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FLEXIBLE LEADERSHIP AND ITS ROLE IN ACHIEVING ORGANIZATIONAL SUCCESS AMONG EDUCATIONAL LEADERS

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Abstract

The current research seeks to identify flexible leadership and its role in achieving organizational success among educational leaders. To achieve the objectives of the current research, the researcher followed the relational descriptive approach, and the researcher identified the research community with all educational leaders in the Ministry of Higher Education, and the researcher chose a stratified random sample of (150 In order to collect the required data and information, the researcher was keen to build research tools (questionnaire for resilient leadership and organizational success), and after verifying the appropriate psychometric properties, it was applied to the research sample, and the research reached the following results:

1. There is a high level of flexible leadership among educational leaders
2. There is a high level of organizational success among educational leaders
3. There is a statistically significant relationship between flexible leadership and organizational success among educational leaders.

Chapter One: Definition of Research

First: the research problem

Flexible leadership is an important topic that has aroused great interest among many researchers, especially with many educational institutions losing this concept to managers or higher departments. Flexible leadership affects the organizational success in the work of educational institutions, as it contributes to the institutions' access to the goals they seek. In addition to preserving the position he reached, and this matter is reflected in one way or another on the progress of the institution. The basis for organizational success in educational institutions is the result of the influence of flexible leadership among educational leaders. The researcher found through his loss of many educational institutions and flexible leadership in its work. Where the majority of leaders give orders and direct them without discussion or dialogue with the cadres working with them in the institution, and from here the researcher felt the need to conduct a study to verify this matter, which is summarized in the following question:

What is the role of flexible leadership in achieving organizational success among educational leaders?

This question is divided into the following questions:

1. What is the level of flexible leadership among educational leaders?
2. What is the level of organizational success of educational leaders?
3. Is there a statistically significant relationship between flexible leadership and organizational success among educational leaders?

Second: The importance of research

The leadership derives flexibility from the importance of the human element who has become the focus of attention of the organization and the resource the most important resource that contributes to achieving its goals, and unlike other variables it is difficult to control employee behavior due to the continuous changes and fluctuations in his feelings and emotions, and to ensure the maximum use of the human skills that he possesses to achieve his goals. Its continuity and survival has been ensured and it will lead an effective management capable of influencing the behavior of individuals and thus urging them to carry out the tasks assigned to them efficiently and effectively (Al-Marzouki, 2009 58).

Organizational success in educational institutions represents the backbone of the life of the institution and its continued existence in the competitive environment, so any defect or problem that affects this part of the institution will place the institution in a critical position due to the institution's inability to continue success, efficiency and quality of work (Hassan, 2010: 45).

The importance of the current research can be summarized as follows:

First: The theoretical importance

1. The vitality and value of the research variables, especially as they were not studied as a group in any previous Iraqi or Arab research.
2. The status and role of the research sample, namely the educational leaders and the ability to determine the administrative variables that may affect their daily performance.
3. Providing the National Library with original research in the field of education administration, especially in light of the scarcity of research in this field.

Second: the practical importance

1. The practical importance is reflected in describing the flexible leadership of educational leaders, in addition to knowing the role and impact of organizational success on them.
2. It is expected that the research results will positively reflect on the leaders and subordinates because the variables will be applied to them
3. Raising motives in the ministry in question and shedding light on research variables

Third: Research objectives

The research aims to identify:

1. The level of flexible leadership among educational leaders
2. The level of organizational success among educational leaders
3. The relationship between flexible leadership and organizational success between educational leaders

Fourth: Research limits

The current research is determined by a group of educational leaders in the Ministry of Higher Education for the academic year 2020-2021.

Fifth: Search terms

First: flexible leadership

It represents “the ability to influence others who participate in achieving the set goals, and this means that the basis of leadership is based on a continuous communication process between the leader and his subordinates, whereby knowledge, trends and ideas are exchanged in the hope of achieving the desired goals” (Abdel-Wahab, 2007: 4).

Procedural definition: the score obtained by the respondent in the Flexible Leadership Questionnaire

Second: Organizational success

It is "the institution's ability to exploit its internal energies in a way that allows it to achieve its goals, and this is done through continuous training, benefiting from previous experiences and facing failure in a modern way, in addition to its internal development. The environment is in favor of technological progress in the field of tools and devices used and training workers to use them." (Vayyavur, 2015: 2-3).

Procedural definition: the score obtained by the respondent in the organizational success questionnaire.

Chapter Two: A theoretical framework and previous studies

Theoretical framework

Lean leadership concept

It is one of the basic elements in any organization for its success and achieving its goals, as it represents the basic element to control the development of the organization and keep abreast of the latest developments, and without flexible leadership the organization loses its ability to communicate and perform well (Al Rabeeh, 2010: 172). Leadership is a process governed by practical foundations, through which appropriate leadership behavior can be chosen according to the circumstances the organization is going through (Abbas, 2008: 11).

“It represents the ability to influence others participating in achieving the set goals. This means that the basis of leadership is based on a continuous communication process between the leader and the subordinate, whereby knowledge, trends and ideas are exchanged in the hope of achieving the desired goals” (Abdel-Wahab, 2007:

4).Flexible leadership represents the organization's tool to achieve its goals and leadership has the ability to achieve these goals through coordination between the various elements of the organization, in addition to the integration of inputs, processes and products at the economic and social level (Tawalbeh, 2008: 9).Flexible leadership depends on a set of personal characteristics in flexible leadership, which is the art of dealing with the leader, in addition to the ability to gain their respect, confidence and cooperation with him (Gabbain, 2009: 90).

Based on these previous definitions, the researcher concludes the following elements of resilient leadership:

- You have a lot of power to influence others to achieve set goals.
- This influence is evidenced by the commitment of those around the leader to the instructions that he provides that are important to the institution.

The importance of flexible leadership

Flexible leadership is of particular importance, and this importance is as follows:

- Flexible leadership represents a link between two parts, the first is the members of the organization and the other is the strategic plans through which the organization seeks to achieve its goals.
- This flexible leadership represents a crucible through which all goals, objectives and principles that the organization seeks to achieve are integrated.
- All flexible leadership activities and behaviors are geared towards the stated goals.
- Leadership develops and trains employees, as they represent the capital that any institution seeks to maintain.
- The flexible leadership works to keep pace with the many rapid developments that are occurring, and to employ these developments to serve the institution in a way that contributes to the continuation of its business performance at a high level (Al-Ajami, 2008. 33).

Flexible driving characteristics

Flexible leadership seeks to reach its members to the goals set in a creative and flexible manner, and in order for the group to achieve

these goals, the flexible leadership must possess a set of characteristics that distinguish it from others, and these characteristics include:

- Flexible leadership is the process of influencing and influencing group members to achieve the goals they seek. This influence does not occur through command, fear or punishment, but through understanding, dialogue and discussion.
- Flexible leadership is characterized by activity, movement and vitality . Flexible leadership is not rigid or rigid, it is in a state of continuous movement, because it is a group of people who have different and varied physical, psychological and mental characteristics, as leadership works to contain the individual differences who are among them and direct their multiple energies towards goals Specified.
- Flexible leadership is a vital goal, and therefore the goal of this leadership is to motivate people to achieve this goal.
- Flexible leadership is collaborative leadership, and the flexible leader must spread the spirit of cooperation between him and the employees, especially when implementing common goals (Rabi`, 2008: 146).

Organizational success

Organizational success is seen as the ability of the organization to exploit its internal energies to enable it to achieve its goals, and this is done through continuous training, benefiting from previous experiences and facing failure in a modern way. In addition to developing its internal environment, taking advantage of technological developments in the field of tools and devices. Training of personnel in its use (Vayyavur, 2015: 2-3).

Many believe that the organization's possession of employees with good skills and capabilities is the cornerstone of the success of any organization, and it also requires the organization to continuously develop the capabilities of these workers through workshops and training on new machines. And the tools used, in addition to building team spirit between workers with each other, in addition to supporting the organization with this team to make appropriate decisions (Flick, 2009: 79-80). Among the most important factors that contribute to improving institutional success in the work environment are the behaviors of senior management that encourage employees to work, as they all work according to this continuous encouragement to work persistently and seriously in the working hours assigned to them. To accomplish the tasks, as the top management seeks to hold workshops

and seminars that instill the work system and adhere to it in the employee's behavior, as these factors instill a culture of self-employment and team spirit in the work environment, which contributes to the organizational organization Foundation success (Hamidi and Azmi, 2013: 4).

The importance of organizational success

Organizational success in an organization is of particular importance during its operation

1. Directing the efforts of workers for the benefit of the institution, and working on clear coordination between parts of the organization to work in a team spirit.
2. Facilitating the communication process between the departments of the institution in all its parts and at its various levels.
3. The ability to manage resources and make use of them to meet the needs of the beneficiaries, which leads the institution to positive results.
4. Achieving employee satisfaction and loyalty, which helps them, exert maximum effort to achieve the goals of the organization (Abdel-Wahab, 2016: 143).

Principles of organizational success

In order for the institution to succeed and continue its work, this institution must be based on a set of principles, namely:

1. Make sure the target is stable
2. Emphasizing the needs of the beneficiaries of the service provided by the institution.
3. Ensure employee satisfaction.
4. Leadership carries motivation and success at work.
5. Continuous learning, development and training in the service of many continuous variables (Soliman, 2017: 363).

Previous studies

First: Studies on flexible leadership

1- Study: (2009 ShadarOluseyi.A, Hammed).

The current study seeks to determine the effect of motivation and the effectiveness of leadership and management time on the performance

of employees, and by counting the verified characteristics of psychological research tools, researchers apply the tools to the selected sample (300) workers. In a stratified random way, after applying the tools and analyzing the obtained data, the results were as follows:

1. There is a strong relationship between the independent variables (motivation, leadership effectiveness, time management) and the dependent variable (employee performance).
2. Leadership Effectiveness is the variable most influencing the dependent variable.

2- (Muhammad Chowdhury and Muhammad Nuroi: 2009)

The present study aims to identify the relationship between the values of functional and leadership behavior and their relationship and trends of motivation among workers, and the researcher followed the descriptive approach in achieving the research objectives, and after verifying the psychological characteristics. Research tools An applied research was conducted on a sample of 140 workers after applying the tools and analyzing the results. The research achieved the following results:

1. There is a relationship between employees' values, their leadership behavior, and their motivations for work.
2. The negative impact of values on external motivation
3. There is a positive relationship between achievement-oriented leadership behavior and employee attitudes, and a negative relationship between authoritarian leadership behavior and employee attitudes.

Second: Studies on organizational success

1- The study: (Turan, 2010)

The current study seeks to know the effect of organizational learning on the success of organizations. The study sample consisted of (66) employees from (6) institutions, and data was collected through a questionnaire, the study dealt with the impact of organizational learning. About organizational success and how it can be used in a way that reflects positively on the organization, the study found that there are sources that affect the organizational learning process, and these sources have affected the organizational success of the

organization, i.e. (external direction, product, internal and practical management, financial management).

2- Study (2014, Thong NgeeGoh)

This study seeks to define a set of requirements that must be met by the employees of the organization to achieve quality in work and organizational success, and to achieve the goal of the research, the researcher followed the descriptive approach, and after presenting the research tools, a set of results were achieved for the sample, including: determining them, paying attention to the criteria for evaluating employee performance, in addition to Professional development to achieve the goals of the organization.

Search procedures

Introduction

This chapter includes a description of the research methodology, its community, samples, research tools and its psychometric characteristics, as well as the statistical methods used in the research procedures.

Research Methodology

To achieve the objectives of the research, the researcher relied on the descriptive approach because it corresponds to the current study and the procedures followed in it, in addition to the descriptive method being one of the most common and widely used methods.

Research community

The research community consists of educational leaders in the Ministry of Higher Education for the 2020-2021 academic year.

The research sample

The research sample consisted of (150) individuals distributed over the following demographic variables:

Table No. (1) Demographic variables of the sample

%	N	Variables
		Gender
%57	85	Male
%43	65	female
%100	150	Total

%	N	Variables
		Age
%27	40	31or less
%21	31	39-31
%20	30	49-40
%16	24	59-50
%16	25	60or more
%100	150	Total

%	N	Variables
		qualification
%47	70	BA
%13	20	Higher Diploma
%20	30	M.A.
%20	30	PhD
%100	150	Total

%	N	Variables
		Experience
%27	40	5or less
%20	30	9-6
%13	20	14-10
%23	35	19-15
%17	25	20or more
%100	150	Total

Research tools

First: The Flexible Leadership Questionnaire

1- Building the questionnaire

After the researcher reviewed a set of previous studies related to the study problem, reviewed a set of questionnaires for previous studies,

and examined the opinion of a sample of experts and specialists in the informal interview, the questionnaire was constructed according to the following steps:

1. Identify the main areas mentioned in the questionnaire
2. Formulating paragraphs for each field
3. Initial amendment to the questionnaire based on the researcher's observations
4. Presenting the questionnaire to a group of experts and specialists to prove the validity of the questionnaire in its external form.

After taking into account the comments of the judges and their amendments, the questionnaire became composed of (11) paragraphs, divided into two areas, the first (after the procedure) in seven paragraphs, and the second (after human relations) in four paragraphs, and before each paragraph there are five alternatives ranging from absolute approval to rejection, which are next:

Table (2) Correction of the questionnaire

Strongly Disagree	not agree	neutral	I agree	I totally agree
1	2	3	4	5

2. Experience the clarity of paragraphs and instructions

In order to identify the clarity of the paragraphs and instructions attached to the questionnaire, the questionnaire was applied to a sample of (30) individuals, as shown in the table.

Table (3) Experience the clarity of paragraphs and instructions

the sample	variable
15	Males
15	Female
30	sum

The researcher noticed that the instructions for the questionnaire are clear, in addition to the simple paragraphs, and that the average time required to answer the questionnaire is (7) minutes.

3. Psychometric properties of the questionnaire

First: honesty

The researcher extracted the following validity questionnaire:

1. Verify the arbitrators

The questionnaire was presented to the researcher by a group of experts and referees to express their opinion on the validity of the paragraphs of the approved external researcher criterion (8, 6%) from the experts as a criterion for the survival of the paragraph, and on this basis no paragraphs of the paragraphs are deleted as he saw them and the researcher notes the experts and the arbitrators and the questionnaire is set Consequently.

2. Ensures internal consistency

The researcher relied on calculating the correctness of the paragraphs ((through the correlation coefficient (Pearson) between the score of the paragraph and the total result of the questionnaire) and the following table shows:

Table No. (4) Correlation of the paragraph with the total scores of the questionnaire

Correlation of the paragraph with the overall score	Paragraph number	Paragraph link By the total degree	Paragraph number
0,347	7	0,456	1
0.547	8	0,347	2
0,457	9	0,326	3
0,457	10	0,423	4
0,347	11	0,456	5
		0,356	6

Second: Stability

The researcher resorted to more than one method in calculating stability:

1- How to apply and re-apply:

The questionnaire was applied for the first time, and after (14) days from the first application it was applied for the second time, and the

Pearson correlation coefficient was used between the first and second applications, and the researcher found that the value of the stability factor was (0.87).

2- Fakronbach method

To extract the stability in this way, the researcher applied the (Fakronbach) equation to the values of the scores of the sample members (40) individuals, and the value of the scale stability factor as a whole was (0.83).

Second: Organizational Success Questionnaire

1- Building the questionnaire

After the researcher reviewed a set of previous studies related to the study problem, reviewed a set of questionnaires for previous studies, and examined the opinion of a sample of experts and specialists in the informal interview, the questionnaire was constructed according to the following steps:

1. Identify the main areas mentioned in the questionnaire
2. Formulating paragraphs for each field
3. Initial amendment to the questionnaire based on the researcher's observations
4. Presenting the questionnaire to a group of experts and specialists to prove the validity of the questionnaire in its external form.

After taking into account the referees' remarks and their amendments, the questionnaire became composed of (18) paragraphs, divided into four areas, the first measures (vision and strategic planning) four paragraphs, the second procedure (practical activity) four paragraphs, and the third measures (development of the institution) five paragraphs. And the fourth procedure (leadership) is five paragraphs, and in front of each paragraph there are five alternatives, ranging from absolute approval to absolute rejection, as follows:

Table (5) Correction of the questionnaire

Strongly Disagree	not agree	neutral	I agree	I totally agree
1	2	3	4	5

2. Experience the clarity of paragraphs and instructions

In order to identify the clarity of the paragraphs and instructions attached to the questionnaire, the questionnaire was applied to a sample of (30) individuals, as shown in the table

Table(6)Experience the clarity of paragraphs and instructions

the sample	variable
15	Males
15	Female
30	sum

The researcher noticed that the instructions for the questionnaire are clear, in addition to simple paragraphs, and that the average time required to answer the questionnaire is (9) minutes.

3. Psychometric properties of the questionnaire

First: honesty

The researcher extracted the following validity questionnaire:

1- Verification of the arbitrators

The researcher presented the paragraphs of the questionnaire to a group of experts and referees to express their opinion on the validity of the paragraphs in their external form, and the researcher adopted a standard (80%) of experts as a criterion for the survival of the paragraph and on this basis no paragraphs of the paragraphs were deleted as he saw them. Accordingly.

2. Ensures internal consistency

The researcher relied on calculating the correctness of the paragraphs (through the correlation coefficient (Pearson) between the score of the

paragraph and the overall result of the questionnaire) and the following table shows:

Table No. (7) Correlation of the paragraph with the total scores of the questionnaire

Correlation of the paragraph with the overall score	Paragraph number	Paragraph link By the total degree	Paragraph number
0.436	10	0,332	1
0,456	11	0,456	2
0,456	12	0,412	3
0,434	13	0.546	4
0,457	14	0,457	5
0.547	15	0.546	6
0,458	16	0,564	7
0.546	17	0,457	8
0,568	18	0,543	9

Second: Stability

The researcher resorted to more than one method in calculating stability:

1- How to retake the test

The questionnaire was applied for the first time, and after (14) days from the first application, it was applied for the second time, and the Pearson correlation coefficient was used between the first and second applications, and the researcher found that the value of the stability factor was (0.81).

2- Fakronbach method

To extract the stability in this way, the researcher applied the equation (Fakronbach) to the values of degrees for non-individuals with a total of (40 individuals), the value of the stability of the scale coefficient was (0.82),

Statistical means

The researcher used statistical methods through the computer program (SPSS).

Research results

The researcher reviews the research results, conclusions, recommendations and proposals contained in this chapter according to the following:

The first objective: To identify the level of flexible leadership among educational leaders

The results indicated that the arithmetic mean and Qi for the sample is (50.40) as an estimate of the standard deviation (3.633). When the researcher compares this center with countryside sorter to search for current (33), when receiving a T test for one sample, he found that the calculated T value may reach To (6.038), which is greater than the tabular T value of (1.96) at the level of significance (0.05), which indicates that the research sample describes a high level. Flexible leadership:

Table (8) results of a single sample t-test

Indication level	Tabular value	The computed T-value	Hypothesized mean	standard deviation	SMA	The number of people the sample
0,05	1,96	6.038	33	3.633	50.40	150

Where this result is consistent with the results of previous studies that indicated the presence of a medium or good level of flexible leadership in the sample.

The second objective: To identify the level of organizational success of educational leaders

I have indicated the results that the arithmetic mean of the research sample is (62.45) as a standard deviation of the amount (2.162) and when compared to it, the center is the logical research corresponding to the center (54). It reached (12.078), which is greater than the tabular T value of (1.96) at the level of significance (0.05), which indicates that the research sample is characterized by a high level of organizational success, as shown in the following table.

Table (9) results of a single sample t-test

Indication level	Tabular value	The computed T-value	Hypothesized mean	standard deviation	SMA	The number of people the sample
0,05	1,96	12.078	54	2.162	62.45	150

As this study is consistent with previous studies that indicated a level of organizational success among educational leaders.

Conclusions

1. There is a level of flexible leadership among educational leaders
2. There is a level of organizational success among educational leaders
3. There is an ethical relationship between flexible leadership and organizational success among educational leaders.

Recommendations

1. The necessity of shedding light on the concept of (flexible leadership) and the concept of (organizational success) in organizations and working to support them.
2. He worked on sending missions of educational leaders abroad to get acquainted with the latest developments in the field of administration.
3. The need to work on improving the job climate for leaderships to contribute to raising the level of institutional success.
4. The need to motivate teachers financially and morally
5. To complete the current research, the necessity to conduct a study on (flexible leadership and its impact on the distinguished performance of workers in the Ministry of Education).

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