intelligence. Rational intelligence leads to the neutralization of feelings, emotions, and spiritual values, which puts the leader in front of limited options when solving problems that the organization may face. This reduces leadership effectiveness because leaders are far from taking risks when facing sensitive situations and crises.

Spiritual intelligence stimulates cooperation between individuals, especially if they share spiritual values such as religion or culture. A leader who possesses spiritual intelligence can engage in the organizational culture by understanding the values of subordinates in the organization. Thus, he can deal with subordinates and influence them by exchanging spiritual values because spiritual and religious values and beliefs significantly affect individuals. Therefore, relying on experience alone is not sufficient to lead the organization because a leader deals with a human

system that he must understand and understand its beliefs to be able to influence it (Siswanti et al., 2021).

Following the literature review, the aim of this paper is to explore the influence of IL on OE through the mediating role of OC in Jordanian universities. The proposed conceptual framework is portrayed in Figure 1.

Following the literature review, these hypotheses have been developed:

H01: There is no statistically significant effect of IL on OE.

H01-1: There is an effect of emotional leadership intelligence on OE.

H01-2: There is an effect of rational leadership intelligence on OE.

H01-3: There is an effect of spiritual leadership intelligence on OE.

H02: There is no effect of IL on OC.

H03: There is no effect of OC on OE.

H04: There is no effect of IL on OE through OC.

2. METHODOLOGY

The study follows a set of sequential procedures as a mixed methods strategy. First, it organizes qualitative data and then analyzes it quantitatively. The paper is exploratory to reveal the

potential impact of organizational culture on the relationship between leadership intelligence and organizational excellence, but it is analytical in obtaining results.

The target group comprises faculty members and lecturers in Jordanian universities, numbering 33. A comprehensive survey was used to determine the study sample, to become equal to its population, i.e., 33 universities. The analysis unit consisted of faculty members and lecturers in Jordanian universities, with 10,922 individuals. The statistical tables of Sekaran and Bougie were relied upon to set the sample size and at an allowable margin of error (5%), which amounted to 371 individuals (Sekaran & Bougie, 2016). Next, a proportional random sampling method was used to determine the target sample size in each university. Finally, 371 questionnaires were distributed to the sample electronically and retrieved in the same way, where 309 questionnaires were available and valid for statistical analysis.

3. RESULTS

This study analyzed the effect of intelligence leadership on organizational excellence and organizational culture. Moreover, the paper tested the effect of organizational culture on organizational excellence and the mediating role of organizational culture in the effect of intelligence leadership on organizational excellence. These results were obtained by applying simple, multiple, stepwise linear regression, path analysis, and the Statistical Package for Social Sciences (SPSS).

3.1. Testing H01 and its sub hypotheses

H01 states that there is no effect of IL on OE. Multiple linear regression analysis was used to test the validity of this hypothesis, and the results are shown in Table 1.

Table 1 demonstrates a strong and positive correlation between intelligence leadership and organizational excellence. The correlation coefficient reached $R = 0.649$, and the coefficient of the determination reached $R^2 = 0.422$, which means that intelligence leadership explained 42.2% of the variance in organizational excellence, with other factors held constant.

Besides, Table 1 also shows the significance of the model, where the calculated F value amounted to 74.140 with a statistical significance of $\text{Sig } F = 0.000$, which is less than 0.05. This indicates a statistically significant effect of intelligence leadership on organizational excellence at $\alpha \leq 0.05$.

Therefore, H01 is rejected, and the alternative hypothesis is accepted, which states that intelligence leadership affects organizational excellence.

Table 2 refers to the regression coefficients for the dimensions of intelligence leadership. It is clear that the B value of emotional leadership intelligence reached 0.138, and the calculated T value when this dimension was 4.620 with $\text{Sig } T = 0.000$, which is less than 0.05. This indicates the rejection of the first sub-null hypothesis and the acceptance of the alternative hypothesis, which states that emotional leadership intelligence affects organizational excellence.

Table 1. Multiple linear regression for H01

Dependent variable	Model summary				Anova		
	R	R ²	Adjusted R ²	Std. error	DF	F	Sig F*
Organizational excellence	0.649	0.422	0.416	0.283	3	74.140	0.000

Note: * significant at $\alpha \leq 0.5$.

Table 2. Regression coefficients for H01

Independent variables	Coefficients				
	B	Std. Error	Beta	T	Sig t*
Emotional leadership intelligence	0.138	0.030	0.245	4.620	0.000
Rational leadership intelligence	0.042	0.031	0.060	1.358	0.175
Spiritual leadership intelligence	0.346	0.040	0.466	8.733	0.000

Note: * significant at $\alpha \leq 0.5$.

Table 3. Stepwise regression for H01

Model	Pre-qualification of contractor's	B	T	Sig T*	R	R ²	F	Sig F*
First	Spiritual leadership intelligence	0.456	13.932	0.000	0.614	0.377	185.827	0.000
Second	Spiritual leadership intelligence	0.352	8.919	0.000	0.647	0.418	109.984	0.000
	Emotional leadership intelligence	0.139	4.652	0.000				

Note: * significant at $\alpha \leq 0.5$.

Furthermore, Table 2 shows that the B value of the rational leadership intelligence dimension reached 0.042. The calculated T value at this dimension was 1.358 with Sig T = 0.175, which is more than 0.05. This indicates the acceptance of the second sub-null hypothesis, which states that rational leadership intelligence has no effect on organizational excellence.

Moreover, Table 2 shows that the B value of the spiritual leadership intelligence dimension reached 0.346. The calculated T value at this dimension was 8.733 with Sig T = 0.000, which is less than 0.05. This indicates the rejection of the third sub-null hypothesis and the acceptance of the alternative hypothesis, which states that spiritual leadership intelligence affects organizational excellence.

Stepwise linear regression analysis was used to show the order of the dimensions of intelligent leadership in terms of the most influential ones on organizational excellence (Table 3).

It is clear from Table 3 that the spiritual leadership intelligence dimension came in the first rank and explains the 37.7% of the variance in organizational excellence. However, by adding the emotional leadership intelligence dimension to the previous

dimension in the second model, the explanation percentage increased to 41.8%.

3.2. Testing H02

H02 states that there is an effect of intelligence leadership on organizational culture. Multiple linear regression analysis was used to test the validity of this hypothesis (Table 4).

Table 4 demonstrates a strong and positive correlation between intelligence leadership and organizational culture. The correlation coefficient reached $R = 0.666$, and the coefficient of the determination reached $R^2 = 0.443$, which means that the intelligence leadership explained 44.3% of the variance in organizational culture, with other factors held constant.

Besides, Table 4 also shows the significance of the model, where the calculated F value amounted to 80.835 with a statistical significance of Sig F = 0.000, which is less than 0.05. This indicates an effect of intelligence leadership on the organizational culture at a significance level of $\alpha \leq 0.05$.

Therefore, H02 is rejected, and the alternative hypothesis is accepted, which states that intelligence leadership has an effect on organizational culture.

Table 4. Multiple linear regression for H02

Dependent variable	Model summary				Anova		
	R	R ²	Adjusted R ²	Std. error	DF	F	Sig F*
Organizational culture	0.666	0.443	0.437	0.316	3	80.835	0.000

Note: * significant at $\alpha \leq 0.5$.

Table 5. Regression coefficients for H02

Independent variables	Coefficients				
	B	Std. Error	Beta	T	Sig t*
Emotional leadership intelligence	0.239	0.033	0.373	7.176	0.000
Rational leadership intelligence	0.039	0.035	0.049	1.140	0.255
Spiritual leadership intelligence	0.325	0.044	0.384	7.336	0.000

Note: * significant at $\alpha \leq 0.5$.

Table 6. Stepwise regression for H02

Model	Pre-qualification of contractor's	B	T	Sig T*	R	R ²	F	Sig F*
First	Spiritual leadership intelligence	0.498	12.780	0.000	0.589	0.347	163.316	0.000
Second	Spiritual leadership intelligence	0.319	7.252	0.000	0.664	0.437	120.484	0.000
	Emotional leadership intelligence	0.238	7.144	0.000				

Note: * significant at $\alpha \leq 0.5$.

Table 7. Simple linear regression for H03

Dependent variable	Model summary				Anova		
	R	R ²	Adjusted R ²	Std. error	DF	F	Sig F*
Organizational excellence	0.632	0.400	0.398	0.287	1	204.366	0.000

Note: * significant at $\alpha \leq 0.5$.

Table 5 refers to the regression coefficients for the variable's dimensions (intelligence leadership). The B value of the emotional leadership intelligence dimension reached 0.239. The calculated T value was 7.176 with a significance level Sig T = 0.000, which is less than 0.05. This indicates a significant effect of emotional leadership intelligence in the organizational culture.

Furthermore, Table 5 shows that the B value of the rational leadership intelligence dimension reached 0.039. The calculated T value was 1.140 with Sig T = 0.255, which is more than 0.05. This indicates no significant effect of rational leadership intelligence in the organizational culture.

Moreover, Table 5 shows that the B value of the spiritual leadership intelligence dimension reached 0.325. The calculated T value was 7.336 with Sig T = 0.000, which is less than 0.05. This indicates an effect of spiritual leadership intelligence in organizational culture.

Stepwise linear regression analysis was used to show the order of the dimensions of intelligent leadership in terms of the most influential ones on organizational culture (Table 6).

It is clear from Table 6 that the spiritual leadership intelligence dimension came in the first rank and explains the 34.7% of the variance in the organizational culture. However, by adding

the emotional leadership intelligence dimension to the previous dimension in the second model, the explanation percentage increased to 43.7%.

3.3. Testing H03

H03 states that there is no effect of organizational culture on organizational excellence. Simple linear regression analysis was used to test the validity of this hypothesis, and the results are shown in Table 7.

Table 7 demonstrates that there is a strong and positive correlation between organizational culture and organizational excellence. The correlation coefficient reached R = 0.632, and the coefficient of the determination reached R² = 0.400, which means that 40.0% of the variance in organizational excellence was explained by the organizational culture, with other factors held constant.

Besides, Table 7 also shows the significance of the model, where the calculated F value amounted to 204.366 with a statistical significance of Sig F = 0.000, which is less than 0.05. This indicates that organizational culture affects organizational excellence at a level of significance of $\alpha \leq 0.05$, and at 1 degree of freedom.

Therefore, H03 is rejected, and the alternative hypothesis is accepted, which states that organizational culture affects organizational excellence.

Table 8. Regression coefficients for H03

Independent variable	Coefficients				
	B	Std. Error	Beta	T	Sig t*
Organizational culture	0.555	0.039	0.632	14.296	0.000

Note: * significant at $\alpha \leq 0.5$.

Table 9. Model fit measures

Abbrev.	Measure	Value	Accepted range
CMIN/DF	Chi ² /df	2.861	Less than 5
GFI	Goodness of Fit mus proximity	0.986	0.90 – 1.00
CFI	Comparative Fit Index	0.986	0.90 – 1.00
IFI	Incremental Fit Index	0.986	0.90 – 1.00
NFI	Normed Fit Index	0.975	0.90 – 1.00
RAMSEA	Root mean square error of approximation	0.078	Less than 0.10
SIG.	Significant value	0.022	Less than 0.05

Table 10. Direct and indirect effects coefficients

Construct	Direct Effect		Indirect Effect		Total Effect	
	Intelligence leadership	Organizational culture	Intelligence leadership	Organizational culture	Intelligence leadership	Organizational culture
Organizational culture	0.814	–	–	–	0.814	–
Organizational excellence	0.599	0.127	0.104	–	0.702	0.127

Table 8 refers to the regression coefficients for organizational culture. The B value of organizational culture reached 0.555, and the calculated T value was 14.296 with a significance level Sig T = 0.000, which is less than 0.05. This indicates a significant effect of organizational culture on organizational excellence.

3.4. Testing H04

To test H04 that involves direct and indirect effects, path analysis is applied using Amos. This hypothesis aimed to determine the mediating role of organizational excellence on the relationship between intelligence leadership with its dimensions and organizational excellence. The results are shown in Table 9.

Table 9 shows that all measures meet the accepted range of model fit. This gives the evidence path analysis relevant to the study model and indicates the appropriate fit of the model with the data.

Table 10 shows that the direct effect of intelligence leadership on organizational culture is significant with a value of 0.814. The direct effect of intelligence leadership on organizational excellence is significant with a value of 0.599. At the same time, the direct effect of organizational culture on organizational excellence is significant with a value of 0.127.

In addition, Table 10 shows that the indirect effect of intelligence leadership on organizational culture equals 0.104. This refers to mediating role of organizational culture on the relationship between intelligence leadership and organizational excellence. Moreover, the total effect of intelligence leadership through organizational culture equals 0.702. Therefore, it was found that organizational excellence partially mediates the relationship between intelligence leadership and organizational excellence.

This leads to rejecting the null hypothesis and accepting the alternative one that states that intelligence leadership affects organizational excellence through organizational culture (Figure 2).

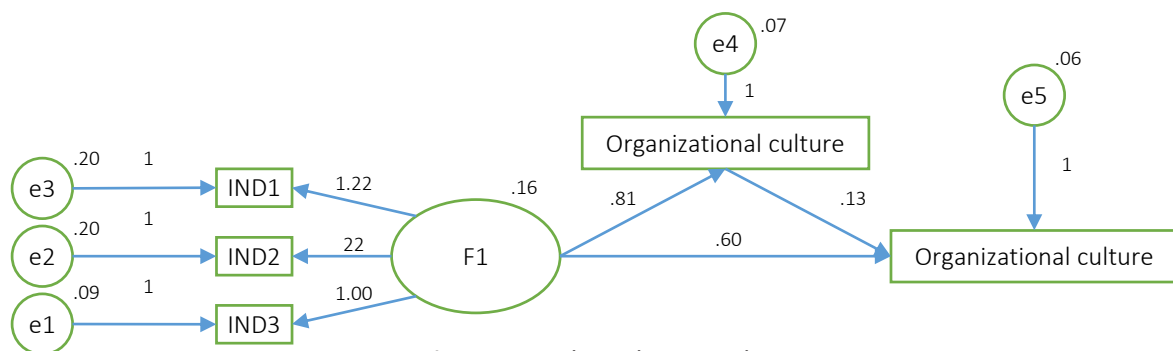


Figure 2. Path analysis results

4. DISCUSSION

A statistically significant effect of intelligence leadership on organizational excellence was found. This result supports earlier findings that referred to the role of leadership intelligence in enhancing the performance of subordinates, which improves the level of services provided by these organizations, which leads to the development of organizations and help them achieve their goals (Hijjawi, 2021). A leader's possession of different types of intelligence helps to develop subordinates' skills. In addition, intelligent leaders can improve the quality of the workplace, increasing subordinates' loyalty and motivating them to work to their full potential, leading to organizational excellence (Pathak & Agrawal, 2019).

Concerning hypothesis testing, it was found that emotional and spiritual leadership intelligence has a statistically significant effect on organizational excellence. At the same time, rational leadership intelligence has no effect on organizational excellence. This result is consistent with Faltas (2017) that emotional intelligence is an interconnected behavioral system that produces individuals' emotional and social competencies and that this behavioral system directly impacts individuals' performance and behavior. Thus, it will have an impact on institutional excellence.

When a leader has emotional intelligence, he/she is able to understand the needs of his organization and can establish friendly relations with various parties within the organization through integrating with subordinates (Grootenboer & Hardy, 2017; Blaik Hourani et al., 2021). Concerning spiritual intelligence, its impact will be evident on institutional excellence. It will stimulate cooperation between individuals, especially those who

share spiritual values such as religion or culture. A leader who possesses spiritual intelligence can understand values, deal with them, and influence them by exchanging spiritual values with them (Siswanti et al., 2021).

As for the lack of influence of rational intelligence in organizational excellence, the reason for this can be that rational intelligence is used in traditional tasks and routine decisions in the organization (Dåderman et al., 2013). Rationality focuses on performing tasks according to studied calculations and procedures. Therefore, a leader's possession of rational intelligence does not constantly lead to positive results because the leader has limited options when solving problems that may face the organization. This reduces leadership effectiveness because leaders are far from taking risks when facing sensitive situations and crises (Fathi et al., 2014).

Furthermore, the findings indicate a significant effect of intelligence leadership on organizational excellence through organizational culture. This finding is consistent with the literature regarding the effects of organizational culture on various aspects of leadership and organizational excellence. The organizational culture expresses the values of influential individuals in the organization, and these values, in turn, affect the tangible aspects of the organization and the behavior of individuals. Moreover, they determine how these individuals take in their decisions and the leadership of their subordinates (Hamid & Durmaz, 2021). When the organizational culture is positive, it makes all individuals proud of their organizations, especially if this culture develops the values of creativity, excellence, and teamwork. An intelligent leader can use these values to achieve institutional excellence (Chang et al., 2021).

CONCLUSIONS

The paper analyzed the mediating role of organizational culture for the effect of intelligent leadership (represented by emotional intelligence, rational intelligence, and spiritual intelligence) on organizational excellence. It is concluded that intelligent leadership expresses the dialogue between a leader (leaders) and followers when they are in a particular setting and want to effectively reach shared results and goals. Thus, employers and employees must work together and share similar traditions and principles, which leads to institutional excellence. This can be due to the fact that intelligent leadership uses the concept of people taking actions, perceiving, experiencing, and looking for meanings. Therefore, intelligent leader-

ship is leadership that considers individuals' needs to fully realize themselves in their work community through dialogue with them on three levels of intelligence (rational, emotional, and spiritual). The study can conclude that intelligent leaders are natural leaders who clearly demonstrate their values and are responsible for their subordinates' actions, thus reaching harmonization of personal and institutional interests. Intelligent leadership revolves around leader's flexibility, agility, and ability to create an organizational mission and vision and inspire employees to achieve them. Such a leader motivates and encourages them to use all their talents while providing the staff with the necessary skills and knowledge. Moreover, he/she offers innovative behavior while dealing with crises, fluctuations, and uncertainty.

Therefore, this paper suggests strengthening intelligence leadership in Jordanian universities, with the need to establish clear foundations in selecting university leaders, ensuring intelligence leaders' existence. Likewise, business leaders must understand and recognize organizational culture when strategically planning to achieve established goals. Leaders must use organizational culture to enhance organizational excellence by providing employees with a sense of identity unity, increasing a sense of belonging and loyalty to the organization, and improving working relationships.

AUTHOR CONTRIBUTIONS

Conceptualization: Malek Alharafsheh, Ahmad Abloush, Rami Hanandeh, Medhat Alsafadi.

Data curation: Medhat Alsafadi, Ayed Ahmad Khwllldh.

Formal analysis: Malek Alharafsheh.

Funding acquisition: Rami Hanandeh.

Investigation: Rami Hanandeh, Ayed Ahmad Khwllldh.

Methodology: Malek Alharafsheh, Ahmad Abloush, Medhat Alsafadi.

Project administration: Malek Alharafsheh, Ayed Ahmad Khwllldh.

Resources: Ahmad Abloush, Rami Hanandeh.

Software: Medhat Alsafadi, Ayed Ahmad Khwllldh.

Supervision: Ahmad Abloush.

Writing – original draft: Medhat Alsafadi.

Writing – review & editing: Ahmad Abloush.

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