

## Enhancing Community Service through Strategic Leadership: A Case Study of Special Units

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### Summary:

The special units are considered to be a house of expertise for the service of the community and work to achieve the goals and function of the university in serving the community and the new mission of the university in the leadership aspect along with the teaching and scientific research functions. These units have shown a positive role in solving many economic and social problems, the lack of resources and financial allocations to advance the scientific and research aspect, contributes to the close service of the community. The present study therefore aimed to identify strategic leadership as an input for the development of the units of a specific nature of Minya University and used the descriptive curriculum, which reached several conclusions. The degree of research sample members of the teaching and administrative staff (n. 147) is very important for the overall strategy for the six dimensions (444), for the total for the reduction of the average. 88.70%), and the results of the study showed that the leadership dimension came in first place with an average of 4.56% and 91.22%, while the external environment was last with an average of 4.21% and 84.22%. At the end of the study, the research presented a proposed concept of applying strategic leadership as an input to the development of units of a special character for the University of Minya.

**Keywords:** Leadership, Strategic Leadership, Special Units, University of Minya.

### Introduction:

The university is closely linked to society, and this is evident in the roles that the university plays in the service of society. Through its teaching function, the university instils culture and science between generations, and in its performance of the function of scientific research, it works to solve societal problems. Thus, these two functions contribute to the service and development of society and are a reason for the progress and advancement of society. In recent decades, the university's function of serving society and its leadership in

the performance of its mission, along with the functions of teaching and scientific research, has emerged.

It should be noted that the function of community service was officially clear in university education only with the enactment of Law No. 345 of 1956, which was replaced by Law No. 49 of 1972, which states that "Special units of a technical, administrative and financial independence may be established by a decision of the Council of the University, from hospitals, research centers, workshops, printing presses, commercial and statistical laboratories, and centers of a scientific account and public service, and other units of a special nature may be established by a decision of the Supreme Council of Universities on the proposal of the Council of the University of Majors" (Law No. 49, 19, 19772, 2666-2666677202702020).

Units of a private nature are a concept that is evident in transforming specialized colleges into effective entities in the national economy. They work to encourage future generations to enter the world of today with practical thinking and advanced science, which helps to create a society of small investors capable of rapid transformation and change. In the light of the foregoing, for the units of a university-specific nature to develop their performance and keep pace with all global changes and transformations, they must constantly strive towards strategic leadership to improve their level of performance and raise it so that they become creative, creative, innovative and capable of developing and improving their services, through their dimensions (capabilities and resources - the leading structure - organizational vision - learning, organizational capacity), technical and strategic aspects, and their performance, and thus enabling them to develop new performance and performance services.

### **Search problem:**

It is worth noting that university units of a special nature are extremely important in supporting the role of the university in serving society, contributing to the implementation of the university's projects, colleges and institutes, and helping the university carry out its mission, whether in teaching students, training faculty and serving all segments of society. Despite the efforts made by these centers and units of a special nature in carrying out research and scientific work aimed at solving the real problems facing the production sector, the role of services and work sites in all sectors of society, and also in linking the university with all productive institutions, providing them with all scientific methods that contribute to their development and inventing new methods of production, the actual performance of university units of a special nature indicates some of some shortcomings that hinder the performance of these units in the strategic direction of their performance in providing their services to society.

**The study's questions can be crystallized as follows:**

**What is the proposed concept for the development of units/centers of a special nature at the University of Minya in the light of the strategic leadership entrance ?, and it branches out several sub-questions:**

- What is the conceptual and philosophical framework of units of a university-specific nature?
- What are the theoretical and intellectual foundations of the strategic pioneering concept and its role in the development of units of a university nature?

**Study goals:**

- Defining the conceptual and philosophical framework of special university units.
- Defining the conceptual and philosophical framework of the strategic leadership portal
- Develop a proposed concept for the development of units of a special character at the University of Minya in the light of the strategic leadership input.

**Importance of the study:**

- Research may help stakeholders, specialists in higher and university education affairs, and decision makers, especially in centers and special units, to adopt the idea of developing and improving services in the light of the introduction of strategic leadership in the field of strategic leadership. Research is done at a number of centers and units in a number of areas in a number of areas of need in order to develop and improve the services in the field of strategic leadership in the area of strategic leadership in the area of education in the region.
- Develop a proposed concept for the application of the strategic leadership approach to the development of units of a special nature at the University of Minya.

**Search Methodology:**

The current research follows the descriptive approach as appropriate for the nature of the topic, which is based on a description of the situation and the collection of data, information and facts on the research topic.

**Search tool:**

Identification directed at staff and faculty members of units of a special nature

in the University of Minya's faculties and the University's administration of the sample study to identify strategic leadership as an input for the development of units of a special nature.

### **Search Terms:**

**Entrepreneurship:** Recognize as individual practices seeking opportunities for value and risk tolerance, and entrepreneurship is strongly linked to innovation.

They are also defined as processes and procedures aimed at recognizing and investing valuable opportunities in the environment.

**Strategic Entrepreneurship: Strategic Leadership refers to the** range of opportunities organizations are trying to obtain and also the range of opportunities that the management team is trying to recognize and believe in the opportunities it can seize (Coakley, Lazos, & Liñares-Zegarra, 2021).

(Newell & Marabelli, 2020) They know it's how an organization can strengthen its response to change, increase its risk-taking desire and engage in innovative decision-making.

**Special units:** Special units are defined as "financial administrative, service, university-level, effective in community and university service, self-financing and financial resources.

### **Previous studies:**

The study aimed to identify the impact (Deery & Jago, 2015) of strategic leadership on organization workers in terms of knowledge of the effects of work pressures and retention of staff. The study highlighted the extent to which managers and faculty interact towards the strategic leadership portal and how to reduce work pressure under this portal and maximize the benefit of retention and retention of staff. The study's findings showed that there is a strong influence of strategic leadership on the performance of managers and faculty differently, and that the interaction of faculty towards the dimensions of leadership rotations (risk-bearing, initiative and innovation) is more driven by managers.

This study entitled (Boal & Hooijberg, 2000) "The Genesis of Strategic Leadership: Assets, Fundamental Doctrines and Gaps", aimed to identify the term leadership, strategic leadership, and strategic management ; He explained the genesis of the Strategic Pioneering Theory and the interdependence in the field of strategic leadership and strategic management, and the study used desktop survey method to produce a number of findings, the most important of which is: the existence of an overlap between the field of leadership and the field of strategic management ; There is a close relationship between strategic

leadership in its various dimensions and strategic decisions.

The study aimed (Nityananda & Mohanty, 2012) to build external partnerships and alliances as well as to innovate and achieve universality and to highlight strategic leadership as an entry point for enhancing competitiveness, a source of access to universality, development and sustainability in a constantly changing competitive world. The study used an experimental approach and relied on a survey. The study concluded with a number of findings, including that the need for traditional leadership to shift to strategic leadership in order to face all of these changes and become more effective and competitive in an era of globalization is the need to recognize the main factors leading to enterprise-entrepreneurship.

The (Bogers, Chesbrough, Heaton, & Teece, 2019) study, entitled "Integration of Leadership and Strategic Management," aimed at analyzing the concept of strategic leadership as a point of convergence between the concepts of leadership and strategic management. The study was based on the analytical descriptive approach and produced a number of results, including strategic leadership, which help institutions raise their efficiency and achieve a **competitive** advantage; and that there is a need to combine leadership and strategic management to effectively implement strategic leadership.

The study, entitled (Alayoubi, Al Shobaki, & Abu-Naser, 2020) "Requirements for the application of strategic leadership as an entry point for promoting technical innovation: a case study of the Palestine Technical College - Deir Al-Balah", aimed to identify the impact of the requirements for implementing strategic leadership in achieving technical innovation at the Palestine Technical College - Deir Al-Balah. From the perspective of the staff, the researcher used the analytical descriptive approach. The study community included all the academic and administrative cadres of the College. The study used the questionnaire as a tool for the study, among others: the study results showed a statistically significant impact, and that the remaining variables demonstrate their weak impact. The Technical College of Palestine is concerned with its various requirements for implementing its technical leadership in order to achieve its direct organizational development of its capacity in the College of innovation and to develop its organizational development capacity.

#### **- The importance of strategic leadership by university institutions:**

It is worth mentioning that universities, in light of the recent trend towards university leadership, are among the most important business organizations by providing society with qualified human resources capable of achieving progress and development. This comes through the presence of pioneering and strategic

thinking in performance, providing services, programs and scientific (Fuertes, Alfaro, Vargas, Gutierrez, Ternero, & Sabattin, 2020) research. Strategic leadership at universities helps instill the principles of risk-taking, initiative, precedence and taking the initiative to generate innovative ideas and work to create the universities' own resources. Institutions such as universities that adopt the approach of strategic leadership differ from the traditional performance in other institutions in that there is a clear strategy based on the search for continuous renewal and the search for new human forces with innovative and creative visions, while retaining current workers. They also view these institutions as one of the most important opportunities to adopt this strategy Opportunities and competitive (Makinde, Ayeni, Sulyok, Krska, Adeleke, & Ezekiel) advantage are.

**The strategic leadership contributions of applicable organizations to the following:**

- They have the ability to look long (Samimi, Cortes, Anderson, & Herrmann, 2022) term, to survive, to survive, to grow.
- Enhance risk (Fernandez & Shaw, 2020) and risk tolerance taking.
- An organizational culture is not limited to what is present but is based on innovation.
- There is a kind of communication and informal and horizontal structures, besides formal.
- The ongoing pursuit by individuals of a competitive advantage.
- Individuals are valued by excellence in what they deliver in terms of quality of service, compared with what competitive enterprises, especially financial ones, offer to stimulate performance (Al-Filali, Abdulaal, Alawi, & Makki, 2023).
- Constant encouragement of self-initiative and risk-taking workers, instilling in them the development of the foundation's strategic capabilities, and tapping their innovative leadership talents.
- Emphasize values, especially enterprise vision, that affect the quality of an organization's output.

**- The foundations, principles and characteristics of strategic leadership in university education:**

Strategic leadership is based on a set of foundations and principles that represent a blueprint and a starting point for competitiveness and development for any institution, especially universities. These principles are as follows:

- **Opportunity Identification:** This is demonstrated by the organization's reliance on exploring opportunities and evaluating them with balanced judgments and outstanding executive skills.
- **Innovation & Risk taking Innovation & Risk taking:** Innovation for competitive advantage, risk-taking based on analysis and judgment is accepted.
- **Flexibility Flexibility:** flexibility in recognizing the need for change, implementing change quickly, thereby flexibility in applying resources, resources and existing capabilities in innovative modern ways.
- **Vision:** The broadening of vision created new opportunities, acting according to the established vision.

#### **- Importance and objectives of special units:**

The importance of special university units stems from the fundamental function of the university in the service of society, providing productive, advisory, service and training activities for faculty, faculty, staff, students, staff and all individuals from all segments of society. The importance of special units undoubtedly lies in the fact that they contribute the resources obtained from their services and activities to the support, quality and development of the educational process, for example in Indonesia (Yang, Al Mamun, & Salameh, 2023).

The importance of the special units stems from their essential role in providing educational services and combating illiteracy by establishing adequate databases on learning-deprived areas in the surrounding areas and by providing specialized expertise in the area of literacy; Design projects, programs and courses to develop the capacity of qualified personnel to provide appropriate educational services for each category.

#### **The most important goals that university units of a special character seek to achieve.**

- Contribute to the fundamental advancement of the university and its function of serving society.
- conducting research that contributes to solving the real-world problems faced by the work and production sectors or worksites and the role of services in the surrounding community of the university (Singh, Lim, Jha, Kumar, & Ciasullo, 2023).
- Contribute to the qualification and training of personnel from all walks of life, in cooperation with the corresponding units of other universities (Nsiah-Sarfo, Ofori, & Agyapong, 2023).

- Design and implement the undergraduate projects and colleges and support the productive work of institutions and individuals outside the university community.
- Units of a special nature for Egyptian universities also aim to achieve the vision and mission of the university in its service role in serving society; Strengthen cultural and scientific ties with other institutions and universities at the national and international (Ruiz-Palomino, Gutierrez-Broncano, Jimenez-Estevez, & Hernandez-Perlines, 2021) levels.
- **Research field framework:**

This section deals with field research procedures and results, and includes the research community and sample, research tools, codification and application procedures, and statistical methods that have been used.

**(a) Community and sample research:**

The study sample consisted of (147) faculty members who were board members and directors of centers / units as well as administrators of units of a special character for some theoretical and scientific colleges. The following table shows the distribution of sample members by type of staff type variant (administrative / faculty), number of years of experience, and the number of faculty (74) and administrators (72).

**Table (1) Search sample distribution by search variables**

Search variables		Number	Rate
Staff	Faculty members	74	51%
	administrative	72	49%
Number of years of experience	Less than 3 years	58	39%
	3 years or more	89	61%
Grand total		147	100%

**(b) Research tool:** The research tool was a survey of faculty members of board and unit directors and administrators of units/centers of a specific nature for some theoretical and scientific faculties and the management of the University of Minya, and was developed in accordance with the following steps:

1- Access to theoretical frameworks and previous studies related to the topic of research.



2- Some of the themes of the research were identified as the strategic leadership dimensions:

- Leadership entrepreneurial leadership
- Entrepreneurial culture
- Competitive advantage
- Innovation innovation
- Managing resources strategically
- external environment

3- A set of phrases has been formulated to be answered by selecting a specific alternative.

4. The instrument stability coefficient was extracted in the Cronbach alpha method where the total stability of the study instrument (0,884) was high and is valid for the purpose of the study.

**(j) Field research results and interpretation:**

1- Results of the degree to which the **research sample perceives the importance of the entrepreneurial dimension:** The arithmetic mean and standard deviation of the dimension "Pioneering Leadership" has been extracted from the perspective of the sample:

**Table (2) Arithmetic mean and standard deviation for the first dimension "Leadership"**

M. M. Mmm	Expression	arithmetic mean	standard deviation	Estimation
11	There is an ability to take risks in providing unknown services to competitors.	4.63	0.93	92.52
2	Provides a system for discovering new activities and businesses.	4.51	0.90	90.20
3	Identify opportunities before starting to work.	4.64	0.93	92.79
4	Have a clear, targeted strategic plan.	4.52	0.90	90.34
Five	Make the most of opportunities to manage change.	4.68	0.94	93.61
6	Having the capacity to take risks.	4.52	0.90	90.48
7	Focus on strategically managed and minimized risk.	4.67	0.93	93.33
8	Capitalize on modern entrances in leading-up to strategic missions.	4.59	0.92	91.84
9	The capabilities are diagnosed and the resources required for management are provided for maximum benefit and profitability.	4.31	0.86	86.12
10	The ability to anticipate and respond to	4.55	0.91	91.02

environmental variables.			
General average	4.56	0.91	91.22

It is clear from the previous table that the first dimension words "leadership" ranged in average calculations between (4,31-4,68) and the five-year scale adopted in the research, and the overall average of this axis was 4.56. This reflects that the overall level of awareness of the study sample of the importance of the entrepreneurial dimension came to a very large extent. The phrase "optimum utilization of opportunities for change management" ranked first with an average of 4.68, and this reflects the importance of leadership that operates in accordance with the principle of taking advantage of available opportunities and investing it distinctly in order to provide services and products unknown to the market, which is based on the strategic or pioneering enterprise's basis, and the ability to develop and provide the resources needed (Sattar, Akeredolu, Bogren, Erlandsson, & Borneskog, 2023), and its capabilities and assets This is due to the study sample's understanding of the importance of diagnosing the current capabilities and resources and the degree to which they will benefit from them before they begin to be employed. The research sample therefore sees the importance of strategic leadership of this approach based on a well-studied (Vera, Bonardi, Heet, & Withers, 2022) strategic plan, risk-bearing training and initiative, which is reflected in the methods of designing and evaluating services and products in units and centers of a special nature, and their response has increased.

**2) Results of the degree to which the research sample recognizes the importance of the entrepreneurial dimension of culture":** Arithmetic mean and standard deviation were extracted for all phrases after the "pioneer culture" from the research sample's point of view.

**Table (3) Arithmetic mean and standard deviation of the second dimension "Pioneering culture"**

Estimation	standard deviation	arithmetic mean	Expression	M. M. Mmm
85.58	0.86	4.28	There is a culture of leadership among all people.	11
90.48	0.90	4.52	There is a dissemination of the culture of change.	12
88.98	0.89	4.45	There is a culture of encouraging individuals to conduct research, experience, provide services and take initiative in performing their tasks.	13
84.08	0.84	4.20	An organizational culture based on the appreciation of new ideas, creativity and	14



universities is an urgent need to strengthen the resources of the University and improve the quality of its outputs.

- The urgent need for universities to have distinctly prepared and qualified academic leadership that can create and innovate value within them and help them discover undiscovered labor markets for their competitors.
- The development of university units of a special nature is based on outstanding strategic thinking and the ability to take initiative and bear risks.
- The development of university units of a special nature has become a top priority for the reform policies of university education in view of the university's mission to society and its service (Rahim, et al., 2021).
- To constantly change the marketing practices of services to the outside community.
- relying on both the expectation of the beneficiaries' needs and the competition's actions
- Activate partnerships with relevant institutions and sectors in service or production activity.
- Prepare for all environmental variables through non-traditional methods and methods of designing and delivering services and products and managing human resources for sustainable (Noor, Tunnufus, Handrian, & Yumhi, 2023) development.
- Undertaking projects and inter-community research with regional and international counterpart units and centers

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