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The effect of agile leadership in reducing work pressure (a field study of administrative leaders in the colleges of University of Samarra

*Abdulrahman Kareem Mohammed Shamani*¹, *Omar Azeez Abbas*²

^{1,2} University of Samarra

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Abstract

The research aims, through its chapters, to test the relationship and the effect of agile leadership as an independent variable in the stress of working as a respondent variable at Samarra University, and then try to come up with a set of recommendations that contribute to reducing work pressures in the researched organization, and the descriptive and analytical approach was adopted in the completion of this research. The research included administrative leaderships in the colleges of Samarra University, and data were collected from (50) respondents who intentionally represent the research community. With the questionnaire that included (28) paragraphs, and the research was approved by the (SPSS V.24) program with the adoption of descriptive statistical methods (linearity test, normal distribution test, confirmatory factor analysis, arithmetic mean, percentages, standard deviation, relative importance, coefficient of variation, regression coefficient Simple and to demonstrate the reliability of the questionnaire, he used Cronbach's alpha to test his hypotheses. As for the most prominent findings of the research that showed the validity of the hypotheses, they embodied a very strong relationship at the macro level between agile leadership and work pressures in the dimensions covered by the research, and this is what was explained by the results of the statistical analysis. The research also yielded a set of recommendations, the most important of which is increased attention to indicators of work stress and indicators of agile leadership, in particular in higher education institutions, because of their importance that outweighs in their societal considerations the quality of services provided, reducing waste and reducing costs. The

research has added scientific value through a corresponding model within the statistical and constructive relations, as well as contributing to clarifying the interrelation between the two variables.

Introduction

In a dynamic environment characterized by constant turmoil and the difficulty of obtaining all kinds of resources within the cycle of environmental uncertainty. Organizations have become in need of strategic leaders characterized by materialism and fertile imagination, with characteristics that perceive the environment and harmonize with it with full awareness, fortified with the future vision and analytical capabilities of all its data and humiliating its difficulty. At the forefront of what those leaders aspire to in diagnosing and reducing the pressures experienced by workers in the organization. From anticipating the future with a clear vision, agile leadership has become the path that frames its context with practices that demonstrate the agile leadership's awareness of what the future of its reputation will be when it deals with the environment that it has found to serve, especially with the progress and bifurcation of the characteristics of each organization and the dictates of reality, including a complete display of its information, strategies and the quality of its services to whom He follows her steps and hopes that she will meet her output.

Research problem

The research problem is evident through the researcher with the philosophy of the theoretical topic who wishes to research its broad and open-ended variables and problems. Hence, the theoretical and practical research problem can be represented by the following questions:

1- What are the most prominent philosophical contributions of management thought through the accumulated literature and theoretical efforts on research variables?

2- What are the interrelationships between the research variables (agile leadership, work pressure)?

3- How can the dimensions of agile leadership reduce organizational pressure?

research importance

Research and studies derive the most important factors of their importance from the importance of the topics and research elements that sought to study them and the size of the impact they have on the whole community of the researched organizations. The importance of research can be manifested in the following:

- 1- Standing on the latest developments in the field of research variables while demonstrating the essential ideas related to research variables (agile leadership, work pressures).
- 2- Benefiting from the nature and importance of the relationship existing between the research variables (agile leadership, work pressures) in developing governmental organizations and increasing awareness of the way that is reflected positively on the quality of their outputs within the scope of their environment.
- 3- Identify the capabilities and capabilities of public organizations (the surveyed) in the field of agile leadership and work pressures.

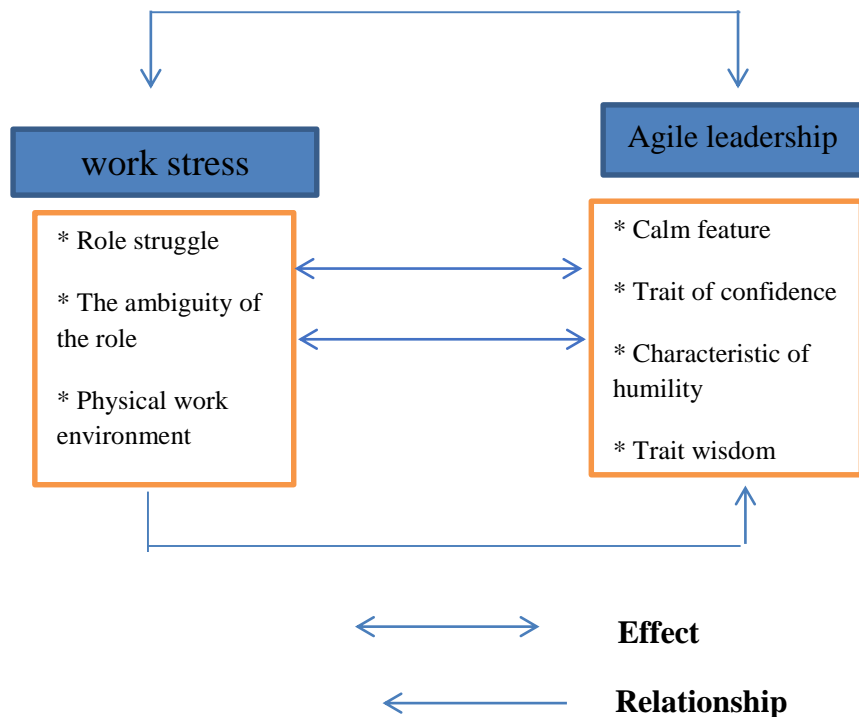
Research aims

This humble research complements the interests of modern administrative literature. Complementing the scientific process in the field of scientific research, and based on the aspects of the research problem, the objectives of the research can be determined as follows:

- 1- Presenting and analyzing the indicators of agile leadership and their impact on the dimensions and elements of work stress, as well as the relationship and influence between agile leadership and work pressures.
- 2- Giving priority attention to the dimensions of each variable of the research and the extent of interest of the researched organization in these dimensions.

- 3- Attempting to direct the attention of the management of public organizations to discussing the organizational dimensions of the research variables (agile leadership, work pressures) and making them more appropriate to the reality of the performance required of them in light of the turbulent regulatory environment in Iraq.
- 4- Opening the way for researchers to launch towards future studies and research on the role and impact of agile leadership and its relationship to other variables in other applied fields.

Based on the intellectual framework of the literature of good leadership and work pressures, as well as the identification of the problem and objectives of research, we can develop a hypothetical scheme of research that embodies the relationship, the link, and the influence between research variables and as follows:



Research hypotheses

In order to reach the study's goal, two main hypotheses were set, each with four sub hypotheses and as follows:

The first major hypothesis

There is a positive, statistically significant correlation between agile leadership and work pressures, and the following sub hypotheses are sub tribable:

Sub-hypothesis 1: There is a positive, moral relationship between the dimension of the calm and the pressures of action.

Sub-hypothesis 2: There is a positive, moral relationship between the dimension of the confidence and labor pressures.

Sub-hypothesis 3: There is a positive, moral relationship between the dimension of modesty and the pressures of action.

Sub-hypothesis 4: There is a positive, moral relationship between the dimension of the trait of wisdom and the pressures of action.

The second major hypothesis

There is a statistically significant effect between agile leadership and work pressures, and the following sub hypotheses are sub tripod:

Sub-hypothesis 1: There is a statistically significant effect of the dimension of the calm in determining labor pressures.

Sub-hypothesis 2: There is a statistically significant effect of the dimension of confidence in determining labor pressures.

3- Sub-hypothesis 3: There is a statistically significant effect of the dimension of modesty in determining labor pressures.

Sub-hypothesis 4: There is a statistically significant effect of the dimension of wisdom in determining labor pressures.

Searchlimits

Time limits: The field study limits for the period from 1/4/2020 to 1/6/2020.

2- Spatial boundaries: The study was the boundary of University of Samarra.

Data and information collection tools

The researcher have relied on data collection in Arab and foreign libraries and research as well as the Internet. The application aspect has been based on the identification form as the main data collection tool, which has been designed based on scientific research and permits and with the consultation of the specialists to ensure the virtual truthfulness of the tool.

The five-core Licert scale was used to determine response weights, and the resolution included two paragraphs for measuring the autonomous variable (agile leadership) with its dimensions of calm, confidence attribute, modesty attribute, wisdom attribute through (16) words, and the second variable of the follower (work pressures) with its dimensions of role conflict, role ambiguity, physical work environment through (12) words.

Agile Leadership

Concept and definition of agile Leadership. The concept of agile leadership has been of outstanding importance in recent decades, as we have seen through studies of its nature and its role in building contemporary and future life, especially in a volatile environment. The term agility first called by researchers (Daniel Gones and Games Womack) In 1990, however, the origins of this entry date back to many years ago, it was explained (Hasan and Staren, 2017:8) that the concept of agility is complex, multidimensional, context specific,

Consists of the ability to feel environmental change and respond quickly to unexpected change by combining the flexibility of resources, processes, knowledge and capabilities, and the age of agile leadership (Dombrowskig Mielke, 2013:570) is an organized way to achieve better business execution through respect and mutual trust between the leader and individuals with the goal of achieving better proportions of perfection.

They also identified it (Elmilliani, M. 1998:36) as the leadership that represents those behaviors that achieve value

and reduce levels of waste related to ideas and unproductive relationships, and low levels of cooperation. The researcher sees that the good leadership is the leadership that cares for productive ideas, respects time, uses flexible skills, and tries to stay away from harmful behaviors that waste energies.

The importance of agile leadership.

The state of instability and uncertainty in the environment surrounding any economic activity is one of the features inherent in organizations today, due to the increasing competition and advanced technology. Here lies the importance of agility in the face of this rapid change, as it is required in two aspects, the first within the organization with the aim of understanding the basic competencies and determining their capabilities, and the second outside Organizations in the fast environment as it enables the organization to achieve many goals accurately and quickly and contribute to improving the competitive position of the organization (Al-Zein: 2013). Therefore, agile leadership plays a fundamental role in the process of progress and sustainability by removing the obstacles it faces, as leaders' actions (actions) should be actions stemming from good behavior and effectiveness in performing their roles, in addition to emphasizing that the actions of working individuals must be presented on the basis of empowerment. (Smith & Hawkins, 2004: 121) Therefore, one of the important basics for the success of the agile leaders of the organization is to create and maintain the appropriate cultural atmosphere. Therefore, organizations need to assign difficult tasks to individuals with leadership qualities, and most importantly, support organizations for individuals regardless of success or failure If individuals do not wish to take risks or move into a risky job then agile leadership will be doomed to failure (Dhar, 2017: 2).

Dimensions of Agile Leadership.

Several studies and research have dealt with the dimensions of agile leadership, but most of them focused on four dimensions that most researchers and thinkers agreed

upon, and studies and research relied on them: the trait of calmness, the trait of trust, the trait of wisdom, the trait of humility, as the researcher will address it as follows:

a. Calm trait

Because of the bifurcation of life and the abundance of work and the problems surrounding that, so the characteristic of calm appeared, as the leader was able to think deeply and in a better way to solve difficult problems, as well as that deliberation gives space to look at the topic in all its aspects, as well as gives distinction in behavior and decision and promotes finding the best solutions and organization for the course of work and its challenges (Kinsey, 2010: 3).

B. Trait of confidence

In order for any leadership to succeed within its framework of work, it depends on its ability to create high levels of confidence in its individuals and within what is required of it without neglecting it, as such levels increase the individual's attachment to leadership and thus enhance aspects of organizational success (Mineo, 2014: 2),

C. Trait wisdom

Wisdom refers to achieving a balance between available resources and work requirements, whether behavioral or material. Wisdom is considered an advanced stage of thinking based on logical reasoning and objective study, so it is often linked to the best decisions in the case of limited resources or time (Al-Fatlawi, 2017, p.24).

work stress

The concept and definition of work stress

The topic of work stress is considered a relatively recent topic. At the beginning of the twentieth century, specifically in 1932, (Canon) was the first researchers to address the effect of work stress on the individual and his biological system. Interest in this topic increased in the early eighties.

Where (Fred Luthans) that pressure does not have to be the result of difficulties and obstacles standing before the individual or demands.

He is forced to bear it in the sense that the pressure is not necessary as a result of negative attitudes only, but may arise from opportunities that he can enter into any positive attitudes (Fred Luthans: 1985). The individual's exposure to the constant increase in work requirements makes it difficult for him to adapt to the situations he faces (Mohammed Jamal: 2000). (Khamisa et al, 2015: 653) defines it as a state of physical and emotional burnout and exhaustion that is the result of prolonged exposure to stressful work environments. It is defined (Begum & Whaun, 2012: 143) psychological and physical stress resulting from responding to stress from the outside world. It is the harmful physical and emotional response that occurs when there is a poor match between work requirements and the capabilities, resources, or needs of individuals

The importance of work pressure

Work pressure is one of the important topics that are still the interest of many researchers and thinkers in the field of many sciences in general and specialists in management and organizational behavior in particular, but increasing pressure sometimes is necessary to motivate workers and increase the efficiency of their work, but on the other hand the pressure is negative, which is High levels of stress and impose costs to organizations as a result of turnover and withdrawal as well as compensation for illness, absenteeism, accidents, death from chronic diseases and reduced productivity (Behjati Ardakan et, 2013: 199). The importance of work pressures lies if we know from the statistics that mention the effects of stress, which cost the United States alone 10% of the gross national product, which is approximately 500 billion dollars annually. Most of this cost goes to treating physical ailments resulting from work pressures due to their impact on the mental health of the individual. The most costly of these effects are the effects on the level of an individual's performance at work and thus his productivity,

meaning that work pressures hinder individuals and the organization from achieving their goals and from this comes the importance of studying work pressures for any administration and institution that wants to succeed in its work (Greenberg, Robert 2009: 257).

Dimensions of work stress:

Work stress includes many dimensions, and most studies and research have unanimously identified three dimensions that the researcher thinks can be addressed, namely (role ambiguity, role conflict, and the physical work environment)

a. Role ambiguity:

Where this role arises when the role is unclear in the working conditions, as a result of poor job descriptions, vague instructions from the supervisor or unclear instructions from coworkers, and the result is likely to be a dependent who does not know what to do and therefore can be an important source of pressure (Griffin) & Moorhead, 2014: 18) Likewise, role ambiguity occurs when there is insufficient information available to the employee to effectively fulfill his responsibilities. Individuals who suffer from ambiguity in roles lack sufficient information (Srakanth & Jaman, 2013: 107).

B. The role struggle

Role conflict is one of the underlying causes of work stress and this conflict arises when the individual faces many contradictory work demands, or when he does things that he does not originally desire and does not believe are part of his work (Debral & James, 1994: 206) So there is a role conflict when one's compliance collides One set of expectations about the job while complying with another set of expectations, aspects of which include conflicting demands from the job supervisor and pressure (Ivancevich et al, 2011: 246)

C. Physical work environment

The physical work environment is considered one of the organizational factors that may cause work stress, as the uncomfortable or dangerous working conditions lead to an increase in the suffering of work stress, including the way of designing the workplace, the level of lighting, noise, temperature, humidity, the way offices and distances are distributed. Among them, in addition to the presence of toxic chemicals, and the lack of privacy for employees (Steven and Mary, 2003: 200).

Analyze results and discuss

After the data obtained by the study resolution was emptied and tabbed and using statistical methods (SPSS) in the study hypothesis test analysis by (50) samples, the results were as follows:

Describe the study variables

Describe and diagnose the dimensions of agile driving To stand on the answers that the individuals resorted addressed to the variables of each dimension One of the dimensions of agile leadership was the average of their answers to the feature of calm As shown in table (1)

Table (1) The mean and standard deviation of the calm trait.

Sorted by Materiality	Standard Deviation	Mean	Questions	Variable
2	1.333	3.760	No matter what problems are encountered at work, it does not raise His voice on the staff and his tone of voice	X ₁

			remains calm and stable	
3	1.355	3.600	When it happens Dilemmas and challenging situations try to relax and think positively about events	X ₂
4	1.526	3.580	Keeps his complete calm despite challenging situations and the many problems with work	X ₃
1	1.350	3.820	Don't rush when you talk to him and give enough time to listen	X ₄
	1.391	3.69	Rate	

Source: Prepared by the researcher based on the results of statistical analysis

The stability of the resolution in the above table according to Cronbach's alpha index (.9900) is very high.

In Table (1) above, we find that the arithmetic mean of the variables after the calm trait (X1, X2, X3, X4) ranged between (3.58 - 3.82) with a standard deviation ranging (1.333 - 1.526), and that the mean of the arithmetic mean for this dimension reached (3.69) at a rate. Standard deviation (1.391), this means that the answer of the individuals surveyed was close to some extent to the above variables, although there was a slight variation in the answer of the studied sample for axis (X3). In terms of relative importance, the axis (X4) was ranked first, and this indicates that the answers of the individuals to the research sample were unanimous in their answers about this variable, and the solution of the variable (X3) came in the last place, which confirms the variation in the responses of the individuals surveyed about this variable. As for the average responses of the individuals in the research sample about the trust trait, they were as shown in Table (2):

Table (2): the arithmetic mean and standard deviation of the confidence attribute

Sorte d by Mater iality	Standard Deviation	Mea n	Questions	Varia ble
2	1.318	3.66 0	Interested in the opinions of individuals working with him regarding work issues	X5
4	1.176	3.62 0	Contributes to building a good atmosphere dominated by shared responsibility to advance the	X6

			university's reality	
1	1.343	3.700	He cultivates high confidence between him and the workers by sharing their plans	X7
3	1.303	3.660	Motivates workers to go into tasks, even if they are very difficult	X8
	1.285	3.66	Rate	

In Table (2) above, we find that the arithmetic mean of the variables after the confidence attribute (X8, X7, X6, X5) ranged between (3.620 - 3.700) with a standard deviation ranging (1.176 - 1.303), and that the mean of the arithmetic mean for this dimension reached (3.66) at a rate Standard deviation (1.285), this means that the answer of the individuals surveyed was somewhat close to the above variables except for the variance in the answer of the researched sample for axis (X6). In terms of relative importance, the axis (X7) was ranked first, and this indicates that the answers of the individuals to the research sample were They agreed in their answers about this variable, and resolving the variable (X6) in the last place, which confirms the variation in the answers of the individuals surveyed about this variable.

The Cronbach's alpha index of resolution stability in the above table was (.9880), which is very high. While the results of the average response of the individuals surveyed

for the attribute of wisdom from the effect of agile leadership in determining work pressures, as shown in Table (3):

Table (3) the arithmetic mean and standard deviation of characteristic wisdom

Sorte d by Mater iality	Stan dard Devia tion	Mean	Questions	Varia ble
1	1.059	4.020	He has a deep and clear vision of what the people working with him need	X9
4	1.073	3.900	He has a high skill in handling things and making good decisions	X10
3	1.078	3.980	He has speed and correction in making the decisions that work needs	X11
2	1.106	4.000	Has a knack for dealing with problems that occur on the job	X12
	1.079	3.975	Rate	

Table (3) above shows that the arithmetic mean of the variables after the wisdom characteristic of the influence of agile leadership in determining work pressures (X12, X11, X10, X9) ranged between (4.020 - 3.900) with a standard deviation ranging (1.059-1106), and that the mean of the

arithmetic mean For this dimension, it reached (3.975) with a standard deviation (1.079). This means that the answers of the individuals surveyed were somewhat similar to the above variables. In terms of relative importance, the axis (X9) was ranked first, and this indicates that the answers of the individuals to the research sample were unanimous in their answers about this variable, and the solution of the variable (X10) was ranked last, and it indicates the presence of some variation in the answers of the individuals surveyed about this variable.

The Cronbach's alpha index of the stability of the resolution in the above table was (.9900), which is very high stability indicating the reliability of the resolution. As for the arithmetic mean and standard deviation of the attribute of humility, the results of the average responses of the individuals surveyed were as shown in Table (4):

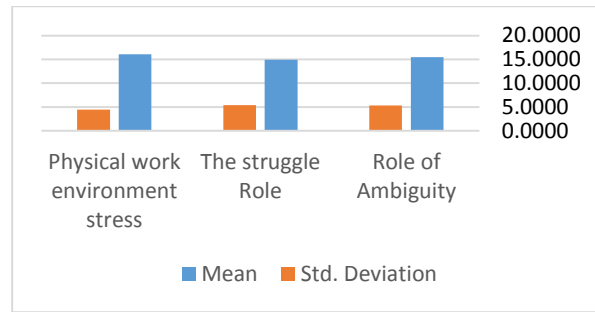
Table (4) the arithmetic mean and standard deviation of the humility characteristic

Sort ed by Mat erial ity	Stan dard Devi atio n	Mean	Questions	Variable
4	1.268	3.680	He has a good way of dealing with employees, regardless of their level of performance	X13
1	1.178	3.875	His employees participate in plans and decision-making without	X14

			specifying their ranks	
2	1.261	3.800	Uses his powers to achieve better levels of achievement for individuals	X15
3	1.208	3.740	He holds dialogues with individuals to agree on how to do their business	X16
	1.229	3.773	Rate	

Table (4) above shows that the arithmetic mean of the variables after the modesty trait from the influence of agile leadership in determining work pressures (X16, X15, X14, X13) ranged between (3.680 - 3.875) with a standard deviation ranging (1.178 - 1.268), and that the average of the arithmetic mean For this dimension, it reached (3.773) with a standard deviation (1.229). This means that the answers of the individuals surveyed were somewhat similar to the above variables. As for the relative importance, the axis (X14) was ranked first, and this indicates that the answers of the individuals to the research sample were unanimous in their answers about this variable, and the solution of the variable (X13) was ranked last, and it indicates the presence of some variation in the responses of the individuals surveyed about this variable. The Cronbach's alpha index of the stability of the resolution in the above table was (.9880), which is very high stability indicating the reliability of the resolution.

The Cronbach's alpha index of the stability of the total resolution of agile driving in all its dimensions was (.9940), which is very high stability indicating the reliability of the resolution.



Test hypotheses of the study

To measure the nature and strength of the relationship between the study dimensions and their effect on agile leadership in the research community, the Pearson correlation coefficient test was used as shown in the hypotheses below:

1.2.4 Test the hypotheses of the relationship between the study dimensions and their impact on agile leadership. The following results were obtained using the Pearson correlation coefficient, as shown in Table (8):

Table (8) Pearson correlation coefficients for the dimensions of agile leadership

Total	Modesty attribute	The attribute of wisdom	The attribute of trust	Quiet feature	Dimensions
0.984**	0.956**	0.923**	0.979**	1	Quiet feature
0.990**	0.976**	0.927**	1	0.979**	The attribute of trust
0.965**	0.952**	1	0.927**	0.923**	The attribute of wisdom
0.989**	1	0.952**	0.976**	0.956**	Modesty attribute
1	0.989**	0.965**	0.990**	0.984**	Total

** indicates the link at the level of an indication of 0.01

1- Test the first major hypothesis
 The results of the analysis in table 8 have shown that there is a very strong correlation between the dimensions of agile driving and that they are closely and strongly related both to the total dimensions of agile driving and to the correlation

between the correlation coefficient of agile driving characteristics (calm - confidence - humility) between (0.923 - 1) At an indication level (0.01) and marked (**) to indicate that it is a statistical function with a very strong correlation as shown below the table, the correlation coefficient (1) indicates the perfect connection between the same attributes, respectively. This shows that there is a close and meaningful correlation between the above characteristics and that they have a strong (progressive) impact on good leadership and therefore reject the alternative hypothesis.

2- Test the first subhypothesis

From the table (8) the coefficients of the calm attribute to (the confidence attribute, the attribute of wisdom and humility) (0.979 - 0.923 - 0.956) were the coefficients of the calm attribute to In a series of denatements (0.01), which are very strong correlation coefficients with their confidence (0.979), is a significant indication of the importance of this characteristic in the leader and the reliability of the search sample with their responsibilities and is a statistical function, while the total indicates the importance of this attribute and its strong influence on the rest of the search specimen.

• Test the second subhypothesis

The table above shows the close association of the confidence feature with the rest of the agile driving dimension, with the total correlation coefficients (0.990) at an indication level (0.01), which is a very strong statistical indication of the importance of this characteristic.

• Test the third subhypothesis

From the table above, the correlation coefficient of wisdom with the rest of agile leadership is very strong, with total correlation coefficients (0.990) at an indication level (0.01), a very strong statistical indication of the importance of this characteristic and a sign of wisdom in dealing with employees of Before the business leaders.

• Test the fourth subhypothesis

The modesty feature shows a strong statistical correlation with the rest of the agile driving dimension as the total sum

of the correlation coefficients for the modesty (0.989) is a very strong correlation coefficient.

Test the hypothesis of the relationship between the dimensions of the study of labor pressures To measure the nature and strength of the relationship between the dimensions of the study of labor pressures in the research community, the Pearson correlation coefficient test was used as shown in Table 9:

Table (9) Pearson correlation coefficients to eliminate work pressures

Total	Physical environment pressures	The conflict of role	The mystery of the role	Dimensions
0.993**	0.956**	0.973**	1	The mystery of the role
0.986**	0.933**	1	0.973**	The conflict of role
0.975**	1	0.933**	0.956**	Physical environment pressures
1	0.975**	0.986**	0.993**	Total

** indicates the link at the level of an indication of 0.01

Testing the hypothesis to dimensions of work pressures the results of the analysis in table 9 showed that there is a very strong correlation between the dimensions of work pressures and that they are closely and strongly related both to the overall total dimensions of the axis and to each other where the correlation coefficient for the characteristics of agile driving ranges (Vagueness of role - role conflict - physical environment pressures) between (0.923 - 1) at an indication level (0.01) and marked (**) as a statistical function with a very strong link as shown below the table, The correlation coefficient (1) refers to the perfect connection between the same attributes in a row and can be concluded that there is a close and meaningful correlation between the above dimensions and that it has a strong (progressive) impact on work pressure and therefore rejects the alternative hypothesis.

Test the hypothesis of impact between agile leadership and work pressures

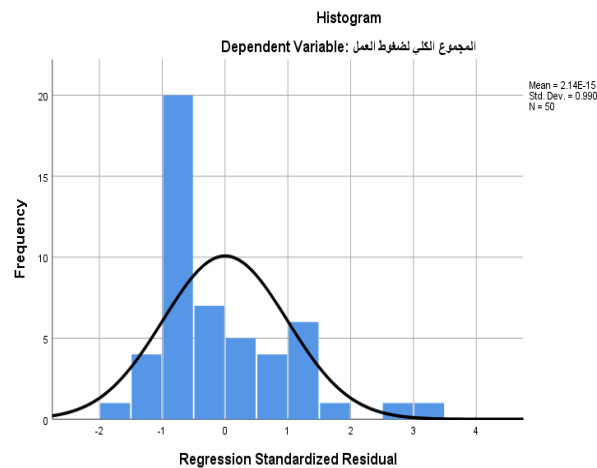
To measure the impact between agile leadership and working pressures in the research community, the multiple regression test was used to record the combined dimensions of the two axes and as shown in Table 10, as the pressures of go ahead and agile driving are an independent variable:

Table (10) impact between agile leadership and work pressures

Sig (t)	T	Beta	Sig(F)	F	R ²	R	Independent Variable	Dependent Variable
0.000	46.269	0.989	0.000	2140.884	0.978	0.989	Agile leadership	Work Stress

The table above shows that the multiple regression model is a moral one, which is illustrated by the value (F) of the sum of the dimensions of the two axes (agile leadership and working pressures) of (2140.884) at a significant level (0.000) below its significance level (0.05). The value (R) of 0.989 shows the correlation coefficient between the dependency and the independent variable a strong correlation to the effect of agile driving on work pressures, and the modified correlation coefficient (R²) box shows that agile driving (the autonomous variable) explains the variation of 0.978 of work pressures, which is almost completely significant in meaning. The value (T) was equal to (46.269) at a significant level (0.000) and is less than the level of its significance (0.05), which is statistically significant at a decline factor (Beta) of (0.989) and thus has a very strong and statistically significant effect between agile leadership and labor pressures, and we reject the alternative hypothesis.

Figure (4): Diagram of the normal distribution of impact data between agile leadership and work pressures



Conclusions

The most important conclusions that emerged as a result of the statistical analyzes made by the researcher, namely: The existence of a very strong relationship at the macro level between agile leadership and work pressures in the dimensions addressed by the research and this is what was explained by the results of the statistical analysis. And a strong relationship of trust between higher administrations and working individuals by paying attention to their opinions, listening to them, and participating in difficult tasks, and this is confirmed by the results of statistical analysis, as the total level of the correlation coefficient of the trust trait reached (0.990), which is a very high correlation coefficient that is almost complete. In handling emergency matters and making the right decisions for the benefit of work and working individuals. And balance and calm in dealing with work problems of higher management. And its modesty through discussion and dialogue with working individuals to find the best way to accomplish the work. It also found ambiguity for working individuals and their lack of knowledge of the rules and work contexts, in addition to a weakness in the human resources management in the organization. The overlap of tasks and lack of specialization, causing confusion for working individuals and conflict in roles, in addition to narrow spaces for workplaces, created a stressful atmosphere for them.

Finally, we conclude from the foregoing that agile leadership had a great effect to create balance and reduce work pressures on working individuals despite the presence of pressing reasons, and this is illustrated by the value of (R) of (0.989), which shows a strong correlation of the effect of agile leadership on work pressures, as the correlation coefficient box shows. The rate (R²) shows that agile leadership explains the variation of (0.978) of work stress, which has an almost complete moral significance.

Recommendations

Where the most important recommendations will be presented based on the findings of the researcher, which are: Increased attention to indicators of work stress and agile leadership indicators in particular in higher education institutions, because of their importance in their societal considerations that outweigh the quality of services provided, reduce waste and reduce costs. And the necessity of adopting an annual periodic evaluation of the availability of the requirements of agile leadership in educational institutions and the necessity of disclosing these evaluations to workers and administrators so that their application becomes a professional and life necessity for the continuation and success of work. The university must move the research community to focus on the importance and role of collective values and to demonstrate them effectively in exchange for respecting individual values and to make employees feel the pride they get when their personal values dissolve into collective values. Managers should also pay attention to job pressure by taking training courses and workshops on how to employ and adapt job pressure to achieve the goals of the organization and not vice versa in a way that is an incentive to work and provide the best performance .. and a clear definition of supervision by officials so as to prevent the situation of duplication and overlap on the one hand and to crystallize the idea of unit orders and directives. And work to develop a precise system for job descriptions throughout university institutions through the use of specialists in the field of administration

for this purpose, and to activate the method of placing the right person in the right place.

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