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The Impact of Strategic Leadership on the Quality of Service in Yemeni Government Institutions Using Performance as a Mediating Variable

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Abstract: The study aimed to know the direct effect of strategic leadership on the quality of service represented by wireless communications services, in addition to knowing the indirect effect of strategic leadership on the quality of service when using performance as an intermediary variable. This research was conducted in government institutions in the Republic of Yemen. Represented by the offices of the Ministry of Communications and Information Technology in five Yemeni cities, it targeted senior management employees, boards of directors, and middle management concerned with strategic planning and strategic leadership. To measure and evaluate the factors of strategic leadership and service quality in Offices of the Yemeni Ministry of Communications Ministry of Communications and Information Technology of the Republic of Yemen. Moreover, performance. A questionnaire was formulated and distributed to the study sample, and data was collected through questionnaires for 150 individuals in some offices of the Yemeni Ministry of Communications. This study uses structural equation model analysis from the Partial Least Squares program through the Smart Plus 4 programs. The study reached a set of results, including that all models show a direct, positive and significant effect of strategic leadership on the quality of service represented by the quality of services in the offices of the Ministry of Communications. As well as the positive relationship between them, as well as the direct and positive impact of performance on the quality of service, as well as the positive and significant relationship between them. While the results indicated a positive and significant indirect effect of strategic leadership on service quality, there is also a positive and significant indirect relationship between strategic leadership on service quality when using performance as an intermediary variable.

Keywords: strategic leadership; quality of service; performance; government institution; structural equation modeling; Ministry of Communication; Smart Plus 4

JEL Classifications: M10, M19

1. Introduction

The importance of the study stems from the necessity of having highly qualified strategic leaders and a forward-looking strategic vision in the public sector to keep pace with the rapid changes taking place in the environment and adapt to them in a way that enhances performance and effectiveness. It raises the level of services provided to the public. To ensure that its future work is thoughtful, the current trend in the public sector is to provide strategic leaders with strategic skills in Institutions, ministries and their branches in the governorate, So that they can benefit from it in forming work teams and excelling in providing high-quality services Ministry of Communications and Information Technology, through positive performance, influence, inspiring customers, helping them develop their skills, and supporting them in improving the ability of government institutions to develop and adapt in the face of these accelerating challenges. Changes through innovation, carrying out their

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duties and providing distinguished services. As we see, the performance of many institutions at the present time is weak, and they are often unable to provide the best. This may be due to the current status of strategic leadership, which has the greatest impact on the quality of service represented in the government communications sector because the target ministry is the Ministry of Communications and Information Technology. This is what our research will highlight. Since strategic leadership skills are modern techniques that correctly reflect the success and failure of ministries, it is necessary to recognize their ethical contributions and the extent to which they help in achieving outstanding performance and quality call service required. The importance of the study comes from the importance of the topic, as the study dealt with a topic of interest to the public (governmental) sector in developing countries, especially the Republic of Yemen, as a model for this study. The study examined the direct and indirect impact of strategic leadership on the quality of service represented in the government communications sector in Yemeni government institutions. Through the above, the following study problems were formulated:

The problem of the first study: To what extent does strategic leadership influence performance in Yemeni government institutions represented by the Ministry of Communications and Information Technology and its offices?

The problem of the second study: To what extent does strategic leadership influence the quality of service represented by communications and information technology services in the Republic of Yemen?

The problem of the third study: What is the extent of the impact of strategic leadership on the quality of service represented by the communications and information technology service when using performance as an intermediary variable?

2. Literature Review:

2.1. Strategic Leadership

According to (Rowe and Nejad ,2009), SL is the capacity to persuade others under your direction to willingly make daily decisions that promote the organization's long-term survival and growth while preserving its immediate financial stability. According to (Ireland and Hoskisson ,2012), Strategic leadership is the capacity of an individual to foresee, visualize, retain adaptability, think strategically, and collaborate with others to drive changes that will improve the organization's future. The six dimensions of SL determining strategic direction, utilizing and preserving key capabilities, developing human resources, fostering an influential organizational culture, keeping an eye on ethical behavior, and establishing strategic controls are the foundation for measuring Strategic leadership in organizations (Ireland & Hoskisson, 2012). According to (Stephen P. Robbins ,2013), leadership is the capacity to persuade a group of people to pursue a certain vision or objective. For maximum performance, organizations require excellent management and strong leadership. Developing leadership involves pushing others to take the lead in their performance in addition to having leadership abilities. There is more to leadership than merely a skill set or area of expertise. A subtle yet very important personal characteristic characterizes leadership. According to (Sonmez Cakir and Adiguzel ,2020), leadership has a tremendous impact on the company since it inspires workers (Marjaya & Pasaribu, 2019; Saputri & Andayani, 2018). Furthermore, a leader needs to be capable and courageous enough to decide how to handle the issues the firm is facing. The Path-Goal theory states that directive leadership, supportive leadership, participatory leadership, and achievement-oriented leadership are examples of behaviors that indicate a leader's style.

2.2. Organizational Performance

Productivity is correlated with performance and reveals input and output hazards inside the company (Gielen et al., 2009). Even from a performance perspective, performance may be seen by highlighting the importance of efficiency in relation to the caliber of work that employees create, depending on a number of criteria already established by the relevant business. "Performance or work performance is something that is produced or a product or service produced or provided by a

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person or group of people," states (Surya Dharma ,2012). In order to assess the efficacy of this performance, (Ardiani, Nunuk ,1996, p. 11) says "The judgments we make are following the achievements of individuals, groups, and organizations, the closer they are to the expected achievements, the more effective we evaluate them." 317 (Ardiani, Nunuk ,1996, p. 6) argues that a shift in behavior and a positive mindset are necessary for developing high performance. According to (Whitmore ,1997 p. 104), "Performance is the implementation of the functions required of a person," others define performance as the execution of a function. Another way to think about performance is as the outcomes quality and quantity of outputs that people, groups, or organizations achieve. It may also refer to the degree of accomplishment. Of course, a measure or set of criteria serving as an indicator of the success to be attained is necessary in order to determine an organization's accomplishments. Performance is defined as "Utilization of resources efficiently and effectively to achieve results" by (Berman ,Keban, 2008, p. 209). According to (Pollit and Boukaert ,Keban, 2008, p. 209), performance assessment is created in practice in a large, intense, and external manner. It is implied by extensive performance development that performance measurement is extended to more job areas. External development refers to the inclusion of more external parties in performance assessment, whereas intensive performance development involves the inclusion of additional managerial tasks. Performance is defined as the element that is stressed as a record of the outcome or end result produced after a work or activity has been carried out for a specific amount of time by (Bernardin and Russell ,Keban, 2008, p. 210). This demonstrates that performance does not encompass an individual's personal traits; rather, it relates simply to a set of outcomes the employee achieved during a specific time period.

2.3. Quality of Service

In order to counterbalance client expectations, efforts must be made to satisfy the wants and wishes of the customer and ensure that their delivery is accurate. This is the concept of Quality of service . According to Wyckoff (F. dan G. C. Tjiptono, 2011), Quality of service is defined as follows: Quality of service is the anticipated standard of excellence and the management of that standard of excellence to satisfy client needs. The following is how (Parasuraman, A., Zeithaml, V., Berry, 1988) define Quality of service: The consumer's assessment of the service they got at a certain point in time is reflected in the quality of the service. The degree of significance assigned to each service dimension determines the quality of the service. According to the two definitions of Quality of service given above, there are two primary aspects that impact Quality of service: the services that customers receive or perceive as meeting their expectations, and the services that they receive or perceive as meeting their perceptions of the outcomes. The quality of a service may be measured along a variety of dimensions. According to (F. Tjiptono ,2008), there are a minimum of four approaches for measuring Quality of service: the Nordic Model, SERVQUAL model, Three-Component Model, and Multi-Model. Brady and Cronin assess Quality of service using the Multi-Model in their research (Wasi Bagasworo, 2020). The Multi-Model has three dimensions: quality of outcomes, quality of interaction, and quality of the physical environment. The aspects of Quality of service as described by (Brady and Cronin ,2001) and (Parasuraman et al. ,1988) are reviewed below. The primary dimensions that are the primary variables defining the quality of services are arranged as follows by (Parasuraman et al. (1988: 118) . A service company's QS may be evaluated using these aspects of Quality of service. Evaluating or contrasting a service's performance with a predefined set of criteria is the process of measuring QS (Fandy, Tjiptono dan Greforius, 2016). SERVQUAL is a multi-item scale that was developed by (Parasuraman, A., Zeithaml, V., and Berry ,1988) for use in the measuring model. Originally released in 1988, the servqual scale has twenty-two question items that are arranged across the five categories of Quality of service. The purpose of the servqual scale is to gauge customer perceptions and expectations as well as any holes in the Quality of service model. Differential Semantics or the Likert Scale can be used to make measurements. All that is required of the respondent is to select how much they agree or disagree with the questions about the delivery of Quality of service. If the service is seen as being as expected, then the quality is good and pleasant. The perception of Quality of service is optimal when it surpasses the expectations of the customer.

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Thus, whether or not the quality of service depends on the service provider's capacity to regularly match customer expectations. On the other hand, if the service obtained is lower 318 than expected, the quality is viewed as terrible.

Through previous studies, the objectives of the study were formulated, which are:

2.4. Objectives of the Study

Know the extent of the direct impact of strategic leadership on the quality of service represented by the communications and information technology service in the Republic of Yemen, as well as to know the indirect impact of strategic leadership on the quality of service represented by the communications and information technology service when using performance as an intermediary variable.

2.5. Study Hypotheses

The first hypothesis: Strategic leadership affects the quality of service represented by communications and information technology services in the Republic of Yemen.

The second hypothesis: Strategic leadership affects performance in communications and information technology in the Republic of Yemen.

The third hypothesis: Strategic leadership affects the quality of service represented by communications and information technology services in the Republic of Yemen by using performance as an intermediary variable.

3. Research Methods

The management science approach used in this study focuses on leadership, personal traits, Performance, and service performance. Because implementation involves data, analysis, and interpretation of meaning and derived data, this study uses descriptive analysis and validation. Survey method is a research technique used to collect data from events that actually occur and search for accurate information. Survey technique is the research strategy used. The survey approach may accurately analyze, evaluate and identify problems while also obtaining support for the current state of procedures. Furthermore, a survey approach may evaluate and compare the ways in which people respond to similar circumstances or issues. Future planning and decision making can be based on the results. The types and sources of data used in this study were: (1) primary data, which came directly from respondents through questionnaires, interviews, and researcher observations; and (2) secondary data that came from documents and provided support for the original data. The following conditions were taken into account in the criteria for the study sample: As long as the method is applied consistently, it is clear and easy to implement, and it can yield the best results with the least amount of risk and expense. In addition, the sample must be able to provide a trustworthy picture of the population as a whole and be able to determine precision, or the degree of certainty determined by differences in results obtained from complete records. In order to assess, measure and evaluate leadership factors and Quality of service, up to 150 customers were randomly selected from data collection data collected by distributing research questionnaires (Google Form) on a variety of WhatsApp, email and other social media applications. In addition, organization performance. Primary and secondary data were collected for this investigation. Along with questionnaire items, primary data are collected directly from government agencies. Secondary data iscollected from sources associated with the study or from data that other parties have investigated and collected in relation to this research question. In a scientific study, the validity and stability of the measurement tool is considered crucial, so it is necessary to verify the validity and stability of the tool before using it to collect data (questionnaire). The goal is to provide accurate and accountable information using valid and reliable measurement technology.

The structural equation modeling (SEM) analysis technique is the analytical design employed, and it is based on the identification of the problem, the research objectives, and the hypotheses. Statistical model building and testing is done with SEM, a multivariate analytic approach. Statistical

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models are often causal models. Partial Least Square (PLS) is a different approach to SEM analysis that relies on variance. PLS can explain whether there is a link between latent variables in addition to verifying the theory. Furthermore, PLS is utilized to validate a theory, therefore data analysis study grounded in PLS predictions is more appropriate. A link between latent variables may also be explained using PLS. Both formative and reflexive indicators can be used to assess constructs simultaneously with PLS. This is not possible with covariance-based SEM, as it would produce an unknown model. Given that two latent variables are produced in this study using reflexive indicators and that the variable is measured using a reflexive second-order factor approach, the PLS technique was used.

4. Results and Discussion

Figure following shows the path coefficient for the equation model, the model's coefficient of determination, and the measurement model for validity and reliability tests:

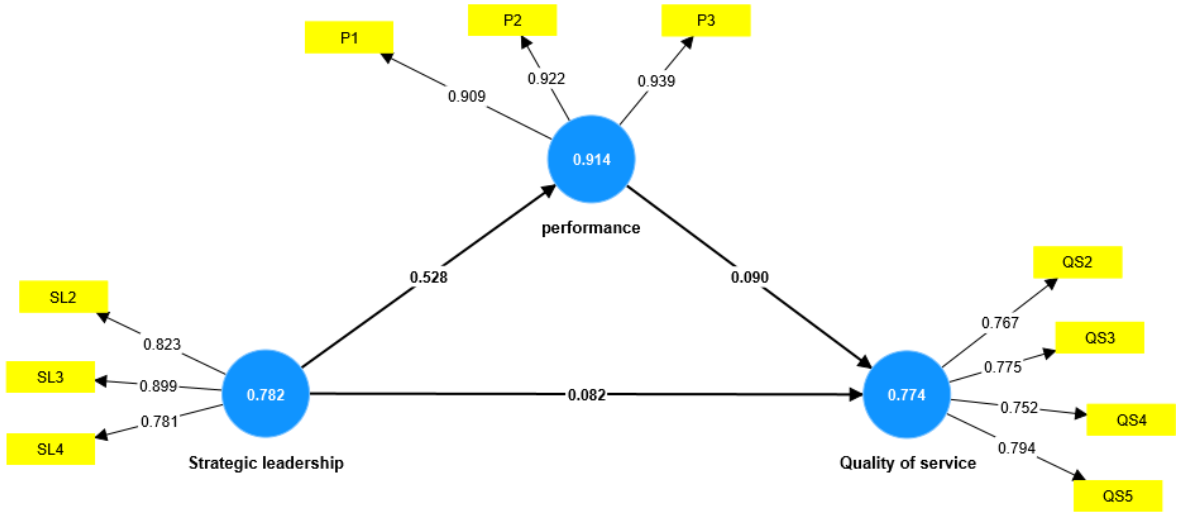

Figure 2. The PLS algorithm of the measurement model.

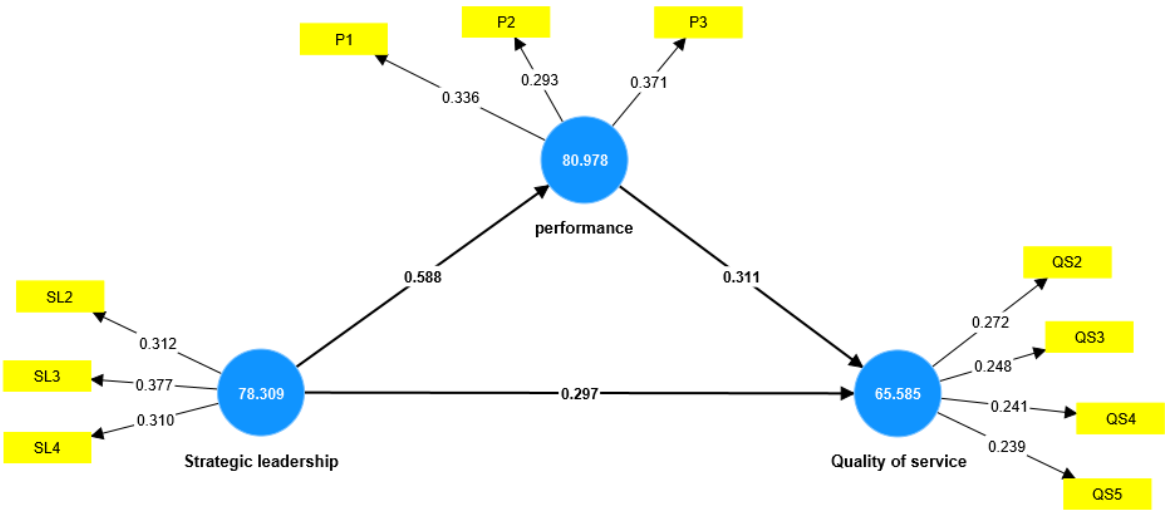

Figure 3. The PLS algorithm of the measurement model.

According to Figure 1 above, Strategic leadership indicators include the following: (1) dedication to organizational objectives; (2) composition of the top management team; (3) capacity for motivation; and (4) emphasis on the order selected by strategic initiatives that have the potential to improve organizations (Lear, 2012). Six indicators organizational commitment, organizational culture, remuneration, leadership, job satisfaction, and discipline were utilized to measure organizational success in this study (Hessel, 2007). According to (Parasuraman, A. Valerie ,2005), the study's focus

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on Quality of service was on five key dimensions: (1) palpable; (2) empathy; (3) dependability; (4) responsiveness; and (5) assurance. This study's partial least square (PLS) data processing method necessitates two steps in order to evaluate a research model's Fit Model. These phases consist of:

Assessment of the Outer Model or Measurement Model

The outer model may be evaluated utilizing data analytic methods using SmartPLS 4 based on three criteria: composite reliability, discriminant validity, and convergent validity.

5. Research Findings

The average variance extracted (AVE) method was used in this study to investigate the items' correlation. The results showed that the values are more than 0.50, indicating good convergent validity. Furthermore, factor loading values above 0.50, indicating valid content validity. In conclusion, considerable reliability is indicated by alpha values more than 0.70 and composite reliability (CR) values bigger than 0.70. These numbers are displayed in Table 1. The correlation between the variables was also investigated in this study using Fornell Larcker, and the results showed that the values corresponding to the variable itself had a stronger correlation than the values corresponding to the other variables. These results demonstrated legitimate discriminant validity. These numbers are displayed in Table 2. Cross-loadings were used in this study to investigate the correlation between the variables, and the results showed that the values corresponding to the variable itself were greater than the values corresponding to the other variables. These results demonstrated legitimate discriminant validity. These numbers are displayed in Table 3.

Table 1. shows the values Outer loadings and Construct reliability and validity.

Study variables	Items	Outer loadings	Cronbach's alpha	% of variance explained by a factor of unidimensionality	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Strategic leadership	SL2	0.823	0.782	78.308	0.791	0.874	0.698
	SL3	0.899					
	SL4	0.781					
performance	P1	0.909	0.914	80.978	0.917	0.946	0.853
	P2	0.922					
	P3	0.939					
Quality service	QS2	0.767	0.774	65.585	0.775	0.855	0.596
	QS3	0.775					
	QS4	0.752					
	QS5	0.794					

The Cronbach's alpha values for all variables were greater than 0.07, where the Cronbach's alpha values for SL, performance, and QS were (0.782, 0.914, 0.774). While the CR values (rho_a) for the study variables were greater than 0.07 (0.791, 0.917, 0.775), respectively, while the CR values (rho_c) were all greater than 0.07 (0.874, 0.946, 0.855), respectively as well. The average variance extracted (AVE) values for SL, performance, and QS were all greater than 0.05 and were (0.698, 0.853, 0.596), respectively. This indicates the strength and validity of reliability.

Table 2. Discriminant validity.

Study variables	Quality of service	Strategic leadership	performance
Quality of service			
Strategic leadership	0.615		
Performance	0.576	0.692	

According (Hair et al., 2019), discriminant validity is an additional evaluation criteria that signifies the degree of difference between a variable and other variables. According to (Duarte, 2010),

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it is the extent to which one thing is distinct from other items. The higher a variable's discriminant validity, the more distinct it is in describing the phenomena in relation to other factors. This study used the square root of the AVE to show discriminant validity; nevertheless, it should go beyond the significance of connections between latent components (Hair, et al., 2019). Discriminant validity was then developed to guarantee the model's external consistency. A comparison of the latent constructs is shown in Table 3. The squared AVE values for the constructs are as follows: strategic leadership (0.698), performance (0.853), and Quality of service (0.596).

Table 3. Heterotrait-monotrait ratio (HTMT).

The relationship between the study variables	Heterotrait-monotrait ratio (HTMT)
Strategic leadership <-> Quality of service	0.615
performance <-> Quality of service	0.576
performance <-> Strategic leadership	0.692

Table 3 shows the degree of relationship between the study variables, where the relationship between them was positive and all of them were greater than 0.5, as follows, where the relationship between Strategic leadership and Quality of service was (0.615), which is a positive and large relationship because it is greater than the statistically determined and constant relationship, which is equal to 0.5. While the relationship between performance and Quality of service was (0.576), which is a positive and large relationship because it is greater than the statistically determined and fixed relationship, which is equal to 0.5. The relationship between performance and SL was (0.692), which is a positive and large relationship because it is greater than the statistically determined and fixed relationship, which is equal to 0.5. With these results, the degree of correlation and reliability between the study variables is strong and positive.

Table 4 demonstrates that the loading factor value for the latent variable indicators is higher than the loading values of the other latent variables. That is, the discriminant validity of latent variables is good.

Table 4. Cross loadings.

Factor	Items	performance	Quality of service	Strategic leadership
performance	P1	**0.909**	0.439	0.549
	P2	**0.922**	0.444	0.488
	P3	**0.939**	0.462	0.586
Quality service	QS2	0.395	**0.767**	0.403
	QS3	0.347	**0.775**	0.353
	QS4	0.395	**0.752**	0.339
	QS5	0.36	**0.794**	0.385
Strategic leadership	SL2	0.44	0.405	**0.823**
	SL3	0.535	0.44	**0.899**
	SL4	0.494	0.357	**0.781**

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Model Fit Test

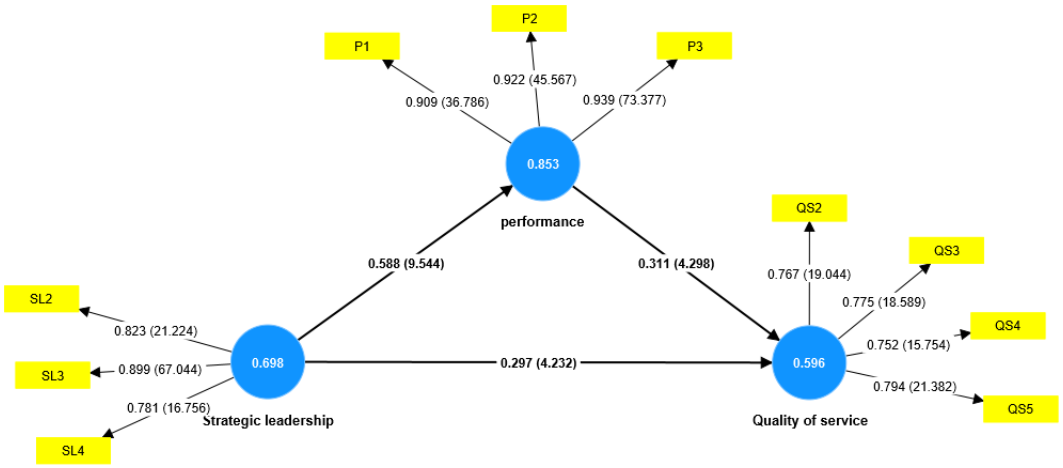

Figure 4. The PLS algorithm of the measurement model.

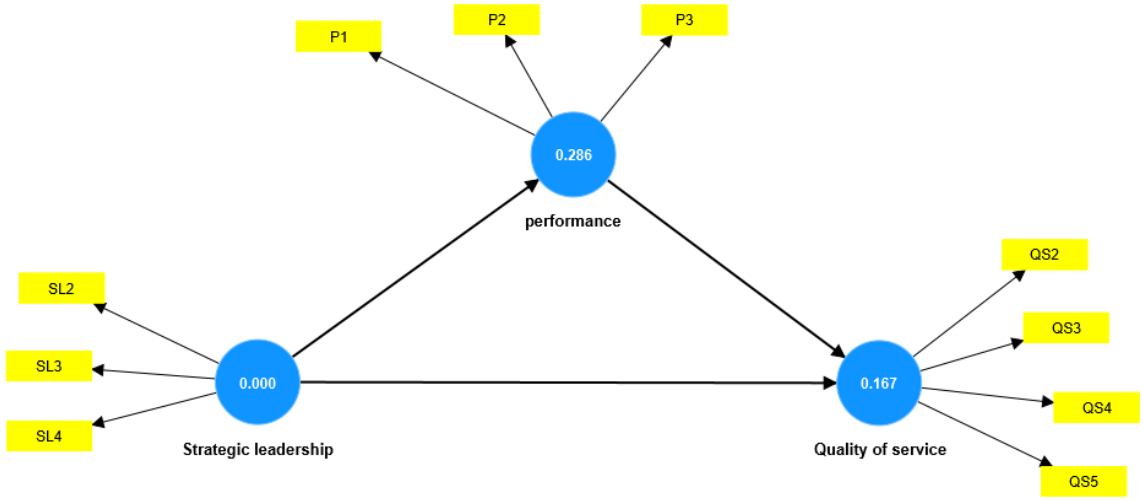

Figure 5. The PLS algorithm of the measurement model.

Table (5) shows all the values of the study items, where the beta values for all the study items were greater than 0.5. Also, all the beta values for the study variables items are positive, and this indicates that the relationship is positive between all the study variables items, and the values of (Sample mean (M)) are greater than Its fixed value is 0.7, and this is evidence of the validity and reliability of all items of the study. It was also noted through the analysis that all T values are greater than 2 and P values are less than 0.05, meaning that there is a positive effect and a direct positive relationship between SL and Quality of service. There is also a direct positive relationship between performance and Quality of service, and there is also an indirect positive relationship between leadership. Strategy and Quality of service as well.

Table 5. Mean, STDEV, T values, p values For study paragraphs.

Study sections	beta	Sample mean (M)	Standard deviation (STDEV)	Bias	2.5%97.5%	T statistics (|O/STDEV|)	P values
P1 <- performance	0.909	0.909	0.025	0.000	0.849 0.948	36.786	0.000
P2 <- performance	0.922	0.922	0.020	-0.001	0.874 0.955	45.567	0.000
P3 <- performance	0.939	0.939	0.013	0.000	0.910 0.961	73.377	0.000
QS2 <- Quality of service	0.767	0.767	0.040	0.000	0.668 0.831	19.044	0.000
QS3 <- Quality of service	0.775	0.772	0.042	-0.003	0.678 0.842	18.589	0.000
QS4 <- Quality of service	0.752	0.751	0.048	-0.002	0.633 0.823	15.754	0.000
QS5 <- Quality of service	0.794	0.792	0.037	-0.002	0.703 0.851	21.382	0.000

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SL2 <- Strategic leadership	0.823	0.821	0.039	-0.002	0.729	0.883	21.224	0.000
SL3 <- Strategic leadership	0.899	0.901	0.013	0.001	0.866	0.921	67.044	0.000
SL4 <- Strategic leadership	0.781	0.778	0.047	-0.003	0.663	0.851	16.756	0.000

Table 6 shows that the direct effect between Strategic leadership and Quality of service is positive and there is a positive and significant relationship, where the value of (beta value = 0.297; T = 4.232; P = 0.000), where the beta value is positive and the value of T = 4.232, which is a value greater than 2, In addition, (P = 0.000). It was noted through the analysis that the direct effect between Strategic leadership and Performance is positive, and there is a positive and significant relationship, as the value of (beta value = 0.588; T = 9.544; P = 0.000), as all betas are positive, so the value of T = 9.544, which is a value greater than 2 in addition. Until (P = 0.000). It was noted through the analysis that there is a direct and positive effect between Performance and Quality of service, and the relationship is positive and significant, as the value of (beta value = 0.588; T = 9.544; P = 0.000), as all betas are positive, so the value of T = 4.298, which is a value greater than 2 In addition to (P = 0.000).

Table 6. Path coefficients (Direct effect between study variables) Mean, STDEV, T values, p values for study variables.

Relationship	beta	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Strategic leadership -> Quality of service	0.297	0.301	0.070	4.232	0.000
Strategic leadership -> performance	0.588	0.588	0.062	9.544	0.000
performance -> Quality of service	0.311	0.308	0.072	4.298	0.000

Table 7 shows that the indirect effect between Strategic leadership and Quality of service is positive and there is a positive and significant relationship as the value of (beta value = 0.183; T = 3.840; P = 0.000) where the beta value is positive and the value of T = 3.840 which is a value greater than 2 Moreover, (P = 0.000).

Table 7. Total indirect effects (Mean, STDEV, T values, p values.)

indirect effects	beta	M	S. d	T	P values
Strategic leadership -> Quality of service	0.183	0.181	0.048	3.840	0.000

The amount of variance in the endogenous variable that can be attributed to all exogenous sources is represented by the coefficient of determination (R2), which takes evaluation (R2), effect size (f2), and predictive significance (R2) into consideration. Additionally, (Hair et al., 2017) recommended suitable parameter cutoff values for selection values, such as 0.75 strong, 0.50 moderate, and 0.25 weak. The coefficient of determination shows a reasonable degree of prediction accuracy, which is supported by the table data. The link between OP, an intermediary variable, and QS is ascertained using the R2 factor. Because the R2 value is less than 0.75, it is considered weak. The result was 0.294. This is a significant outcome. The effect size quantifies the impact of the independent variable on the latent dependent variable. The difference in (R2) between the major effects arises when a certain mediating variable is present or missing in the model under examination (Hair, et al., 2013). The cutoff values range from 0.02, 0.15, and 0.35 for medium, high, and weak connection sizes, respectively, to determine the relationship size for a particular model. (Q2) is a predictive significance metric that assesses how effectively each endogenous latent concept's indicators are predicted by the model (Hair et al., 2011). The blindfold approach is used to calculate this number (Wong, 2013).Verified replication and community-validated methods can be used to measure the Q2 value (Sarstedt et al., 2014). Select the first approach. If the Q2 values of any endogenous latent variable are larger than zero, the route model offers a reasonable level of prediction accuracy for this construct (Sarstedt et al., 2014). The dependent variable "service quality" in Table 8 has a Q2 value of 0.167, meaning that the model's prediction accuracy for this construct is 49.6%. This suggests that the route model has a reasonable level of prediction accuracy for the notion of "Quality of service." Table 8 shows that the endogenous latent variable "service quality" has a Q2

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value of 0.167, indicating a 49.6% predictive accuracy for this model component. This shows that the route model's average prediction accuracy for the idea of “Quality of service."

Table 8. SSO, SSE, R , Q^2.

Study variables	SSO	SSE	R-square	R-square adjusted	Q^2 (=1-SSE/SSO)
Quality of service	796.000	663.297	0.294	0.287	0.167
Strategic leadership	597.000	597.000			0.000
performance	597.000	426.501	0.345	0.342	0.286

Table 9. Hypothesis testing and the results.

Impact and relationship	beta (M)	S. d	Bias	2.5%	97.5%	T	f^2	P values	decision
Strategic leadership -> Quality of service	0.480	0.483	0.065	0.003	0.344	0.598	7.441	0.082	0.000 Supported
Strategic leadership -> performance	0.588	0.588	0.062	0.000	0.459	0.701	9.544	0.528	0.000 Supported
performance -> Quality of service	0.311	0.308	0.072	-0.003	0.168	0.457	4.298	0.090	0.000 Supported

6. Results

Table 8 shows that the direct effect between Strategic leadership and Quality of service is positive and there is a positive and significant relationship, as the value of (beta value = 0.297; T = 4.232; P = 0.000), where the beta value is positive and the value of T = 4.232, which is a value greater than 2, In addition, (P = 0.000). It was noted through the analysis that the direct effect between Strategic leadership and Performance is positive, and there is a positive and significant relationship, as the value of (beta value = 0.588; T = 9.544; P = 0.000), as all betas are positive, so the value of T = 9.544, which is a value greater than 2 in addition. Until (P = 0.000). It was noted through the analysis that there is a direct and positive effect between Performance and Quality of service, and the relationship is positive and significant, as the value of (beta value = 0.588; T = 9.544; P = 0.000), as all betas are positive, so the value of T = 4.298, which is a value greater than 2 In addition to (P = 0.000). It also shows that the indirect effect between Strategic leadership and Quality of service is positive, and there is a positive and significant relationship, as the value of (beta value = 0.183; T = 3.840; P = 0.000), where the beta value is positive, and the value of T = 3.840, which is a value greater than 2. Moreover, (P = 0.000) .

The results of the research on the models built in this study indicate that all models show results of a positive and significant effect from testing the hypotheses that were conducted for strategic leadership and its direct impact on quality of service as well as the direct relationship between strategic leadership and quality of service. Is positive and significant between them, as well as the direct effect of performance on quality of service was positive and significant, as well as the relationship is positive and significant between the two variables. While the results indicated that, there is a positive and significant indirect effect of strategic leadership on quality of service and the existence of a positive and significant indirect relationship between strategic leadership on quality of service. This indicates that implementing performance through strategic leadership will have a positive impact on quality of service. Which indicates that the implementation of strategic leadership will have a positive impact on the quality of service and performance .This indicates that the implementation of strategic leadership will have a positive impact on the quality of service and performance as an intervention that can Enhances the impact of strategic leadership on service quality. This is based on the results of the impact test, which show that performance positively affects service quality. Therefore, performance can be used as an intermediary variable that enhances the relationship between strategic leadership and service quality.

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7. Discussion

The study's findings demonstrate that strategic leadership may improve performance when used properly. These findings are in line with earlier research; for instance, (Al-Analawi et al., 2013) found that developing strategies that are suitable for a non-profit organization's competitive environment is frequently crucial to its success. (Mahmoud et al., 2012) state that non-profit organizations strive to provide for the demands of their beneficiaries by performing well. (O'Reilly, et al. ,2010) corroborate this, stating that enhancing performance required a leader's strategic efficacy. The study of (Ojokuku, et al.,2012), which discovered that performance is predicted by strategic leadership, is likewise in line with this point of view. Similarly, a research by (Riaz, et al., 2010) found that effective strategic leadership significantly influences an organization's performance and development. As a result, this study adds to the body of information regarding the significance of strategic leadership for nonprofit organizations' organizational effectiveness. The findings concurred with other studies that hypothesized and experimentally demonstrated the beneficial impact of strategic leadership on performance (Fitza, 2017; Ireland & Hitt, 1999). The fact that the current study disapproved of the research by (Kiss et al. ,2016) suggests that this informal link does exist. Doubt because earlier research has shown that contextual limitations may restrict its effect on performance. These contradictory findings suggest that there is either insufficient data to draw a firm conclusion on the relationship between the broad notion of strategic leadership and performance, or that there are too many complicating factors to do so (Quigley & Graffin, 2017; Knies et al., 2016).This research posits that strategic leadership has a direct positive impact on performance, hence filling the knowledge gap. In order to stay relevant and boost performance, an organization's strategic leadership must adapt both its operational and strategic orientations given the unpredictability of the external environment (Kraatz & Zajac, 2001). The present study also supported previous research by (Al Khajeh ,2018), (Sugiyanta,2017), and (Zia-ud-Din et al. , 2017), which highlights the beneficial effects of strategic leadership on performance since these leaders have a bright and attainable future in mind. They state the objective in plain terms, set high standards, and simplify significant roadblocks (Andleeb, 2016, 2017e; Andleeb, Chan, and Nazeer, 2019; Andleeb, 2017a, 2017d, 2017c, 2017b). in order to enhance performance.

The current study concurred with the study of (Al-Shoubaki et al., 2020) on the link between strategic leadership and service quality, which demonstrated that the performance of service quality management methods relied on the strategic leadership efficacy and capacity of the leaders. Furthermore, this finding was supported by studies conducted by (Al-Ayoubi, et al. ,2020; Amin, et al. ,2016; Abu Dahr ,2018; Al-Matariyya ,2016), which established the critical role that strategic leadership plays in implementing quality of service in institutions. The present investigation aligned with the findings of (Abu Dahr et al., ,2020), which suggested that strategic leadership should be prioritized in order to capitalize on its strategic role in decision-making and institutional development through the application and practice of high-quality service. Conversely, the study runs counter to the findings of (Al-Dajjani and et al , 2017), who highlighted that strategic leadership has no discernible positive impact on the quality of services provided by Egyptian universities. The current analysis is in line with previous research (Ameen, et al. , 2019; Ameen, et al. ,2018; Amin, et al. ,2019; Amin, et al. ,2012 ; Amin, et al. ,2011) that demonstrated a substantial relationship between performance impact and service quality. This effect has been explained by the theory that when a public sector employee can take advantage of smart government applications at the location or time where they work, they will search for platforms that are appropriate for their tasks and can also interact with others through them. This will lead to an improvement in performance. Previous studies have corroborated this theory.

8. Conclusions

The importance of the study comes from the importance of the title and the need for the sample to study, as the study focused on studying the most important dimensions of modern and contemporary management, which is strategic leadership and its impact on the quality of service, represented by the quality of communications and information technology service in the government

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sector in the Republic of Yemen and the extent of the impact of strategic leadership on the quality of service when Performance is an intermediary variable. The study aimed to analyze the direct and indirect effect of strategic leadership on service quality. The researcher used the quantitative approach with the aim of linking measurements, formulating hypotheses, and arriving at real results, in addition to the descriptive approach with the aim of arriving at a description of the research phenomenon and its aspects, and used previous studies to write the theoretical framework. The researcher also used the experimental method in addition to the inductive method by studying parts of the study sample and then circulating it and arriving at conclusions among the study population. For example, only some Yemeni government institutions represented in the communications and information technology sector were taken, and the results were generalized to all public sectors in the country. The study reached a set of results, including that all models show a direct, positive and significant effect of strategic leadership on service quality. As well as the positive relationship between them, as well as the direct and positive impact of performance on the quality of service, as well as the positive and significant relationship between them. While the results indicated the presence of a positive and significant indirect effect of strategic leadership, and the existence of a positive and significant indirect relationship between strategic leadership and service quality when using performance as an intermediary variable.

Future Research Prospects

We advise researchers in the future to take into account other dimensions in modern and contemporary management other than strategic leadership, in addition to taking society and studies other than society and the sample of the current study, whether institutions in the public or mixed sector or companies in the private sector, while taking dependent and mediating variables other than service quality and performance.

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