

The role of wise leadership in managing strategic ignorance in the public sector

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Abstract: *This research aims to test and verify the validity of the relationship between wise leadership and the management of strategic ignorance in the public sector. This research seeks to answer the following question: Does the senior leadership in the Iraqi Ministry of Labour and Social Affairs rely on the philosophy of wise leadership in managing and leading the institution, dealing with employees, and making decisions? This study seeks to bridge the research gap between wise leadership and managing strategic ignorance, testing it in the Iraqi Public Environment Sector for the first time and explaining how strategic ignorance can be handled by applying the philosophy of wise leadership. The results of this study help to provide managers in the public sector, the ministry, and the study community with the necessary information that contributes to improving their leadership skills and reducing the level of cognitive ignorance among ministry employees. The descriptive analytical approach was adopted and a random sample of senior leaders in the ministry, who held the rank of general manager, department director, division official, and unit official, was chosen. The research sample consisted of 125 managers. The questionnaire was used as a tool for collecting data and the statistical analysis programme SPSS V.26 was relied upon to analyse data and test the validity of hypotheses. The research found that there is an impact and correlation between wise leadership and Strategic Ignorance Management for Government Institutions. In contrast, the research did not discover a relationship for the variable of understanding the essence in the management of strategic ignorance, as the senior leadership in the Ministry of Labour and Social Affairs relies on the philosophy of wise leadership in managing strategic ignorance in the ministry.*

Keywords: wise leadership; strategic ignorance; good judgment; managing strategic ignorance.

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Introduction

Wise leadership is one of the vital elements that greatly influence the success or failure of organisations and institutions, especially in light of contemporary challenges and rapid changes in the internal and external environment. The importance of the leadership role is evident in the ability to manage strategic ignorance. The topic of managing strategic ignorance has not received widespread attention, even though it is important and considered an essential element in institutions (Roberts, 2013). Arifin and Gunawan (2020) indicate that wise leadership focuses on creating and communicating an inspiring vision among subordinates to achieve and maintain superior performance. Van der Zee (2022) believes that wise leadership tries to improve judgment in making rational decisions. It can also unite the efforts of the organisation's members to achieve results (Chen & Yuan, 2021). Carvalho et al. (2019) define the management of strategic ignorance as intentional ignorance in some cases to achieve valuable goals and objectives. The study (Abdullah & Abdullah, 2021) indicates that managing strategic ignorance in institutions depends largely on the leadership philosophy and the pattern followed in decision-making. This research aims to test and verify the validity of the relationship between wise leadership and the management of strategic ignorance in the public sector. This research seeks to answer the following question: Does the senior leadership in the Iraqi Ministry of Labour and Social Affairs rely on the philosophy of wise leadership in managing and leading the institution, dealing with employees, and making decisions? This research also proposes a conceptual framework for wise leadership and managing strategic ignorance. This study seeks to bridge the research gap between wise leadership and the management of strategic ignorance and tested it in the Iraqi environment for the first time and explains how strategic ignorance can be managed by applying the philosophy of wise leadership. It was tested on senior leaders in the Ministry of Labour and Social Affairs. This research was designed in five sections: introduction, methodology, theoretical framework, practical aspects, hypothesis testing, and finally conclusions and recommendations.

1. Literature review

1.1 Wise leadership

Wisdom represents a coordination of virtues and knowledge and a synergy between the personality of the mind and a higher level of knowledge that is used for the well-being of others and oneself (Singh, 2016). In the third millennium, wise leadership (WL) emerged as a proactive, knowledge-based approach that encourages innovation (Abdulmuhsin & Tarhini, 2022). Wise leadership knows how to leverage intelligence for the benefit of others by balancing action with logic, humility, and moral clarity (Al-Amiri & Al-Uqabi, 2021). Suhifatullah (2022) defines it as leadership behaviour based on creativity, communication, transformation, and

formulating visions to implement ideal ideas, as it is a future-oriented behaviour. Wise leadership is the ability that leaders have to create a true and clear vision capable of providing better opportunities for the organisation, that can lead to greater organisational growth than before (Fathih et al., 2021). Wise leadership defines the leader's ability to create, transform, and implement the ideal ideas that come from him (Kurniadi et al., 2020). Visionary leadership is also defined as the ability to create and articulate a realistic, trustworthy, and interesting vision about the future of an organisation or organisational unit that continues to grow and improve compared to the present time. (McCann et al., 2014) indicate that wise leadership is a combination of awareness of the workplace, the ability to anticipate results, understanding organisational dynamics, logically linking surrounding variables, and making a conscious decision based on knowledge, experience, and perception. Wise leadership is associated with ethical attitudes and the rejection of behaviour that harms others or the environment (Ardelt & Sharma, 2021). Recently, there has been an increased focus on wise leadership, as researchers have found that the personal wisdom of leaders leads to positive outcomes for organisations and the overall well-being of employees. No more powerful driver leads an organisation toward excellence and long-term success than an attractive vision and wise, worthwhile leadership capable of achieving goals in the future (Parco-Tropicales & de Guzman, 2014). The concept of wise leadership is inseparable from the enlightened leader who is based on insight in imagining the future. Every step and action of wise leadership always focuses on the vision of the organisation that the leader wants to achieve (Fathih et al., 2021). Sharqi and his research team (2016) indicate that a wise leader possesses three qualities that distinguish him from other leaders: self-confidence, competence, and focus on subordinates. Visionary leadership combines transformational, ethical, and visionary leadership (Elbaz & Haddoud, 2017). Parco-Tropicales and de Guzman (2014) also confirm that responsible leadership is the hallmark of wise leadership. Elbaz and Haddoud (2017) point out that the basic characteristic of a wise leader is that he possesses the ability to foresight, the qualities of visionary leadership, and charisma, an attractive, influential personality, and the qualities of social intelligence and acumen, all of which are qualities that increase the efficiency of wise leadership. Anwar et al. (2013) believe that wisdom comes from sources of experience, knowledge, and spirituality, so they believe that spiritual, servant and authentic leadership is one of the methods of wise leadership. Al-Tahir and Hammoud (2021) believe that wise leadership is inspiring leadership that works to convey its vision and inspiration to the organisation's employees, giving them hope and encouraging them to achieve the organization's goals (Androniceanu & Georgescu, 2023a; Androniceanu & Georgescu, 2023b; Androniceanu et al., 2023). The researchers (Ciobanu et al., 2019) believe that wise leadership combines in its characteristics both good and ethical leadership methods in dealing with subordinates, derives its qualities from responsible and spiritual leadership, possesses the charisma of a leader with a strong and intelligent personality, and works to apply the philosophy of visionary and inspiring leadership in encouraging and motivating employees and giving them the opportunity to learn

and take control in a transformational leadership style and the goals of this leadership are integrated with authentic and servant leadership, as it is creative leadership in its results and dealing with situations. Therefore, it can be said that wise leadership is a leadership style that combines all the good qualities and advantages of leadership. The concept of visionary leadership is a leadership style that always has the vision to work towards four pillars: the ability to determine the direction of the organisation, understand the expectations that society and stakeholders want, become a driving force for its members to transform their vision into actions, and finally for employees to become leaders of change in the future, who always have a vision towards the future of their organisation (Fathih et al., 2021; Tamulevičienė & Androniceanu, 2020). The importance of wise leadership lies in (Al-Tahir & Hammoud, 2021) providing flexibility at work, granting authorisation and freedom of implementation and thus providing independence to organisational structures as well as the correct vision, support for creativity and innovation, and reliance on new ideas. Wise leadership increases the levels of job satisfaction (Elbaz & Haddoud, 2017).

1.2 Dimensions of wise leadership

Both Al-Amiri and Al-Uqabi (2021) and Al-Ani and Al-Talbi (2022) agree that the dimensions of wise leadership are:

- Good judgment: One sign of a good leader is that he seeks to determine what is good for his field of work and what is best for other members (Adair, 2018). A rational opinion is the ability to make sound decisions that combine and balance the interests of the institution and the public interests, including the interests of working individuals, and these decisions are based on ethical standards and lofty goals that guarantee the safety of everyone's interests (Al-Ani & Al-Talbi, 2022). A wise leader acts based on the practical wisdom he possesses in distinguishing good judgments, relying on his ethical concepts, knowledge, and authentic values to make rational decisions.
- Understanding the essence: A wise leader feels what lies behind the situation, has a vision for the future, and decides the action required to achieve this vision. He possesses keen insight, high ability to think, the ability to deal with complexity, deep cultural intelligence, and extensive knowledge (Al-Amiri & Al-Uqabi, 2021). Understanding the essence means truly knowing people and events and understanding the nature of the event based on intuition (Ding et al., 2019). Therefore, a wise leader can diagnose and understand the situation, determine its dimensions, and realise its seriousness, consequences, and the main and driving reasons for its occurrence (Govindji, 2015).
- Create a post context: Creating joint contexts is intended to allow employees and leaders to learn from each other through the transfer of knowledge and positive interaction by being open to the opinions of others, understanding the opposing points of view, building strong working relationships, and participating in solving problems to reach good results (Al-Ani & Al-Talbi, 2022).

- Communication skills: Wise leaders must be able to communicate in a way that is understandable to everyone. He must convey the understanding of the essence and the perception he possesses to others so that everyone can understand it and encourage them to learn this perception and strive to develop and improve it (Naik, 2019). Therefore, they must use clear language, stories, and examples to guide a group or organisation in the right direction. A leader needs to be able to think clearly and make the right decision at the right time (Al-Amiri & Al-Uqabi, 2021).
- Exercising political authority: This means the leader's ability to unite employees, direct them, motivate them, and push towards achieving goals, using the political method to influence employees based on his understanding of the feelings of others and containing their positions and opinions in a way that ensures their satisfaction and achieves the interest of the work (Weixu, 2020). Leaders must bring people together and urge them to work together. Wise leaders exercise political power by understanding and listening to the opinions and feelings of others (Al-Amiri & Al-Uqabi, 2021).
- Enhance practical wisdom: A wise leader is a leader who transfers his wisdom, expertise, and experience to others and encourages them to follow his example and to be able to develop practical wisdom, learn skills, and acquire knowledge to be wiser and to face situations with rational decisions (Al-Ani & Al-Talbi, 2022). This type of leadership enhances the capabilities of employees at all levels by transferring the leader's wisdom to followers and making everyone prepared for any circumstance that may occur (Küpers, 2016). Strengthening practical wisdom in the organisation improves the organisation's dynamic capabilities and gives it the flexibility required to deal with situations.

1.3 Strategic ignorance

Ignorance is defined as the inability and inefficiency of management to deal with changes as a result of its lack of information or knowledge necessary for change, and most organisational change initiatives are the result of cognitive ignorance or failure (Al-Abadi & Al-Zubar, 2020). Al-Moussawi (2019) defines strategic ignorance as a process of exploring, knowing, and managing ignorance in an organisation. McGoe (2019) believes that managing ignorance in an organisation is a power in itself and is no less important than the importance of possessing knowledge. Managing strategic ignorance is a process related to the flow of information and the possession of knowledge by the organisation's senior leadership (Carvalho et al., 2019). Managing strategic ignorance increases in organisations that operate in turbulent environments that suffer from uncertainty. The greater the state of environmental uncertainty, the better the organisation is at managing strategic ignorance (Lambe, 2002). Roberts (2018) believes that strategic ignorance is the use of ignorance or the lack of knowledge as a tool in making strategic decisions. This approach includes a deliberate reliance on a lack of knowledge or ignoring some information to achieve specific goals. Roberts (2009) believes that managing strategic ignorance is a natural state that leads to exploring knowledge, inventing good methods, and searching for

information, as it is a catalyst for the search for knowledge. McGoey (2012) believes that strategic ignorance is sometimes necessary, as the awareness of ignorance in the organisation helps to manage resources better and makes the decision stages more accurate and careful. Managing ignorance is of great importance for the organisations that seek development, innovation, and excellence, as it achieves advantages for the organisation by integrating knowledge management processes with the organisation's strategy. Thus, cognitive ignorance is addressed by bringing in the information and knowledge required to perform the work correctly and solve problems (Abdullah & Abdullah, 2021). Dunning (2011) believes that ignorance exists at different levels in organisations, as ignorance prevails when knowledge has vanished, and that many workers in organisations possess great ignorance, whether their ignorance of work methods or procedures and their intentional continuation or ignorance of performing the work correctly. They can also be an obstacle in spreading Knowledge through monopolising information and not sharing it with others. Their lack of knowledge and information will be one of the restrictions that prevent them from cooperating and sharing knowledge so that their affairs are not exposed, and they will avoid learning to acquire new knowledge, and thus their productivity will remain low, their information is limited, and their levels of ignorance are high (Israilidis et al., 2015). Al-Abadi and Al-Zubar (2020) view the management of ignorance as a selective state. Knowledge is an important source, but the most important thing is learning to gain knowledge. This comes from making mistakes as a result of ignorance and then searching for knowledge and learning from the mistake to avoid making it in the future. This will be an important input into managing innovation and business development. Al-Abadi and Al-Zubar (2020) indicate that some institutions use the management of strategic ignorance to maintain the secrecy of their plans and strategies, ensure their superiority over competitors, and not discover their movements by using ignorance as a strategic manoeuvre. They maintain ignorance with their customers to hide secret information from them related to production processes and also seek to perpetuate Ignorance among competitors about product information, sales, and sources of primary equipment for the organisation.

2. Methodology

2.1 Research problem

Government institutions in Iraq, especially the Ministry of Labour and Social Affairs, face complex challenges that require wise leadership capable of managing strategic ignorance effectively. Strategic ignorance refers to gaps in knowledge and information that may negatively affect the decision-making process. The research problem boils down to how wise leadership affects Managing strategic ignorance within the Iraqi Ministry of Labour and Social Affairs. The study seeks to analyse the opinions of a sample of decision-makers within the ministry to understand the

actual role of leadership in dealing with strategic ignorance and answer the main research question: Is there a role for wise leadership in managing strategic ignorance? The following problems emerge from this problem. This research seeks to answer:

- Does the senior leadership in the Iraqi Ministry of Labour and Social Affairs rely on the philosophy of wise leadership in managing and leading the institution, dealing with employees, and making decisions?
- What is the level of interest of the senior leadership in the ministry, the research sample, in managing strategic ignorance?

2.2 Research importance

The importance of the research arises from the importance of the variables discussed in this research, which are represented by wise leadership as one of the modern leadership methods that have not been extensively tested in the Iraqi environment, and the second variable is the management of strategic ignorance, which is considered one of the very important variables in the work of institutions and has not received much attention from researchers. The research gains its importance from the results and conclusions that the research will reach, which contribute to improving and developing the organisation's work, directing the attention of leaders in other companies, urging researchers to research more deeply in the future, opening new horizons for developing leadership methods, adopting the strategic ignorance management approach in knowledge management, and improving the efficiency of leadership performance in the organisation. The importance of the research is also evident in the importance of the role played by this research community and its sample, as the Ministry of Labour and Social Affairs, the research sample, plays an important role in the Iraqi environment, and this research will help improve administrative practices and enhance the application of wise leadership in institutions to reduce the risks of strategic ignorance.

2.3 Research aims

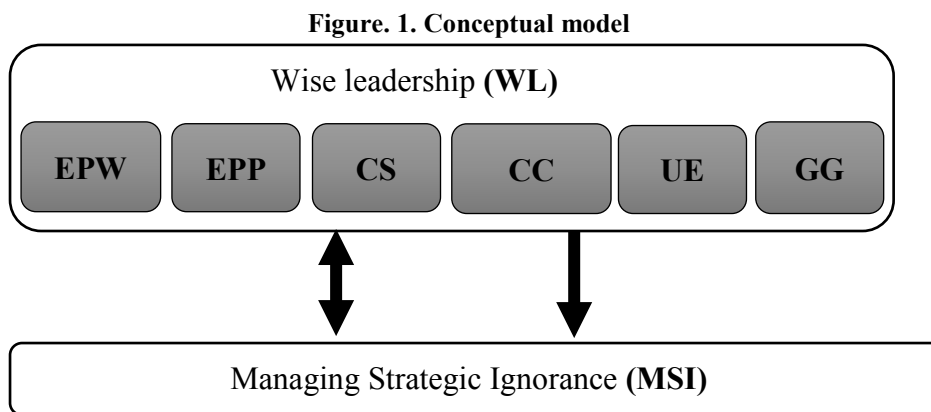
The research aims are:

- Testing the nature of the relationship between wise leadership and managing strategic ignorance and discovering the impact of the wise leadership of senior leaders in the institution under study and their role in managing strategic ignorance when formulating the institution's strategic goals and managing its general activities.
- Propose a model for the variables of the current study, test it in the field, and come up with results and recommendations that can contribute to developing the organisation's work.
- Literary contributions through reviewing concepts, studies, opinions, and ideas of researchers in wise leadership and managing strategic ignorance.

- Knowing the level of reliance of the senior leaders in the institution, the research sample, the philosophy of wise leadership, and the extent to which they adopt the strategic ignorance management approach.

2.4 Research model

According to the research problem and research objectives that were presented, the researchers proposed building a procedural research plan consisting of the independent variable wise leadership and its dimensions referred to by Al-Amiri and Al-Uqabi (2021), Al-Ani and Al-Talbi (2022), and Al-Aqabi (2021), and the dependent variable is the management of strategic ignorance, which was discussed in several studies (Al-Abadi & Al-Zubar, 2020; Abdullah & Abdullah, 2021), and as shown in Figure 1.



Source: Authors' processing

Note: WL=Wise leadership, GG=Good judgment, UE=Understand the essence, CC=Create post contexts, CS=Communication skills, EPP=Exercising political power, EPW=Enhance practical wisdom, MIS=Managing strategic ignorance.

2.5 Research hypotheses

Based on the procedural plan of the research and complements of the research problem and its objectives, the researchers formulated two main hypotheses:

(H1): There is a significant correlation between wise leadership and the management of strategic ignorance. Several sub-hypotheses emerge from it:

(H1-1): There is a significant correlation between good judgment and the management of strategic ignorance.

(H1-2): There is a significant correlation between understanding the essence and managing strategic ignorance.

(H1-3): There is a significant correlation between Creating a post context and managing strategic ignorance.

(H1-4): There is a significant correlation between communication skills and managing strategic ignorance.

(H1-5): There is a significant correlation between the exercise of political power and the management of strategic ignorance.

(H1-6): There is a significant correlation between enhancing practical wisdom and managing strategic ignorance.

(H2): There is a significant influence relationship between wise leadership and strategic ignorance management. Several sub-hypotheses emerge from it:

(H2-1): There is a significant influence relationship between good judgment and the management of strategic ignorance.

(H2-2): There is a significant influence relationship between understanding the essence and managing strategic ignorance.

(H2-3): There is a significant influence relationship between Creating a post context and managing strategic ignorance.

(H2-4): There is a significant influence relationship between communication skills and managing strategic ignorance.

(H2-5): There is a significant influence relationship between the exercise of political power and the management of strategic ignorance.

(H2-6): There is a significant influence relationship between enhancing practical wisdom and managing strategic ignorance.

2.6 Research sample

The Iraqi Ministry of Labour and Social Affairs was chosen as a research community, and senior leaders in the ministry who held the rank of general manager, department director, division official, and unit official were chosen as a sample for the research. A random sample consisting of (138) leaders, directors, and officials in the ministry was chosen as the research sample. Distributing questionnaire forms to them, (125) audited and measurable questionnaires were retrieved, representing 91% of the total selected sample.

2.7 Research techniques and tools

The questionnaire was used as a tool for collecting data, and a five-graded Likert scale was used in its formulation. The scale (Al-Aqabi, 2021) was used to measure the independent variable wise leadership after the researchers modified and adapted the scale. It was chosen because it is the most modern scale and it is compatible with the nature of the environment in which it is being tested. As for the dependent variable, the scale (Al-Moussawi, 2019) was chosen due to its suitability and consistency with the research objectives and the tools used. The researchers made some modifications to suit the research population and sample. This research relies on the descriptive analytical approach in analysing data. Statistical tools were used to analyse the data. The statistical analysis program SPSS v.25 was used to analyse and reach results.

3. Research results and discussions

To test the validity and reliability of the questionnaire and the data collected from the responses of the sample members, the researchers resorted to testing the reliability coefficient (Cronbach's Alpha) to reveal the validity and reliability of the questionnaire, as Table 1 indicates that the value of the reliability coefficient (Cronbach's Alpha) for wise leadership is (0.827), which is a high percentage of more than (0.700), which indicates the presence of high reliability for the entire paragraphs of the independent variable. As for the dependent variable, the management of strategic ignorance, the reliability coefficient was recorded as (0.856), which also indicates high stability in the dependent variable.

Table 1. Reliability and validity testing

Study variables		Alpha-Cronbach coefficient	Content validity	Number of items
WL	Wise leadership	.827	.747	18
GG	Good judgment	.777	.723	3
UE	Understand the essence	.803	.772	3
CC	Create a post context	.868	.801	3
CS	Communication skills	.720	.759	3
EPP	Exercising political power	.793	.700	3
EPW	Enhance practical wisdom	.831	.811	3
MIS	Managing strategic ignorance	.856	.836	9

Source: Authors' processing based on SPSS V26 output

Table 2 indicates the value of the weighted arithmetic mean for the wise leadership dimension reached (4.056), which is greater than the value of the hypothesised mean of (3), which shows that the answers of the sample members to this variable tended towards agreement, while the standard deviation recorded (0.952), and the value of the variance (0.913), and this confirms the Homogeneity of the sample members' answers to the wise leadership variable, and these results indicate that most of the sample members agree that senior leaders follow the wise leadership philosophy in the ministry under study.

Table 2. Descriptive analysis of wise leadership items

Code	Variable	Mean	Std. Deviation	Variance
GG1	Good judgment	3.984	0.933	0.871
GG2		3.888	1.033	1.068
GG3		3.840	0.954	0.910
UE1	Understand the essence	3.776	1.031	1.062
UE2		3.800	0.976	0.952
UE3		3.736	1.009	1.018
CC1	Create a post context	3.664	1.023	1.047
CC2		3.544	1.036	1.073
CC3		3.816	1.088	1.184
CS1	Communication skills	4.088	1.024	1.049
CS2		4.464	0.838	0.702
CS3		4.008	0.902	0.814
EPP1	Exercising political power	4.464	0.809	0.654
EPP2		4.440	0.856	0.732
EPP3		4.432	0.901	0.812
EPW1	Enhance practical wisdom	4.344	0.934	0.873
EPW2		4.376	0.964	0.930
EPW3		4.360	0.837	0.700
WL	Wise leadership	4.056	0.952	0.913

Source: Authors' processing based on SPSS V26 output

Table 3 indicates the results of the descriptive analysis of the strategic ignorance management variable, as the value of the weighted arithmetic mean for the strategic ignorance management dimension reached (4.489), which is greater than the value of the hypothesised average of (3), which shows that the sample members' answers to this variable tended towards agreement, while the standard deviation (1.048) recorded the variance value (1.007), and this confirms the homogeneity of the sample members' answers to the variable of managing strategic ignorance. These results indicate that the majority of the sample members agree on managing strategic ignorance in the ministry under study.

Table 3. Descriptive analysis of managing strategic ignorance

Code	Mean	Std. Deviation	Variance
MIS1	4.024	0.954	0.911
MIS2	3.744	1.224	1.498
MIS3	4.240	0.817	0.668
MIS4	4.360	0.777	0.603
MIS5	4.192	0.820	0.673
MIS6	4.056	0.826	0.682
MIS7	3.912	1.055	1.113
MIS8	3.928	0.985	0.971
MIS9	4.064	0.998	0.996
MIS	4.489	1.048	1.007

Source: SPSS V26 output

3.1 Testing correlation hypotheses

Table 4 indicates acceptance of the first main hypothesis H1, which states (that there is a statistically significant correlation between wise leadership and the management of strategic ignorance) at a significant level (0.01) and with a confidence rate (99%). The value of the Pearson correlation coefficient between the two variables reached (.459**), confirming the existence of an acceptable direct correlation between wise leadership and the management of strategic ignorance.

Table 4. Correlation

		WL	GG	UE	CC	CS	EPP	EWP
MIS	Pearson Correlation	.459*	.346*	.535	.264*	.374*	.382*	.434*
	Sig. (2-tailed)	.000	.000	.557	.003	.000	.000	.000
	N	125	125	125	125	125	125	125
		**. Correlation is significant at the 0.01 level (2-tailed).						
		*. Correlation is significant at the 0.05 level (2-tailed).						

Source: Authors' processing based on SPSS V26 output

Table 4 shows the acceptance of the first sub-hypotheses (H1-1), as the correlation coefficient reached (.346**) at a significance level (0.01), which means that there is a connection between good judgment and the management of strategic ignorance. The second sub-hypotheses (2 H1-) are rejected. This is because the relationship is not significant and the conditions for correlation are not met, which means that there is no relationship between understanding the essence and managing strategic ignorance. The third sub-hypotheses (H1-3) were accepted, as the correlation coefficient reached (.264**) at a significance level (0.01), which means that there is a connection between creating a post context and managing strategic ignorance. The fourth sub-hypotheses (H1-4) were accepted, as the correlation coefficient reached (.374**) at a significance level (0.01), which means that there is a link between communication skills and managing strategic ignorance. Acceptance of the sub-hypotheses. The fifth (H1-5), as the correlation coefficient reached (.382**) at a significance level (0.01), means that there is a connection between the exercising of political power and the management of strategic ignorance. The sixth sub-hypotheses (H1-6), as the correlation coefficient reached (.434**) at a significance level (0.01), which means that there is a link between enhancing practical wisdom and managing strategic ignorance.

3.2 Testing impact hypotheses

This research relied on the (F-TEST) test to indicate the acceptance or rejection of the hypothesis of the impact of wise leadership and its dimensions in the management of strategic ignorance. If the probability value corresponding to the

calculated F value is smaller than the significance level (0.01), the hypothesis will be accepted, which confirms the acceptance of the hypothesis at a rate of (99%). Table 5 shows the percentage of explanation of the management of strategic ignorance for the changes that occur in wise leadership, we will rely on the determination factor R^2 of (0.28), which explains 28% of the effect of wise leadership on the management of strategic ignorance, which is a low percentage of influence. The calculated F value reached (32.777) at a level of significance (0.01), and thus accepts the second main hypothesis regarding the effect, which states that there is a positive moral effect of wise leadership in managing strategic ignorance.

Table 5. Results of the impact of wise leadership and its dimensions in managing strategic ignorance

Result	Test F		R ² %	Dep. Var.	Ind. Var.
	Sig.	F			
There is an effect between wise leadership and strategic ignorance management, thus accepting the second main hypothesis (H2)	0.000	32.777	.280	MIS	WL
There is an effect of good judgment and strategic ignorance management, thus accepting the hypothesis (H2-1)	0.000	8.458	.210	MIS	GG
There is no effect between understanding the essence and managing strategic ignorance, thus rejecting the hypothesis (H2-2)	0.557	0.347	.030	MIS	UE
There is an effect between creating a post context and managing strategic ignorance, thus accepting the hypothesis (H2-3)	0.003	9.234	.264	MIS	CC
There is an effect of communication skills and managing strategic ignorance and thus accepting the hypothesis (H2-4)	0.000	20.053	.374	MIS	CS
There is an effect between exercising political power and the management of strategic ignorance, thus accepting the hypothesis (H2-5)	0.000	19.990	.194	MIS	EPP
There is an effect between enhancing practical wisdom and managing strategic ignorance, and thus accepting the hypothesis (H2-6).	0.000	28.814	.234	MIS	EPW

Source: Authors' processing based on SPSS V26 output

Table 5 shows the acceptance of the sub-hypotheses (H2-1, H2-3, H2-4, H2-5, H2-6), as the calculated F value exceeded the tabulated value at a significance level (0.01), while hypothesis H2-2 was rejected because there was no significant effect.

Table 5 also shows that the influence values are low in all hypotheses. This means that the dimensions of wise leadership have a low influence on managing strategic ignorance

4. Conclusions, limitations and future studies

The results showed that wise leadership plays a major role in reducing information gaps within the ministry, as the hypotheses of proof and influence of wise leadership and managing strategic ignorance were proven. The relationship was explained by saying that leaders who have wise leadership skills can identify areas that suffer from a lack of information and take appropriate measures to fill these gaps and manage them. Ignorance in the organisation contributes to improving the quality of the decisions taken. It has also been shown that wise leadership contributes to improving the decision-making process by encouraging a culture of consultation and active participation among all levels of employees. This approach helps in collecting diverse and complete information, which reduces the possibility of strategic errors. The study also showed that there is an urgent need to develop the leadership skills of current and future leaders in the ministry and apply the philosophy of wise leadership, which relies on deliberation, clear vision, practical wisdom, and anticipating the future. Wise leadership is a combination of awareness of the workplace, the ability to anticipate results, understanding organisational dynamics, logically linking the surrounding variables, and taking action. A conscious decision is based on knowledge, experience, and perception. The results revealed that setting clear and specific policies and procedures helps in managing strategic ignorance effectively, as wise leaders are keen to set these policies and follow up on their implementation to ensure that institutional goals are well achieved. Effective and continuous communication between leaders and employees is one of the key elements in managing strategic ignorance. Open communication enhances the flow of information and helps identify and address issues that may lead to widespread ignorance within the organisation. The study showed that encouraging innovation and critical thinking by wise leaders helps confront strategic ignorance. Leaders who encourage their teams to think critically and creatively can come up with innovative solutions to the problems and challenges facing the ministry. This can be achieved through dedicated training programs and workshops that focus on developing strategic skills. An administrative and supportive organisational culture that encourages continuous learning, the development of skills, and the establishment of continuous communication with decision-makers plays a serious role in managing strategic ignorance. Leaders who build an organisational environment that encourages learning and growth contribute to improving institutional performance, reducing ignorance within the institution, and encouraging effort in obtaining information and knowledge to improve performance. Therefore, the Ministry, the research sample, and the institutions that seek to establish the philosophy of wise leadership and the management of strategic ignorance must design and implement

training programs dedicated to developing the skills of their leaders, and focus on enhancing strategic capabilities, analytical skills, critical thinking, and the exchange of experiences between the institution and its surroundings, and improve internal communication policies and procedures to encourage effective participation and exchange of information between subordinates and decision makers and develop various communication channels such as virtual meetings, e-mail, and internal bulletins to ensure the flow of information quickly and efficiently. In addition to encouraging a culture of innovation and logical thinking, supporting new ideas and innovative projects, and motivating employees to innovate by providing rewards and incentives for distinguished initiatives that contribute to improving institutional performance and reducing strategic ignorance. Encouraging cooperation and teamwork between various sections and departments to enhance the exchange of knowledge and experiences. The organisation's information system can also be improved by establishing a comprehensive knowledge management system that allows collecting, storing, and retrieving information and knowledge in an organised and effective manner. This contributes to reducing ignorance and providing the information necessary for decision-making. This study suggests conducting more studies on the management of strategic ignorance about its relationship with the organisational climate, employee behaviour, and organisational excellence. It also requires research into wise leadership and an explanation of its impact on sustainable performance and its role in reducing job slack.

Conflict of Interest Statement

The authors declare that there are no conflicts of interest with any party.

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That is not the case.

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