STRATEGIC PERSUASION AS A MEDIATING VARIABLE BETWEEN ALTRUISTIC LEADERSHIP AND HIGH PERFORMANCE OF EMPLOYEES: AN ANALYTICAL STUDY

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Abstract

The current study aims to identify the role of the mediator for strategic persuasion in the relationship between altruistic leadership and the high performance of workers in Najaf Al-Ashraf Teaching Hospital (German) through applied knowledge frameworks on which the study relied. In achieving the high performance of workers through strategic persuasion, to address the problem of the study, a set of main and sub-hypotheses were formulated that are appropriate to the problem of the study and its objectives, considering altruistic leadership as an independent variable and the high performance of workers as a dependent variable, while strategic persuasion is considered a "mediator" variable, and through it a hypothetical scheme was designed that illustrates The nature of the effectual relationship between the variables of the study, Najaf Al-Ashraf Teaching Hospital (German) was chosen as a field community to analyze the scientific aspect of the study and rely on a sample of employees in the hospital. It was analyzed by (SmartPLS SPSS) program, and in the light of the results, the study reached a set of conclusions, the most important of which is that altruistic leadership has a direct impact on the high performance of the workers in the aforementioned hospital, but below the desired level, so the hospital should pay more attention to it. The study also proved that the mediating variable (Strategic persuasion) contributed to raising the percentage of influence relationship between the independent variable (altruistic leadership) and the dependent variable (high performance of employees) in part. The management of the organization must clarify these aspects through training programs and seminars and meet with them periodically and continuously and urge them to this type of behavior.

Keywords: Altruistic leadership, high performance of employees, strategic persuasion, Najaf Teaching Hospital (German).

1. INTRODUCTION

In today's business world, maximizing staff productivity is a top priority for any company. Rapid and unexpected shifts are the norm. In the organizational life cycle, which culminates in decline and eventual death, uncertainty in the environment serves as a spur for survival (Bishwas, 2015:145). The capacity to swiftly react to stakeholders while still guaranteeing procedures that assist accomplish the ultimate objective is a hallmark of organized dynamism. Furthermore, job satisfaction, positive impact, happiness, work engagement, and organizational commitment were all linked to an organization's vitality (Tummers et al., 2018; Almagtome, Khaghaany, & Once, 2020). Positive leadership styles may have a significant impact on the productivity of subordinates in any given firm. The research at hand focuses on constructive leadership, often known as selfless leadership. The growth, survival, and success of the company might be influenced by this leadership. An altruistic leader prioritizes the happiness of their team members over their own. Putting the demands of his subordinates ahead of his own, an altruistic leader puts in place measures to ensure that they are met. Leaders who act selflessly aim to motivate their staff by appealing to their beliefs and emotions, hoping to foster loyalty and passion in the workplace. According to research by Abdillah et al. (2022:2), employees will see this as "setting aside" personal goals and focusing on the organization's success. The difficulty in evaluating and selecting the best ideas comes from the sheer volume of suggestions that might result from strategic persuasion attempts. Cognitive overload is common among those tasked with evaluating and selecting candidates. Researchers urge for a convergence

phase to be included in the process to solve this issue and compile a preliminary selection of the most promising contributions. This perspective is useful for managing an organization's open innovation in ways that go beyond simple ideation (Fu, et al. 2017:2). Studying "the capacity to diagnose the reality of altruistic leadership behaviors; the availability of high performance for employees through strategic persuasion; and how to achieve excellence, continuity, and growth under good dealing with a variety of circumstances" This research, which relied on applied knowledge frameworks, set out to determine whether or not there was a connection between altruistic leadership and the great performance of employees at the German-based Najaf Al-Ashraf Teaching Hospital. Taking into account altruistic leadership as an independent variable and the high performance of workers as a dependent variable, and strategic persuasion as a "mediator" variable, a hypothetical scheme was designed that illustratively links the two through altruistic leadership and strategic persuasion to address the problem of the study. Najaf Al-Ashraf Teaching Hospital (German) was selected as a field community to assess the study's scientific element and depend on a sample of hospital staff due to the nature of the causal link between the variables. Altruistic leadership has a direct impact on the high performance of the workers in the aforementioned hospital, but below the desired level, so the hospital should pay more attention to it, as determined by analysis using the (SmartPLS SPSS) program. The research also showed that the impact link between the independent variable (altruistic leadership) and the dependent variable (excellent performance of workers) was strengthened in part by the mediational variable (Strategic persuasion). The organization's leadership must provide training and seminars to shed light on these points, as well as have regular meetings with employees to reinforce the importance of this sort of conduct.

2. LITERATURE REVIEW

2.1. The Altruistic Leadership

Altruistic leadership is a driver of positive behavior, such as innovative behavior. An altruistic leader builds a "tolerant" and "flexible" context in the workplace, which may ultimately promote positive behavior among subordinates. Based on its nature, it may establish a high-quality relationship between the leader and subordinates. An altruistic leader who shows love (including humility, patience, understanding, compassion, and kindness) subordinates in building and consolidating their social resources, thus increasing the likelihood that they will help those whose knowledge they seek. First: the concept of altruistic leadership

Before addressing the concept of altruistic leadership, we must know what is meant by leadership in general. Leadership is defined as the individual's ability to influence and motivate others and facilitate their contribution to effectiveness and success (Bohoris & Vorria, 2008:2), and according to Chanko & Rahmat, (2022:1). Leadership is sometimes defined as the exercise of power and decision-making. Leadership is also defined as an initiative to act that produces a consistent pattern to find a way to solve a common problem. Therefore, the success of an organization in achieving its goals or achieving good performance is largely determined by the state of the organization itself. It is a common call for social empathy from a universal moral awareness and it is guiding others with the ultimate goal of improving their well-being. Among the factors that altruistic leadership includes are (a) personality (b) caring (c) empowerment (d) balance (Miller et al., 2005). (4) This indicates that the leadership aspect is important in organizing and influencing subordinates to achieve organizational goals. Altruism is described as a component of personality within the individual (Mallén, et al., 2015:24). As altruism was conceptualized as a complex motivational state, the measure of altruistic leadership should include an assessment of the leaders' intentions along with their behaviors. Leaders' self-assessments can be used to collect data on their ideology and emotions, as well as their willingness to act upon them, and compare them with followers (Zheltoukhova, 2016:7). The altruistic leader takes on an important role as a significant factor in the progress of the organization. Altruistic leadership, due to its importance in the progress of the organization and society, some researchers believe that altruism is related to the concept of the golden rule, which is

similar to the moral element in religious practices (Scott & Seglow, 2007:89), and the altruistic leader is the person who cares about the needs and desires of others and elevates them above the self.

The concept of altruistic leadership has led to the use of ancient manuscripts as a focus of research. Researchers believe that religious and traditional values embedded in ancient manuscripts can provide insights for expanding knowledge about altruistic leadership. They found that ancient manuscripts, such as the Bhagavad Gita, Buddhism's Eightfold Path, contain altruistic values that are useful in building altruistic leadership (Pathak, 2016:53). et). Altruistic leadership refers to leaders who show selfless concern for the welfare of their subordinates by putting the interests of their subordinates ahead of their own. From a human perspective, this leadership style can be seen as leaders who focus on others, are highly concerned about others and the needs of subordinates, and are willing to sacrifice their self-interest to help their subordinates.

There are several definitions of altruistic leadership, according to Chanko et al, 2022:2, as follows:

   (1) The art of influencing and directing people through obedience, trust, respect, and enthusiastic cooperation in achieving common goals.

   (ii) The process of influencing or setting an example from leaders to followers to achieve organizational goals.

   (iii) The ability to influence a group to achieve organizational goals.

   (4) The ability to influence, inspire and direct the actions of a person or group to achieve expected goals.

There is a phenomenon associated with leadership that all subordinates are dissatisfied and unwilling to carry out the instructions of their leader. From the initial observations according to employees, "the role of a leader is very important to them, and sometimes they lack empathy if they have a bad leader or even sometimes we skip work too" because the work atmosphere is not good with unsympathetic leadership. This can happen because leadership often does not communicate directly so it cannot establish a good working relationship with employees.

The most appropriate dimensions of the research organization, where Zheltoukhova (2016:180) believes that altruistic leadership is measured through three measures (sympathetic help, expectation of bearing the costs of sacrifice and caring for others).

   1- Sympathetic help: It is the help shown by the person who feels for those around him and deals with their feelings personally as if they were his feelings and is quickly affected by the surroundings and rushes to help.

2- Expect to incur sacrifice costs: it means that a person gives and donates to others without charge.

3- Caring for others, which means caring for the interests of others, fulfilling their needs, and taking care of their interests even in their absence.

2.2. The Strategic Persuasion

Strategic persuasion is a process that practices a new belief or a change in the level of strategy concerning persuading others and other organizations to achieve the desired strategic goals. Persuasion appears as an art or craft technique that is not universally applicable. It allows us to understand how an individual operates in a given context to be more efficient in some general rules so to speak but it does not guarantee that we will necessarily be persuasive in implementing the vision of the organization in our endeavor because the human being is a multifactorial phenomenon where there are always uncontrolled variables. In this respect, we should note that the processes of persuasion have a linguistic basis (verbal and non-verbal language) but are also influenced by social, interpersonal, and cultural dynamics. It is often used in organizations and with the external environment, as it is a means to attract or polarize others, whether they are individuals or other organizations, and from here the term persuasion was launched in the face of fluctuations or lapses that occur in business organizations.

First: the concept of strategic persuasion

The process of strategic persuasion is necessary at present as a phenomenon that always occurs in organizational environments. In addition, strategic persuasion is a method that can be learned, but its results cannot be fully predicted, as persuasion appears as a "technique" art or craft that is not

universally applicable (Fernández & Alvarez, 2020:23-22). Persuasion is a multifactorial phenomenon as there are always uncontrollable variables that may occur in external environments. In this regard, we must note that persuasion processes are also affected by social, interpersonal, and cultural dynamics. Conversational intentions and persuasive strategies are particularly relevant in business contexts and the activity of small and medium organizations in particular (Dougal., et al 2021:2). Strategic persuasion is considered a type of leadership in terms of competence, ability, and skill that the individual possesses in carrying out tasks to increase the productivity of the organization. (Snyder, 2015:171).

(Dougal., et al 2021:2) indicated that strategic persuasion is a strategy taken by organizations to disguise their clients with a positive image of that vision of internal contradiction and thus persuade these dealers in the short term until distinct patterns are produced about these internal contradictions and then It acts as an engine for change in major strategies, and on this effect, that organization has a prominent role over the rest of the other competing organizations. In addition, it adopts a set of communication tools with others to put individuals in a persuasive position through strong communication means that improve their perceptions and intentions and adopt the ideas imposed by them. This is the dominant organization (Braddock, 2020:11). Strategic persuasion, especially in work contexts, is necessary to carry out their tasks effectively, as individuals need the ability and art of persuasion skill and rely heavily on their ability to convince investors and other colleagues about the feasibility of their business projects as well as on their personal ability to lead these projects (Braddock, 2020:11). Persuasion, which is understood as the ability to persuade others to change their way of thinking, belief, or behavior who have established more than one successful business that employs others who possess several skills, including persuasion, leadership, personal accountability, goal orientation, and interpersonal skills with persuasion is the most prominent about such as efficient leadership Enterprise and its productivity Other scientific findings confirmed the importance of persuasive strategies for entrepreneurs (Ferrari, 2018:22). Persuasion is a form of support that enhances the beliefs, ideas, and competence that people possess in the process of carrying out tasks and practices that necessitate officials and decision-makers to implement their vision in an optimal manner.). Strategic persuasion is an essential social skill for leaders and it is a common conclusion for him to be one of the main strategies but with a special focus on action plan presentations (Rouphael & LeTreust 2021:1). Recently, he stressed the role played by persuasive organization strategies that working individuals must deploy to secure funding for their organizations and work to pay attention to this persuasion because of its strategic importance in financing the organization and increasing its profits because, in the end, it benefits them through the use of individuals who enjoy persuasion and ability through Their interactions with customers or with the external environment, in general, are those actors who use their knowledge of the process to promote their own goals (Álvarez-Delgado et al., 2020:2).

The most appropriate dimensions for the research organization, as Pandey, J. (2022) believes that strategic persuasion is measured through three measures (hard influence, rational influence, and permissive influence).

To build the Strategic Persuasion Scale, the first task was to define and visualize the dimensions of influence behavior. Numerous efforts such as the results of numerous research program studies on social influence, literature reviews, newspaper and magazine clippings, observations of what is happening in the community, and countless hours of deliberation with colleagues have facilitated the identification of 12 dimensions of influence tactics (Pandey, 1981d, 1986b, 1988a). Three broad categories of influence are conceptualized: hard-line influence, rational influence, and permissive influence, with specific tactics under each.

1. Hard Influence is a direct, firm demand for persuasion. Strong influence includes intimidation, belittlement, power, assertiveness, and alliance formation. These tactics are more forceful, and straightforward, and push the target into compliance. Hard tactics threaten target autonomy. Hard tactics direct the target to do what is required to be done.

(a) Intimidation: Intimidation The intimidation method tries to arouse fear in the target person to force him to obey. The force agent shows that it has the resources to inflict pain and stress, and the

action depends on whether the target does not obey. If the target perceives the threat as real, it commits to avoiding negative consequences. Bullying commonly occurs in relationships that have a non-voluntary setting such as family, marriage, student-teacher, employee-employer, and military service. The altruist tries to show his ability to cause negative results through verbal threats, pressures, coercion, etc. Intimidation is a form of bullying.

(b) Disparagement: The disparagement method expresses negative attitudes towards the targeted person to belittle him, criticize him, disrespect him, and weaken his morale (Fodor, 1974). Belittling consists of behaviors towards the target to make them feel small and degraded. There are many methods used such as speaking lightly, belittling, disparaging honor, making comparisons with others to inflict inferiority, ignoring defamation, etc. Ethnic jokes that disparage recipients paint a discriminatory and hostile image of the target. The altruist tries to convince the target that they deserve negative attitudes from others.

In recent years, underestimation has been widely present in cyberbullying. There is also the use of disparagement in competitive advertising of products. There are also, in India and other countries, anti-defamation laws to regulate the social order.

(c) Authority: Authority is a legitimate means of influencing others and making them comply. Authority is associated with a particular position in both social and organizational contexts. Power is used to benefit or limit others. Etzioni (1961) considered the power to be a superior's means of influencing another person, especially subordinates. In an organizational context, this tactic is practiced when a person can write a confidential report and award rewards and punishments.

(d) Assertiveness: Assertiveness A person may insist that the target must do something. He continues to insist and demand something. The persuader, with excessive enthusiasm, pushes himself towards the goal. Assertiveness involves pressure, telling the person to comply, verbally expressing anger, pointing out rules, and becoming a nuisance to achieve compliance. The powerful tactic of influencing others is present at all levels (ie superiors, co-workers, and subordinates) in organizations (Kipnis, 1976). Assertiveness may include an element of emotional tone due to the confrontation. Assertiveness is a pushing tactic intended to pressure the target into compliance.

(e) Coalition formation refers to attempts to build alliances with others to gain and demonstrate greater power to make the target comply (Kipnis et al., 1980). The person seeks the help of others to persuade the target to do something or uses the support of others as a strategy to increase the pressure on the target to agree (Yukl & Falbe, 1990). When formal authority or personal resources are low, players in coalition formation pool resources to gain greater control over the target. This technique, using group support, is often used to influence superiors more than subordinates or colleagues. Alliance is like allying with others and using them to influence others.

2. Rational influence involves actions regarding reasonable requests, making the target realize that granting the request is beneficial. It consists in communicating rationality to convince the target. The category consists of exchanging benefits, logical thinking, and consulting tactic. Rationale tactics are thoughtful, constructive, logical, and based on real-world evidence.

(a) Exchange benefits Exchange entails presentations by the agent of influence of the possibility, but not necessarily, of positive benefits of one kind or another, involving personal sacrifice on the part of the agent (Kipnis et al., 1980). The strategy considers objectives to be logical. Objectives weigh the expected values of alternative outcomes to maximize gains and minimize losses (Barry & Shapiro, 1992). The target's decision to comply is based on a cognitive cost-benefit analysis. The manager may offer bonuses or benefits to those employees who comply with his directives and succeed in influencing. Exchange refers to gaining influence through the exchange of materials or friendship.

(b) Logical reasoning: The agent uses logical arguments and factual evidence to convince the target that the proposal or request is worthwhile. It involves using ideas and information to control the target. Tactics consist of using reason, logic, and compromise to influence others. Writing detailed plans, explaining the reason for the request, writing notes, and giving facts and data are rational behaviors (Ansari, 1990). Although logical thinking is present at every level, it is relatively more common among subordinates (Kipnis et al., 1980; Mechanic, 1962). The representative uses logical

arguments and factual evidence to convince the target that the proposal or request is workable and likely to achieve the objectives of the mission.

(c) Consultation tactic: Agents of influence can sometimes influence people to accept a decision by involving them in the process of making it or planning how to implement it (Vroom & Yetton, 1973). When invited to such consultations to make a decision "to do or not to do," the invited persons are more likely to conform to the decision and try to make it work (Yukl & Falbe, 1990).

Consultation facilitates obtaining a commitment to acceptance and compliance; For example, participating in the development, planning, and implementation of a proposal. Consultation is a widely used tactic to influence adherence to a decision. Consultation is an effective democratic and collaborative way to broaden the base of policy implementation.

3. Soft influence: It consists of polite requests and the pursuit of attraction to persuade and win over a target. Soft influence includes persuasion and efforts to gain sympathy and personal attraction without imposition. It includes such tactics as representation, ethnic identity, devotion, and supplication.

 (a) Representation: Exemplification According to Leary (1989), representation involves a subjective display of integrity and moral worth. In addition to manners, an actor may also reinforce the impression of being dedicated, selfless, and disciplined. Acting can be effective in eliciting imitation in others. The agent of influence identifies examples of desirable positive traits that may determine the target's judgment in favor of merit.

(b) Ethnic identity If there is some ethnic similarity to the target, the persuasive agent may use shared racial and social identities (eg ethnic, regional, religious, linguistic, caste) to seduce the target. Identity creates a sense of belonging and may persuade the target to comply. In addition, the target's racial similarity facilitates the sharing of identities that cause the target to feel an affinity for persuasion and conformity. In a multi-ethnic society like India, race plays an essential role in social interactions and enhances social and political influences on others.

(c) Ingratiation Ingratiation is one of the most widely used persuasion strategies (Jones & Pittman, 1982; Pandey, 1986a, 1988a). Congratulation generally refers to behaviors of individuals to increase their attractiveness to others (Jones, 1964, Pandey, 1986a). The compliment enhances appreciation of the singer's emotional object (Pandey, 1986a). Congratulations are undeniably pervasive throughout society (Pandey, 1986a) and organizational life (Kipnis et al., 1980).

(D) Supplication: Supplication The convinced person tries to win over the target by acting weakly and showing his dependence on it. The persuasive person makes the target person feel resourceful and responsible to help. On the one hand, the persuader stresses his helplessness and inability to deal with his complex condition, and on the other hand, he stresses his dependence on the target. The persuader intends for the target experience to evoke commitment and a heightened sense of social responsibility (Berkowitz & Daniels, 1963) that oblige the target person to provide substantial help. A supplication may work best when there seems to be a random or accidental component to the strength differential.

The list of dimensions of persuasion will always evolve due to the dynamic nature of influence processes. Several rounds of discussion refined the operational descriptions of the impact dimensions for our purpose.

2.3. The High Employee Performance

The success of organizations is linked to the performance of their employees. Organizations always seek to raise the level of performance of their employees as a resource that cannot be imitated or obtained easily. It reflects the objectives and the means necessary to achieve them. It contributes to determining the success of human resource management in the organization and the extent of the safety of the programs that it prepares. It also determines the strengths and weaknesses of the employees as it contributes to achieving the goals of the organization and the extent to which individual needs and personal goals are satisfied. It can determine the importance of performance by comparing organizations and issuing Judging strategies, structures, and achieving goals from the results obtained by high-performance organizations.

First: the concept of high performance of employees

a. The nature of the high performance of employees. The concept of high performance, or as it is sometimes called superior performance, is one of the contemporary management concepts that has received a high level of attention from many organizations as the basic and decisive element for the success and survival of organizations in light of a business environment characterized by rapid changes and intense competition. The roots of performance go back High to the end of the last century, amid the turmoil of the industrial environment in the United States of America, through which industries realized during that period the importance of competition, and officials felt once again the need to think about real and reliable manufacturing processes (Brown, 2006:3).

Holbeche (2012:1) expresses the high performance of employees through a variety of administrative practices aimed at developing a spirit of loyalty among employees, and that the existence of mutual trust between the different administrative levels in the organization is a major factor in adopting and providing these practices, especially in providing appropriate facilities. For the growth of its existence and its ideals, such as those that depend on the establishment of the high association with the standards of loyalty, familiarity, cooperation, and trust to reach the so-called high performance. High-Performance Work (HPWS) is a set of practices aimed at obtaining superior work outcomes from workers. It is a special combination of training, work structures, and processes that increase workers' knowledge of their skills, develop their innovative capabilities, and motivate them to volunteer work and participate in decision-making on the one hand. Maintaining employees, improving their level of job performance, increasing their organizational commitment, as well as reducing costs on the other hand. The organization can obtain high performance from its employees by designing intensive training programs that harmonize information, people, work, and technology. The high performance of employees is the most important issue in organizations globalization has caused a shift from traditional structures and processes so that these organizations in turn seem to motivate employees to reach a very important competitive advantage. The organization is determined to achieve high and sustainable results, and the following points are critical factors for achieving high performance (Goessl 1: 2013):

1- Treating individuals as valuable assets, not liabilities: that is, working to make workers happier and more productive if they want them to succeed in their jobs.

2- Team Building: Cohesion and enhanced teamwork are essential part of the essence of high performance.

3- Integrating modern technologies at work: With appropriate training and modern technology, productivity is greatly enhanced to free workers to focus on the most important tasks.

4- Focusing on growth and development: High performance thrives in a fertile and stimulating environment for learning and continuous training is one of the approved ways to enable this.

5- Exceeding the goals of the organization that seeks to achieve high performance: It must work to exceed the goals set and not be determined by them.

6- Orientation for high achievement: High performance is based on strong foundations based on the working individual who is confident in his work and loves success by authorizing the workers and giving them the necessary powers to accomplish their work and relying a lot on the work teams that are self-directed and thus the organization becomes able to enter a pioneer in all fields and markets based on Its high performance, which is derived from the performance of its employees. Therefore, high performance enhances the results to achieve integration, dedication, and strong quality, and among these desired results is the purpose of making employees happier and achieving maximum satisfaction for customers.

B. The Idea of High Performance for Employees It is important to keep in mind that high performance is related to demand. An individual who trains or works for five hours a day and competes once a week puts a lot of pressure on his physical fitness and thus can improve his skills and abilities. That is why it will reach a high level of performance. Those who engage in sports casually and recreationally do not demand or have the possibility of developing too much and the idea of high performance is often associated with physical fitness and sports. In this case, the concept refers to the optimal use of the technical body and resources. Whoever succeeds in maximizing the use of

available resources and acquiring new skills through training, reaches a high competitive level: he is a high-performance athlete. Higher performance is associated with professional sports (Goto & Van De Geijn, 2008:1).). As an example, take the case of an amateur tennis player who, due to his physical condition, cannot play more than three sets because he is exhausted. In addition, he tends to miss the ball when trying to take certain shots and has low efficiency in his serve.

This player is far from high performance. The case for a professional tennis player who is on the ATP circuit is different as he can play dozens of games per month and is in a position to compete against the best in the world. The tennis player is a high-performance athlete, said Shogan, 2020:3). It is a set of behaviors, abilities, and high cognitive intellectual skills enjoyed by individuals working in the organization so that they can employ these behaviors, skills, and knowledge in their field of work and specialization, which makes them provide ideas, products, and services that are characterized by modernity, originality, creativity, and distinction, which enhances the achievement of high goals. The growing level and performance of the organization (Van den Heever, 2012:25). is also defined as the performance of the human resource that gives the organization its position in the business world. If the performance of the employees is good and effective, it will give the organization a high position among successful organizations and ensure its continuity and achieve a sustainable competitive advantage (Holbeche, 2012:13). Ahmad, 2013:21 defines it as human resource practices designed to improve employee skills, commitment, and productivity in a way that makes employees a source of sustainable competitive advantage for the organization. Therefore, the high performance of employees is a complex and distinct group, but it is intertwined with human resources management policies and creative work practices that are formed in the form of identical packages of practices that include coherent systems for testing, developing, motivating, and maintaining qualified and efficient human resources to reach the strategic goals and objectives of the organization and this integration (package) It is an innovative management practice that seeks to manage, include and empower employees to achieve synergy between employees and their work environment in a manner in which employees are committed to organizations so that they can face it to achieve high performance and achieve sustainable competitive advantage.

The most appropriate dimensions for the research organization, as de Waal et al., 2020:140) see that the high performance of employees is measured through four measures (management quality, employee quality, continuous improvement and renewal, openness, and work orientation)

1. **Quality of management**: The quality of management represents one of the distinguishing characteristics of high-performance organizations, which is represented by the keenness of managers to establish the best relations with employees in terms of trust and respect at all organizational levels, as well as their interest in training and developing employees to increase their performance. The existence of an effective management system contributes to Significantly enhancing performance by providing creative and behavioral organizational inputs as well as training, culture, and inclusiveness at work, which leads to supporting employees in facing challenges and recent developments, in addition to enhancing the positive psychological factor for employees that the administration works to support by providing advice to solve problems Giving the necessary care to employees, cultivating trust and spreading a culture of mutual support by communicating with them according to the concept of the new generation. Many organizations also evaluate the performance and quality of their management through their practices, which contribute to success at the level of the organization as a whole, as it represents The human resource is its foundation, so if the senior leadership succeeds in managing it, it will have achieved an important success for it. The importance of this evaluation of organizations is represented by the following:

a. Strengthening internal control through several corrective measures.

  B. Identifying and diagnosing individual and organizational problems

c. Rewarding achievements and encouraging their owners.

Dr. It helps the organization to determine the job of each individual, as well as providing a basic basis for all aspects of work

H. It provides the possibility of knowing the performance and activity feedback of all employees in the organization and knowing and identifying the negatives and positives in the performance of each employee.

He reinforced (Al-Karawi and Al-Shammari, 2015: 233) the important role of management in achieving high performance in human resource management, because the success of the organization in achieving its goals is a result of the capabilities of its employees, so the levels of performance of employees and the extent of their contribution to achieving high performance crystallizes depending on what They have strengths as well as the following:

a. Work on developing the administrative side that provides appropriate support for the skills that the organization needs to implement its strategies

B. Linking the administrative decisions of the organization, such as promotion and selection, to capabilities models

c. Adopting a compensation and performance management policy, which in turn works to attract and motivate high-performing employees and keep them.

Among the mechanisms that are concerned with developing the quality of high performance, as indicated by (Othman, 99: 2020) are a number that he specified as follows:

a. Attraction and selection: This mechanism relates to the need for management to attract distinguished leaders based on the principle of merit and maintain them using appropriate motivational methods.

B. Job Description and Delegation: This curriculum focuses on the accurate description of authority and duties related to leadership and the use of effective systems for delegation of authority.

T. Training and development: This includes providing training opportunities according to leadership needs while maintaining cooperation mechanisms between the organization and other internationally distinguished organizations in the field of training and exchanging experiences.

w. Direction and oversight: The organization is represented by the procedures of reviews and follow-up of the work and leaderships affiliated with it, creating an organizational climate for all its joints and making sure that it works to achieve the public interest and not the private interest.

c. Motivation and Appreciation for Performance: This mechanism relates to motivating the organization to its leaders when responding and keeping pace with work requirements in light of the rapid developments and linking the motivation processes to the level of general satisfaction of the organization's members with their level of performance.

h. Correction and accountability: Organizations of administrative quality adopt clear rules and controls concerning holding leaders accountable and correcting their course in the event of non-compliance with these various administrative rules and controls to ensure high levels of ethical administrative behavior.

2- Employee quality Human resources are among the most important assets of organizations and have an important and special role in their development, a high-quality workforce represents an urgent need for organizations, as it is the basis for achieving better performance as well as achieving the goals of organizations in the new millennium era (2019: 1139). (Rizki, Therefore, among the most important characteristics of high-performance organizations is the formation and development of high-quality work teams and good management that are diverse in expertise and complement each other, by giving them high flexibility in the field of discovering defects and complexities and finding solutions to them, as well as training and giving them the right Dealing with those associated with the organization to achieve exceptional results, based on modern work methods that enable them to achieve the required results. The high-performance work system in organizations has a positive impact on the flexibility of employees and enhances their performance, as well as enhancing organizational citizenship behavior. In this sense, several Attributes or characteristics (sharing information, selective hiring, employee empowerment, compensation and incentives, and performance evaluation (2: Nadeem et al., 2019) through which organizations achieve the perception between the employee and the expected organizational level represented by the quality of his performance (2016: 80). Chen et al.) indicate that employee performance has a significant correlation with their awareness of the pattern and characteristics of the tasks entrusted to them,

which appears in the form of behavioral results that lead to job satisfaction and increased performance. On the other hand, employees are more motivated to achieve high levels of performance to participate in work, which leads to research and studies conducted by (Wilson, 14: 2020) indicating that the use of (HPWS) in organizations enhances the performance and quality of the employee by using Motivational models to understand and simplify how human resource practices work to develop employees to work in environments prepared to emphasize employee participation by creating a culture of empowerment and organizational commitment, as these practices represent a system with (HPWS) to create a positive work environment that leads to committed and quality employees High, employee participation along with the competitive advantage it provides to the organization.

3- **Continuous improvement and renewal**: Renewal is a set of activities that the organization undertakes to change the pattern of its resources and its strategic path, to improve its general economic performance. This is called a renewal perspective as organizational transformation, to emphasize the pervasive effects that this process has on the organization's strategy, structure, systems, and culture. Relevancy of resources, promoting proactive behavior across the organization (Mezias et al., 2001:75) Organizations seek innovation to adapt to broad environmental changes, such as cultural trends and change customer preferences, which requires organizations to reconfigure the way they combine resources and capabilities in their products and its services, Ravasi & Lojacono, 2005: 4). High-performing organizations always seek to achieve the process of continuous improvement by simplifying all their operations that aim to improve their ability to respond to events efficiently and effectively, as well as get rid of unnecessary procedures (4: Lee & Samdanis, 2015) organizations also work to create a work environment Distinctively and positive, to ensure that it obtains committed, competent and experienced employees, which leads to providing a current and future competitive advantage for organizations. To be performed processing big data by mixing work with media and collaboration through social networking sites, and that is one of the central actions that help exchange knowledge and teamwork, which enhances the high performance of organizations (Zhang et al., 2023: 2). This relationship shows the importance of keeping pace with recent developments in terms of communication between employees and the positive impact of this on the performance, management, and ability of organizations to compete and the quality of services provided.

4- **Openness and orientation towards work**: Organizations always seek renewal and development to document flexibility and work to create sufficient space to participate in the activities of the organization responsible for change and exchange experiences and knowledge to reach new ideas that contribute to improving work and raising performance (Hamash, 266: 2020).). This dimension is not limited to creating a culture of openness only, but also focusing on its description to reach the expected results, by establishing dialogues and exchanging knowledge with employees, taking their opinions, and involving them in professional work. High-performance organizations go beyond that with the possibility of learning from mistakes, which leads to employees having an opportunity Great to learn that high-performance organizations also face two types of employees in terms of openness towards work: (2015: Chiang et al., 5):

A- The extroverted employee: This type of employee enjoys a high level of information exchange, active social interaction, and an influential personality, which leads to positive results in adopting high-performance work systems.

B- **The non-extroverted employee**: This type of employee enjoys low levels of information exchange, and they do not respond to interaction with others, which leads to negative results in the business field that follows high-performance work systems.

And in support of this, he indicates (90: 2020 (waal De), that high performance enjoys an open culture, that is, there is a lot of dialogue between employees and leaders or between employees themselves, to exchange knowledge and experiences, and also to increase commitment to the organization, as leaders usually ask for that information Explicitly express the opinions and ideas of their employees and act constructively, and the working individuals provide each other with honest notes for the purpose of improving things, and the organization's orientation towards orientation and

openness reveals the request for participation of employees in the important affairs of the organizations and the extent of mutual respect between workers, which leads to strengthening commitment towards and allowing organizations with high performance The higher level exchanges knowledge to produce ideas that contribute to improving and motivating employees towards renewal and continuous change to increase their capabilities within the organization. Al-Murshidi points out that orientation and openness are not limited to creating a culture in organizations only, but rather to motivating employees to take risks and exchange information to develop their capabilities to advance the reality of organizations and achieve its organized goals (Al-Jubouri, 2021: 338).

1. METHODOLOGY

The research aims to determine the methodology of the study, which is a compass that determines the direction of the study to reach the desired goal through regular and sequential steps according to the following paragraphs:

1.1. the problem of the study and its questions

The high performance of employees is an important concern for every organization in the current environment. Change happens suddenly and quickly. Uncertainty in the organization's environment acts as a catalyst for survival in the organizational life cycle that ends in deterioration or death (Bishwas, 2015:145). Organized dynamism is characterized by the ability to respond quickly to stakeholders while, at the same time, ensuring processes that help achieve the overall goal. In addition, organizational vitality was associated with other indicators of well-being, such as job satisfaction, positive affect, happiness, work engagement, and organizational commitment (Tummers et al., 2018; Almagtome, Khaghaany & Önce, 2020).

Leadership has an important role in determining the work behavior of subordinates within the organization, and some leadership styles increase positive behaviors. The current work is looking at constructive leadership, which is altruistic leadership. This leadership may play a role in the development of the organization in terms of growth, survival, and performance. Altruistic leadership refers to the action of a leader who shows selfless concern for the welfare of subordinates by putting the interests of subordinates ahead of his own. Altruistic leadership focuses on a strong concern for the needs of subordinates and is willing to sacrifice self-interest to help subordinates. Leaders with altruistic behavior try to inspire their subordinates to develop their commitment and enthusiasm by appealing to the values and passions of their subordinates. This behavior will be translated by subordinates as "setting aside" their self-interest and doing well for greater benefit to the organization. (Abdullah, et al., 2022: 2)

One source of challenges for idea evaluation and selection is the large number of ideas that can be generated in a strategic persuasion effort. When processing a large number of ideas presented, the individuals involved in the evaluation and selection are likely to experience cognitive overload. To address this challenge, researchers argue for the inclusion of a convergence phase in the process so that an initial shortlist is generated from the most promising contributions. This understanding is appropriate for the productive organization of an organization's open innovation beyond idea generation by workers (Fu, et al 2017:2). The problem of the study can be expressed in the following summary of what was presented above: "Research in the ability to diagnose the reality of altruistic leadership behaviors and the availability of high performance for workers through strategic persuasion and how to achieve excellence, continuity, and growth according to good dealing with various circumstances." From the above, the study problem can be summarized by raising the following question :

What is the effect of altruistic leadership in achieving high performance of employees through strategic persuasion? From this problem, the following questions can be drawn:

1. What is the availability of study variables in the hospital under study?

2. What is the nature of the direct impact of altruistic leadership on the high performance of employees?

3. What is the nature of the direct impact of altruistic leadership on strategic persuasion?

4. What is the nature of the direct effect of cognitive load on the high performance of workers?

5. What is the nature of the direct impact of altruistic leadership and strategic persuasion on the high performance of employees?

1.2. the importance of the study
The importance of the current study is represented by the following:

1. It is the first study that combines the variables of altruistic leadership, strategic persuasion, and high performance of workers in one hypothetical model. It is also the first Arab research to look at these variables (according to the researcher's knowledge).

2. Highlighting the vital role played by altruistic leadership and strategic persuasion in ensuring the achievement of high performance of employees.

3. Helping the hospital under study to benefit from the capabilities of altruistic leadership in achieving high performance of employees through strategic persuasion.

1.3. The Study objectives
The current study aims at a set of important objectives in the field of hospitals under study, as follows:

1. Determine the availability of study variables in the hospitals under study.

2. Determine the direct impact of altruistic leadership on the high performance of employees.

3. Determine the direct impact of strategic persuasion on the high performance of employees.

4. Determine the direct impact of altruistic leadership on the high performance of employees through strategic persuasion

1.4. the hypotheses of the study
The study includes the following main hypotheses:

1- Correlation hypotheses

H1 There is a significant positive correlation between altruistic leadership and the high performance of employees.

H2 There is a significant positive correlation between altruistic leadership and strategic persuasion.

H3 There is a significant positive correlation between strategic persuasion and the high performance of employees.

2- Impact hypotheses

H4 There is a direct, significant, positive effect of altruistic leadership on the high performance of employees.

H5 There is a direct positive impact of altruistic leadership and strategic persuasion.

H6 There is a direct, significant, positive effect of strategic persuasion on the high performance of employees.

H7 There is a direct, significant, positive effect of altruistic leadership and strategic persuasion on the high performance of employees.

1.5. the hypothetical model
The purpose of the hypothesis diagram is to illustrate graphically the influence and correlation relationships between the study variables. It expresses the idea of the study and the relationships that will be studied (Hair et al, 2014:66).

The figure below shows the hypothetical scheme of the current study, which consists of three variables: the independent variable, which represents altruistic leadership and includes its dimensions (sympathetic help, expectation of bearing the costs of sacrifice) and the mediating variable is strategic persuasion, which includes its dimensions (hard influence, rational influence, soft influence) While the dependent variable is the high performance of the workers.

It includes four dimensions, namely (management quality, employee quality, continuous improvement and innovation, openness, and work orientation).

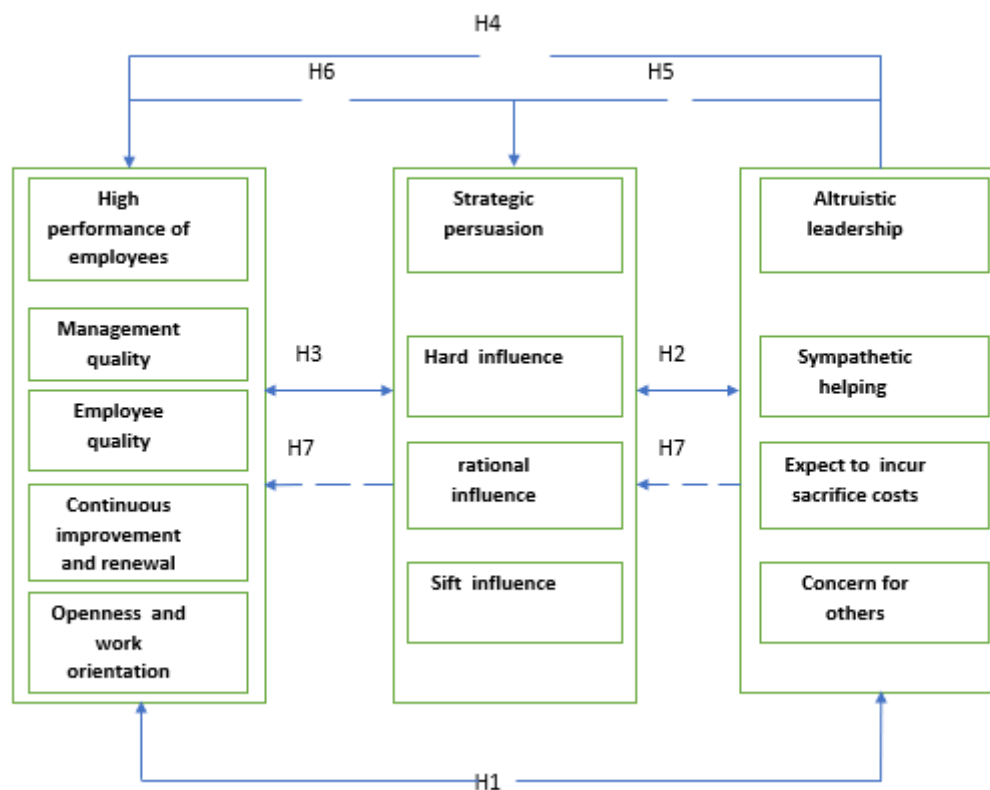Figure (1) below shows the hypothetical scheme of the study.

Figure 1. The hypothetical scheme of the study

1.6. the limits of the study

The scope of the study consists of limits, namely:

1- Spatial boundaries: The study is spatially integrated into Al-Najaf Al-Ashraf Teaching Hospital (German), and it was adopted as a result of its consistency with the variables of the current study.

2- Time limits: The study was conducted from the period (11/15/2022 - 4/16/2023).

1.7. Justifications for the study

  The reasons for the study can be divided into two parts, as follows:

1- Cognitive justifications: As a result of the scarcity of studies that attempted to combine the variables of the current study, the researcher, through the theoretical side, tries to clarify the nature of the relationship between altruistic leadership, which includes two dimensions, namely (sympathetic assistance, the expectation of bearing the costs of sacrifice, caring for others) and strategic persuasion, which includes three dimensions. They are (the strict influence, the rational influence, the permissive influence) and the high performance of the employees, which include five four dimensions, namely (management quality, employee quality, continuous improvement and renewal, openness, and work orientation).

2- Applied justifications: Those interested in the health sector notice that the organizational environment of hospitals is affected by many factors, conditions, and variables that are characterized by instability, complexity, and competition with the inability to define them clearly, which necessitates the necessity of many studies and research by researchers to help this sector advance. Thus, the analytical scope of the current study includes Al-Najaf Al-Ashraf Teaching Hospital (German) in Al-Najaf Al-Ashraf Governorate.

1.8. the study population and sample

Al-Najaf Al-Ashraf Teaching Hospital (German) is one of the leading hospitals that achieved success at the health level, and this motivated the researcher to delve into an attempt to study the high

performance of the employees, through which the hospital is distinguished by its various cadres and the competition of other hospitals. The study population represented Najaf Al-Ashraf Teaching Hospital (German) in Al-Najaf Governorate, which numbered (2150) employees distributed among the different departments. The study sample consisted of a group of different cadres, and the researcher relied on the random sample method that accurately represents the community. as follows:

$$n = \frac{N \times p(1-p)}{\left[\left[N-1 \times (d^2 \div z^2)\right] + p(1-p)\right]}$$

Al-Najaf Al-Ashraf Teaching Hospital (German) is one of the leading hospitals in Iraq, despite its young age, as it is a prominent name in health. The hospital was established in the year (2014), and it began to practice its work and activity in month (7) of the year (2021) in providing health services For citizens, its health services have developed and taken a wide space in providing high-quality health services with services and symbolic prices, which helps the Iraqi citizen and within the visions and strategy of the hospital in reviving health, achieving self-sufficiency and dispensing with private hospitals. The most important achievements of the hospital include (the presence of many operating rooms and halls, which leads to accommodate a good number of patients), and one of its goals is to prepare a generation that keeps pace with technology and rapid changes, relying on Iraqi expertise and skills, investing national youth energies, and reducing unemployment, which is a social problem that the Iraqi society suffers from. By providing great job opportunities.

2. RESULTS

The Descriptive analysis represents the lens through which it can be observed the prevalence of variables of the variables addressed by the study in the community of the organization surveyed Descriptive statistical analysis depends to provide a summary of the response of the sample surveyed according to the variables of the study was the main or subsidiary depending on some of the descriptive statistical indicators, as the descriptive analysis shows an important aspect of data analysis quantitatively, and the data is described by describing the behavior of the sample surveyed (the sample adopted in the collection data), giving the researcher a clear perception of the nature of the data analyzed (Triola, 2012:4). Thus, it is necessary to rely on a set of descriptive indicators represented by the indicator (arithmetic mean), which shows the extent of the sample's response to the variables studied, and the index (standard deviation), which shows the extent of deviation of values from their arithmetic mean., as the value of the hypothetical mean (3) was adopted, meaning that the value of the extracted arithmetic mean, which exceeds or is equal to the value of the hypothetical mean, is an acceptable value, i.e. (there is a response), and on the contrary, it is rejected, i.e. (lack of response, which requires addressing or focusing on it and drawing the attention of the administration to address the reasons for the lack of Achieve acceptable values) based on the five-rank Likert scale (completely agree, agree, neutral, disagree, completely disagree) by reviewing the arithmetic mean and standard deviation as follows:

1- **Descriptive analysis** of the altruistic leadership variable: to find out the level of availability of the independent altruistic leadership variable, which consists of three dimensions: (empathetic assistance, the expectation of bearing the costs of sacrifice, caring for others) in the researched organization. Several tests related to (mean and standard deviation) were performed.

a) Descriptive analysis of the first dimension of the independent variable (sympathetic assistance): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs of the sympathetic assistance dimension from the point of view of the workers in the organization of the study sample, as shown in the following table:

Table 1 Descriptive Analysis of the First Dimension of the Independent Variable (Empathetic Assistance)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	SH1	3.87	2.000825	77.4
2	SH2	3.68	1.838405	73.6

3	SH3	3.06	1.500533	61.2
4	SH4	3.56	1.827822	71.2
	Rate	3.5425	1.791896	70.85

Source: SPSS v.26 results.

Table (1) showed a set of results for a sample of (100) respondents, providing evidence of the perception of the sympathetic assistance variable in the organization under consideration. This variable has achieved a general arithmetic average of (3.5425), which is greater than the hypothetical mean of (3), and a relative importance of (85. 70) with a general standard deviation (1.791896) indicating a slight dispersion in respondents' responses.

b) Descriptive analysis of the second dimension of the independent variable (expectation of bearing the costs of sacrifice): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of paragraphs after expecting to bear the costs of sacrifice from the point of view of workers in the organization of the study sample, as shown in the following table:

Table 2 Descriptive analysis of the second dimension of the independent variable (expectation of bearing the costs of sacrifice)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	EIS1	3.58	1.834839	71.6
2	EIS2	3.64	1.87236	72.8
3	EIS3	4.1	2.125865	82
4	EIS4	3.69	1.908411	73.8
	Rate	3.7525	1.935369	75.05

Source: SPSS v.26 results.

Table (2) showed a set of results for a sample of (100) respondents, which provides evidence of the perception of the variable of expectation of bearing the costs of sacrifice in the organization under consideration. This variable achieved a general arithmetic mean of (3.7525), which is greater than the hypothetical mean of (3), and a relative importance of (75.05) with a general standard deviation of (1.935369), which indicates a slight dispersion in the respondents' answers.

c) Descriptive analysis of the third dimension of the independent variable (interest in others): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs after attention to others from the point of view of the workers in the organization of the study sample, as is clear in the following table:

Table (3) Descriptive analysis of the third dimension of the independent variable (concern for others)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	CFO1	4.16	2.171451	83.2
2	CFO2	3.72	0.690217	74.4
3	CFO3	4.04	2.498506	80.8
4	CFO4	3.61	1.863876	72.2
	Rate	3.8825	1.806013	77.65

Source: SPSS v.26 results.

Table (3) showed a set of results for a sample of (100) respondents, providing evidence of the perception of the variable of interest in others in the organization under research. This variable achieved a general arithmetic mean of (3.8825), which is greater than the hypothetical mean of (3), and a relative importance of (77.65) with a general standard deviation (1.806013), which indicates a slight dispersion in the respondents' answers. Table (23) shows the descriptive statistics and the final order of the dimensions, which shows the extent of the interest of the members of the study sample in these dimensions and the extent of contact and seriousness on the ground (practical), as their order was as follows (attention to others, expectation of bearing the costs of sacrifice, sympathetic assistance):

Table (4) Summary of the descriptive statistical analysis of the independent variable Altruistic leadership

t	Rank	Dimension	Arithmetic mean	Standard deviation	Materiality
1	The first	Caring for others	3.8825	1.806013	77.65
	Second	Expect to bear the costs of sacrifice	3.7525	1.935369	75.05
2	Third	Empathetic help	3.5425	1.791896	70.85

Source: SPSS v. 26 Outputs

2- Descriptive analysis of the variable of strategic persuasion: to know the level of availability of the intermediate variable Strategic persuasion, which consists of three dimensions: (strict influence, rational influence, and risk tolerance) in the surveyed organization. Several tests related to (mean and standard deviation) were performed.

d) Descriptive analysis of the first dimension of the variable of the medium (strict effect): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs after the strict effect from the point of view of the workers in the organization of the study sample, as shown in the following table:

Table (5) Descriptive analysis of the first dimension of the intermediate variable (strict effect)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	HI1	3.87	2.000825	77.4
2	HI2	3.72	1.291988	74.4
3	HI3	3.06	1.500533	61.2
4	HI4	3.56	1.827822	71.2
Rate		3.5525	1.655292	71.05

Source: SPSS v.26 results.

Table (5) showed a set of results for a sample of (100) respondents, which provides evidence of the perception of the variable of strict influence in the organization under research. This variable has achieved a general arithmetic mean of (3.5525), which is greater than the hypothetical mean of (3), and a relative importance of (71.05) with a general standard deviation (1.655292), which indicates a slight dispersion in the respondents' answers.

e) Descriptive analysis of the second dimension of the intermediate variable (rational effect): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs after the rational impact from the point of view of the workers in the organization of the study sample, as shown in the following table:

Table (6) Descriptive analysis of the second dimension of the intermediate variable (rational effect)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	RI1	3.66	1.316511	73.2
2	RI2	3.14	0.956312	62.8
3	RI3	3.57	1.254552	71.4
4	RI4	3.25	1.033199	65
Rate		3.405	1.140144	68.1

Source: SPSS v.26 results.

Table (6) showed a set of results for a sample of (100) respondents, providing evidence of the perception of the rational impact variable in the organization under research. This variable achieved a general arithmetic mean of (3.405), which is greater than the hypothetical mean of (3), and a relative importance of (68.1) with a general standard deviation (1.140144), which indicates a slight dispersion in the respondents' answers.

f) Descriptive analysis of the third dimension of the intermediate variable (permissive effect): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs after taking risks from the point of view of the workers in the organization of the study sample, as shown in the following table:

Table 7 Descriptive analysis of the third dimension of the intermediate variable (permissive effect)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	SI1	3.36	0.297377	67.2
2	SI2	3.72	0.690217	74.4
3	SI3	4.17	2.498506	83.4
4	SI4	3.61	1.863876	72.2
Rate		3.715	1.337494	74.3

Source: SPSS v.26 results.

Table (7) showed a set of results for a sample of (100) respondents, providing evidence of the perception of the permissive effect variable in the organization under research. This variable achieved a general arithmetic mean of (3.715), which is greater than the hypothetical mean of (3), and a relative importance of (74.3) with a general standard deviation (1.337494), which indicates a slight dispersion in the respondents' answers.

Table (27) shows the descriptive statistics and the final order of the dimensions, which shows the extent of the interest of the members of the study sample in these dimensions and the extent of their contact and seriousness on the ground (practical), as their order was as follows (permissive effect, militant effect, rational effect):

Table (8) Summary of the descriptive statistical analysis of the intermediate variable Strategic persuasion

t	Rank	Dimension	Arithmetic mean	Standard deviation	Materiality
1	The first	Permissive effect	3.715	1.337494	74.3
	Second	Radical influence	3.5525	1.655292	71.05
2	Third	Rational influence	3.405	1.140144	68.1

Source: SPSS v. 26 Outputs

3- Descriptive analysis of the dependent variable (high performance of employees): to find out the level of availability of the dependent variable high performance of employees, which consists of four dimensions (quality of management, employee quality, continuous improvement, and renewal, openness, and orientation towards work), in the researched organization. Table (28) shows several tests related to (mean, standard deviation, and relative importance).

A. Descriptive analysis of the first dimension of the dependent variable (quality of management): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs of the quality of management dimension from the point of view of the employees in the organization of the study sample, as shown in the following table:

Table (9) Descriptive analysis of the first dimension of the dependent variable (management quality)

t	Symbol of poverty	Arithmetic mean	Standard deviation	Importance ratio
1	MQ1	4.2	2.26489	84
2	MQ2	3.3	1.69214	66
3	MQ3	3.4	1.74319	68
4	MQ4	4.19	2.26489	83.8
Rate		3.7725	1.991277	75.45

Source: SPSS v.26 results.

Table (9) showed a set of results for a sample of (100) respondents, which provides evidence of the perception of the management quality variable in the organization under consideration. This variable has achieved a general arithmetic mean of (3.7725), which is greater than the hypothetical mean of (3), and a relative importance of (75.45) with a general standard deviation of (1.991277). Which indicates that the data is not dispersed.

B. Descriptive analysis of the second dimension of the dependent variable (employee quality): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs of the employee quality dimension from the point of view of the employees in the organization of the study sample, as shown in the following table:

Table (10) Descriptive analysis of the second dimension of the dependent variable (employee quality)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	EQ1	3.79	1.064188	75.8
2	EQ2	3.83	1.100042	76.6
3	EQ3	3.71	1.325556	74.2
4	EQ4	3.68	1.006322	73.6
Rate		3.7525	1.124027	75.05

Source: SPSS v.26 results.

Table (10) showed a set of results for a sample of (100) respondents, which provide evidence of the perception of the employee quality variable in the organization under consideration. This variable has achieved a general arithmetic mean of (3.7525), which is greater than the hypothetical mean of (3), and a relative importance of (75.05) with a general standard deviation of (1.124027). Which indicates data dispersion.

C. Descriptive analysis of the third dimension of the dependent variable (continuous improvement and renewal):

The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs after continuous improvement and renewal from the point of view of the employees in the organization of the study sample, as shown in the following table:

Table (11) Descriptive analysis of the third dimension of the dependent variable (continuous improvement and renewal)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	CI1	3.27	1.62531	65.4
2	CI2	3.47	1.773669	69.4
3	CI3	4.18	1.295241	83.6
4	CI4	3.76	1.939313	75.2
Rate		3.67	1.658383	73.4

Source: SPSS v.26 results.

Table (11) showed a set of results for a sample of (100) respondents, which provides evidence of the perception of the variable of continuous improvement and renewal in the organization under research. This variable achieved a general arithmetic mean of (3.67), which is greater than the hypothetical mean of (3), and a relative importance of (73.4) with a general standard deviation (1.658383). Which indicates that the data is highly dispersed.

D. Descriptive analysis of the fourth dimension of the dependent variable (openness and orientation towards work): The researcher extracted the numbers, percentages, arithmetic averages, and standard deviations of the paragraphs after openness and orientation towards work from the point of view of workers in the organization of the study sample, as shown in the following table:

Table (12) Descriptive analysis of the fourth dimension of the dependent variable (openness and orientation towards action)

t	Paragraph code	Arithmetic mean	Standard deviation	Importance ratio
1	OW1	3.52	1.174195	70.4
2	OW2	3.78	1.054491	75.6
3	OW3	3.61	0.795114	72.2
4	OW4	3.63	1.236316	72.6
Rate		3.635	1.065029	72.7

Source: SPSS v.26 results.

Table (12) showed a set of results for a sample of (100) respondents, which provide evidence of the perception of the variable of openness and orientation toward work in the organization under research. This variable achieved a general arithmetic mean of (3.635), which is greater than the hypothetical mean of (3), and a relative importance of (72.7) with a general standard deviation (1.065029). Which indicates that the data is not too dispersed.   Table (32) shows the descriptive statistics and the final order of the dimensions, which shows the extent of the interest of the members of the study sample in these dimensions and the extent of their contact and seriousness on the ground (practical), as their order came as follows (quality of management, quality of the employee, continuous improvement and renewal, openness, and orientation towards work).

Table (13) Summary of the descriptive statistical analysis of the dependent variable High performance of employees

t	Rank	Dimension	Arithmetic mean	Standard deviation	Materiality
1	The first	Quality Management	3.7725	1.991277	75.45
2	Second	Employee Quality	3.7525	1.124027	75.05
3	Third	Continuous improvement and renewal	3.67	1.658383	73.4
4	Fourth	Openness and work-orientation	3.635	1.065029	72.7

Source: SPSS v. 26 Outputs

Testing the first main hypothesis

The second main hypothesis stated that "there is a positive effect relationship with a significant significance of altruistic leadership in the high performance of employees" and to test this hypothesis, the results of which are presented in Table (37).

Table (14) Results of the evaluation of the structural model of the first main hypothesis

Matching quality SRMR	Hypothesis	track	BRIGHT	Path coefficient	t Value	p Value	Total	Impact size f^2	Coefficient of determination R^2	R^2 adjusted
0.055	H2	ALL→HPE	1	0.230	8.254	0	Accept	1.315	0.053	0.042

Source: SmartPLS Outputs

Table (14) reviews the results of the evaluation of the structural model of the first main hypothesis, which showed that the SRMR standard of 0.055 achieves the required standard for conformity quality, and the path coefficient reached 0.230, which achieves the required standards of t and p values, which indicates the significance of the effect relationship and therefore the acceptance of the second main hypothesis. The coefficient of determination R ^{2} was   0.053   Thus, the independent variable altruistic leadership explains the dependent variable the high performance of employees by 053% and the rest of the value represents other factors not addressed in the study, which is a very low amount of explanation.

Testing the second main hypothesis stated that "there is a positive influence relationship with a significant significance of altruistic leadership in the high performance of employees through strategic persuasion" and to test this hypothesis, the structural model shown in Figure (22) was built, the results of which are reviewed in Table (45).

Table (15) Results of the evaluation of the structural model of the second main hypothesis

Matching quality SRMR	Hypothesis	Indirect path	Indirect effect	t Value	p Value	Total
0.071	H6	ALL→HPE	0.632	9.795	0	Accept

Source: SmartPLS Outputs

The results of the analysis showed that the standard of uniform mean square root (SRMR) had a value of 0.071 for the structural model and therefore it achieves the acceptable value of the quality of conformity. While Table (15) indicates that the indirect impact coefficient has reached 0.632 and to verify the significance, both the value of t and p meet the required limits, which indicates the significance of the relationship, and therefore the second main hypothesis is accepted.

3. CONCLUSIONS AND DISCUSSION

The current research includes the most important conclusions that represent the outcome that resulted from those efforts made to complete the study, which simplifies the conclusion that was the result of extrapolating the intellectual foundations of the study variables and their field reflection on the ground and according to the results of the statistical analysis. The results of the statistical analysis revealed the direct impact of altruistic leadership on the high performance of the employees, but the effect was below the desired level, which indicates the need to pay more attention to altruistic leadership because increased attention to it will achieve the high performance of the employees that the organization seeks. The results indicated progress after caring for others to be in the first order, and this indicates its availability more than the other dimensions of altruistic leadership, and this shows that there is an internal desire and feeling among individuals to practice strategic persuasion in Al-Najaf Al-Ashraf Teaching Hospital (German). The strategic persuasion variable achieved a relatively strong effect on the high performance of the employees, according to the practical results of the study. After the permissive effect, indicators showed that the third dimension of strategic persuasion achieved the highest ranking, and this indicates that it is more available than other dimensions of strategic persuasion, which indicates that individuals in Al-Najaf Al-Ashraf Teaching Hospital have a great desire to be lenient and face changes in the environment and create unprecedented changes in the hospital. In which the percentage of tolerance is high to achieve persuasion in the hospital. The results of the statistical analysis showed that the quality of management, the first dimension of high performance of employees, has achieved the highest level, and this indicates that it is more available than other dimensions of high performance of employees, which indicates that there is great cooperation between departments and different sections, and they have good care for employees and provide an environment that enhances team spirit, cooperation, and knowledge exchange The staff at Al-Najaf Al-Ashraf Teaching Hospital are highly effective and efficient, and they have great knowledge in providing excellent services. It appears from the results of the statistical analysis that there is a significant positive relationship between altruistic leadership and the high performance of workers through strategic persuasion, which indicates that any increase in the behaviors of altruistic leadership or strategic persuasion will lead to an increase in the high performance of hospital workers, which will achieve the goals that The hospital seeks to achieve it faster.

Many leaders and employees of the company are not aware of the positive aspects of altruistic leadership in the workplace, and therefore the hospital management must clarify these aspects through training programs and seminars, meet with them periodically and continuously, and urge them to this type of behavior, and work to encourage and motivate individuals to follow altruistic leadership and ethical behavior In the hospital by offering promotions, material, and moral rewards, participating in work development and presenting constructive and purposeful plans. Al-Najaf

Teaching Hospital should provide a working mechanism that encourages the altruistic leadership of the employees and develop the intention and desire to help that they possess by creating an ethical environment in which sympathy, love, respect, and giving prevail, giving priority to the public interest of the hospital over personal interest and encouraging the practice of such behaviors in the hospital. The need for human resources in the hospital to have experience, knowledge, and adherence to aspects that make them able to face challenges, act proactively, take the initiative in creativity and innovation, and deal with the circumstances surrounding the hospital in a calculated manner. This can be achieved by attracting individuals who have these skills and working on encouraging creative and innovative individuals and taking their ideas seriously and working on implementing them on the ground and expanding powers to give greater freedom in accomplishing the assigned tasks. The hospital should work to help individuals who have talent and experience by giving them some powers and greater freedom in completing tasks and developing skills and competencies that they possess, which lead to pushing the hospital forward and making it have a distinguished future vision. Therefore, attention must be paid to these aspects to overcome problems, solve them, and make decisions. right at the right time and explore and exploit opportunities innovatively. The need for the researched hospital to follow up on environmental, economic, and social changes, to know the needs, to follow up on modern technological developments, and to continuously develop services to keep pace with the acceleration taking place in hospitals. The necessity of continuous awareness of the benefits and advantages that the hospital obtains when adopting the high performance of its employees in its internal work and placing it within the hospital's long-term strategy and working to reward individuals who practice this performance in a way that motivates and encourages them to do so by providing a supportive work environment and modern technological means that contribute to reducing waste To the fullest extent possible and work with accuracy and high speed to keep pace with a rapidly changing world.

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