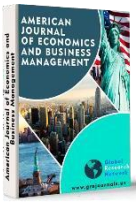

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Article

Hybrid Leadership Practices and Their Impact on Strategic Decision-Making

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Abstract: The current study seeks to confirm the connection of the effect of correlation of hybrid leadership trends which serve as an autonomous item in making planned choice as an authorized variable, by studying the effect fo dimensions of hybrid leadership which include organizational culture, mission, vision employee motivation leadership practice and constructive thought towards making an approved choice at the designated university of Sumer, affiliated to the Iraqi Ministry of Higher Education and Scientific Research. The research problem in this study is that universities are bound to confront numerous challenges owing to the rampant changes and creative competition in the external environment in its numerous variables. This reflects the effect on the possible work of the projected universities as well as their leaders to acclimatize to these ecological issues and to make strategic choices at the University of Sumer in sense of accelerated changes that require a distinct leadership in a way that improves the precision and clarity of the strategic objectives. The researcher used the descriptive analytic method to complete the research through collecting data from an acknowledged senior and middle university leaders at the said university by the use of questionnaire obtainable form (72) senior and middle university leaders at the University of Sumer. The questionnaire was prepared in detail as it comprised a set of paragraphs that assesses the variables. The researcher used (Excel 2024) (SPSS V25) (Amos V25), as well as the usage of descriptive numerical approaches which include percentages, standard deviation, mean, simple linear regression, coefficient of variation, relative importance, Pearson correlation factor. The most remarkable conclusions were that there is numerically essential impact of the dimensions of the hybrid form of leadership in combination with a strategic decision as well as the will and behavioural awareness in the forefront of the total impact of the planned decision-making, in terms of the speedy nature of the direct effect of administration. These findings affirm that the alignment of strategic decision at the university is a normal procedure which requires the integration of the six different dimensions of the hybrid leadership that needs strengthening to ensure the planned superiority of the university.

Keywords: Hybrid Leadership, Strategic Decision Making, University of Sumer

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1. Introduction

Higher education and scientific research environments are the major pillars in any industry for future development of human capital. At the peak of the ongoing challenges that need a dynamic and modern approach to leadership style in a dynamic and swiftly changing business domains. The concept of hybrid leadership has emerged as one of the most essential contemporary and current management practices that mix direct and virtual leadership mechanisms, thus providing an all-inclusive framework that allows leaders to familiarize to

emergency circumstances and digital changes without compromising the key administrative process.

The crux of institutional success in universities does at the limitations of routine management, but it extends to be seen in the capability of the leaders of the specific university in their effort to make strategic decisions which serve as the major driver of the organizational success, which is characterized by precision and foresight. Planned decision is the main driver that regulates the course of the university, so implementing hybrid leadership practices gives leaders broader analytical tools that contribute to the reduction of the temporal and spatial chasm to enhance the quality of choice outcomes by investing in modern innovations in addition to direct human interaction.

This study explains the reality of these potential practices at the University of Sumer, that seeks to apply scientific reasoning to develop and improve. Through the survey of various opinions for some senior leaders in the university which comprised of 72 participants, the study explores the effect of hybrid practices in leadership towards the implementation of strategic decisions, in a way that contributes to serving the general goals of the university and improves its position in the chart of higher education and scientific research. Consequently, the objectives of the research were recognized in the identification of the main research variables and the major dimensions of each of them, similarly, to know the sort of influence relationships and the correlation between them. For the purpose of attaining those set objectives, a number of the main and sub-hypotheses were later generated to form the theoretical outline of the research that comprised the major variables. The hypotheses were measured via the researcher's dependence on a series of numerical tools and approaches to examine the data.

2. Materials and Methods

Scientific Methodology of the Study

Problem Statement

Universities face numerous challenges because of the additional changes and critical competition in the external domain with its different variables, and this needs more effort on the impact of those universities, that needs leaders to adapt to those ecological variables. Despite the growing employment of hybrid leadership frameworks, there is a knowledge gap on the degree of the strategic decision-making process in universities in relation to building trust, communication, integrating technology, and the variety of work cultures. Therefore, the problem of identifying how to make planned decisions at the University of Sumer to transform that requires a idiosyncratic leadership style that agrees with its decisions so that the leadership could have an adaptive style that improves the precision and clarity of the planned objectives, at the local level, to introduce new educational programmes within the work of Iraqi universities such as the Bologna track, blended education, SIS and other modern global programs and approaches. Therefore, universities need leadership signified by hybrid leadership that has the capability to deal with this new ecological information from work at home and work in the office, which needs senior management to depend on unusual leadership styles via which more than one leadership style can be shared at the same time (hybrid leadership) that gives university leaders the ability to make suitable planned decisions that suit the environment.

Hence, the research problem in this study can be summarized here: "What is the influence of hybrid leadership practices on strategic decision-making at the University of Sumer?

"To answer the above question, a set of sub-questions are generated viz:

1. How obtainable are the scopes of hybrid leadership and strategic decision-making at the university under study?
2. How does hybrid leadership in its different forms seek to contribute to strategic decision-making within the university under study?

3. What is the most powerful dimension of hybrid leadership on planned decision-making in the institution under examination?
4. What is the level of effect of hybrid leadership in planned decision-making at the university under study?

Research Objectives:

The current research seeks to attain some basic objectives, among which are:

1. Provide an intellectual model on the major variables and sub-categories of the research topic.
2. Analyzing the connection between hybrid leadership and planned decision-making and to determine the degree of influence of hybrid leadership on planned decision-making in the work domain as represented by the University of Sumer.
3. Identification of the most important forms of hybrid leadership on planned decision-making among leaders at the University of Sumer.
4. Testing the link of influence and correlation between the two variables of hybrid leadership and planned decision-making in the university in question.

Research Significance:

1. This research seeks to contribute to educating university leaders and officials on the essence of utilizing modern and dynamic leadership styles, which include hybrid leadership, to maintain the rapid growths.
2. Hybrid leadership is a modern construct that integrates both virtual leadership and traditional styles. Analyzing the construct in the context of Iraqi universities can highlight its significance in dealing with the present conditions signified by remote and office work.
3. Strategic decision-making is at the centre of the work of institutions, as planned choices can affect the potentialities of the projected university as well as its performance. The study connects two main variables to show how leadership can affect the quality and nature of these decisions.
4. The study is anticipated to offer a practical model for Iraqi universities that shows how to use hybrid leadership to enhance planned decisions.

Research approaches and tools:

Questionnaire was used as a major data collection tool, to affirm the collection and reliability of the data. Similarly, a five-point Likert scale was utilized to answer the questions, which assists to precisely assess opinions and attitudes.

Table 1. Likerd Quintuple Scale

Classification	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Class	5	4	3	2	1

When talking about validity and reliability, these two major elements are necessary to ensure the precision of the measurements. The researcher confirmed the obvious sincerity through the consultation of a number of experts in this domain and the result shows (97.7%), which shows the quality of the proposed tool used. With regards to consistency, it was assessed with the Cronbach alpha coefficient, where the alpha coefficient offers a good estimate in most cases, which depends on the reliability of individuals. The half-split method, which divides the paragraphs of the scale into two homogeneous halves, the first half includes the even paragraphs and the second half the individual paragraphs, where almost all the sorts of the individuals in the composed sample were utilized, and the stability was calculated with the use of Spearman-Brown corrective equation. This adda to the reliability of the findings across the questionnaire paragraphs which are key to attaining the set objectives and the reliability of the results

in providing precise scientific insights on the topic. To assess the validity and steadiness of the questionnaire, the Cronbach's Alpha scale was employed, where the test is assumed acceptable if the correlation coefficient ratio (Alpha > = 0.60), whereas if the correlation coefficient (Alpha < 0.60), the validity and stability test coefficient are considered weak. The Cronbach alpha coefficient can be expressed as follows:

$$\alpha = \frac{N * \bar{c}}{\bar{v} + (N-1) * \bar{c}}$$

That's where.

α: Cronbach's alpha coefficient

Number of members

$\bar{c}$: - Average internal difference between elements

$\bar{v}$: - Average total modification of items

The following table indicates the validity and consistency coefficient (Cronbach's Alpha) of the research variables.

Table 2. Validity and steadiness coefficient values of the study variables according to the Cronbach's Alpha scale

Research Variables **Independent variable (hybrid driving)**	**Paragraphs No.**	**Stability coefficient**	**Validity coefficient**
Vision & Mission	4	.840	0.917
Organizational culture	5	0.940	0.970
Leadership in Action	6	0.650	.806
Will and Behavioral Awareness	3	0.923	0.961
Inspiring individuals	3	0.824	0.908
Constructive Thought	3	0.956	0.978
Stability and validity coefficient of the variable as a whole	24	0.971	0.985
Dependent variable (strategic decision making)	Paragraphs No.	Stability coefficient	Validity coefficient
Rationalism	4	0.913	0.956
tawado3	4	0.738	0.859
Inferential Political Behavior:	7	.795	0.892
Steadiness and validity coefficient of the variable as a whole	15	.920	0.959
Stability coefficient for all study paragraphs	39	.977	.988
Half retail coefficient	0.940		

Source: SPSS V.28 Outputs.

Research Population

The research community is characterized in the efficient leadership and administration staff within the institutional purview of the said university. The researcher is directly targeting the occupants of the most senior positions of the management, which represents the university president and the deans of the colleges, in consonance with other middle ranking leaders such as the heads of administrative and scientific departments, where the complete number is (72) males as well as female employees of the university. Thus 72 questionnaires were issued to them. The following table indicates the

comprehensive distribution of the sample contained in the research and the number of questionnaires given and collected.

Table 3. Distribution of the research subject and the number of questionnaires disseminated, recovered and not finished

Research community	Number due for distribution	Distributor already	Regenerator	Ineligible	Non-returnable	Return
Top-level governance	72	72	72	0	0	100%

Hypothetical outline of the research:

The hypothetical framework of the study seeks to draw a conceptual picture of the recipient on how the dual variables of the study work which shows the connections of correlation and impact by considering the conceptual aspect of the study. A theoretical model can be developed that portrays the movement of its autonomous and dependent variables with their sub-dimensions

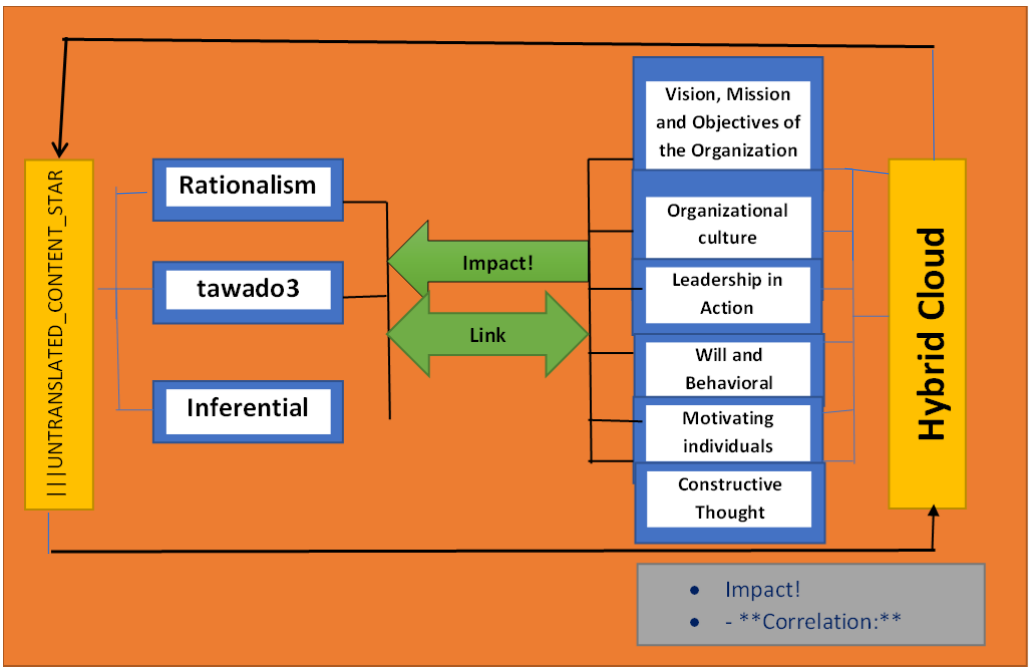

Figure 1. Hypothetical outline of the research

Hypotheses of the study

The research comprises two basic hypotheses from which numerous sub-hypotheses emerge:

The first basic hypothesis: There is a numerically significant relationship between hybrid leadership in its dimensions (organization culture, vision, goals, mission, leadership practice, will and behavioral awareness, motivating individuals, constructive thinking) and planned decision-making at the University of Sumer. Six sub-hypotheses appear from this hypothesis, as follows:

1. There is a numerically significant relationship between vision, mission, goals and planned decision-making.
2. There is a numerically significant relationship between the form of the organization's culture and planned decision-making.

3. There is a quantitatively significant relationship between the dimension of displaying leadership and making strategic choices.
4. There is a numerically significant relationship between the dimension of will and behavioral cognizance and planned decision-making.
5. There is a numerically significant relationship between inspiring individuals and making planned decisions.
6. There is a numerically significant relationship between the form of constructive thought and planned decision-making.

The second basic hypothesis: There is a numerically essential positive effect on the relationship between hybrid leadership in its forms which include mission, vision, organization culture, vision, leadership practice, will and behavioral awareness, inspiring individuals, constructive thinking) and planned decision-making at the University of Sumer. The six sub-hypotheses appear from this hypothesis as listed below:

1. There is a numerically essential impact connection between vision, goals, mission, and planned decision-making.
2. There is a numerically significant impact association between the form of the organization's culture and planned decision-making.
3. There is a numerically significant effect on the relationship between the form of displaying leadership and making planned decisions.
4. There is a numerically significant impact on the relationship between willpower, planned strategic decision and behavioral awareness.
5. There is a numerically significant effect on the connection between inspiring individuals and making planned decisions.
6. There is a quantitatively significant impact on the relationship between the dimension of constructive thought and strategic decision making.

3. Results and Discussion

Theoretical Frameworks of the study

Section One: Hybrid Leadership

Concept of Leadership

The construct hybrid leadership is considered as a new term in the entity of institutional leadership which draws great attention. This sort of leadership style integrates the best practices of modern and traditiona leadership theories to produce a unified approach that is suitable to the contemporary challenges of the recent environment. This method recognizes the crucial function of the top-down as well as bottom-up leadership styles to facilitate efficient decision making to improve the function of the organization. Hybrid leaders integrate the planned vision and decision-making skills of traditional leaders with the inventiveness, flexibility, and interpersonal skills of modern leaders [1]. He denoted [2] to the construct hybrid leadership as someone whose method that combines leadership styles and strategies with varied environments. In addition, the [3] concept of hybrid leadership practice is considered as a combination of focused individual leadership that coexists with distributed leadership styles and developing leadership. Hybrid leadership indicates difficulty in leadership functions. This means that leadership is the amalgamation of dispersed leadership styles and individual leadership. Therefore, the hybrid leadership model is useful because it has the capability to perceive leadership practices more broadly compared to disseminated leadership [4].

Table 4. The views of writers and professionals on the definition of hybrid leadership

researcher and year	Definition
(Tian, 2013:57) [5]	It is a developing and flexible leadership model that integrates leadership fundamentals drawn from numerous sources, with the aim of offering suitable leadership capacity with ecological difficulties and different cultures.
(Townsend & leadership, 2015:3) [6]	It is a model that combines various methods and concepts of leadership, which reflects the difficulties of the ecosystem in which organizations operate.
(Singh & Ramdeo, 2020:164) [7]	It is a leadership style that integrates items in numerous leadership theories and that the goal is for the purpose of adjusting the leadership strategy to fit the specific demands of the needs of the organization in the most efficient way.
(Habiballah et al, 2021:74) [8]	It is an heterogenous form of leadership, which brings different forms of leadership and use them wisely, by considering the diversity and cultural differences, as well as dynamic requirements.
(Sparks et al, 2023:176) [9]	Hybrid leadership is a amalgamation of qualities and abilities wanted to lead in a swiftly changing global and hybrid work environment.
(Al-Zurfi ,202228:) [10]	It is one of the modern leadership styles that have appeared as a result of the weak capability of other leadership forms to maintain the swift change which requires the mixture of more than one leadership style at the same time.
(Al-Hamami , 2025(467: [11]	It is a leadership style that integrates a number of leadership styles and practices, which allows leaders to accommodate the requirements of the present time allowing leaders to adapt to the requirements of the current time and objectives of the organization

Organized by the researcher based on the intellectual theses of the researchers

From this study, it can be seen that hybrid leadership emerged as a result of ecological conditions influenced by swift, dynamism and progressive change that can be employed universally in all places and periods. Thus, in complex organizational settings that combines different sort of leadership is categorised on a single person or mere distribute leadership where roles are divided for numerous groups of people to participate. Therefore, this type of hybrid leadership appeared to deal with these potential issues and challenges that can be utilized in light of any modifications, whether in place of work or through modern technology.

Benefits and advantages of hybrid driving

The hybrid leadership style has numerous benefits and rewards, whether for individuals or institutions as well as for societies, which make it a crucial leadership style in managing the work of organizations today. The main aim of hybrid leadership for institutions its flexibilities in guiding institutional challenges. Hence, employees within the institution can respond to positive

leadership style and more obligation to their work direction, and augmented motivation [2]

Additionally, there are a series of benefits and merits that can be attain from hybrid leadership to organizations as outline by [2], [12], [13] , in this manner:

Intensifications in innovation, employee assignation and corporate performance.

Contributes to swift decisions in tempestuous domains.

Helps to involve staff via improved coordination and communication.

Hybrid leadership seeks to contribute the integration of human efforts with technological and digital tools.

Hybrid leadership is illustrious in its capacity to attain organizational sustainability at work.

Hybrid Driving Mechanisms

Hybrid leadership signifies a essential development in modern management purview as leaders in various institutions can no longer need traditional leadership model. Instead, the success of leaders reliant on their capability to plan a customized leadership framework that integrates the best diverse and various leadership practice. A successful leader has numerous tools to form a leadership model, not a fixed one. Therefore, perception of the major components of hybrid leadership needs an analysis of how to integrate these components for the sake of forming a hybrid leadership method signified by planned flexibility to environmental conditions that are usually uneven and dynamic.

The researcher recognized [8] four major components of hybrid leadership as follows:

Leadership as an open-minded way of thinking: A hybrid leader must be able to syndicate and navigate diverse modes of thinking and cultural models, be able to integrate ranked modes of thinking and management style to encourage initiatives and be sensitive to employees at lower level and their requirements, whereas maintaining sensitivity and loyalty to local cultures. Additionally, the leader should be able to produce a suitable and supportive domain for employee to enable whereas maintaining the sensitivity to local cultures. It will also create the possibility for cooperation and supportive domain for all employees to conduct joint research. Research shows that employees should be open when making important decisions [14]

Efficiency in the management of electronic spaces and mixed environments: The hybrid leader should be highly competent in everything with regards to digital literacy, which seeks to define those skills and knowledge that make employees use digital media to partake, work and solve problems, either autonomously or via cooperation with others and they do so in a very unusual manner. Again, they should be familiar with the basic concepts of compatibility and auxiliary programs and devices to keep pace with the unceasing changes and innovations. [15]

Openness to multiple knowledge databases: The hybrid leader should be knowledgeable and open-minded in various areas of knowledge, especially in relation to various conflicting narratives in various meetings in controversial domains. It should also contain multidisciplinary orientation in the period of accountability to master data collection techniques, interpretation, and communication of results and apply the data in decision making processes different [8]

Social responsibility: Listening to array ideas and distinct opinions together and use them. Hybrid leadership is also signified by a high-level commitment to accountability, in addition to a maximum level of collective and social engagement. The hybrid leader also possesses ethical and educational responsibilities in the management of the complexity of the links and associations between the organization, local communities and stakeholders. Leaders frequently face predicaments in relation to the suitability of digital communication in organizations, considering not only positive results but also negative

results, for the purpose of dealing with them. More prominently, how to make ICT part of the culture of the organization, inspiring others with more change.

Leadership Dimensions

To measure the variable of hybrid leadership, the researcher adopted a scale offered by because it is one of the recent scales that can suit the environment where the study was applied, and closer to the study sample. These forms will also be explained in the following manner:

Vision, mission and goal: The vision is a future ambition in which the organization wiches to determine and the general direction in which the institution seeks to focus to attain its future goals or the ideal state that the organization seeks to attain [16]. As for the mission, it is the main aim is the existence of the institution, it also clarifies the true identity of the organization, and it is also the key driver of the tasks and activities that enable the institution to obtain the desired goals within the model of the environment in which it works [17]. As for the goals, they are well-defined as the final results that the organization that it attempts to attain. These potential goals can be measured and translated to communicate the vision of the organization and allows them to partake in the planned decision-making process and listen to their opinions and suggestions.

Organizational culture: This is one of the fundamental dimensions of hybrid leadership due of its direct effect on the behaviors of employees within the organization. [18] noted that it is a set of common beliefs and values as well as norms that can affect the way employees feel, think and behave in their designated place of work [19]."At its center, hybrid leadership is the radical change of the existing organizational culture, moving from traditional individual leadership to another type of leadership that is more dynamic and efficient.

Leadership practice: The practice of leadership is an important pillar where leadership extends to to the scope of work of numerous leaders at formal and informal contexts. The focus is shared between various stakeholders and how these interactions can contribute to the formation of leadership practice. In this situation, leadership practice consists of three distinct overlapping dimensions, leaders analyse how leadership is shaped in this interface than one to participate in any single leadership activity. These analyses directly can affect the routine practice of leadership. Leadership is not only an act for followers, but they will strike to contribute via their interaction with their dedicative leaders and the normal instance to determine the nature of their practice [20].

Will and Behavioral Awareness: The dimension of will and behavioral consciousness is the main basis for improving the efficacy of the leader in a hybrid work environment. This dimension will focus on the adoption of certain practices towards monitoring an undesirable behaviour and to replace them with the other behaviours that are more suitable to the requirements of dynamic work. This process depends on the leader's capability to practice effective monitoring towards attaining the planned objectives of the institution and to invest self-reward strategies, endorsing successful choices, and endlessly correcting behavioral errors that negatively affect the organization [21]. Will is the belief and capability to make free decisions irrespective of internal and external tendencies and it is the ability of a leader to focus his actions without any influences [22] Behavioral consciousness is the individual's thoughts, behaviours and feelings toward the understanding of the effect of these attitudes on others with the aim of monitoring and modifying these behaviours which are part of self-awareness and includes motivations, actions and feelings [23]. Employees with maximum levels of willpower and behavioral consciousness indicate an increase in confidence, enthusiasm and interest as they perfect in their performance and are eminent in being more creative in comparison to those under external control [24].

Motivating individuals: Hybrid leadership theory asserts the tool that employees rely on to inspire themselves and apply self-regulation through social cognitive theory which finds that leadership assists individuals to manage behaviours efficiently and

effectively towards the creation of effective working environment to achieve positive results. in terms of expansion and construction theory, we assume that hybrid leadership often focus on the reduction negative feelings and building positive ones that lead to the expansion of positive feelings and available thought in contrast to the negative options [25]. Motivating individuals can be considered as the process to achieve desired goals with regards to organization as they are dependent on a set of internal and external factors that push them to exert more effort to attain the required function [26].

Constructive Thought: Constructive thought is the basic and foundation of hybrid leadership. This form refers to those individuals who can exercise self-management of their mental frameworks and place their intellectual paths to high awareness. The efficacy of this dimension is designed in individual's capability to formulate positive thinking that focus on successful performance and self-talk practices and the progresseive assessment of personal beliefs and thinking [27]. It is also viewed as a style of thinking that focuses on positive and actual dealing with the issues and challenges that guide an individual through the application of a set of mental approaches to deal with the possible challenges for the sake of producing sound decisions in life [28].

The second topic: Strategic decision-making

Concept of Strategic Decision-Making

In general, the decision means "the behavior used to select the optimum means to attain a specific goal". As for decision-making, it means "drafting the choice in its final form by ratifying it [29]. Therefore, strategic decision-making is a critical and step taken by management in the organization, as the decision-maker. The planned decision-making process is also the result of positive expectations at the highest levels and it has a sustainable impact on the direction of the organization in the future which affects decisions at the lower levels and leads to a wave of other choices [30]. As well as a reference [31] to the construct planned strategic decision-making is a possible attempt to realize the future of an organization in the long-term and to enhance the success f that organization. Is is also a specific sort of choice that is necessary in terms of the actions taken and the precedents it finds. It is also considered by openness, intricacy, and modernity so that its purpose is to find ways to enhance the function of the organization and improve its ability to maintain its position in a predictable environment.

Table 5. The feelings of writers and researchers on the definition of strategic decision-making

Researcher and year	Definition
(Johnson et al, 2008:573) [32]	It is a set of basic decisions taken by the organization's higher management, with regards to long-term paths and directions, which are largely aimed at consistent external ecological conditions (opportunities and threats) with the organization's resources to attain sustainable competitive benefit.
(Alhawamdeh et al, 2019:96) [33]	It is the process by which managers classify institutional and administrative problems and try to resolve them.
(Trunk et al, 2020:123) [34]	It is a flexible and challenging procedure for various organizations to work in such domains which is signified by uncertainty and indirect impacts that decisions may have on the stakeholders.
(Acciarini et al, 2021:4) [35]	(Simon, 1993) defined planned decision-making as a tricky social process that can be extended for over a long period of time.

(Eromafunu et al, 2022:19) [36]	These are crucial decisions with long-term effect on the total health of the organization that require sensitive materials and other aspects.
(Mazorenko & Kaitanskyi, 2024:154) [36]	They are the courses of action that are accepted due to the strategic situation evaluation and are related to the complete environment where organizations works and resources are utilized.
(Talib,261:2019) [37]	They are those choices that need a detailed examination of the internal and external routine decisions within an organization that impact on the future of the organization.
(Najm,84:2024) [38]	They are logical and rational where leaders seek to acquire precise inputs of data of which leaders can evaluate available options and choose optimum alternatives.
(Jameel& Farhoud, 475:2025) [39]	They are long-term future choices that the senior managers have the responsibility to form as a result of distinct circumstances in the present, past and future, that are directed towards the mission and vision of the organization.

Based on the above views the researcher beliefs that planned decision-making can be undertaken by the senior management colleague within the organization to select optimum options from a set of tricky sets to determine the features of the organization in the long term which the decisions basically depend on the nature of analysis and information available. This information is somehow current, historical, predictive and it is surrounded by the circumstances and the impact of these choices within an organization, which decisively influence the fate between success and prosperity or failure and decline.

Making Strategic Decisions

The importance of making planned decisions lies to enable managers to use resources and emphasize on the activities more effectively. Similarly, it can enable them to address the potential risks through the reduction of impact of disruptions and unexpected events through active approaches to develop the contingency strategies and procedures to reduce their effects. This enables the organization to maintain its position [40].

Jamil& Farhoud, Salman& Mohammed, Al-Atawi, Abdullah& Yassin showed the importance of strategic decisions for organizations as follows [41], [42], [43]:

The essence of the planned decisions of the organization, by identifying the future vision of the organization and the degree of its capability to continue its actions and operations efficiently depends on managing its strategic decisions.

The process of making planned decisions works to identify the future of the organization in attaining its long-term goals so that the success of planned decisions will enable the organization to grow and keep its competitive position.

Increases the organization's ability to address uncertainty in the institutional domain as modifications in the environment are swift and flexible which require an institutional response for strategic decisions.

Helps match the organization's actions with its resources to make the most of strategic options.

Strategic decisions contribute to the growth of solutions to ambiguous and multifaceted issues by management by drawing on various viewpoints resulting from joint dialogues.

It accumulates different data from the internal and external ecosystem of the organization, which helps originality and knowledge.

Strategic Decisions:

Strategic decisions are signified by a set of features that differentiate them from other decisions. The most projecting of these features referred to by many researchers are:

Centralization: Strategic decisions are discussed at the highest level of administration levels which represents the Board of Directors or the General Manager, in order to acquaint them with the basic data on the abilities of the organization and the ecological conditions surrounding it.

Inevitable: The strategic decision is a clear choice that the organization should make to advance other administrative and operational choices as they are the main priorities for other choices throughout the organization.

Inclusiveness: Strategic decisions are detailed choices whose impacts can be extended to all parts of the organization. For instance, when the organization needs to expand its actions, this is the planned decision in regards to all parts of the organization.

Scarcity and non-recurrence: Strategic decisions are extraordinary decisions. They are special decisions that are not repeated periodically and cannot be programmed.

Flexibility: In the current period, institutions are dire to select flexible strategies that can be adapted in order to meet the variations in the internal or external environment.

Long-term: Strategic decisions take a long period of time. The effect of these decisions may be extended to the entire life of the institution, that may continue for numerous years to come, such as special decisions to broaden new sections within the organization.

Stages and Steps of Strategic Decision Making

Many writers and researchers are of the opinion that strategic decisions have five different stages and serial steps, which can be referred to as follows [44]:

The **first stage: Identifying and classifying the problem:** This phase is one of the initial and most essential phases in the planned decision making procedure which is the consciousness of a specific issue within the organization and the stage needs clear identification of the problem and conducting an ecological survey of the external options and threats to evaluate the internal ecosystem to identify the items of strength and weaknesses within the organization.

The second stage: identification of alternatives: This stage means the investigation of different sorts of solutions to unravel the problem being diagnosed and set an alternative proposal into account in order to compare and examine the alternatives provided to choose one of them to become the planned decision [42].

The third stage: Evaluation of alternatives: At this phase, is a sort of comparison made between the planned options found for the purpose of selecting the suitable alternative that is closer to unravelling the problem. Here, the benefits and disadvantages can be studied and known by the responsible authorities to form a clear picture of it in advance.

The **fourth stage: Choosing the appropriate alternative:** This stage is the importance of the strategic decision-making process, as the optimum option is selected from among the available options that attain the best results to solve the problem. This phase is one of the most complex phases in the strategic decision-making process, owing to the lack of time, which makes it hard for the decision-maker to discover the predictable results for each planned option, as well as the benefits and disadvantages may not appear at the time of research, as they may appear when executing the solution in the future, and that personal gratitude is predominant at this stage for the decision-maker. The selection of the best option depends on the competence and capability of the planned decision-maker to select via experience and good systematic study [45].

Phase 5: Implementation and follow-up of the decision: The planned decision-making process does not end once the suitable option is selected to solve the problem, but needs to execute the decision into action. The execution process is heavily dependent on within the organization and the best means that strategic decision is approved by the employees in the organization and it can be used for the purpose of approving the decision by subordinates is to include employees at all administrative stages in the decision-making process so that there will be no any form of resistance by them as a result of their negative feeling as well as personal goal.

Making Strategic Decisions

The current study is dependent on the researcher's scale [46] to assess strategic decision-making, which comprised three dimensions, namely (rationality, intuition, and political behavior) in order to implement this scale in numerous studies, as well as the compatibility of these forms with the objectives of the current study. We will address these forms in some detail:

Rationality: The roots of the rational framework in the strategic decision-making process are grounded in the ideas of Henry Fayol and Frederick Taylor, as strategic decision-makers make decisions based on complete data, as rational planned decision-makers determine the goal, create and assess the available options [47]. Rationality refers to a systematic and analytic tool based on clear rules for decision-making. Individuals that follow a gradual process of making strategic decisions. It comprises the identification and formulation of the problem with relevant data to accurately produce an alternatives of benefits and costs of these options to make logical choice based on conscious rational thinking identifying [48]. Most state-owned organizations use more rationality when assuming decisions within organizations. Decision-makers may have great efforts to prove that they justify their basic decisions inside and outside the organization [49].

Intuition: It is an instinctive approach of paying attention to all details within the model of flowing data instead of seeking for information in a proper way. This method is categorized by looking for guidance and advice with others before making essential planned decisions [11]. Intuition is defined as the swift and insensible perception of trends, structures, and patterns that support the analysis and assessment [35]. Intuition not only assists decision-makers to deal with uncertainty and stimulate that creative conception process requisite to generate and explore new solutions to the presumable problems. Decision-makers deliberately recognize the problem by understanding the schemas connected with the problem and as well, generate a solution. The intuitive process comprises defining and synthesizing of the problem but these phases may occur faster and they are deeply intertwined. In addition, intuition is considered by an expressive charge attended by a sense of certainty and the realization of the valid rational analysis and the gradual reduction in his field of specialization. The main focus of this intuition of expert of problem-solving, where the intuitive procedure and a detailed and precise perception of the details of the problem when making decisions [48].

Political Behavior: The political aspect in the strategic dimension is founded in the literature of political science of the 1950s where most writers as well as authors in that era gained a view of the decision-making process and they understood that the decisions were the products of a determined process where the president may present various goals as they meet through collaboration [50]. Political behavior can be described as an organized but unsteady alliances that revolves around common assertions on a specific issue to enhance decision and dismantle these alliances after the problem is solved. Numerous studies have dealt with such idea that institutions are like political systems, that is, clustered with at least partially contradictory goals. It also addressed that the planned decision-making process can be affected by the use power in any organization to become a matter of negotiation between these interests with each individual pushing his point of view [51].

The third topic: the association between the variables of the study

The affiliation between hybrid leadership practices and planned decision-making in government institutions is featured by a structural change as the government no longer linked spatial control and physical presence within the organization, however, it depends on the ability of the leadership to produce a work ecosystem that will balance compliance with the total regulations and instructions.

This connection between hybrid leadership and the planned decision-making process is based on the government employee to exercise the presumable assignments entrusted to some certain group which contributes to the acceleration of the strategic decision-

making and making it more responsive to the demands of the public service. Hybrid leadership practices will serve as a mechanism to develop the efficacy of organizational performance by investing highly skilled employees, and scientific backgrounds into the driving force for managerial improvement [52].

The connection between hybrid leadership and planned decision-making stems from the capability of the leader to flexibly combine numerous leadership roles and tacitics to adapt to the difficulties of the organizational ecosystem. The characteristics of democratic leadership will serve as a driver to improve the quality of planned decisions in an organization through the creation of a conducive platform that allows the exchange of ideas and experiences at different levels of management. Engaging employees and giving them space for freedom will improve the efficiency of planned decision making which is not restricted to the leader alone but the result of a participatory process that ensures the sustainability of the organization. One of the greatest effect of the hybrid leadership is the ability to address the faults of traditional system and styles and seek to replace them with a more dynamic one in strategic direction, which will ultimately lead to more precise strategic decision making and response to current challenges [53].

The Practical Framework of the Study

The first topic: Presentation and analysis of the results of the study in light of the sample answers

First: Numerical description of the independent variable (**hybrid leadership**) **and analysis of sample responses**: -

Reproductions, mean, standard deviation, percentages, sample direction, the relative significance were obtained and the mean was compared with the theoretical mean of (3) according to the five-point Laker scale:

Table 6. Results of the analysis of paragraphs after the vision, mission and goal

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q1:	39	9	6	11	7	72	3.86	1.45	77.2	Agree	2
Q2.	40	7	9	11	5	72	3.92	1.38	78.4	Agree	1
Q3.	40	8	5	12	7	72	3.86	1.47	77.2	Agree	3
Q4:	11	4	16	20	21	72	2.5	1.36	50	Disagree	4
General Average							**3.53**	**1.54**	**70.6**	**Agree**	

Source: Organized by the researcher according to the ready-made numerical program (**SPSS V. 25**)

Analysis of the general **average of the dimension:** The average was around (3.53), which seems greater than the theoretical mean (3) with a standard deviation of around (1.54) and a total percentage of about (70.6%), and the trend of the views of the specimen was towards (agree). Therefore, it was concluded from the analysis that the dimension (vision, mission, and goal) has excellent hypothetical and communicative strength (Q1, Q2, and Q3), but faces a severe weakness in "administrative democracy and participation" (Q4). The University of Sumer has a "single compass" but it is "expressed by one party", which seems to be the biggest challenge facing its planned decision-making.

Table 7. Results of the analysis of paragraphs after the culture of the organization

Questions	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q5:	40	8	6	12	6	72	3.89	1.43	77.8	Agree	5
Q6:	41.	8	7	11	5	72	3.96	1.38	79.2	Agree	2
Q7:	38.....	9	9	11	5	72	3.89	1.37	77.8	Agree	4
Q8:	39	9	8	11	5	72	3.92	1.37	78.4	Agree	3
Q9	41.	9	6	11	5	72	3.97	1.37	79.4	Agree	1
General Average							**3.92**	**1.39%**	**78.4**	**Agree**	

Source: Arranged by the researcher based on the ready-made numerical program (**SPSS V. 25**)

Analysis of the general average of the dimension: The average of the form of the organization's culture was around (3.92), which is larger than the theoretical mean (3), with a standard deviation of around (1.39) and a percentage (78.4%), as the normal trend of the sample shifts towards (agree). Thus, the University of Sumer supports the essence of culture for hybrid leadership practices. Which agrees with the vision and mission. So, the homogeneous answers of a standard deviation of about (1.39) is confirmed. This means that the value environment at the university is powerful which will play the decisive function to influence planned decision-making.

Table 8. Results of the analysis of paragraphs after exercising leadership

Questions	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q10	4	4	8	6	50	72	1.69	1.2	33.8	Disagree	6
Q11	42	8	6	11	5	72	3.99	1.38	79.8	Agree	1
Q12	10	10	15	10	27	72	2.53	1.45	50.6	Disagree	4
Q13	-36-	9	9	10	8	72	3.76	1.46	75.2	Agree	3
Q14	38.....	10	6	10	8	72	3.83	1.46	76.6	Agree	2
Q15	9	4	7	9	43	72	1.99	1.43	39.8	Disagree	5
General Average							**2.97**	**1.68**	**59.4**	**Neutral**	

Source: Organized by the researcher based on the ready-made statistical program (**SPSS V. 25**)

Analysis of the general mean of the dimension: The general mean of this form was (2.97), which is somehow below the hypothetical mean of (3), and the general trend indicate neutral and a percentage of about (59.4%). The measurement is in the area of "neutrality", but organizationally, this result replicates the "conflict of practice"; leaders are informed (Q11) and encourage progression (Q14), but they discard real participation in the powers (Q10, Q15). Administratively, this means that the hybrid leadership at the University of Sumer is a "modern autocratic" leadership; it practices innovation and knowledge but holds decision-making power, which raises the value of administrative sovereignty in place of strategic engagement.

Table 9. Results of examining the paragraphs after will and behavioral awareness

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q16	40	9	7	11	5	72	3.94	1.37	78.8	Agree	2
Q17	35	11	8	10	8	72	3.76	1.45	75.2	Agree	3
Q18	38.....	11	9	9	5	72	3.94	1.33	78.8	Agree	1
General Average							**3.88**	**1.39%**	**77.6**	**Agree**	

Source: Organized by the researcher based on the ready-made statistical program (**SPSS V. 25**)

Analysis of the general average of the dimension: The average of this dimension was around (3.88), which seems much larger than the conceptual mean (3), with the overall trend (OK). Thus, it was concluded from this analysis that the form represents the strongest pillar of the presumed hybrid leadership at the University of Sumer. These administrative findings recommends that leaders have adequate behavioural maturity with a total percentage of (77.6%), a standard deviation (1.39) to take full responsibility for their decisions. In comparison with the previous dimension which means that leaders have a potent internal awareness that exceeds their actual practices in participation and this balance supports the quality of decision-making through uniformity of purpose and keenness on results.

Table 10. Results of paragraph analysis after motivating individuals

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q19	35	13	9	9	6	72	3.86	1.36	77.2	Agree	1
Q20	15	7	30	11	9	72	3.11.	1.25	62.2	Neutral	3
Q21	37	9	7	10	9	72	3.76	1.5	75.2	Agree	2
General Average							**3.58**	**1.41**	**71.6**	**Agree**	

Source: Organized by the researcher based on the ready-made statistical program (**SPSS V. 25**)

Analysis of the general average of the dimension: The average of this dimension was (3.58), which is greater than the theoretical mean (3), with an overall percentage of (71.6%), and an total trend (agree). Therefore, it was concluded that the dimension of (motivating individuals) at the University of Sumer is on a positive path that supports the shift towards hybrid leadership. Organizationally, it was noted that leaders are skillful to create at the general ecosystem (Q19) and provide support (Q21), but they need to stress on personal goals for workers (Q20) to affirm that external motivation is changed to agree with sustainable internal engagements that contributes to the quality of strategic choices.

Table 11. Results of the analysis of paragraphs after constructive thought

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q22	35	12	6	12	7	72	3.78	1.44	75.6	Agree	3
Q23	-36-	13	7	11	5	72	3.89	1.35	77.8	Agree	1
Q24	37	9	7	13	6	72	3.81	1.43	76.2	Agree	2
General Average							**3.82**	**1.41**	**76.4**	**Agree**	

Source: Organized by the researcher based on the ready-made statistical program (**SPSS V. 25**)

Analysis of the general average of the dimension: The general average of this dimension was around (3.82), which is higher than the theoretical mean (3), with a total percentage of around (76.4%), a standard deviation (1.41), and a total tendency (OK). So, it was assumed that the Constructive Thought dimension seeks to represents the mental "safety valve" of leadership at the University of Sumer. Managerially, there is an option for self-review, which raises the efficacy of "rationality" in decision-making.

Second: Quantitative description of the dependent variable (**strategic decision-making**) **and analysis of sample responses**:

Repetitions, mean, standard deviation, percentages, sample direction, relative importance and comparison of the mean with the theoretical mean were taken based on the five-point Likert scale:

Table 12. Results of analysis of paragraphs after rationality

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q1:	40	9	7	11	5	72	3.94	1.37	78.8	Agree	1
Q2.	40	9	6	12	5	72	3.93	1.39%	78.6	Agree	2
Q3.	38.....	6	7	10	11	72	3.69	1.57	73.8	Agree	4
Q4:	37	11	7	10	7	72	3.85	1.42	77	Agree	3
General Average							**3.85**	**1.44**	**77**	**Agree**	

Source: Organized by the researcher based on the ready-made statistical program (**SPSS V. 25**)

Analysis of the general average of the dimension: The average of this dimension was about (3.85), which is higher than the conceptual mean of (3), with a total percentage of around (77%), with a standard deviation of approximately (1.44), and a general tendency (OK). So, it was agreed that "rationality" is an essential feature of planned decision-making at the University of Sumer. This strong method of data and methodology (Q1, Q2) offers safeguard for the organization from spontaneous results. Nevertheless, the challenge is to channel the use of 'cutting-edge procedural tools' (Q3) to decrease the differences between administrative units and guarantee the precision of strategic results.

Table 13. Results of analyzing paragraphs after intuition

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q5:	9	5	8	8	42	72	2.04	1.45	40.8	Disagree	4
Q6:	-36-	14	5	10	7	72	3.86	1.41	77.2	Agree	1
Q7:	-36-	11	8	10	7	72	3.82	1.42	76.4	Agree	2
Q8:	34	10	10	9	9	72	3.71	1.47	74.2%	Agree	3
General Average							**3.36**	**1.62**	**67.2**	**Neutral**	

Source: Organized by the researcher based on the ready-made statistical program (**SPSS V. 25**)

Analysis of the general mean of the dimension: The general mean of this dimension was around (3.36), which is higher than the proposed mean (3), with a total percentage (67.2%), and with a high standard deviation (1.62) in a general (neutral) direction. Thus, the the University of Sumer embodies a "reserve force" that can be activated when needed. quantitatively, the sample trend shows "neutral" because of the differences between the refusal of total reliance on subjective judgment (Q5) and the high reception of experience in complex situations (Q6, Q7).

Table 14. Results of analysis of paragraphs after political behavior

Question	strongly agree	Agree	Neutral	disagree	Strongly disagree	Size of sample	mean	Standard deviation	Percent	Sample Direction	Relative importance
Q9	-36-	12	7	10	7	72	3.83	1.41	76.6	Agree	**2**
Q10	8	6	7	9	42	72	2.01	1.42	40.2	Disagree	**7**
Q11	23	13	7	14	15	72	3.21	1.56	64.2	Neutral	**4**
Q12	21	11	14	14	12	72	3.21	1.46	64.2	Neutral	**3**
Q13	9	7	8	8	40	72	2.12	1.47	42.4	Disagree	**6**
Q14	39	10	6	10	7	72	3.89	1.43	77.8	Agree	**1**
Q15	20	13	11	13	15	72	3.14	1.51	62.8	Neutral	**5**
General Average							**3.06**	**1.62**	**61.2**	**Neutral**	

Source: Organized by the researcher according to the ready-made numerical program (SPSS V. 25)

Analysis of the general average of the dimension: The average was around (3.06), and it is slightly larger than the mean (3), with a standard deviation of (1.62) and a general (neutral) tendency. So, it can be inferred that political behavior at the University of Sumer is an improved political behavior. Numerically, the total average seems neutral because leaders powerfully disallowed the negative aspects (Q10, Q13) as well as balance in (Q9) and informal discussions (Q14). This means that the "political environment within the university is balanced, where leverage is applied to adjust balances rather than interests, to provide a safe atmosphere for making sober strategic decisions.

The second topic: Testing and examining the relationships between hybrid leadership and planned decision-making

The first main supposition: There is a numerically essential relationship between hybrid leadership in its forms which include vision, goals, leadership practice, organization culture, will and behavioral consciousness, and strategic decision-making at the University of Sumer

Table 15. shows the correlation between hybrid leadership and strategic decision-making

The independent variable	Dependent variable	Spearman's Rank Correlation Coefficient	t-Test	Choose the Significance Level (α)
Hybrid Cloud Leadership	**Making Strategic Decisions**	**923**	**0.083**	**0.05**

The results indicated that Spearman's correlation coefficient (r) between the two variables reached (*0.923), which is positive attempts to approach the correct one. This means that any sort of development in the hybrid leadership can be followed by an automatic and direct development in the quality of planned decisions to around (92%). This will confirm that the relationship at test (T) was utilized whereas the recorded value was (23.083), which is higher than the tabular value of (1.994). and the stage of significance attained is around (0.05), this eradicates the doubt with inevitability that this association is real, certain and numerically steady.

The following sub-hypotheses appeared from the initial hypothesis as explained below:

The first sub-hypothesis: There is a numerically essential relationship amongst mission, vision, goals and planned strategic decision-making.

The second sub-hypothesis: There is a quantitatively important connection between the dimension of the institution's culture and planned decision-making.

The third sub-hypothesis: There is a numerically essential correlation between the means of exercising leadership and making planned decisions.

The fourth sub-hypothesis: we recorded a significant relationship between the dimension of will and behavioral consciousness and planned decision-making.

The fifth sub-hypothesis: There is a numerically significant relationship between motivating individuals and making strategic choices.

The sixth sub-hypothesis: There is a numerically substantial correlation between the dimension of constructive thought and strategic decision-making.

Table 16. displays the matrix of the dimensions of (hybrid leadership) with making strategic decisions

The independent variable	Dependent variable	(r): Spearman's rank correlation coefficient	t-Test	Choose the Significance Level (α)
Vision & Mission	Making Strategic Decisions	773	0.544 ***	0.05
Organizational culture		857	519	
Leadership in Action		867	917	
Will and Behavioral Awareness		.881	18 825	
Motivating individuals		0.862	268	
Constructive Thought		878	478	

Overall conclusion of the correlation matrix:

It was concluded that all forms of hybrid leadership role is a "combined system" to support planned decision-making at the University of Sumer, with relationship correlation strengths which range between * (0.773 and*0.881). It is observed that the powerful and decisive dimension, followed by (constructive thought), which offers an indication that the planned decision at the university is dependent on the "maturity, personality and intelligence of the leader" before anything else. based on this widespread acceptance of sub-hypotheses.

Table 17. shows the matrix of correlations between dimensions

	Vision & Mission	Organizational culture	Leadership in Action	Will and Behavioral Awareness	Motivating individuals	Constructive Thought
Vision & Mission	1	0.843	.721	793	751	0.822 *
Organizational culture	0.843	1	.775*	962	831	938
Leadership in Action	.721	.775*	1	0.810**	0.836 *	817.
Will and Behavioral Awareness	793	962	0.810**	1	0.874	956
Motivating individuals	751	831	0.836 *	0.874	1	0.840 *
Constructive Thought	0.822 *	938	817.	956	0.840 *	1

The matrix states that hybrid leadership at the University of Sumer represents a homogeneous category. Numerically, the relationships are all significant and moral, and this homogeneity confirms that any strategic decision taken will be reinforced by a vision, and the culture of the organization, and based on a positive thought and conscious will.

The third topic: Testing, examining and interpretation of the connection of influence between research variables

The second basic hypothesis: there is a numerically essential positive effect connection between hybrid leadership in its forms to motivate: individuals, constructive thought) on planned decision-making at the University of Sumer

Table 18. indicates the impact of hybrid leadership in its dimensions on planned decision-making

The independent variable	Dependent variable	(F)Arithmetic	F))Tabular	R^2	β_0	β_1
Hybrid Cloud Leadership	**Making Strategic Decisions**	**.805**	**3.978**	**0.884**	**(257)**	**0.869**

Analysis and testing of the second main hypothesis (regression analysis)

The numerical information in the table show that there is an essential and powerful impact of the autonomous variable on the dependent variable and this can be clarified as follows:

1. The explanatory power of the regression model (R^2) The value of the coefficient of determination of (R^2) is around (0.884). Organizationally, this means that "hybrid leadership" stands at 88.4% of the modifications in the quality of "planned decision-making" at the University of Sumer. The remaining stands at 11.6%. This high percentage affirms that hybrid leadership is the basic stand and the most essential player in shaping the course of choices within the university.

2. The significance of the effect of the model (F test) reached an arithmetic (F) value of (532.805), which is much greater than the tabular (F) value of (3.978). Managerially, the arithmetic value surpasses the presumed value by this great variation proves validity of the model numerically, which means that the impact is leading us to endorse the second main hypothesis.

3. The impact coefficient and fixed value (beta)where the axial inclination (β_1) reached (0.869), which means the hybrid driving practices by single unit leads by (86.9%). The static value (β_0) was around (0.257), which signifies the quality of the decision in the absence of hybrid driving practices.

The following sub-hypotheses appear as explained before:

The initial sub-hypothesis: there is a numerically essential effect on the relationship between the goals, mission and the planned decision-making.

The second sub-hypothesis: There is a numerically significant effect on the relationship between the dimension of the institution's culture and the planned decision making.

The third mini-hypothesis: there is a numerically essential trends between the dimension of exercising leadership and the potential strategic decisions.

The fourth sub-hypothesis: There is a quantitatively essential relationship between the form of will and significant stimulus relationship between the form of will and behavioral consciousness and strategic decision-making.

The fifth sub-hypothesis: There is a quantitatively essential effect on relationship between inspiring individuals and making planned decisions.

The sixth sub-hypothesis: There is a quantitatively significant impact association between the form of constructive thought and planned decision-making.

Table 19. shows the impact between each dimension of the independent variable on the dependent variable

The independent variable	Dependent variable	(F)Arithmetic	(F)Tabular	R^2	β_0	β_1
Vision, Mission and Objectives	**Making Strategic Decisions**	**344**	**3.978**	**692**	**0.831**	**0.713**
Organizational culture		**306**		**0,814**	**0.515**	**0.723**

Leadership in Action		**0.286*** **		**.803**	**.213**	**1 058**
Will and Behavioral Awareness		**.392**		**835**	**609**	**.706**
Motivating individuals		**649**		**0.791**	**0.662**	**751**
Constructive Thought		**.511**		**.795**	**.830**	**.659**

The overall conclusion of the effect results of hypotheses:

It was concluded that all forms of hybrid leadership have maximum capacity in strategic decision-making at the university of Sumer. It should also be noted that will and behavioural awareness is the dimension of most important quality of the decision whereas leadership practice is the powerful dimension in terms of speed of the direct impact. These findings administratively confirm that strategic decision-making at the institution cannot be isolated but rather be integrated into the hybrid leadership which eventually needs to be strengthened together to ensure university's strategic power.

Fourth: Normal Distribution Test

Through the Kolmogorov-Smirnov[a] test and the Shapiro-Wilk test, it is shown that the data follow the normal distribution and as shown below: -

Table 20. Normal Distribution Tests

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Making Strategic Decisions	0.119	72	0.13	947	72	0.11
c. Lilliefors Significance Correction.						

The Kolmogorov-Smirnov[a] test and the Shapiro-Wilk test display that the data follow the normal distribution when equated with the significance level (0.05=α) and that the two test values are higher than (0.05). This shows that the data follow the normal distribution. It can be exemplified by the following diagram:

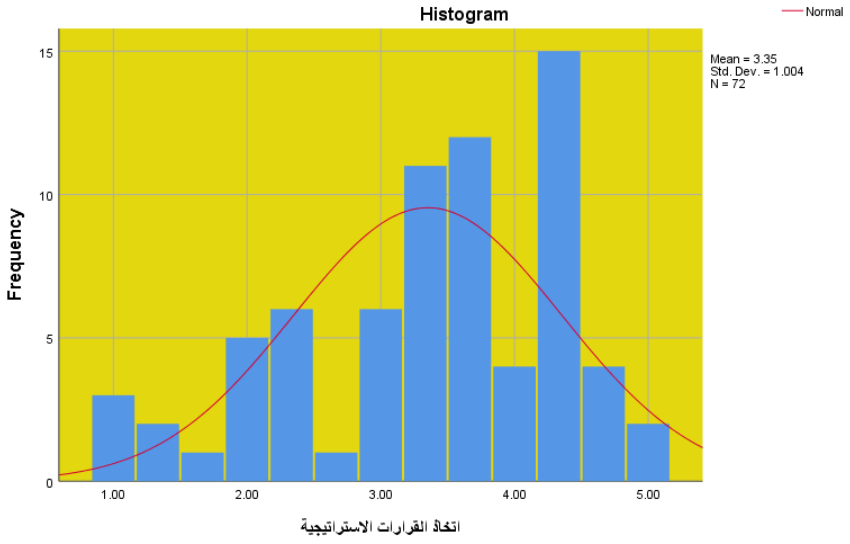

Figure 2. shows the normal distribution

4. Conclusion

First: Conclusions:

1. The study established a positive and strong numerical relationship between the dimensions of hybrid leadership and planned decision-making at the University of Sumer. The correlation matrix indicated that these dimensions work in consonance which shows that adopting hybrid leadership is an integrated management approach that improves the superiority of strategic decisions.
2. The findings indicated that the dimension of will and behavioral cognizance represents the basic and most important factor in the decision-making process, and it indicates that the success of the planned decision in the hybrid ecosystem is dependent on the fundamental maturity of the leader and the degree of his ability to balance behavioral and intellectual demands.
3. The results indicated that the hybrid leadership at the designated university forms a combined unit, as the strong and close relationship between its dimensions shows that any fault in the practice of one dimension will negatively affect the efficacy of the other dimensions, and it directly reflects the quality of the planned choice.
4. We also accomplish that there is a key difference in the function of leadership forms, whereas the dimension of will and behavioral consciousness represents the basic assurance of the quality of the strategic decision.
5. The findings also exhibited that the forms of hybrid leadership have maximum predictive and explanatory capability, which permits the decision-maker at the university to forecast the success of their potential decisions by assessing the level of maturity of their hybrid leadership practices before starting execution.

Second: Recommendations:

1. Since will, behavioral awareness and constructive thought are the most significant and influential aspects of the strategic decisions, it was suggested that leaders in Iraqi universities should design and develop programmes that focus on the enhancement of emotional and social intelligence of leaders in more virtual ecosystems and be able to adapt to crises and urgent and potential challenges.
2. We want the university leadership to adopt the approach of methodology of administrative dexterity as a practical model for the practice of leadership in the process of making strategic operative decisions and give high dynamism for immediate execution to affirm the investment of the factor that the study proved inthis dimension which will contribute to the reduction of time gap between the formulation of the strategic decision and its application on the ground.
3. It is better for the university administration to focus all administrative development efforts towards consolidating and deepening the hybrid leadership style within the institution, as it is the most guaranteed path to raise the efficiency of the strategic institution and enhance the quality of its leadership outputs.
4. Improve the supporting infrastructure through the provision of technical tools and smart systems that make it easier for leaders to collect and analyze data from numerous sources, to support the digital aspect of hybrid leadership to guarantee the precision of planned decisions.
5. Promoting investment in leadership training through designing specialized training programmes for academic and administrative leaders that focus on hybrid leadership skills, which may include the integration of innovative technologies into decision-making, and dynamic communication.

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