

Authentic Leadership and its Impact on Supporting Strategic Intelligence

Amaal Mohammad Khalil Alshaar

PhD Student at the World Islamic Sciences & Education University

Email: amaal.shaar@gmail.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i3/16438> DOI:10.6007/IJARBSS/v13-i3/16438

Published Date: 05 March 2023

Abstract

The practice of authentic leadership can serve as a free solution for organizations to achieve strategic intelligence in dynamic, important, rapidly changing markets in light of globalization and global competition. The study aimed to investigate the impact of authentic leadership with its dimensions (Self-Awareness, Balanced Processing, Ethical Perspective, and Relational Transparency), on strategic intelligence with its dimensions (Foresight, Systems Thinking, Future Vision, Partnership) at the Specialty Hospital in Amman-Jordan. The study adopted the descriptive analytical approach; the study was conducted on a sample of 80 managers and supervisors in middle and operational management. The results of the study indicated that there are high levels of interest in the dimensions of authentic leadership and strategic intelligence by hospital managers. The results also showed that authentic leadership had a significant impact on strategic intelligence and its dimensions. The study recommended the administrative leaders in the Specialty Hospital to adopt authentic leadership behaviors, such as encouraging an honest and open environment with others, listening to and accepting the opinions of followers, exchanging information openly with them, and giving them the opportunity freely participate in their opinions and ideas in the decision-making process.

Keywords: Authentic Leadership, Strategic Intelligence, The Specialty Hospital, Jordan.

Introduction

Authentic leadership and strategic intelligence are two concepts that closely related in the context of leadership and organizational effectiveness. Luthans and Avolio developed the theory of authentic leadership, where the two researchers assert a new leadership style with a strong moral component, where the leader is honest with himself, and a role model that affects followers in positive ways (Avolio & Gardner, 2005). Strategic intelligence helps provide the necessary information to leaders and decision-makers, as they need internal information about the company, and external information, in addition to the public domain information. Strategic intelligence helps build and maintain a larger picture of how the business environment works (Maccoby, 2015). Perhaps the most prominent of modern concepts, which guarantees them opportunities for survival, growth and development, and enhancing, levels of organizational performance, are those associated with the philosophy of

strategic intelligence as an entry point to deal with expected strategic change and respond to situations in order to survive (Al-Zu'bi, 2016).

The impact of authentic leadership on strategic intelligence is a crucial area of study because it can help organizations understand how effective leadership can contribute to strategic decision-making. Authentic leadership is characterized by self-awareness, transparency, and ethical behavior, so it supposes to have a positive impact on employee engagement, satisfaction, and performance. When authentic leadership is combined with strategic intelligence, it can lead to more informed decision-making that aligns with the organization's values, mission, and goals. The study of the impact of authentic leadership on strategic intelligence is necessary because it can provide insights into how leaders can better develop their skills and improve their decision-making. It can also help organizations identify the types of leadership behaviors that are most effective for promoting strategic intelligence and achieving organizational goals. By studying this topic, organizations can create leadership development programs that focus on developing authentic leaders who possess the skills and knowledge necessary for strategic decision-making.

The analysis of this topic is necessary for individuals and organizations who want to improve their leadership skills and make better strategic decisions. This study can be beneficial to executives, managers, and leaders who are responsible for making strategic decisions within their organizations. By understanding the impact of authentic leadership on strategic intelligence, these individuals can make decisions that are more informed, align with their organization's goals and values. Furthermore, the study of this topic is important for organizations that want to improve their overall effectiveness. Strategic decision-making is a critical component of organizational success, and authentic leadership can play a significant role in achieving this success. By focusing on developing authentic leaders who possess the skills and knowledge necessary for strategic decision-making, organizations can improve their overall effectiveness and achieve their goals.

Study Problem and Questions

In light of the new challenges represented by: the knowledge, information, and technology revolution in general, in addition to changes in demographics and patterns of emerging diseases. As well as the high costs of providing health care, the concept of strategic intelligence has become very important in the comprehensive review of health systems and the correctness of their functioning because these systems are changing rapidly. These rapid changes have led organizations to rely on strategic intelligence as one of the types of intelligence that characterizes leaders and provides them with creative capabilities, as well as creating a mechanism for decision-making and formulating strategies. Like other sectors, hospitals seek to maximize their profits and competitive advantage. There is no doubt that these challenges need effective leadership that takes all the reasons to overcome them and keeps abreast of changes, developments, and new concepts, and then promotes this important sector, and ensures that it reaches advanced positions in leadership, competition, and excellence.

This study attempts to verify the impact of authentic leadership on strategic intelligence at the Specialty Hospital in Amman.

Based on the above, the study problem formulated with the following main question:

What is the impact of authentic leadership on strategic intelligence at the Specialty Hospital in Amman?

Depending on the main question, the following sub-questions were identified

1. What is the level of the relative importance of authentic leadership at the Specialty Hospital in Amman?
2. What is the level of the relative importance of strategic intelligence at the Specialty Hospital in Amman?

Study Importance

Scientific importance: the study has dealt with the concept of authentic leadership, which is one of the new concepts in the world of business; in addition, the concept of strategic intelligence is considered one of the contemporary and important concepts that attract the attention of researchers and scholars. Both are important in the work of business organizations and in achieving their goals, and competitiveness. The study seeks to route around these concepts and thus fill some of the shortcomings in this field; since by looking at previous studies, a lack of research that linked the variables of the study, in both the Arab and foreign environments, was noticed.

Applied importance: The importance comes from the extent to which the departments at the Specialty Hospital in Amman benefit from the results that the study reached, with regard to the concept of authentic leadership and strategic intelligence. The importance of the study also comes from the importance of the sector to which the organization under study belongs, as the hospital sector in Jordan, is one of the promising sectors, in terms of its contributions to economic development and medical tourism. Healthcare leaders can benefit from this study to refine their leadership style commensurate with the nature of work in private hospitals to achieve effective strategic intelligence and thus use their maximum potential to achieve the distinctive success of their institutions.

Study Objectives

This study mainly aims to identify the impact of authentic leadership on strategic intelligence at the Specialty Hospital in Amman, as well as to achieve a set of the following sub-objectives:

1. Identify the level of the relative importance of authentic leadership and its dimensions, at the Specialty Hospital in Amman.
2. Identify the level of the relative importance of strategic intelligence and its dimensions, at the Specialty Hospital in Amman

Study Hypotheses

Ho1: There is no statistically significant impact of authentic leadership on strategic intelligence at the Specialty Hospital in Amman.

Ho2: There is no statistically significant impact of authentic leadership in foresight at the Specialty Hospital in Amman.

Ho3: There is no statistically significant impact of authentic leadership in systems thinking at the Specialty Hospital in Amman.

Ho4: There is no statistically significant impact of authentic leadership on the future vision at the Specialty Hospital in Amman.

Ho5: There is no statistically significant impact of authentic leadership on the partnership at the Specialty Hospital in Amman.

Theoretical Framework**Authentic Leadership**

Authentic leadership refers to a leadership style that grounded in the leader's core values, beliefs, personality, and that emphasizes transparency, ethical behavior, and building positive relationships with followers. Authentic leadership is one of the latest leadership research. It focuses on whether the leadership is genuine and honest. Authentic leadership in the formative stage of development. As a result, the concept of authentic leadership must be seen initially and temporarily and is likely to change with the publication of new studies on theory. The destruction that occurred on September 11, corporate scandals such as Worldcom and Enron, and the tremendous failure in the banking industry, created fear and not confirmation. People are anxious and insecure about what is going on around them, and as a result, they are eager for good faith leaders, they can trust. People's demands for trustworthy leadership make the study of authentic leadership suitable and worthy. Authentic leadership was interesting for researchers, as it was previously identified in transformational leadership studies, but not fully expressed. Moreover, practitioners developed curricula for authentic leadership that are not based on evidence. In attempts to completely explore authentic leadership, the researchers began determining criteria for authentic leadership and a more clear visualization of it, which are the efforts that are still continuing today (Northouse, 2021, 195).

Authentic leadership creates positive environments and motivates teams. Performance is generally higher because team members have mutual respect and recognize the value each member brings. Real leaders, who know themselves, and are aware of their shortcomings, and how to compensate for them, achieve authentic leadership. This self-awareness allows them to build a good rapport, improve the quality of their communication skills, and thus increase their ability to engage their workforce. They set an example for their organizations and society as a whole. Authentic leaders have achieved self-awareness, self-acceptance, and self-management. Not only do they know who they are, but they have also accepted themselves with full awareness of their strengths and weaknesses. They have learned how to manage themselves in effective ways to fill in the gaps. They know they are not perfect and have no expectations of perfection about themselves or their team members. Instead, they equip their team with members who collectively fill in the gaps not only from the technical side of the job but also from the "soft skills" side where harmony is achieved within the team (Hollis, 2018).

Authentic Leadership Dimensions

Walumbwa et al (2008) conducted a comprehensive literature review and interviewed groups of content experts in the field to identify the dimensions that make up authentic leadership to develop a valid measure of this concept. Their study identified four components: Self-Awareness, Balanced Processing, Ethical Perspective, and Relational Transparency. Together, these four dimensions form the basis of authentic leadership theory.

1. Self-Awareness

Self-awareness is just the beginning step, and once self-awareness is achieved, the next step is self-acceptance. Many people seek the best and seek to turn their weaknesses into strengths; the authentic approach turns weaknesses into opportunities for improvement. Individual energies can be used to strengthen one of the weaknesses, and people can be found in the work team with strengths that others do not have. Real leaders accept their

weaknesses and find ways to fill their gaps (Hollis, 2019). Self-awareness refers to showing how one understands and makes sense of the world. In addition, how the process of meaning making influences the way, and how one perceives oneself over time. It also indicates an understanding of one's strengths and weaknesses and the multifaceted nature of the self, which includes gaining insight into the self through exposure to others, and realizing one's influence on others (Walumbwa et al., 2008).

2. Balanced Processing

Balanced processing is also a self-regulating behavior, as it refers to an individual's ability to objectively analyze information and explore the opinions of others before making a decision. It also means avoiding favoritism towards certain issues and staying clear of bias. Balanced processing involves the leader soliciting the views of those who disagree with him and fully considering their positions before taking his own action. Leaders with balanced processing are seen as authentic because they are open to their own viewpoints, but also objective in considering the viewpoints of others (Northouse, 2018, 203). Balanced processing is the behavior of a leader who shown to analyze all data appropriately and objectively before making a decision. The leader also asks for the opinions of others, as well as receives input and criticism from others who oppose his views (Purwanto et al., 2021).

3. Ethical Perspective

The ethical perspective refers to an integrated internal form of self-regulation, between "internal moral standards and values", and "collective, organizational, and societal pressures"; this leads to clear decisions and behaviors consistent with these internal values guide this type of regulation (Walumbwa et al., 2008). The moral perspective is a person's ability to control or regulate himself, leading to decision-making in accordance with internal moral standards, for example, the ability to control actions and speech because the individual recognizes that some speech and actions can have an effect on others (Purwanto et al., 2021)

4. Relational Transparency

Relationship transparency is the behavior of the leader presenting himself naturally, such as declaring different information openly and showing his expression of true thoughts and feelings, thus gaining the trust of others through this openness (Purwanto et al., 2021). Transparency in relationships refers to openness and honesty in presenting one's true self to others. It is self-regulating because people can control their transparency with others. Transparency in relationships occurs when people share their basic feelings, motives, and inclinations with others in an appropriate way, meaning that transparency in relationships revolves around communicating openly and realistically in relationships with others (Northouse, 2018, 203).

Strategic Intelligence

Strategic intelligence refers to the ability to think and act strategically, to identify and respond to emerging trends and opportunities, and to make informed decisions that lead to organizational success. Strategic intelligence is about getting the right information into the hands of the right people at the right time so that these people can make informed business decisions about the future of the organization. Thus, information is the basis of strategic intelligence, and without the right information, it is difficult for followers to make the necessary decisions to achieve leadership in the market, in addition, to maintaining it.

Organizations with effective strategic intelligence processes are usually those that can manage and use the information to anticipate and successfully respond to future trends or opportunities. Strategic intelligence should provide the organization with the information it needs about its business environment to be able to anticipate change, and design appropriate strategies that will create business value for customers and create future growth and profits for the organization in new markets within or across industries (Xu, 2007).

It is important to note that strategic intelligence is a process or tool for collecting information that helps to gain knowledge in decision-making through observing the organizational environment, analyzing information, forecasting, and planning for the future, and the ability to adapt to environmental changes. The main users of strategic intelligence are the individuals who are involved in the development of the strategy. In addition, the broad scope of strategic intelligence can cover important events, past, present, and future. Strategic intelligence, which consists of knowledge and intelligence, helps organizations gain a competitive advantage and sustain continuous innovation for long-term survival and development (Sadalia et al., 2021).

McDowell (2009, 10) defines strategic intelligence as the specific form of analysis required for the formulation of policy and plans at the level of the organization or at the national or international level. Intelligence that is created only for administrative and operational use, and deals with general questions of mission, objectives, programs, and resource planning, is called strategic intelligence, it helps in the development of organizational strategies. Wells (2012) defines strategic intelligence as the ability to adapt to changing circumstances, rather than blindly continuing on the course when all signals in the competitive environment point to the need to change course.

Strategic Intelligence Dimensions

The dimensions of strategic intelligence adopted in previous studies were depending on the objective of each study. In the study conducted by Abed and Abbas (2019), the following seven dimensions of strategic intelligence were adopted: foresight, future vision, systems thinking, motivation, partnership, intuition, and creativity. As for Maccoby (2001), the grouping of the four elements of strategic intelligence (foreseeing, vision with systems thinking, partnership, and motivation with empowerment) together form a coherent system through the philosophy of leadership and personal intelligence, and in fact, it is five dimensions, but he merged the future vision with systems thinking in one dimension. Another study conducted by Alobidyeen and Al-Rawashdeh (2020); the study relied on only three dimensions: foresight, future vision, and systems thinking. As for the study that he carried out Al-Zu'bi (2016), he relied on five dimensions different from those used by Maccoby, which are foresight, future vision, partnership, intuition, and creativity. In this study, the four dimensions used, adopted by Maccoby and other researchers such as Muhaisen et al (2021), and others, are foresight, systems thinking, future vision, and partnership.

1. Foresight

Foresight is a concept to describe a range of approaches to improving decision-making, involving bringing together key drivers of change and sources of knowledge, in order to develop strategic insights and proactive intelligence, and just as importantly, it often means creating networks of informed agents. Foresight, real or institutional, helps to see the future. While life is present, expectations of the future are an inevitable part of that present (Loveridge, 2009).

One of the most important competencies of successful leaders is foresight, the ability to think in terms of the forces that are not clear and cannot be measured but that shape the future, and in the field of business, it means sensing a coming signal that can be understood and managed (Maccoby, 2001). Foresight can be defined as the ability to see future trends by looking for dynamic factors in the present. Foresight means a broad, comprehensive, and thought-oriented set of purposes to describe the discovery of the future and the desired situation in a harmonious, coordinated, highly attractive way, and capable of giving an approach to the future. Insightful leaders can then distinguish between what can be avoided, control it, and adopt expectations in managing environmental changes in a calm and orderly manner, thus enabling leaders to adopt appropriate scenarios consistent with future environmental changes (Maccoby, 2004).

2. Systems Thinking

Systems thinking means grouping and integrating elements rather than dividing them into parts, then analyzing them, studying the parts related to the whole, knowing how they interact with each other, and then evaluating them in a way that serves the operations of the organization. It can be said that it is the ability to group and combine a set of variables related to each other and then analyze them clearly in a more specific way (Maccoby, 2001). Systems thinking consists of three types of things: elements (in this case, properties), interconnections (the way those properties are connected and/or fed into each other), and function or purpose. Notably, the least obvious part of a system "its function or purpose" is often the most important determinant of system behavior. Although not all systems have a clear goal, systems thinking does. Hence, systems thinking is defined as a set of synergistic analytical skills used to improve the ability to identify and understand systems, predict their behavior, and devise modifications to them in order to produce desired effects, and these skills work together as a system (Arnold & Wade, 2015).

3. Future Vision

Vision means using foresight and systems thinking to design an ideal model. Vision is not just a matter of riding a wave into the future, but also guiding its path. Some technical people are good at visualizing mechanical systems but not social systems. The latter is more complex and difficult to control, due to the difficulty in modeling the behavior of people. Some visionary CEOs have collapsed because they fail to understand how people will act within the system they created (Maccoby, 2001). It is seeing things through mental perception, and comparison for forming the image that the organization should be in the end. They reflect the aspirations and interests of the organization and define where the organization is going with regard to its plans. Future vision as one of the dimensions of the strategic intelligence of successful leaders is the key to success in the process of strategic change, through which leaders are able to face the challenges surrounding the organization, and enable them to monitor the movements of competitors and know their capabilities (Abed & Abbas, 2019).

4. Partnership

It is the ability to form strategic alliances with individuals, groups, and organizations. While a person with emotional intelligence tends to be competent in making friends, a person with strategic intelligence develops allies. Leaders with high levels of strategic intelligence may also realize that they need to partner with managers who have the emotional intelligence

that they lack, as partnering with other organizations can enhance strategy as well (Maccoby, 2001). The partnership represents the organization's ability to establish strategic alliances with other organizations, and leaders with strategic intelligence for alliances to reach common goals. A partnership is an agreement that requires two or more groups of organizations to share their resources to develop a joint venture to invest in jobs. The motives for creating alliances and partnerships are to enter the market, stimulate the product and the market, market structure, and motivation to enhance the skills of workers. In addition, the partnership helps to enhance trust and commitment between partners and the ability to resolve conflicts that arise between them, exchange information and design new products (Abed & Abbas, 2019)

The relationship between authentic leadership and strategic intelligence

If looking at previous studies, and research, found no studies that directly combined the two variables. Some studies have indicated the existence of a relationship between strategic intelligence and leadership in general. One of the most important results of the Muslim (2015) study, which, was conducted in Palestinian universities in the Gaza Strip, was the presence of a strong positive effect and a relationship between strategic intelligence and its dimensions (foresight, vision, and systems thinking, motivation, partnership, intuition, innovation) and leadership from the perspective of senior management leaders. The results of Al-Otaibi (2021); Purwanto et al (2021) studies, there is a relationship between authentic leadership, creativity, and innovation. In some studies, creativity was a dimension of strategic intelligence. In the study conducted by Abed and Abbas (2019), the following seven dimensions of strategic intelligence were adopted: foresight, future vision, systems thinking, motivation, partnership, intuition, and creativity. Likewise, in the study that Al-Zu'bi (2016) conducted, he relied on five dimensions, which are foresight, future vision, partnership, intuition, and creativity.

The four elements of strategic intelligence: insight, vision with systems thinking, partnership, and motivation with empowerment, are brought together as a coherent system by leadership philosophy and character intelligence. Deep knowledge of self, knowledge of others, clear purpose, and set of values, principles, and beliefs all prepare leaders to look into the future, focus on relevant trends, and create a systems vision. They bring this vision to reality by recruiting and developing strategic and operational partners who complement their skills, support the vision, and share the philosophy. Through personality intelligence, they apply an understanding of these partners' values and are able to motivate and enable them to cooperate, toward a common goal (Maccoby, 2011). Strategic intelligence is linked to leadership. Together, they prepare the organization to be able to innovate and formulate an innovative change strategy to enhance its competitive position (Abed & Abass, 2019). The strategic intelligence of leaders also represents the degree of excellence in the leadership performance of the leaders of organizations in the areas of planning, attracting, and maintaining distinguished competencies. This relates to the ability of individuals or work groups to think, work, and influence others in a way that enables these organizations to gain a competitive advantage (Hamour, 2021).

Previous Studies

Al-Otaibi's (2021) study aimed to identify the nature of the relationship between authentic leadership and creativity, and the role of prosperity at work as a mediating variable. The data of the study were collected from workers in telecommunications companies in the

Kingdom of Saudi Arabia, and the study sample consisted of (257) employees. The study concluded that there is a positive effect of authentic leadership on prosperity at work and creativity, and the results revealed that prosperity at work partially mediates the relationship between authentic leadership and creativity.

The study by Sadalia et al (2021) assessed the relationship between strategic intelligence, entrepreneurial behavior, and organizational development in small and medium-sized companies in Indonesia, in addition to the function of financial intelligence as a mediating factor. The focus of this study was on micro, small, and medium enterprises in the field, with the participation of (400) entrepreneurs. The study concluded that entrepreneurial behavior that acts as a mediator has a good and important effect on organizational development. The dimensions of strategic intelligence such as insight, vision, and motivation have a positive relationship with entrepreneurial behavior. Strategic intelligence that has insight and systems thinking, vision, motivation, and partnership can develop its business well. In addition, strategic intelligence is a systematic and continuous process to produce strategic smart values that the company's leaders need in long-term decision-making.

On the other hand, the study by Purwanto et al (2021) focused on measuring the effect of authentic leadership style and psychological capital on the innovative work behavior of a manufacturing company in Indonesia, and the role that psychological capital can play as a mediator between authentic leadership and innovative work behavior. The study concluded that the authentic leadership style and psychological capital have a positive and significant impact on innovative work behavior.

The study conducted by Muhaisen et al (2022) focused on identifying the impact of strategic intelligence in promoting organizational culture in the Electricity Distribution Companies in the Gaza governorates. The study sample consisted of employees in the Electricity Distribution Company with supervisory positions. The study concluded that the level of strategic intelligence was high, and the level of organizational culture was high. In addition, there is a significant positive correlation between strategic intelligence and organizational culture in both the total score and the dimensions of each. Moreover, there is a statistically significant effect of strategic intelligence on organizational culture.

Study Methodology

Study Population and Sample

The study population consists of around 100 managers and supervisors in the middle and operational management at Specialty Hospital. The sample size is 80, was chosen randomly according to Sekaran and Bougie (2016, 264). Specialty Hospital is a JCI Joint Commission International-accredited hospital. It considered one of the five elite institutions in providing healthcare services in terms of accreditation; therefore, there is a high level of awareness about strategies and policies related to strategic intelligence and leadership styles .

Study Instrument

The study tool was the questionnaire that the researcher developed in accordance with the nature of the study and its variables. The questionnaire was used as a main tool for data collection because it is the appropriate tool for collecting this type of data. The questionnaire contained the following parts:

The first part: includes items that measure the independent variable represented by authentic leadership, which includes the following dimensions: self-awareness, balanced processing, ethical perspective, and relational transparency.

The second part: contains items that measure the dependent variable represented by strategic intelligence, which includes the following dimensions: foresight, systems thinking, future vision, and partnership.

The researcher developed the questionnaire from several references. For the purposes of strategic intelligence, the researcher used the questionnaire adopted in the study by Abed and Abbas (2019). Authentic leadership, it was relied on what was used in several studies such as the study by Bento and Ribeiro (2013), the study by (Levesque, 2018; Walumbwa et al., 2008; Bamford et al., 2013).

Data Analysis

The computer program (Statistical Package for Social Sciences - SPSS-23) was used. The following statistical methods were used, descriptive statistical methods, multiple linear regression, and simple linear regression.

Measure Variables

For authentic leadership and strategic intelligence, a Likert scale was used. The Likert scale consists of rating options ranging from 1 to 5 (5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1=strongly disagree).

Relative Importance

They are determined when commenting on the mean, according to the five-point scale for the alternatives to the answer for each paragraph, as will be in Table 1.

Table 1

Measures of relative importance

The Measure	The Level of Relative Importance
1- Less than 2.34	low
2.34 - less than 3.67	average
3.67- 5	high

Results

The main objective of the study is to investigate the impact of authentic leadership style on the strategic intelligence at the Specialty Hospital in Amman.

Table 2

The results of the descriptive analysis of the study data

Dimension	No. of itemes	Cronbach's Alpha	Mean	Std. Deviation
Self-Awareness	4	0.88	4.10	0.77
Balanced Processing	4	0.87	4.10	0.73
Ethical Perspective	4	0.86	4.13	0.67
Relational Transparency	4	0.87	4.10	0.77
Authentic Leadership (Total)	16	0.95	4.11	0.67
Forsight	5	0.91	4.18	0.71
Systems Thinking	5	0.91	4.07	0.72
Future Vision	5	0.91	4.12	0.77
Partnership	5	0.94	4.16	0.78
Strategic Intelligence (Total)	20	0.97	4.13	0.67

According to Table 1, the mean is considered positive, of high relative importance for each dimension of the independent and dependent variables. The values of the mean for the dimensions of authentic leadership ranged between 4.10 as the lowest value for three dimensions (Self-Awareness, Balanced Processing, and Relational Transparency), and 4.13 as the highest value for Ethical Perspective. The values of the mean for the dimensions of strategic intelligence ranged between 4.07 as the lowest value for systems thinking, and 4.18 as the highest value for foresight.

Because Cronbach's alpha is greater than 0.7, for each dimension of the independent and dependent variable the internal consistency is high (Sekaran & Bougie, 2016, 289). Cronbach's alpha for the entire leadership style is 0.95 and for strategic intelligence is 0.97; since these values are greater than 0.70, they have acceptable internal symmetry.

Table 3

Regression

Hypothesis	R	R²	F	Sig.
Ho1	0.75	0.56	23.66	0.00

Table 3 shows the results of testing the hypotheses of the study using the multiple regression coefficients. The results in the table refer to Ho1 test. It indicates that there is a significant effect of authentic leadership on strategic intelligence; the value of the correlation coefficient is 0.75; R² is 0.56, which means that authentic leadership explains 56% of the variance in strategic intelligence. F value was equal to 23.66 at a significance level of 0.00, so the model is fit to test the hypothesis.

Table 4

Coefficient

Hypothesis Ho1	B	Beta	T	Sig.
Self Awareness	-0.07	-0.08	-0.60	0.55
Balanced Processing	0.05	0.06	0.40	0.69
Ethical Perspective	0.27	0.27	1.88	0.06
Relational Transparency	0.46	0.53	3.49	0.00

Coefficient table 4 shows the standard coefficient beta for the individual relationships between each dimension of the independent variable and the dependent variable. The dimension of self-awareness $\beta = -0.08$, Sig. = 0.55, $P \leq 0.05$, and this confirms that there is neither a significant effect nor a positive effect in Strategic intelligence. This is the case also with the balanced processing coefficient, where the value of beta $\beta = 0.06$, Sig. = 0.69, $P \leq 0.05$; and the same for an ethical perspective, where the value of beta $\beta = 0.27$, Sig. = 0.06, $P \leq 0.05$. As for relational transparency, it has a positive and statistically significant effect on strategic intelligence, since the value of beta $\beta = 0.53$, Sig. = 0.00, $P \leq 0.05$.

Table 5
Regression

Hypothesis	R	R ²	F	Sig.
Ho2	0.64	0.41	54.97	0.00
Ho3	0.65	0.43	57.64	0.00
Ho4	0.68	0.46	65.33	0.00
Ho5	0.59	0.35	42.08	0.00

The hypothesis stated that there is no statistically significant effect of authentic leadership with its dimensions (self-awareness, balanced processing, ethical perspective, and relational transparency) on strategic intelligence at the Specialty Hospital in Amman. The results shown in Table 4 indicated that the dimensions of authentic leadership (self-awareness, balanced processing, and ethical perspective) have no effect on managers' strategic intelligence, where the value of Sig. greater than 0.05 as a level of significance. While relational transparency had a significant effect, as it reached $T = 3.49$, and Sig. = 0.00. Accordingly, the null hypothesis is accepted with regard to the first three dimensions (self-awareness, balanced processing, and ethical perspective) and the null hypothesis is not accepted with regard to the fourth dimension (relational transparency), where the alternative hypothesis is accepted which state that there is a statistically significant effect of authentic leadership on strategic intelligence at Specialty Hospital in Amman.

Table 6
Coefficient

Hypothesis	B	Beta	T	Sig.
Ho2	0.69	0.64	7.41	0.00
Ho3	0.70	0.65	7.60	0.00
Ho4	0.79	0.68	8.08	0.00
Ho5	0.70	0.59	6.49	0.00

With regard to the results of hypothesis testing Ho2, Ho3, Ho4, and Ho5, according to Table 5 the value of F with Sig. for all of them is significant, where Sig. = 0.00 for all hypotheses, and this confirms the significance of the regression. Table 6 also shows all values of beta with Sig. = 0.00 all significant, which confirms the significance of the coefficients and is statistically significant. Authentic leadership explains 41% of the variance in foresight, as the value of $R^2 = 0.41$. It explains 43% of the variance in systems thinking, where the value of $R^2 = 0.43$. It explains 46% of the variance in the future vision, where the value of $R^2 = 0.46$. In addition, it explains 35% of the variance in the partnership, where the value of $R^2 = 0.35$.

The Ho2 hypothesis stated that there is no statistically significant effect of authentic leadership in foresight at the Specialty Hospital in Amman. The results shown in Table 4 indicated that authentic leadership has a positive impact on the strategic intelligence of managers, as $T = 0.64$, and $\text{Sig.} = 0.00$ the value is less than 0.05. Accordingly, the null hypothesis is not accepted and the alternative hypothesis accepted which state that there is a significant effect of authentic leadership in foresight at the Specialty Hospital in Amman.

Hypothesis Ho3 stated that there is no statistically significant effect of authentic leadership on systems thinking at the Specialty Hospital in Amman. The results shown in Table 4 indicated that authentic leadership has an effect on the strategic intelligence of managers, as $T = 0.65$, and the Sig value is less than 0.05. Accordingly, the null hypothesis is not accepted and the alternative hypothesis accepted which state that there is a statistically significant effect of authentic leadership in Systems thinking at the Specialty Hospital in Amman.

The Ho4 hypothesis stated that there is no statistically significant effect of authentic leadership on the future vision at the Specialty Hospital in Amman. The results shown in Table 4 indicated that authentic leadership has a significant effect on the strategic intelligence of managers, as it reached $T = 0.68$, and Sig. the value is less than 0.05. Accordingly, the null hypothesis is not accepted and the alternative hypothesis accepted which state that there is a statistically significant effect of authentic leadership on the future vision of the Specialty Hospital in Amman.

The Ho5 hypothesis stated that there is no statistically significant effect of authentic leadership in the partnership of the Specialty Hospital in Amman. The results shown in Table 4 indicated that authentic leadership has a significant effect on the strategic intelligence of managers, as it reached $T = 0.59$, and Sig. the value is less than 0.05. Accordingly, the null hypothesis is not accepted and the alternative hypothesis accepted which state that there is a statistically significant effect of the authentic leadership in the partnership at the Specialty Hospital in Amman.

Discussion

This study investigated the impact of authentic leadership on strategic intelligence at the Specialty Hospital in Amman-Jordan. The Specialty Hospital is one of the hospitals accredited by the Joint Commission International "JCI", and is considered one of the five elite institutions in Jordan in providing health care services. Therefore, there is a high level of awareness about strategies and policies related to strategic intelligence and leadership styles. This explains the results related to the mean of the dimensions of the independent variable and the dependent variable, all of which, without exception, have high relative importance. Obtaining accreditation requires leadership that realizes the value of institutional performance, and creates a positive organizational context that contributes to the development and success of the institution, through transparency in the relationships and ethical standards that govern the relationships and operations they manage in the institution. Hospital managers have strategic intelligence and consider it an effective management tool for managing and foreseeing the future. They look at problems in different ways, and then they solved them in strategic ways through systems thinking, partnership, and strategic alliances.

There is a clear impact of authentic leadership with its dimensions (self-awareness, balanced processing, ethical perspective, and relationship transparency) on strategic intelligence. Since authentic leadership is considered a positive form of leadership, authentic leaders enjoy credibility and originality in their work and have the ability to motivate and

inspire followers. Authentic leadership is also a pattern of leader behavior that promotes positive psychological outcomes, such as a moral climate, higher self-awareness, and an internal moral perspective. These characteristics subsequently produce more balanced, transparent, and consistent information processing to serve business goals, and this automatically enhances the strategic intelligence represented in systems thinking that helps to anticipate the future and develop a strategic vision with followers who undoubtedly enjoy the positivity of authentic leadership. It also noted that transparency in relationships has the greatest impact on strategic intelligence. Through the transparency of relationships, the authentic leader shows the ability to reveal his thoughts, feelings, and beliefs to others in an appropriate manner. Where transparency includes aspects of self-awareness and disclosure so that the exchange and participation of information become easy and take place in an open, honest, and transparent manner. All of this would contribute to building an ethical environment characterized by honesty and respect, and given this positive relationship, it is expected to contribute to creating a clean and comfortable environment for managers to devote themselves to drawing future policies and foreseeing the future.

As for the impact of authentic leadership on the dimensions of strategic intelligence individually (foresight, systems thinking, future vision, and partnership), it is noted that authentic leadership has a positive impact on each dimension of strategic intelligence. The researcher attributes the positive effect of authentic leadership to the fact that when institutions continuously practice authentic leadership, this creates an organizational culture which characterized by credibility and transparency between leaders and followers. This gives more positive and strong results in enhancing strategic intelligence, represented in extrapolating the future, monitoring the external environment, and knowing internal capabilities. In addition, to the ability to look at problems from different points of view and look forward to new ideas to develop a future vision with comprehensive dimensions and form strategic alliances to achieve a cooperative framework with scarce resources.

In summary, authentic leadership and strategic intelligence are two complementary aspects of effective leadership. While authentic leadership provides a foundation for ethical and transparent behavior, strategic intelligence allows leaders to think and act strategically, make informed decisions, and drive organizational success. Together, these two qualities can help leaders to create a culture of trust and collaboration, foster innovation and creativity, and build a successful and sustainable organization.

Recommendations

- ✓ The need for the hospital to inculcate a continuous practice of authentic leadership that brings a transparent organizational culture that harnesses high levels of strategic intelligence for the benefit of the hospital.
- ✓ The study advises the administrative leaders in the Specialty Hospital to adopt authentic leadership behaviors, such as encouraging an honest and open environment with others, listening to and accepting the opinions of followers, exchanging information openly with them, and giving them the opportunity to freely, participate in their opinions and ideas in the decision-making process.
- ✓ Provide managers and supervisors with appropriate training opportunities; to help them adopt, demonstrate and practice authentic leadership behaviors.
- ✓ The study covers and focuses only on one private hospital, although there are many private and government hospitals that may show different results due to the

difference in their environment. In addition, the study can be conducted in cities other than Amman.

- ✓ Conducting the study in other organizational contexts such as government institutions, hotels, the banking sector, the telecommunications sector, etc. for further investigation of these relationship patterns.

References

- Abed- Hussain, A. A., & Abbas, A. A. (2019). Transactional and Empowering Leadership as Two Modified Variables for the Relationship between Strategic Intelligence and the Strategic Map. *Tikrit Journal of Administrative and Economic Sciences*, 15(84), 544-587.
- Alobidyeen, B., & Al-Rawashdeh, E. T. (2020). Strategic Intelligence and Its Impact on Achieving Entrepreneurship: A Field Study on Jordanian Industrial Companies That Won the King Abdullah II Award for Excellence. *Journal of Administrative and Business Studies*, 6(1), 29-42.
- Al-Otaibi, S. M. (2021). Authentic Leadership and Creativity: The Mediating Role of Thriving at Work. *Journal of the Islamic University for Economic and Administrative Studies*, 29 (2), 131-152
- Al-Zu'bi, H. A. (2016). Aspects of Strategic Intelligence and Its Role in Achieving Organizational Agility: An Empirical Investigation. *International Journal of Academic Research in Business and Social Sciences*, 6(4), 2222-6990. <http://dx.doi.org/10.6007/IJARBS/v6-i4/2101>
- Arnold, R. D., & Wade, J. P. (2015). A Definition of Systems Thinking, A Systems Approach. *Procedia Computer Science*, 44, 669-678.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic Leadership Development: Getting to the Root of Positive Forms of Leadership. *The Leadership Quarterly*, 16(3), 315–338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Bamford, M., Wong, C. A., & Laschinger, H. (2013). The Influence of Authentic Leadership and Areas of Worklife on Work Engagement of Registered Nurses. *Journal of nursing management*, 21(3), 529-540.
- Bento, A., & Ribeiro, M. I. (2013). Authentic Leadership in School Organizations. *European Scientific Journal*. 9(31) 1857 – 7881.
- Hamour, H. M. J. A. (2021). The Effect of Strategic Intelligence of Leaders on Organizational Innovation in Jordanian Industrial Companies. *Journal of Management Information and Decision Sciences*, (24), 1-16.
- Hollis, N. T. (2018). *Blueprint for Engagement: Authentic Leadership* (1st ed.). Productivity Press. <https://doi.org/10.4324/9781315180298>
- Levesque-Cote, J., Fernet, C., Austin, S., & Morin, A. J. (2018). New Wine in a New Bottle: Refining the Assessment of Authentic Leadership Using Exploratory Structural Equation Modeling (ESEM). *Journal of Business and Psychology*, 33(5), 611-628.
- Loveridge, D. (2009). *Foresight: The Art and Science of Anticipating the Future*. Routledge.
- Maccoby, M. (2001). The Human Side: Successful Leaders Employ Strategic Intelligence. *Research-Technology Management*, 44(3), 58-60. <https://doi.org/10.1080/08956308.2001.11671431>
- Maccoby, M. (2004). Only the Brainiest Succeed. *Research Technology Management*, 44(5), 61-62.
- Maccoby, M. (2015). *Strategic intelligence: Conceptual Tools for Leading Change*. Oxford University Press, 76-81.

- Maccoby, M., & Scudder, T. (2011). Strategic Intelligence: A Conceptual System of Leadership for Change. *Performance Improvement*, 50(3), 32-40.
- McDowell, D. (2009). *Strategic Intelligence: A Handbook for Practitioners, Managers, and Users*. Series Editor Jan Goldman. The Scarecrow Press, Inc.
- Muhaisen, A. A., Abu Swerih, A. S., & Shamia, I. L. (2021). The Effect of Strategic Intelligence in Enhancing the Organizational Culture of the Employees of the Electricity Distribution Company in the Governorates of Gaza. *Journal of the Islamic University for Economic and Administrative Studies*, 30(1), 60-82.
<https://doi.org/10.33976/IUGJEB.30.1/2022/3>
- Muslim, T. H. A. (2015). *The impact of strategic intelligence on leadership from the point of view of senior administrative leaders in Palestinian universities in the Gaza Strip* [Unpublished Doctoral Thesis]. Faculty of Economics and Administrative Sciences, Al-Azhar University, Gaza.
- Northouse, P. G. (2021). *Leadership: Theory and practice*, (7th ed.). Sage publications.
- Purwanto, A., Asbari, M., Hartuti, H., Setiana, Y. N., & Fahmi, K. (2021). Effect of Psychological Capital and Authentic Leadership on Innovation Work Behavior. *International Journal of Social and Management Studies*, 2(1), 1-13.
- Sadalia, I., Irawati, N., Syahfitri, I., & Erisma, N. (2021). The Impact of Strategic Intelligence on Entrepreneurial Behaviour and Organizational Development. In 3rd International Conference on Business and Management of Technology (ICONBMT 2021), *Advances in Economics, Business and Management Research*, (202), 252-256. Atlantis Press.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach*. John Wiley & Sons.
- Walumbwa, F., Avolio, B.J., Gardner, W.L., & Wernsing, T. (2008). Authentic Leadership: Development and Validation of a Theory-Based Measure. *Journal of Management*, 34(1):89-126. DOI:10.1177/0149206307308913.
- Wells, J. R. (2012). *Strategic IQ. Creating Smarter Corporations*. San Francisco, CA: Jossey-Bass. Retrieved 5/4/2022 from <https://www.pdfdrive.com/strategic-iq-creating-smarter-corporations-d167031278.html>
- Xu, M. (2007). *Managing Strategic Intelligence: Techniques and Technologies*, Hershey, Information Science Reference. Retrieved 5/4/2022 from <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.454.2024&rep=rep1&type=pdf>