

Brilliant Leadership and its Role in Promoting Organizational Optimism ("An Analytical Study of the Opinions of a Sample of Workers in the Najaf Health Directorate")

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Abstract: The present study investigates two primary variables: organizational optimism in its aspects (personal optimism, social optimism) and radiant leadership in its several forms (radiant performance, radiant cognitive). This is accomplished by getting the views of a Najaf Health Directorate staff sample. The researcher applied a method of random sampling. The main instrument for gathering the necessary information in order to reach this aim was a questionnaire. There were (185) community under-study personnel who answered the questionnaire. Out of the total returned questionnaires, the number of legitimate ones for statistical analysis came out to be (181), following the assessment of the surveys. Programs (SPSS.28) and (AMOS.26) helped to evaluate these questions statistically. The findings revealed a noteworthy relationship and effect between improving organizational optimism and brilliant leadership. The results of the present work try to close or close the knowledge gap between organizational optimism and radiant leadership variables. Focusing on improving their skills in cognitive radiance and performance radiance, the report advises the departments of the Najaf Health Directorate currently under investigation to invest in creating specialized training programs for leaders.

Key words: organizational optimism, Najaf Health Directorate, brilliant leadership.



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Introduction

The corporate environment is undergoing drastic transformation today as companies deal with several issues, including technology change, economic swings, and growing competitiveness. Given these difficulties, one of the main elements allowing companies to resist and adjust to changes becomes organizational optimism. Encouragement of organizational optimism inside the company directly affects the culture and performance of the employees, therefore fostering trust, teamwork, and innovation. Hence, its relevance resides in its capacity as a strong motivator driving people toward success and creativity, as well as in its capacity to improve the capacity to face problems and crises (Mache et al., 2014:493).

Considered a long-term investment, leadership excellence guarantees the continuous success of the company despite obstacles and helps to face problems with confidence and optimism. Leading is an art that calls for extraordinary qualities combining intelligence, inspiration, and the capacity to make decisive judgments under challenging situations; it is not only the capacity to manage people and duties. Excellent leadership is one in which the emphasis is on enabling and inspiring people to reach their highest possible performance. Leaders who clearly have a strategic vision, a persistent enthusiasm for progress, and the capacity to create cohesive teams that run in harmony and cohesiveness clearly exhibit this kind of leadership (Hazim et al., 2022:54).

Reviewing past studies and offering a set of concepts that clarified the nature of the link between the two variables of the current study allowed the researcher to define the problem for the present research in this context: (brilliant leadership organizational optimism). From the issue of the present research, various concerns emerged concerning the nature of the interaction between the studied variables in the Najaf Health Directorate. Several objectives were selected for the current study, which it aims to fulfil by depending on a set of information and facts and by ascertaining the kind of link between the variables of the current research, thereby addressing these questions. Based on the statistical analysis findings, the present work was able to derive a set of suggestions and clear the link between the studied variables.

✓ **First of all:**

The Najaf Health Directorate has major difficulties under present conditions, which calls for the search of efficient strategies to raise employee organizational optimism. Although there are few studies on this subject in the Iraqi environment, reflective leadership is regarded as one of the main elements that can help to increase organizational optimism. Therefore, it is necessary to better understand how reflective leadership influences organizational performance in the Najaf Health Directorate so that appropriate strategies to increase organizational performance may be developed.

✓ **The importance of research:**

1. The study helps to expand the scientific understanding of organizational optimism and reflective leadership in the Iraqi health sector.
2. The report offers useful suggestions to the Najaf Health Directorate to raise staff organizational optimism.
3. The study aids in the development of workable plans to improve reflective leadership within the Iraqi healthcare system.
4. This study is important since it emphasizes the need for reflective leadership in raising organizational optimism, particularly in view of the challenging situation the health sector in Iraq finds.

✓ **Research aims:**

1. To ascertain the degree of brilliant leadership among Najaf Health Directorate staff members (cognitive brilliance and performance brilliance).
2. Objective: To gauge employees of the Najaf Health Directorate's degree of organizational optimism.
3. To examine how organizational optimism among Najaf Health Directorate staff members relates to great leadership.
4. Objective: To offer the Najaf Health Directorate useful suggestions for improving organizational optimism by means of outstanding leadership.

✓ Study Hypotheses

"The following hypotheses were generated depending on the hypotheses of the theoretical side addressing the study variables (brilliant leadership and organizational optimism) and in order to reach the aims and answer its questions":

Main Hypothesis: There is no statistically significant effect of brilliant leadership on organizational optimism. From this hypothesis, the following sub-hypotheses emerge:

- Sub-hypothesis 1: There is no statistically significant effect of brilliance on performance on organizational optimism.
- Sub-hypothesis 2: There is no statistically significant effect of cognitive brilliance on organizational optimism.

✓ The hypothetical plan of the study

"The hypothetical plan of the study was developed in accordance with the study's problem, its significance, and its objectives. This plan demonstrates the relationships between the study variables: brilliant leadership, the independent variable, is represented by two paths (brilliant performance, cognitive brilliance), and the dependent variable, organizational optimism, has two dimensions (personal optimism, social optimism). The hypothetical study schedule is depicted in Figure 1".

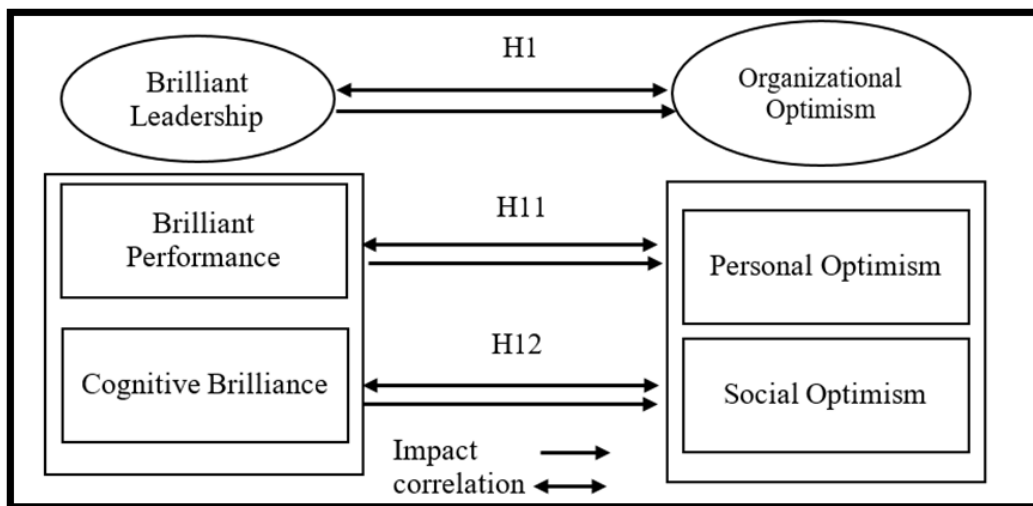


Figure (1) The hypothetical model of the study

From the researcher's numbers according to the literature

✓ Study Methodology

"The descriptive and analytical approach was employed by the researcher to complete the theoretical and field frameworks of the study, as well as to understand the problem accurately, analyze it, and uncover the interrelationships between its variables. This approach aims to interpret the variables and arrive at conclusions that contribute to diagnosing the reality, as well as to ensure the suitability of this scientific approach to the study's objectives. The sample members of the organization under study answered questionnaire questions".

✓ Study Population and Sample

The study population and sample comprised leaders and decision-makers within the Najaf Health Directorate, encompassing the director, his assistants, department managers, as well as branch and

unit heads. The study sample was deliberately selected, employing a thorough survey encompassing all leaders, amounting to a total of 181. The selection process was conducted with careful consideration and methodical precision to guarantee that the findings of the study are effectively communicated to the broader community. The investigator focused on engaging leaders and decision-makers within the directorate who have the requisite expertise and competencies to contribute to the advancement of the directorate, adapt to evolving circumstances, and leverage technology in accordance with the government's digital transformation initiative across all state entities. The sample was drawn from the original population, comprising a total of 198 individuals. Following the distribution of the questionnaire, the total number of respondents attained was 185. The oversight regarding the remaining questionnaires, coupled with their underutilization and inability to be retrieved, culminated in a total of 181 questionnaires being retrieved, all of which are deemed valid for statistical analysis.

✓ Demographic data for the study sample

The demographic data for the study sample included (5) elements as arbitration variables to measure the degree of their influence on the dependent variable, other than the influence of the independent variable. The mediating variables are gender, job title, academic qualification, academic specialization, and years of work experience, as shown in the table below.

Table (1) Analysis of the demographic data for the study sample *

Demographics	Statement	number	%
Sex	Male	133	73.48%
	Female	48	26.52%
	Total	181	100.00%
Age	20-30 years	43	23.76%
	31-40 years	67	37.02%
	41-50 years	39	21.55%
	51-60 years	32	17.68%
	Total	181	100.00%
Job Title	General Manager	3	1.66%
	Assistant General Manager	5	2.76%
	Head of Department	18	9.94%
	Assistant Head of Department	18	9.94%
	Division Director	56	30.94%
	Unit Director	81	44.75%
	Total	181	100.00%
Academic Qualifications	Diploma	22	12.15%
	Bachelor's	65	35.91%
	Higher Diploma	22	12.15%
	Master's	43	23.76%
	Doctorate	29	16.02%
	Total	181	100.00%
Years of Experience	Less than 5 years	34	18.78%
	5 years and less than 10 years	59	32.60%
	10 years and less than 15 years	38	20.99%
	15 years and less than 20 years	32	17.68%
	20 years and older	18	9.94%
	Total	181	100.00%

Source: Created by the researcher from study material (2025 AD).

Sex comes first.

- **Male Dominance:** The table shows a clear male dominance in the sample (73.48%), which may suggest the type of work in the Najaf Health Department, as there may be a preference for recruiting men in particular roles or the nature of the employment.
- **Female Representation:** The rather low percentage of women (26.52%) calls for a review of recruitment and promotion rules to guarantee gender equality.

Second: Age

- **Dominant Age Group:** The most often represented (37.02%) 31–40 age group shows a substantial portion of middle-of-life workers with perhaps great experience and ambition.
- **Age Distribution:** Other age groups show a really decent distribution, suggesting a balance between the several experiences in the company
- **Youth and Experience:** With a considerable percentage (23.76%), the 20–30 age group shows the existence of a young staff inside the company. However, the older age groups (41–50 and 51–60) show a notable percentage (39.23%), suggesting the presence of acquired experience inside the company.

Third: Level of Employment

- **Emphasise Managers:** The table reveals a notable concentration on unit and division managers (75.69%), which would suggest the value of their part in encouraging organisational optimism.
- **Senior Leadership:** General Manager and Assistant General Manager senior leadership (4.42%) is somewhat under-represented, which would call into doubt the degree of influence top leadership has on organisational optimism.
- **Position Distribution:** Other roles are somewhat fairly distributed, suggesting a hierarchical organisational structure inside the company.

Fourth: Educational Competency

- **Educational Diversity:** The table indicates a good range of employee academic qualifications, so reflecting a large body of knowledge inside the company.
- **Bachelor's and Master's Degree Holders:** With a significant proportion (59.67%), these highly qualified academics within the company show themselves.
- **PhD holders:** The institution has advanced research and scientific expertise, as shown by the reasonable percentage of 16.02% of PhD holders.

Fifth: Years of expertise

- **collected Experience:** Since more than half of the staff members have more than ten years of experience, the table illustrates the existence of collected experience inside the institution.
- **Young Experience:** Of great proportion, 18.78% have less than five years of experience.
- **Balance of Experience:** The several categories show a really excellent balance in terms of years of experience, therefore reflecting the variety of experiences the institution offers.

✓ Validity Testing of the Study Tool

The validity or reliability of a measuring tool refers to the ability of a performance to measure what it was designed for. Based on the theory of valid measurement, complete validity means that the tool is free of measurement errors, whether random or systematic. The study relied on the following to measure the validity of the study tool:

Tool reliability: This refers to the questionnaire's ability to obtain the same results if the research were repeated under conditions of validity. The tool's reliability means ensuring that it will measure what it was designed to measure (Al-Assaf, 2003). The researcher verified the validity of the tool and conducted a pilot study consisting of (40) questionnaires to ensure reliability using the Cronbach's alpha test. Data internal consistency is measured from 0 to 1 using consistency analysis. Data internal consistency was determined using Cronbach's alpha. Variable internal consistency is strong if Cronbach's alpha coefficients are near to (1). Research goals determine Cronbach's alpha values. According to Nunnally (1967), in early fundamental research, 0.50-0.60 is adequate while 0.80 may be excessive. Hair (2010) et al. recommended Cronbach's alpha above 0.70. Cronbach's alpha of 0.50 and higher is also accepted in the literature (Bowling 2009).

Table (2) shows the results of the Cronbach's alpha test for the exploratory sample.

Independent and Dependent Variables	Components of variables	Number of paragraphs	Cronbach's alpha coefficient	Validity coefficient
Brilliant leadership	Cognitive brilliance	4	87.0%	93.3%
	Performance brilliance	4	83.3%	91.3%
Organizational optimism	Personal optimism	5	86.0%	92.7%
	Social optimism	5	82.8%	91.0%
questionnaire		18	84.8%	92.1%

Source created by the researcher depending on the SPSS program

It is clear from the table above that they all came within the acceptable limits.

✓ Study Limits

The parameters of the research are as follows:

1. Cognitive Constraints: The cognitive constraints of the research were delineated by the primary variables (exceptional leadership, organizational optimism) and their subordinate dimensions.
2. Temporal Constraints: The study's temporal boundaries stretch to the year 2025.
3. geographical Boundaries: The geographical boundaries are defined by the selected research domain used to evaluate the study's hypotheses and address its inquiries. The site was established by the Najaf Health Directorate.
4. Human Limits: The human limitations of the study include all top executives and decision-makers inside the directorate, including the director and his deputies, department directors, and heads of divisions and units.

1- Theoretical framework of the study

1-1- Leadership Brilliance

1-1-1- The concept of leadership brilliance:

In light of the increasing challenges facing organizations, leadership brilliance has become a critical element for ensuring sustainability and success. It goes beyond traditional leadership qualities but rather encompasses the ability to be creative, solve problems in innovative ways, and build a positive work culture that empowers individuals to excel and innovate (Simonton, 2006:513).

Leadership brilliance is a modern concept that has gained prominence in the literature of management and leadership in the contemporary era. It represents the ability to positively influence and motivate individuals to achieve goals in an exceptional manner that inspires the

team and enhances their performance (Al-Abedi & Dosh, 2021:666). Leadership brilliance stems from a combination of personal skills that make a leader a role model in the workplace. A brilliant leader not only achieves personal success enhances team spirit, and builds bridges of trust and loyalty within the organization. Leadership excellence is key to achieving personal optimism and transforming challenges into opportunities for success that yield sustainable achievements. Excellence represents the core foundation that distinguishes an organization. It is a set of qualities and advantages possessed by the organization, represented by its core and organizational resources and competencies that are difficult for other organizations operating in the same industry to imitate (Hani et al., 2023:45). Masri et al., 2023:233, believe that organizations seek to maintain superior performance in their activities and operations by developing critical information technology and delegating authority to employees to gain the competitive advantage generated by excellence and creativity. The need arises for leaders capable of excellence by promoting positive values, encouraging initiative, and employing effective communication skills to achieve goals. A brilliant leader is not only one who leads to success but also one who inspires others to become leaders in their own right, ensuring sustainable excellence and leadership. Brilliant leadership is characterized by its ability to combine a clear vision with the ability to communicate effectively, with the leader being a role model of confidence, integrity, and determination. A brilliant leader is also characterized by emotional intelligence, which enables them to understand the feelings of others and direct them positively to enhance collective performance (Jasim, 2024: 722). Table (3) presents some concepts related to leadership brilliance:

Table (3) Some concepts of leadership brilliance according to the opinions of some researchers and writers: -

	researcher	The Concept
	Polyzoi et al., 2012:49	It is leadership that combines professional competence and emotional intelligence, where the leader can direct efforts toward achieving goals in an inspiring manner that fosters loyalty and belonging.
1	Simonton, 2018:4	It is a leadership style characterized by excellence and creativity in directing individuals toward achieving common goals in an inspiring and motivating manner.
2	Masri et al., 2023:233	It is all about focusing on knowledge, resources, and organizational capabilities that are difficult to imitate, directing individuals toward achieving common goals in a creative and influential manner while motivating them to perform at their best.
3	Hani et al., 2023:45	It is a dynamic concept that combines traditional leadership capabilities with the skills of inspiration and innovation. The term leadership brilliance refers to several meanings: originality, perfection, and excellence in the context of anything a leader develops and embodies.
5	Kmais, 2024:2	The leader can employ their leadership skills creatively to achieve goals while fostering a stimulating work environment that contributes to improving organizational performance and establishing a culture of excellence.

"Source: Prepared by the researcher"

From the researcher's perspective, leadership brilliance is defined as an exceptional art of managing people and resources based on clear vision, effective communication, and strategic decision-making that inspires the team and fosters a spirit of initiative. A brilliant leader is distinguished by his ability to invest his energies and personal skills in building positive

relationships with the team, contributing to the creation of a dynamic work environment that encourages innovation and excellence.

1-1-2- Dimensions of Leadership Brilliance

Leadership brilliance is one of the essential characteristics that distinguish successful leaders in dynamic and complex work environments. It represents the ability to influence, inspire, and direct individuals toward achieving goals efficiently and effectively. Leadership brilliance stems from a set of dimensions that enable leaders to achieve high levels of performance and excellence. The researcher adopted a scale and presented it to a group of judges. Based on the scale, the most prominent of these dimensions are:

1. Knowledge Brilliance:

Knowledge brilliance is a modern concept in the field of management and leadership. It refers to an individual's ability to effectively utilize knowledge to achieve outstanding and creative performance in the workplace. This concept reflects the extent to which leaders can employ their knowledge and intellectual skills in decision-making and solving complex problems in creative and innovative ways. On the other hand, leadership brilliance is linked to a leader's ability to influence, inspire, and direct individuals toward achieving organizational goals efficiently and effectively. Leadership brilliance relies heavily on the cognitive skills possessed by the leader, which enable them to guide their team and utilize available capabilities in the best possible way (Turpin & Fabb, 2017: 4). The relationship between cognitive brilliance and leadership brilliance lies in the complementarity of their roles. Leaders who possess cognitive brilliance are able to absorb complex information and employ it in innovative leadership strategies, which contributes to enhancing their ability to face challenges and make sound decisions. Cognitive brilliance also enables leaders to develop strategic visions that align with environmental changes, increasing their chances of success in achieving organizational excellence. In today's rapidly competitive environment, it has become imperative for leaders to develop their cognitive capabilities and enhance their leadership skills to guide their organizations toward leadership and innovation. Therefore, investing in developing cognitive brilliance is an essential step toward achieving leadership brilliance and excellence in organizational performance (Al Dulaimi & Al Hindawy, 2023:3-4).

2. Brilliance in Performance:

Brilliance in performance is the essence of organizational success and one of the fundamental pillars of achieving excellence in the workplace. It reflects the ability of individuals to deliver outstanding and sustainable results that exceed expectations and reflects a high level of efficiency and professionalism in implementing tasks and achieving goals. Excellence in performance is viewed as the result of a combination of technical, cognitive, and personal skills that contribute to enhanced productivity and effectiveness. Leadership excellence, on the other hand, represents the ability to motivate and guide others toward shared goals while intelligently utilizing resources and building a supportive and stimulating work environment. Excellence in performance is seen as a role model of commitment, dedication, and creativity, which enhances team spirit and drives performance to unprecedented levels (Hazim et al., 2022: 54).

Indrastuti et al., 2024: 3597, argue that the relationship between excellence in performance and leadership excellence is complementary. Leadership excellence depends on the leader's ability to direct and develop the performance of individuals and groups, while excellence in performance contributes to enhancing the leader's status, credibility, and influence. Excellence in performance is defined as those who can inspire their teams to achieve the highest levels of performance by supporting and guiding them toward excellence. In the modern business world, organizations strive to enhance performance excellence by developing exceptional leadership skills that ensure the achievement of strategic objectives and maintain leadership. Hence, leadership excellence

emerges as a critical factor in improving organizational performance and sustaining long-term success (Murzaku et al., 2024:2).

1-2- Organizational Optimism

1-2-1- The Concept of Organizational Optimism

In light of the rapid changes and increasing challenges facing organizations in the modern era, the concept of organizational optimism has emerged as one of the fundamental pillars that enable organizations to achieve success and sustainability. Organizational optimism is not limited to being a simple positive feeling embraced by individuals; it goes beyond that to become a systematic strategy aimed at enhancing morale, motivating performance, and supporting the ability to adapt to change (Gabris et al., 1998:337).

Beheshtifar (2013:70) believes that organizational optimism contributes to creating a stimulating work environment that enhances job satisfaction levels and raises employee efficiency and productivity, which positively impacts overall performance. It also enhances individuals' ability to adapt to organizational changes and contributes to building a corporate culture based on mutual support and trust. Highly optimistic individuals tend to adopt positive attitudes toward their future and believe they can successfully navigate adversity. Bhowmik & Sahai (2018:35) emphasize that optimism is not just a belief but rather the ability to direct one's capabilities toward building a brighter future. Organizational optimism is a modern concept that has received increasing attention in the field of business and organizational management, given its effective role in enhancing organizational performance and achieving success. Organizational optimism reflects the positive mental state adopted by individuals within an organization, manifested in confidence in the future and belief in the ability of the organization. An organization that overcomes challenges and achieves goals.

Inabinet (2023:182) refers to optimism as an attitude that pervades powerful, albeit fleeting, moments when justice and healing loom. Therefore, it has become necessary to foster organizational optimism as a strategy for achieving institutional cohesion, enhancing resilience, and the ability to confront crises. Successful leaders seek to reinforce this concept by spreading positivity, stimulating innovation, and fostering social interaction among employees. In light of this, organizational optimism gains significant importance not only in improving individual and collective performance but also in supporting organizational sustainability and enhancing the ability to grow and develop in the face of ongoing changes (McGlynn, 2025:5). Table (4) presents some concepts related to organizational optimism:

Table (4) Some concepts of organizational optimism according to the views of some researchers and writers:

	researcher	The concept
1	Beheshtifar, 2013:70	It is "employees' expectation that future work outcomes will be positive, which enhances job satisfaction and organizational commitment.
2	Bhowmik & Sahai, 2018:37	It is "a positive mental attitude adopted by individuals within an organization, reflecting their belief in their ability to achieve goals despite challenges."
3	Nwanzu & Babalola, 2019:2	It is the successful alignment of individual behaviour with organizational requirements which employees embrace, enabling them to face challenges with confidence and achieve the desired performance.

4	Scott et al., 2023:2	It is the belief of individuals in their ability to overcome obstacles and maintain success after failure, and the belief that the future will be better within the organization, which motivates positive behaviours and productivity." This makes a difference in individual outcomes and overall organizational quality.
5	SHARMA & SHARMA,2025:17	Organizational optimism is "adopting a positive, optimistic vision of the professional future, which leads to increased commitment and positive interaction among employees." In this way, they are typically confident and persistent when facing difficult and stressful circumstances.

"Source: Prepared by the researcher"

From the researcher's perspective, organizational optimism is defined as the positive mental state embraced by individuals within an organization, which enhances their belief in their ability to achieve goals and overcome obstacles. This concept is essential for creating a supportive work environment that stimulates innovation and supports effective performance.

1-2-2- Dimensions of Organizational Optimism:

Organizational optimism contributes to building cohesive work teams with a spirit of cooperation, which strengthens social relationships within and outside the organization. Leaders play a pivotal role in fostering both personal and social optimism by adopting leadership behaviours that support positivity and encourage facing challenges with an optimistic spirit. When a leader possesses both individual and social optimism, they positively influence their colleagues and enhance organizational optimism through continuous support (Ugwu, 2012:4).

1. Personal Optimism:

Organizational optimism contributes to fostering personal optimism. Employees in a positive work environment feel motivated and confident in their abilities, which is reflected in their level of personal optimism. Individuals who are personally optimistic are better able to face challenges and overcome difficulties, which contributes to improved performance. Optimism is viewed by Gavrilov-Jerković et al. (2014) as a trait-like predisposition to expect good things to happen, leading to more efficient problem-solving, the development of positive emotions, and seeing the positive side of things despite adversity. The defining characteristic of optimism appears to be its general expectation of positive outcomes, regardless of what or who contributes to the positive outcome (Gavrilov-Jerković et al. (2014:3-4). In a work environment characterized by organizational optimism, employees' enthusiasm and confidence in their ability to accomplish tasks increases, leading to improved performance. Organizational optimism has positive effects on individuals' psychological health, helping to reduce stress and increase job satisfaction. Therefore, an employee who possesses personal optimism tends to adapt better to work pressures and is less susceptible to psychological stress (Moser et al. (2023:4568).

Conclusion: From the researcher's perspective:

Personal optimism forms the cornerstone of building strong organizational optimism, while organizational optimism contributes to enhancing the positive psychological state of individuals. Integrating the two concepts is essential to achieving a productive and sustainable work environment characterized by efficiency, innovation, and the ability to face challenges.

2. Social Optimism:

Organizational optimism reflects a positive mental state within the workplace and relies on individuals' confidence in their ability to achieve organizational goals and overcome challenges. Social optimism is embodied in the collective belief in attaining good and progress in society, where individuals interact positively and believe in the possibility of a better future. When a spirit of social optimism prevails in society, this is reflected in individuals working in organizations, as they come to the workplace with an optimistic spirit. Social optimism is connected to personal optimism, and this relationship grows with age. It was also shown that social optimism tended to be lower than personal optimism. The authors ascribed this to the fact that the results of personal optimism are often within the individual's control. Still, the individual has limited influence on the aims of social optimism. Social optimism helps foster harmony within the workplace, since people are more supportive of each other and more capable of functioning as a team. The positive values resulting from social optimism contribute to shaping an organizational culture based on cooperation and trust. Optimists expect good outcomes, even when things are difficult. This results in a relatively positive mix of emotions (Carver & Scheier, 2024:5).

Conclusion: From the researcher's perspective:

The relationship between organizational optimism and social optimism is complementary, leading to enhanced positivity at the individual and societal levels. When the workplace is optimistic, this is reflected in the behaviour of individuals in society and vice versa. Therefore, enhancing either indirectly contributes to improving the other, contributing to building a cohesive society and successful, sustainable organizations.

1-3- The Relationship Between Brilliance Leadership and Organizational Optimism

Brilliance leadership is a modern concept in management and leadership science, playing a vital role in enhancing organizational performance and building a positive work environment. This leadership is characterized by its ability to inspire and motivate individuals toward achieving common goals through clear visions and an inspiring style that encourages trust and positive interaction. In the context of the workplace, organizational optimism is an important psychological trait that contributes to raising employee morale. It is characterized by a leader's ability to inspire and motivate individuals to achieve their best possible performance through clear strategic visions and established organizational values. In the contemporary business environment characterized by constant change and increasing challenges, organizational optimism has become an urgent necessity for achieving sustainability and success (Berg, 2020:2-3).

Beheshtifar, 2013:70, believes that understanding the relationship between brilliance leadership and organizational optimism contributes to enhancing positive leadership practices and ensuring a work environment capable of handling challenges efficiently and flexibly. Therefore, this study aims to shed light on the dimensions of this relationship and its role in improving institutional performance and ensuring sustainable success. The relationship between brilliant leadership and organizational optimism is positive, as brilliant leadership contributes to enhancing organizational optimism through several mechanisms and factors that can be explained as follows (Frost, 2021: 23-26):

- A. Inspiring vision and motivation: A leader who shines a clear and inspiring vision motivates employees to adopt positive attitudes, which is reflected in increased optimism toward achieving goals.
- B. Enhancing Trust and Moral Support: Shining leadership enhances trust by encouraging and morally supporting employees, leading to a sense of security and optimism in the face of challenges.

- C. Stimulating Growth and Development: Shining leaders strive to develop individual skills and enhance their capabilities, generating a sense of empowerment and optimism toward achieving personal and organizational success.
- D. Positive Crisis Management: Shining leaders are characterized by their ability to transform crises into opportunities, inspiring employees to view challenges from a positive perspective, thereby enhancing organizational optimism.

Taylor (2016:7-8) believes that shining leadership directly impacts organizational optimism through its ability to build a supportive and motivating environment that contributes to raising morale and fostering positive expectations. The presence of shining leadership ensures an optimistic work environment for the organization, which contributes to enhancing performance and achievement at both the individual and collective levels. Organizational optimism is considered a key factor in achieving outstanding performance, as it contributes to improving employee satisfaction and increasing their sense of belonging to the organization.

Ibrahim & Hussein (2024:313) emphasize that organizational optimism is a concept that directly contributes to enhancing institutional performance by instilling confidence and a sense of hope among employees, which positively impacts productivity and job satisfaction. In this context, brilliant leadership emerges as a key factor contributing to achieving this optimism. A brilliant leader is characterized by his ability to build positive relationships and motivate individuals to face challenges with an optimistic spirit.

2- Practical Framework for the Research

2-1- Descriptive Statistics for the Statements of the Study Variables

Both the arithmetic mean and standard deviation are calculated for each statement within the study focus. The arithmetic mean of the statement is compared to the hypothetical mean for the study (3). Agreement between assertions occurs when the arithmetic mean is larger than the hypothetical mean (3), and disagreement occurs when it is less. The mean, standard deviation, and relative relevance of the statements assessing the study's emphasis and their ranking according to respondents are shown in the following table. All research variables' means and standard deviations are in Table (4). All variable standard deviations are near to one, suggesting that sample members' answers to all variable statements are homogeneous, the arithmetic mean for all variables is greater than the hypothetical mean used in the statistical analysis program, indicating the degree of agreement for all study variable expressions.

2-1-1- Descriptive Analysis and Statistical Indicators of the Brilliant Leadership Variable:

Divided into two primary dimensions—cognitive brilliance and performance brilliance—the table shows the outcomes of a descriptive study of the variable of brilliant leadership. Additionally, the mean, standard deviation, percentage of agreement, coefficient of variation, and dimension order are shown in the table.

First: first brilliance of performance

- Highest Mean: The dimension of performance brilliance noted the highest mean (3.823), suggesting that staff members regard their leaders to be quite outstanding.
- Lowest Standard Deviation: The dimension of performance brilliance recorded by the lowest standard deviation (0.732), thereby showing a great degree of employee agreement on the degree of performance brilliance in their leaders.
- Highest proportion of Agreement: The dimension of performance excellence recorded the highest proportion of agreement (76.5%), therefore validating the strength of this dimension of outstanding leadership.

- Lowest Coefficient of Variation: The performance brilliance dimension reported the lowest coefficient of variation (19.1%), therefore underlining the idea of major homogeneity and agreement among employees on this dimension.
- First Rank: The dimension of performance excellence came first among the others, therefore attesting to its central significance as a component of outstanding leadership.

Second: Cognitive brilliance

- Good Mean: Although employees view their leaders to be characterised by cognitive excellence, but to a rather lower degree than performance excellence, the dimension of cognitive excellence recorded an arithmetic mean (3.419).
- Higher Standard Deviation: The reported component of cognitive excellence showed a higher standard deviation (0.813), indicating more variation in employees' perceptions of the degree of cognitive excellence in their superiors.
- Acceptable Agreement Rate: Although generally in line with performance excellence, the component of cognitive excellence reported an acceptable agreement rate (68.4%), indicating a rather low degree of agreement.
- Higher Coefficient of variance: The cognitive excellence dimension reported a higher coefficient of variance (23.8%), so supporting the idea that employee views on this dimension vary more.

Although it ranks second to performance excellence, the cognitive excellence component is rated second among the dimensions and indicates its relevance.

Third: Total Dimensions of Brilliant Leadership

- Good Mean: Employees feel their leaders have a good general degree of distinctive leadership based on the arithmetic mean of (3.621).
- Medium Standard Deviation: The total dimensions of distinguished leadership recorded a medium standard deviation of (0.773), indicating moderate variety in employees's judgements regarding the general degree of distinguished leadership.
- Good Agreement Rate: The overall agreement on the degree of distinguished leadership was indicated by the total dimensions of distinguished leadership recorded at a good agreement rate (72.4%).
- Medium Coefficient of Variation: The total dimensions of distinguished leadership recorded a medium coefficient of variation (21.3%), therefore supporting the idea that employees' perceptions regarding the general degree of distinguished leadership vary somewhat.

Table No. (5) Averages and standard deviations of the variable of brilliant leadership

	Independent Dimensions	Mean	S.D	Agreement rate	C.V	Dimensions arrangement
1	Cognitive Brilliance	3.419	0.813	68.4%	23.8%	2
2	Performance Brilliance	3.823	0.732	76.5%	19.1%	1
	Total Brilliance Leadership	3.621	0.773	72.4%	21.3%	

Source: Created by the researcher from study material (2025 AD).

2-1-2-Descriptive Analysis and Statistical Indicators of the Organizational Optimism Variable:

The table presents the results of a descriptive analysis of the organizational optimism variable, divided into two main dimensions: personal optimism and social optimism. The table also

displays the mean, standard deviation, percentage of agreement, coefficient of variation, and dimension order.

First: Personal Optimism

Highest Mean: The personal optimism dimension recorded the highest mean (3.659), indicating that employees believe they have a good level of personal optimism.

Acceptable Standard Deviation: The personal optimism dimension recorded an acceptable standard deviation (0.764), indicating a convergence in employees' opinions regarding their level of personal optimism.

Good Agreement Rate: The personal optimism dimension recorded a good agreement rate (73.2%), confirming the strength of this dimension of organizational optimism.

Acceptable Coefficient of Variation: The personal optimism dimension recorded an acceptable coefficient of variation (20.9%), reinforcing the notion that employees' opinions on this dimension are convergent.

First Rank: The Personal Optimism dimension ranked first among the dimensions, confirming its importance as a key component of organizational optimism.

Second: Social Optimism

Good Mean: The Social Optimism dimension scored a good mean (3.512), indicating that employees perceive themselves to have a good level of social optimism but to a slightly lower degree than personal optimism.

Higher Standard Deviation: The Social Optimism dimension scored a higher standard deviation (0.832), indicating greater variability in employees' opinions about their level of social optimism.

Acceptable Percentage of Agreement: The Social Optimism dimension scored an acceptable percentage of agreement (70.2%), indicating general agreement but to a lower degree than personal optimism.

Higher Coefficient of Variation: The Social Optimism dimension scored a higher coefficient of variation (23.7%), reinforcing the notion that there is greater variability in employees' opinions on this dimension.

Second Rank: The Social Optimism dimension ranked second among the dimensions, indicating its importance, but it comes second only to personal optimism. **Third: Total Organizational Optimism**

Good Mean: Total organizational optimism recorded a good mean (3.586), indicating that employees generally enjoy a good level of organizational optimism.

Medium Standard Deviation: Total organizational optimism recorded a medium standard deviation (0.798), indicating moderate variation in employees' opinions about the overall level of organizational optimism.

Good Percentage of Agreement: Total organizational optimism recorded a good percentage of agreement (71.7%), indicating general agreement on the level of organizational optimism.

Medium Coefficient of Variation: Total organizational optimism recorded a medium coefficient of variation (22.3%), reinforcing the notion that there is moderate variation in employees' opinions about the overall level of organizational optimism.

Table No. (6) Averages and standard deviations of the organizational optimism variable

	Independent Dimensions	Mean	S.D	Agreement rate	C.V	Dimensions arrangement
1	Personal Optimism	3.659	0.764	73.2%	20.9%	1
2	Social Optimism	3.512	0.832	70.2%	23.7%	2
	Total Organizational Optimism	3.586	0.798	71.7%	22.3%	

Source: Created by the researcher from study material (2025 AD).

It is noted in the above tables (4,5) that the averages for all study variables are higher than the hypothetical mean, and the standard deviation is closer to one, which indicates homogeneity among the sample members' answers to all variable statements.

2-2- Confirmatory Factor Analysis

To test validity, the factorial structure of the study variables was verified using confirmatory factor analysis (CFA). This is an application of the structural equation model (SEM). Unlike exploratory factor analysis, confirmatory factor analysis provides the opportunity to identify and test the validity of specific measurement models, which are built on the basis of previous theoretical foundations. The study relied on the application of confirmatory factor analysis to estimate parameters using the maximum likelihood method using the AMOS V26 statistical program. This assumption is based on the congruence between the covariance matrix (of the variables included in the analysis) and the matrix assumed by the model. The analysis produces several indicators indicating the quality of this fit, based on which the assumed model is accepted or rejected for the data. These indicators are known as model quality indicators. These indicators include:

✓ Model Quality Indicators:

Several indicators of fit are developed based on the assumption of congruence between the covariance matrix of the variables in the study and the model's matrix. The goodness-of-fit indicator determines whether the hypothesized data model is accepted or rejected. Table (7) presents structural research model goodness-of-fit metrics.

Table (7) Goodness-of-fit indicators for brilliant leadership

Acceptable Level	Goodness-of-fit Measures
Statistically not significant at 0.05	$\chi^2 = \text{Chi-square}$
$1 < \chi^2/df < 5$	χ^2/df
≥ 90	Goodness of fit index (GFI)
< 0.08	Root-mean-square error of approximation (RMSEA)
≥ 90	Normal fit index (NFI)
≥ 90	Comparative fit index (CFI)
≥ 90	Adjusted goodness of fit index (AGFI)
≥ 90	Tucker-Lewis Index (TLI)
> 0.05	P Close

Source: Created by the researcher from study material (2025 AD). Depending on (Hair et al. 2010)

Table (8) Results of the confirmatory practical analysis of the research variables

Paragraphs	path	Dimensions	Standardized regression weights	S.E	C.R	Sig..
X11	<---	Performance Brilliance	.805	.049	23.680	***
X12	<---		.853	.044	24.980	***
X13	<---		.879			
X14	<---		.853	.048	16.130	***
X15	<---		.805	.051	18.752	***
X21	<---	Cognitive Brilliance	.879	.056	17.265	***
X22	<---		.809			
X23	<---		.879	.052	16.025	***
X24	<---		.878	.063	15.602	***
X25	<---		.868	.061	12.796	***
Y11	<---	Personal Optimism	.838			
Y12	<---		.918	.045	23.514	***
Y13	<---		.891	.044	22.280	***
Y14	<---		.769	.046	20.173	***
Y21	<---	Social Optimism	.783			
Y22	<---		.641	.050	20.772	***
Y23	<---		.765	.048	20.417	***
Y24	<---		.870	.050	20.725	***

"Source: Prepared by the researcher based on the outputs of the statistical package (AMOS.V.26)."

It is noted from Table (8) and Figure (2) below that the model's reliability and validity, based on the goodness-of-fit criteria, exceeded the required indicators based on (Hair et al. 2010), mentioned in Table (7).

This is evident from the value of the goodness-of-fit index (GFI) at (1.00), the chi-square value to the percentage of freedom, which recorded (3.611), and the root mean square error of approximation (RMSEA) at (0.072). Furthermore, the divergence of the factorial regression weights exceeded (0.40), indicating a high level of fit.

2-3- Impact Hypotheses

In order to identify the impact relationships between variables, regression analysis and structural equation modelling were used.

Regression analysis is a statistical technique that is used to investigate and model the relationship between variables. This investigation illustrates the correlation between the dependent variable and one or more independent variables, and constructs a mathematical model that elucidates the dependencies. The linear regression analysis, which is the most frequently employed regression method among numerous researchers, will be the subject of this section of the analysis. In accordance with the statistical program (AMOS.V.26) (Afthanorhan et al., 2014:189), we will also employ structural equation modeling to determine the direct effects between the study variables (brilliant leadership and organizational optimism). In the following manner:

First: Hypothesis (H1): "The main hypothesis states" that: "There is a statistically significant effect" of brilliant leadership on organizational optimism.

To prove this hypothesis, a structural model was created to demonstrate the nature of the relationship between radiant leadership and organizational optimism. The results of the inferential statistics reveal a relationship between radiant leadership and organizational optimism. The

regression parameters recorded values of $\alpha = 1.654$ and $\beta = 0.829$, and the extracted and estimated F value was 49.022, which is greater than the tabulated F value of 3.85. The R^2 value indicates that radiant leadership explains 67.8% of the changes in organizational optimism. The t-value obtained for β for the radiant leadership variable was 22.432. This is greater than the tabulated (t) value of (1.981), which explains the stability of the significance of (β), as it is clear from the (β) value that an increase in brilliant leadership by one unit will lead to an increase in organizational optimism by (82.9%). From the above, the hypothesis can be accepted, i.e. (there is a significant effect between brilliant leadership and organizational optimism).

Table (9) Regression model between brilliant leadership and organizational optimism.

organizational optimism	Independent Variable	α	β	(t)	F Calculated	R Square	Sig
	Stellar Leadership	1.654	0.829	22.432	49.022	0.678	0.000
	(F) Tabular	3.85					
	(t) Tabular	1.981					
	Sample Size	181					
	Decision	Accept the hypothesis					

"Source created by the researcher depending on SPSS program"

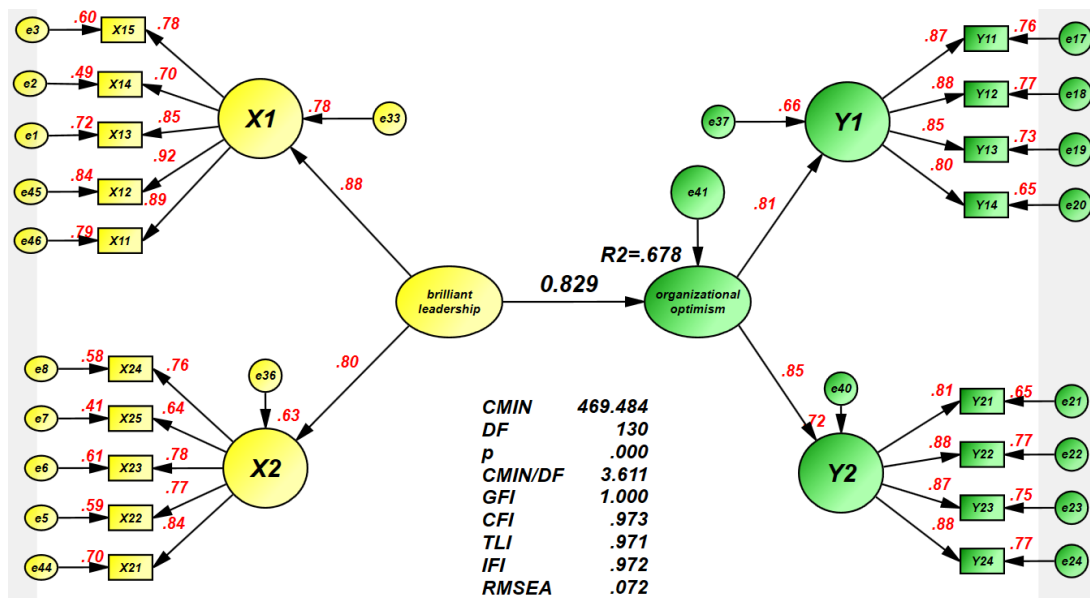


Figure (2) Analysis of the Impact of Brilliant Leadership on Organizational Optimism

Source: Prepared by the researcher based on the outputs of the statistical package "AMOS.V.26".

The following sub-hypotheses emerge from the main hypothesis:

To prove these hypotheses, a multiple regression model was used as follows:

The first sub-hypothesis (H1-1): The first sub-hypothesis states: "There is a statistically significant effect" of brilliance in performance on organizational optimism in its dimensions (personal optimism and social optimism).

Table (10) below shows the results of the inferential statistics between brilliance in performance and organizational optimism. The regression parameters recorded values of ($\alpha = 1.232$) ($\beta = 0.743$). The model also explains (56.7%) of the values of the variables occurring in the respondent variable, and the model is significant based on the estimated (F) value extracted (94.872), which appeared to be significant and greater than From its tabulated value of (3.85), the obtained t-value for (β) for the variable of performance excellence was recorded at (17.543). This is greater than

the tabulated t-value of (1.981), which explains the stability of the significance of (β). It is clear from the value of (β) that a one-unit increase in performance excellence will lead to a 74.3% increase in organizational optimism. From the above, the hypothesis can be accepted, i.e., "There is a significant effect between performance excellence and organizational optimism." This indicates that the increased attention paid by the management of the directorate under study to performance excellence when employees see their leaders achieving success reflects positively on their morale, increases their optimism about their future and the future of the organization, and leads to an increase in organizational optimism. The regression equation is as follows:

$$y=a+bx$$

$$y=1.232+0.743x$$

The second sub-hypothesis (H2-2) states: "There is a statistically significant effect" of cognitive brilliance on organizational optimism in its dimensions (personal optimism and social optimism).

Table (10) below indicates the results of the inferential statistics between cognitive brilliance and organizational optimism. The regression parameters recorded values of ($\alpha = 1.345$) ($\beta = 0.698$). The model explains (61.9%) of the value of the variables that occur in the respondent variable, and the model is significant based on the estimated extracted (F) value of (38.723), which appeared to be significant and greater than its tabulated value of (3.85). The obtained (t) value for (β) for the cognitive brilliance variable was recorded at (15.532). It is greater than the tabulated (t) value of (1.981). This explains the stability of the significance of (β), as it is clear from the value of (β) that increasing cognitive brilliance by one unit will lead to an increase in organizational optimism by (69.8%). From the above, the hypothesis can be accepted, i.e. (there is a significant effect between cognitive brilliance and organizational optimism), and this indicates The increased attention paid by the management of the directorate under study to cognitive brilliance. When employees perceive that their leaders possess extensive knowledge and the ability to make informed decisions, this positively impacts their morale and increases their optimism about their future and that of the organization, leading to increased organizational optimism. The regression equation is as follows:

$$y=a+bx$$

$$y=1.345+0.698x$$

Table (10) Analysis of the impact of dimensions of brilliant leadership on organizational optimism

Indicator	The dimensions of the brilliant leadership		dependent variable
	Performance Brilliance	Cognitive Brilliance	
(α)	1.232	1.345	organizational optimism
(β)	0.743	0.698	
(R ²)	0.567	0.619	
(F)	94.872	38.723	
(t)	17.543	15.532	
P	0.000	0.000	
(F) Tabular	3.85		
(t) Tabular	1.981		
Sample Size	181		
Decision	Accept the alternative hypothesis	Accept the alternative hypothesis	

"Source created by the researcher depending on SPSS program"

3- Conclusions and recommendations

3-1- Conclusions

In view of the results acquired by the analysis of data and information applying the established statistical techniques, this part will show several conclusions reached by the researcher through the practical framework of the research. One can compile these results in the following points:

1. Since most of the respondents' responses to most of the components of brilliant leadership—brilliancy in performance and brilliance in knowledge—were ordinary. This suggests that the directorate under research has little interest in these elements, all of which reflect average availability and should be reinforced.
2. In terms of personal optimism and social optimism, the directorate under study exhibits a high availability of innovation in the workplace that approaches average. Though not at the intended level, most of the responses of the study sample were neutral, which offers a favourable indication. The directors' management should improve this.
3. The correlation between great leadership and organizational optimism turned out to be quite a strong, direct, and substantial link. This suggests that very high levels of invention in the workplace follow from more attention to the elements of great leadership in the directorate under investigation.
4. Accepted, but at a high, direct level, is the alternative theory that shows a noteworthy effect between great leadership and organizational optimism at the general level. At the dimension level, the results also revealed a notable effect at a high level between each (brilliancy in performance, harmonic thinking, and cognitive brilliance) separately on organizational optimism.
5. The study findings demonstrate the critical contribution of excellent leadership in two respects: cognitive brilliance and brilliant performance, hence improving organizational optimism among Najaf Health Directorate employees.
6. Employees' confidence and hope for the future of the company grow when they believe their leaders have a strategic vision and great knowledge and produce remarkable outcomes.
7. The Impact of Cognitive Brilliance on Organizational Optimism:
 - Leaders' cognitive brilliance contributes to creating a positive work environment filled with trust and hope by setting a clear vision for the future, making informed decisions, and encouraging innovation and development
 - Cognitive brilliance generates a sense of security and reassurance among employees, which enhances their organizational optimism.
8. The Impact of Performance Brilliance on Organizational Optimism:
 - Leaders' performance brilliance enhances confidence in their abilities and the organization's ability to achieve success, which is transmitted to employees and increases their optimism.
 - Leaders' outstanding performance contributes to creating a positive organizational climate filled with optimism and hope, increasing employee motivation and productivity.

3-2- Introduction of Suggestions

Recommendations on the study variables will be developed once one has arrived at certain findings.

First: Improving Leaders' Cognitive Superiority:

- Creating personal optimism through seminars and workshops aimed at improving strategic planning abilities, organizational environment analysis, and definition of future objectives. Encouragement of leaders to stay up with worldwide advancements in the health industry and consume studies and literature in this area.
- Improving knowledge and experience by means of continuous training chances to hone management, leadership, communication, and problem-solving abilities. Encouragement of leaders in the health industry to exchange experiences with other leaders in specialized conferences and seminars
- Promoting innovation and creativity by means of an environment that supports the presentation of fresh ideas, the experimentation of creative solutions, and the acceptance of favourable change. Distributing funds to assist creative initiatives aiming at raising the standard of health services and enhancing staff performance.
- Improving leaders' communication abilities by means of training courses helps to Encourage leaders to actively listen to employee perspectives, engage with them favourably, and offer the required support and direction.

Second: Improving Leaders' Quality:

- Set clear, quantifiable objectives, track performance routinely, provide staff members comments, award leaders who meet exceptional performance, and acknowledge their efforts in helping the company to reach its objectives.
- Show efficiency and effectiveness by fairly distributing tasks and responsibilities, enabling the resources needed for employees to carry out their duties effectively, streamlining processes and lowering red tape, thus improving the working environment and so offering modern tools and technologies.

Showing gratitude for staff members' efforts, celebrating successes, encouraging team spirit and collaboration, and so helping to create a work climate of trust between management and staff members will help to increase trust and appreciation.

- Set a good example: Leaders should inspire others to always grow personally by following professional ideals and ethics, therefore guiding their behaviour.

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