

The Effect of Administrative Leadership on Achieving Business Success Strategies (The Case of Lebanese French University)

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Abstract:

This study aims to investigate the effect of administrative leadership that its dimension encompass of (administration creativity, the ability to make decisions, and organizational culture) on achieving business success strategies that its dimension encompass of (continuous innovations, horizontal regulation, and effective implementation) based on the perspectives of academic staffs at Lebanese French university in Iraqi Kurdistan Erbil city. The objective of this study is to give an explanation about the variables of the study, administrative leadership, and business success strategies and examine the effect of administrative leadership on achieving business success strategies. A survey questionnaire prepared in order to collect primary data from study sample. 50 questionnaires distributed directly by the researchers in order to explain the aim of this study to the respondents. This study found that administrative leadership effects on business strategies success. A set of recommendation presented based on the outcomes of this study, in order to improve the role of administrative leadership on business strategies success.

Keywords: *administrative leadership, administration innovation, organizational culture, success strategies, continuous innovations, horizontal regulation, and effective implementation.*

1.0 Introduction:

The rapid evolution of many of the administrative and technical concepts to encourage organizations to search on proper methods and techniques to achieve their goals in addition to promote the offering the services and products depending on what that they have from potential resources, workforce, and managers that lead the organization (Aljaf et al, 2019). Hence, leadership is one of the management functions that concern to most managers working with organizations as well as the academic scientists in the field of management, as managers and probably most of the employees in the organization are interested to see that which who they deal along with the advantages, future visions, his/her style and accomplishments (Ali et al, 2018).

Leadership is the one of the administrations' functions that stills concern managers that working with organizations in addition to researchers and academics that interested in leadership kinds in organizations through studding their characteristics, their advantages, their methods, and their accomplishments (Sadq, 2019). In general, the concept of the leadership means working with others, along with influence them to achieve the desired goal. However, the kind of leadership differently depends on the activities and actions carried out by the organization, since the activities and actions may be administratively, politically or militarily. Although leaders' decisions are the core and basic functions of the leader that impact the strategies that the organization is depending on. Furthermore, the degree of strategic success of any organization will depend primarily on the capacity and efficiency of administrative leaders, and their understanding of the methods of administrative decisions (Wali, 2016). Therefore, effective leader is the one who selects the most suitable strategies rationally and make a decision in order to achieve a specific goal.

Nowadays, organizations face many difficulties in order to reaching the success as a result of technological developments and rapid environmental changes, the intensification of competition, as well as constant changes in customer preferences, which has become more complex than before that stimulated organizations to search broadly and more inclusive about the concept of success that able to solving that faced organization in the current time or in the future (Sadq, 2019). Organizations seeking in spite of the difference in size, activities, objectives and the nature of the business to survive, continue, and to grow. This does not take place independently without the existence of efficient leaders in the organization that able to achieve their goals and ambitions in addition to understanding the latest developments and events in order to ensure the continuation and growth of the organization. Moreover, the concept of administrative leadership and its role in achieving strategic success is worthy to be studying (Sadq et al, 2020). However, the real challenge that faces administrative leaders in the organizations is how to put this concept is the subject of the application (Mirkhan et al, 2017). As a result of the inadequate perception of the importance of administrative leadership in the Iraqi organizations to achieve success strategies the research problem may present as examining the effect of administrative leadership in achieving business success strategies. The Objectives of this study is to support the university administration in the formulation, development appropriate plans and strategies after identifying the strengths and weaknesses, in order to achieve a high level of business strategic success. The significance of this study is that focuses on understanding the importance of administrative leadership that has become the standard that which determines of the success of business success strategies achievement.

2.0 Literature review

2.1 Administrative leadership:

The concept of leadership currently is considered to be one of the most topics that have received particular attention in the management thought (Sadq et al, 2020). Leadership can be defined through a review of a number of definitions presented by some researchers and practitioners in the field of management from their different attitudes, then discusses in order trying to reach the determinant of general characteristics that distinguish the concept of leadership (Muhammad et al., 2019). Leadership according to Sadq (2019) is a kind of morale and responsibility in which they embodied leader working to unify the efforts of his subordinates in order to achieve the desired goals. Leadership means the efforts to influence or change employee's behavior in order to reach the goals of the organization and individuals' together (Wali et al, 2016). It is a process which is conducted through it the influence on the behavior of individuals and the group towards organizational goals (Othman, 2013). Is the process of inspiring individuals to provide the best results to achieve the desired results. Furthermore, it is related to directing individuals in right guidance, obtain their commitment, and motivate them to achieve their goals (Sadq et al, 2018).

Administrative leadership is guiding and influencing process on the activities and tasks required of members of the working groups (Ahmed et al, 2017). It is a complex phenomenon that has three dimensional since they formed in their operations and their effects leader - subordinates – positions (Sadq, 2015). On his part, Karim et al (2016) believes that leadership is "a kind of interaction that an individual (the leader) will be able to encourage or stimulate group to do a job that suited to the expectations of the leader. Leadership also can be defined as the interaction between the characteristics of the leader as well as the characteristics of subordinates in addition to the situations they are going through individuals or groups towards achieving the desired goals (Sadq et al, 2019). It is the ability to direct others in order to achieve certain goals. It is the process of the impact of the leader on the behavior of subordinates by making them performing the work assigned to them efficiently in addition to achieve common goals toward a certain situation or a certain subject. It is the art of influencing subordinates to accomplish the tasks assigned to them in an enthusiasm and sincerity way that it is the ability to motivate and encourage individuals to accomplish what the leadership wants to achieve (Ali et al, 2019).

2.2 Administrative leadership dimensions:

1. Administration innovation: There have been many definitions of administrative innovation among researchers according to each researcher's vision. Some of them focused on the characteristics of the individual's innovation (Johannsen et al, 2001). However, other focused on the process of innovation

itself. Administration innovation according to (Jones, 2007) is the process that organizations use their skills and resources in order to develop new services or to improve the innovation skills of employees. Daft (2001) states that administrative innovation is a generation of new ideas for a specific industry, market or environment. Administrative innovation is an individual's ability to use his/her intellectual and mental potential in addition to take advantage of the capabilities and resources available or possible to evaluate a means, tool, idea or product that is useful and valuable to the organization (Ping et al., 2019). Administrative innovation is a mental capacity appears at the level of the individual, group, or organization that has a multi-stage process, resulting in a new idea or work that has most sensitive to solving problems, flexibility, originality, continue towards achieve the goal, the ability to form connections, and the discovery of a new relationship (Aljaf and Sadq, 2015). Moreover, these creative abilities can be developed and improved according to individuals' capabilities and potentials (Mohammed, 2019).

2. Ability to make decisions: the word "decision" refers to ruling on an issue or disagreement. It is a sentimental act of the leader (Hayajan, 1999). Hence, the sentimental act is the leader's attitude and behavior after reflection and meditation (Saeed et al, 2018). Making decisions defined as the process of selecting the most appropriate alternatives that available or planned to achieve the objectives effectively. In other words, achieving the objectives at the lowest cost (Yagi, 2002). It is an administrative act to select the possible alternative among a range of alternatives (Schermerhon, 2004). On his part, Sadq (2016) defines it as an intellectual rational process characterized in the choice between multiple alternatives with a specification commensurate with the available capabilities and objectives required. Hareem (1997) argues that decision-making is a series of successive steps which is used by the decision-maker in order to reach the most appropriate and the best option. Kanaan (2007) indicates that decision-making is a process of issuing a particular judgment what an individual should do in a situation after careful examination of the various alternatives that can be followed.

3. Organizational Culture: organizational culture is an essential element of the organization system that the leaders and managers of the organizations should understand its dimensions and elements. Since organizational culture plays a vital role in influencing employee behavior by focusing on values and beliefs of the organization such as attention to workers, sincerity in work, teamwork, and time respect. Organizational culture is defined as "the system of meanings, symbols, beliefs, rituals and practices which evolve and settle with time and become a special feature of organization since it create a common understanding among its members about the organizational characteristics and expected behavior of its members (Zhengwei et al., 2019). Is an expression of the values of influential individuals (leaders) in an organization, these values affecting the tangible aspects of the organization as well as in the behavior of individuals. It in addition defines the method followed by these leaders in their decisions, their administrations to their subordinates and their organizations (Amran et al., 2020). On his part Wheelen and Hunger (1997) defined organizational culture as a style of artistic stuff, beliefs, norms, standards, and assumptions of a particular organization. Furthermore, (Abu-Bakr & Taha, 2005) states that organizational culture is a set of values and beliefs that affect employees' thinking, perception, along with their interpretation of things inside and outside the organization, which is reflected in the management practices in achieving the objectives and strategies of the organization. Muslim et al (2020) indicates that organizational culture is a basic pattern of common assumptions, values and beliefs which reflect the direction and way of thinking about the problems and opportunities that an organization faces.

2.3 Business Strategic success:

The concept of business strategic success occupied an important position in studies and researches since the concepts developed by organizational thought through the previous concepts of efficiency and effectiveness. In view of the fact that this concept refers in general to survival, adaptability and development regardless of the goals achieved by the organization (Mohammed, 2019).

The concept of strategic success derives from two important entrances (indicators) the first is efficiency and the second is the effectiveness. Since it gives a clear image of the organization and its achievements.

There were many definitions that describe the strategic success, according to the authors, and researchers of the organization. Al-Rukabi, (2006) states that strategic success refers to the organization's ability to survival, adaptability, and develop in light with the goals that seeks to achieve. Othman et al. (2019) defined it as the success that determined by the results of the activity relating to customers, employees the owners, and all stakeholders from the perspective of outside - inside, rather than the perspective of inside-outside. Johnson & Scholes (2002) concluded that strategic success is success in formulating strategy, implementation and monitoring. The strategic success, according to (Al-Amiri, 2011) is the organization's ability to achieve long-term success that linked to the achievement of strategic goals in addition to achieve high levels of performance than the performance of competitors. Sadq et al (2018) confirmed that growth becomes a substitute for efficiency, the organizations, therefore are characterized by high growth are considered as effective organizations. Tanner (2005) states that strategic success is the existing a clear vision of the organization's activities that contribute to pay it forward, in addition to achieve its objectives by organizing its activities. Furthermore, the development of intangible assets such as employees that working in the organization along with organizational reputation.

On the other hand, Sadq et al (2020) pointed out that the success of an organization depends on how they invested intellectual ability, as it represents real value through transfer new learning and knowledge along with put it into action. Furthermore, the reasons for strategic success nowadays refer to intellectual capital as well as become the main factor that will depend upon the success or failure of organizations. Halalma & Al-azzawi (2009) confirmed that successful leadership depends on the content more than the method. Although leaders reinforce their intellectual capital as a real wealth of organizations (Boudreau & Ramstad, 2002). They further indicate that the role of a successful leader is an observer and intelligent monitor that they have an early warning system in order to seize opportunities in addition to works to raise the level of strategic success.

Based on the above, the researchers has to a result that strategic success is a variety of reasons that lead to the achievement of excellence and leadership, increase revenue, include high value in business, growth and continue through the adoption of continuous innovations, horizontal regulation, and effective implementation.

2.3 The study Hypotheses

H₁: There is a measurable positive correlation between Administrative leadership and business Success Strategies.

H₂: There is statistically a significant effect of administrative leadership on business success strategies.

3. Methodology

The current study is based on an analytical descriptive approach. The descriptive approach was used to describe the information about the main and sub-variables of the study. The analytical approach was used to analyze the data obtained from the questionnaire for the purpose of determining the level of study variables according to the expectations of the study sample. In addition, correlation and impact between the study variables was examined. This study use primary data to collect data on the survey questionnaire was collected in order to complete the practical aspect of the study. The questionnaire was designed to serve the study objectives and hypotheses, using the five value Likert scale (strongly disagree, disagree, uncertain, agree, strongly agree) with the weights (1, 2, 3, 4, 5) respectively. Table (1) shows the aspects of the questionnaire in more detail. The study population consisted of all academic staffs at Lebanese French University in Iraqi Kurdistan region Erbil city. The study sample consisted of (50) academic staffs at Lebanese French University.

4.0 Descriptive analysis of study variables:

1. Administrative leadership

Administrative leadership has been studied through three dimensions (administration creativity, ability to make decisions, and organizational culture). For the three mentioned dimensions means and

standard deviations has been calculated. Table (1) illustrates the arranging of administrative leadership. The university under study depends first on administration creativity, then organizational culture, and finally on ability to make decisions.

Table (1) Arranging of Administrative leadership.

| Administrative leadership dimensions | Mean | StD. | Rank |
|--------------------------------------|-------|-------|------|
| Administration creativity | 4.288 | .6202 | 1 |
| Ability to make decisions | 4.01 | .914 | 3 |
| Organizational Culture | 4.132 | .7552 | 2 |

2. Strategic success:

Strategic success in this study has been studied by three dimensions (continuous innovations, horizontal regulation, and effective implementation). For the three mentioned dimensions means and standard deviations has been calculated. Table (2) illustrates the arranging of strategic success. The university under study depend first on effective implementation, then continuous innovations, and finally on horizontal regulation.

Table (2) Arranging of strategic success.

| Strategic success dimensions | Mean | StD. | Rank |
|------------------------------|-------|--------|------|
| Continuous innovations | 3.892 | .8954 | 2 |
| Horizontal regulation | 3.588 | 1.0784 | 3 |
| Effective implementation | 3.94 | .8696 | 1 |

Testing first hypothesis:

The first hypothesis states that there is a measurable positive correlation between administrative leadership and business success strategies. Pearson’s correlation (r) was calculated in order to test the correlation among the study variables and the results shows that administrative leadership were positively correlated with success strategies as the value of the correlation coefficient (.411**) reached the value of significant at (.002).

Testing Second hypothesis:

The second hypothesis states that there is statistically a significant effect of administrative leadership on business success strategies. In order to examine the impact of administrative leadership on success strategies a multiple linear regression analysis has been conducted. The table below (3) shows that administrative leadership illustrates 15.2% of the business success strategies as characterized by the (R²). At the degree freedom of (1, 25) the significance value is 0.002 which is less than 0.05. The F calculated is 10.337 and it is greater that F tabulated (4.062), which explains that the overall model is significant. As a result, the model is statistically significance in predicting how administrative leadership effects on business success strategies.

Table (3) the effect of administrative leadership on business success strategies

| | Business Success strategies | | |
|---------------------------|-----------------------------|---------------|--------------|
| | R ² | Sig. F Change | F calculated |
| Administrative leadership | .152 | .002 | 10.337 |

5.0 Discussion and Conclusion:

Business strategic success is the administration's ability to owning acquires knowledge, experiences, ideas, and accurate successful analysis of experiences in addition to history of corresponding organizations, or seizes new opportunities after having achieved its goals on time. Business strategic

success is the successful implementation of the organization's strategic plan. Business strategic success is strategic planning that focus on building relationships with customers along with retention them, as it is the key for obtain successful through competition in the business. The university under study Lebanese French University focuses first on administration creativity, then organizational culture and finally the ability to make decisions among the three administrative leadership dimensions that has been chosen in the present study. In addition, among the three dimensions of strategic success that has been selected in the present study. The university under study focuses first on effective implementation, then continuous innovations and finally on the horizontal regulation.

6.0 Recommendations:

Lebanese French University should constructive criticism about the new ideas and evaluates new ideas analysis that put forward by individuals, which aid administrative leader trying forefront to experience new ideas. Lebanese French University administrative leaders should crucial decisions to the tasks in a timely manner and that cannot be postponed which powers the leaders to be in the heart of the event in the decision-making process. Lebanese French University should strengthen the organizational for the reason that they make workers aware of what goes in the organization. Lebanese French University should develop communication and information processing systems along with improvements to its branches that give support to develop business activities and to create innovative work.

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