The Success of Managing Small Project in Light of Achieving the Dimensions of Managerial Leadership (Study Analysis of a Sample of Decision Makers’ Views in the General Company for Food Industries)

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Abstract

The aim of the research is to identify the role of administrative leadership in achieving the dimensions of the success of small projects’ management in the general company of foodstuff industries. The various variables have shown the importance of managerial leadership to achieve the dimensions of the success of the management of small projects, whether in international or local companies. The role of managerial leadership in the success of the management of small projects "In order to answer this question, has been developed a default model reflects the relationship and impact between management leadership and the success of the management of small projects. The research was based on descriptive analytical approach. The sample of the study consists of (48) Managers of departments and divisions where the research reached a number of results; the most important one is the existence of a relationship between the leadership of innovation and the success of the management of small projects in the company investigated if the relationship is positive and strong. The results led to a set of recommendations, the most important one is the necessity for the company under study to get benefit from the evaluation of the company’s leaders from time to time in order to achieve the dimensions of the success of managing small projects.

Keywords

Management Entrepreneurship, Success of Small Business Management, General Company of Foodstuff Industries.
Introduction

The small projects represent the key of accessibility to the sustainable development whether that development was human, social or economic or industrial as well. They help create a human capital that is capable in all fields on the one hand and eliminate the ratio of the unemployment that forms a threat to many economies of the world on the other. It also helps to increase the local economy and to improve the level of the market's economy. This achievement cannot be obtained unless there is a pioneering leadership that is able to create success. Administrative leadership represents the future vision of successful companies, as it represents the key to the administrative development of many companies, which introduce a culture of innovation and attract the best talents, and exclude the pests of poor work, represented by nepotism and bribery, and others that lead to the creation of a destructive leadership for many companies. Leadership today is Administrative one that brings change, and it is the leadership that is reliable in making the future. As Darker, the godfather of modern management, says that the best way to predict the future is to create it. Therefore the creativity of leadership is by leading and the most prominent title for the smart and successful management is to continue leadership for the sake of continuity of Market leadership. The research came out with four important sections that represent the research in different aspects, where the first topic represents the methodology, it came with the problem, importance of the study, and objectives as well as previous studies. The second section was presented to represent the theoretical framework from an independent variable represented by administrative leadership (identifying strengths, removing weaknesses, evaluation, and changing. The market center) as for the dependent variable (work teams, training, effective communication). Meanwhile the Third section dealt with the practical framework, to explain the phenomena of the variables as well as to prove the validity of the hypotheses of relationship and effect, and the fourth topic concluded with the most important conclusions that in turn reflected a set of recommendations.

Research Methodology and some Previous Studies

Research Methodology

1- The Problem

Many small projects face many obstacles and problems, whether in the internal environment represented by the administrative leadership and the extent to which they possess the necessary qualifications for the success of these projects or the external environment that represents the market environment and how their industrial production is
dealt with according to this environment. From here came the main question (what is the role of administrative leadership in the success of small projects management).

From the main question, there derived a number of questions, which are:

Is there a statistically significant relationship between administrative leadership and the success of managing small projects?

What is the impact of administrative leadership on the success of managing small projects?

2- The Aims of the Study

The Study aims at:

a. Contribution to providing leaders with administrative leadership that contribute to the success of these projects.
b. Small projects provide accurate knowledge for customers as well as markets and reduce unemployment risks.
c. Taking into account the recommendations and conclusions, especially the field reality of the research.

3- The Importance of Research

The benefit and contribution of the research represents community service and linking the research variables, the most prominent of which are supposed to be

A. Providing high quality products, and the transition to a market economy by leading the change represented by the administrative leadership of the General Company for Food Industries, which follows the scientific method in its path.
B. The importance of the study is clear by presenting a framework derived from reality that links between administrative leadership and the dimensions of the success of managing small projects.
C. The company for food industries adopts the idea of administrative leadership and the dimensions of the success of managing small projects, making it a model for many Iraqi companies to be emulated.

4-Hypotheses

The research hypotheses are as follows:
A. There is a statistically significant correlation between administrative leadership and the success of managing small projects.

B. There is a significant effect of administrative leadership on the success of small projects.

5- The Structure of the Study

The research scheme shows the relationship between the research variables from a relationship and an effect, as well as it reflects the validity of the research hypotheses, as shown in the figure.

![Figure 1 Hypothetical research model]

6- Description of the Research Population and Sample

The general company for foodstuff Industries represents an important position from which the mechanism of the intellectual method research emerges, especially that the research sample represents a field for many tests related to the research hypotheses, so the general company for food Industries can be commensurate with the content of the research and its variables and relationship with the Iraqi environment. This is due to the following reasons.

A. The importance of the crucial role played by the general company for food Industries as one of the largest companies in the province and the diversity of production's lines in it.
B. The company has an integrated administrative staff of holders of higher and primary degrees, which makes it conform to the specifications of the research sample.

C. The response of the decision-makers in the company, after consultation, to the recommendations, the conclusion of the research, working with it, and a commitment to its outputs.

The number of employees in the general company for food Industries is 55 individuals on the basis of the senior positions in the company. 55 forms were distributed randomly on the research sample, whose forms were distributed and 44 were retrieved from them, thus the retrieval rate reached 80%.

7- Statistical Tools and Methods for Research

The study data were collected through two methods on which the research was based. The first method relied on a desk survey in order to enrich the theoretical side of the research, from the available sources from Arab, foreign and periodicals. The second method was designed on the basis of the questionnaire, which was designed with two axes. The first axis included an introductory aspect of personal and social data, as for the second axis included an explanation of the study variables, in which it represents the structure of the study. The research also used a set of statistical methods represented by the arithmetic mean to know the level of the research variables, as well as the standard deviation to figure out the extent of the responses away from the arithmetic mean. The ranks correlation coefficient was also used. Spearman to determine the direction and strength of the relationship between the variables of the study.

8- Metrics Used in the Research

The questionnaire was designed through scientific standards adopted by the research including (Al-Wadi, 2012) (Suad, 2015).

9- Previous Studies

Studying the Independent Variable (Administrative Leadership)

1- Study 2016 (The role of administrative leadership and facing change).

Innovative Leadership and Resistance to Change

The study aimed to know the role of administrative leadership in the electrical appliance industry sector, and the researcher used the descriptive analytical approach as it is one of
the most scientific approaches used in scientific research. As for the study population, the workers in the electrical appliance sector are represented by the administrative leaders of companies from working managers and heads of departments, and the sample was chosen by the simple random way, it was selected from the employees in the administration with a size of (200) and the number of distributed forms reached 160, which represented 80% of the study population.

The hypothesis of the research was "there is a statistically significant correlation between the application of modern methods of leadership and the performance of workers in the electrical industry sector" and the other hypothesis "there is a statistically significant effect of leadership in developing the performance of workers" and the results of the study reflected, that the majority of the respondents agreed with all the statements which measures the hypothesis "there are statistically significant differences between the application of leadership characteristics and the performance of employees", where the average answers of the sample members to all statements were 3, which is greater than the hypothetical mean of the study. The study recommends continuous training of the company's administrative leaders and the training programs be advanced and catch up with the modern developments, information technology, use of modern communication devices, global orientation, competition and challenge in the labor market.

Halen study 2016, “Administrative leadership and employee performance development in the reality of private colleges”.

The study aimed to know the reality of administrative leadership and resistance to change in private colleges, as well as knowing the obstacles of the work and facing the research and represented the importance of the study, from the need to raise the levels of senior management in private colleges and provide the most important requirements for administrative and educational reform. The alternative methods that can be adopted in developing the educational process of the state, and the hypotheses of the study found that there is a moral correlation between administrative leadership and the resistance of change, as well as the most important obstacles and pitfalls that faces it. The study community is represented by the private education sector, which is about 10 private colleges, representing the most important and vital sectors, and the intentional sample was adopted, where the questionnaire was used as a research tool and approximately 165 forms were distributed. 160 forms that represented the research sample were retrieved and the conclusion of the research came with the need to reorient its work, and it suffers from weakness in clarifying problems, as well as determining the need for knowledge, and the
study of the research was reached, by activating agreements with sober universities to train the professor and students to provide them with new knowledge.

**Studies of Success of Small Projects**

1. Azzam Suleiman's study (entitled Financing Problems in Small Enterprises in the Syrian Arab Country - Aleppo), where the researcher presented the concept of small industrial projects and their importance, then analyzed the reality of industrial projects in Syria and the most important problems they face. He concluded that it is necessary to find a new banking formula to deal with small industrial projects based on different bases from those used with large projects. The study also concluded that it is necessary to reconsider the tax bases and legislation imposed on these projects and to provide some governmental support for them (3).

Reducing the numbers of rational levels of authority to enhance success encouragement of managing small projects.

2. Study (2012) 8 chemerys (improving the management of creative behaviors in local governments).

An applied study that included (69) executive directors in government administrative units in the Ukrainian field of Kiev. This research stems from the problem of the lack of applied studies that are concerned with administrative systems, analysis of administrative systems, organizational culture and organizational structure, typical development, strategic planning, and human resources management. and financial management, and control systems. Information technology or legal administrative, political culture, and focus on services) and among the findings that I reached out that the success of managing small projects is the outcome of five steps (ideas generation, registration, evaluation, implementation and follow-up), and the generation of new ideas subjects to develop and improve of the entrepreneurial climate after a conscious awareness in organization's goals and mission, as well as the impact of job status.

**Theoretical Framing**

In this topic, two main variables will be addressed, namely, administrative leadership and the success of managing small projects that contribute to answering the research hypotheses and the questions of the research problem and achieving the goals inspired by it, as some theoretical aspects related to these variables will be clarified as follows:
Administrative Leadership

There is no doubt that development is the most prominent feature in human life since his first appearance on earth. This development has accumulated since that first appearance at varying rates due to the great mental ability that raises the leadership mentality of leaders in being able to develop and innovate new things, and in light of this, the innovative mentality of managers can be measured through the following dimensions (Duncan, 1999).

1- The Concept and Definition of Managerial Leadership

It is a leadership style characterized by achieving excellence, mastery and innovation, in the results of the organization’s work, and it depends on innovative insight (Imad Al-Din, 2003). For the company's products and services to the needs of its customers (Mohammed, 2004), and in the field of change, it was defined as “a radical or gradual increase in performance, as in the concepts of re-engineering, continuous improvement and improvement of work teams (Saeed, 2008). In the same context, management leadership was known “It is to arrive at new concepts that can be transformed into new policies, regulations, and methods that contribute to develop the company” (Faten, 2012).

2- Administrative Leadership and Knowledge Strategy

What we offer can achieve effective integration, showing administrative leadership and knowledge strategy represented by administrative and technical information systems, including artificial intelligence, advanced software and programmed decisions. The reason for this interest is that knowledge strategy experts are those who are able to create competitive knowledge, as well as competition based on market knowledge (Al-Ajmi, 2015) who capture in a deep and effective role the good roles of knowledge within the company, as the intellectual capital and the new source of property rights in the company on the one hand, And outside the company, the knowledge lever is the new competitive strategic weapon on the other hand.
3- Dimensions of Administrative Leadership

In this context, David Gewirtz called for what he called the Reinvention Lifecycle in the company, where the rediscovery should cover the whole company and along its life, to act as an intelligent response to changes in its markets and appeared from them as in the external Figure (3).
Where the above figure represents the dimensions of administrative leadership and reveals its impact on companies by losing strengths or exacerbating weaknesses with time, which requires a rediscovery of the company to strengthen its strengths and remove its weaknesses in order to be able to redefine its position in the market again in light of that renewal.

Administrative leadership will remain a source of new ideas in order to maximize the company's ability to better exploit its human, material and knowledge resources, and a source of new concepts that make the company more capable of creating a competitive advantage.

The Success of Small Business Management

The Concept of Small Projects

The opinions of specialists differed about defining an accurate and comprehensive concept of small projects to distinguish them from other projects (large, handicraft, manual,...) despite the fact that the concept of projects is governed by several criteria, the most important of which are the size of labor, capital, quality of techniques used in production and turnover.. (Salman, 1999).

There are many concepts and definitions of small projects that are attributed to different parties, including:

- The Danish International Development Agency (Denida), where small projects were defined as those which employs 6-15 workers.

While the Industrial Development Bank in Egypt went to define small projects as those projects whose investment cost, after excluding the cost of land and buildings, does not exceed 1.1 million Egyptian pounds.

- As for the Federation of Egyptian Industries, the small projects are those projects whose total investments amount to 550 thousand pounds, and do not employ more than 100 workers.

- In Pakistan, industrial bodies went to consider that small enterprises are those whose capital amounts to 50 thousand dollars.

- In Nigeria, small projects were defined as projects with a capital of $227,000 (6).
As for the International Labor Organization, small enterprises have been defined as small-sized units that produce and distribute goods and services and consist of independent producers who work for themselves in urban areas of developing countries, some of which depend on work from within the family and others may hire workers and craftsmen, and most of them work with a small fixed capital or maybe without fixed capital.

The Economic Development Committee (CED), which is an organization distinguished by scientific research, considers that the small project is that project that is characterized by two of the following five characteristics: (Azzam, 2004).

1. It is mainly and independently managed by its owners.
2. It has a very personal character.
3. It is local to a large extent in the area in which it operates.
4. It has a relatively small size in terms of the number of businesses and the industry to which it belongs.
5. It relies heavily on internal sources of capital for its growth (6).

And we do not miss to mention that many attempts have been made by the American Small Business organization (SBA) to define the small project, as it is considered a company that is owned and managed independently and is not dominant in its field of work and is often small in size with regard to annual sales, and the number of workers compared with other companies in the same industry (6).

From the foregoing, it can be said that it is difficult to define an accurate and comprehensive concept for small projects.

Despite the large number of conferences and seminars related to it.

Even by adopting the previously mentioned criteria, the difficulty remains in establishing an accurate definition.

The digital limits of these standards have not been agreed upon due to the different characteristics, capabilities and economic and social conditions between one country and another.
1- The socio-economic Importance of Small Enterprises

The big problems that big projects could not overcome led governments to pay attention to small projects, in recognition of the role of these projects in contributing to economic and social development. The scientific applications of small industries have shown that the need necessitates the existence of this type of industries regardless of the percentage and stages of economic and social development and progress in society, despite the importance of large industries and their economic and social role for many reasons, including:

1. Decrease in the volume of capital accumulation in many countries.
2. The underdevelopment of productive art and specialized technical expertise, as well as the scarcity of capital resources needed to establish large projects on advanced economic and technical foundations.
3. The narrow scope of the local market due to the low purchasing power of individuals resulting from the decrease in per capita national income, which means not benefiting from the economies of large scale for large industries.
4. Contributing to reducing unemployment by providing job opportunities continuously and at a relatively low cost when compared to large projects, thus reducing the burden on the state budget.
5. Contributing to the development of talents and technical, administrative and other innovations. In Japan, for example, 52% of the innovations are attributed to the owners of these projects (7).

General Characteristics of Small Projects

Despite the small relative size of small projects, they have the characteristics of Certain things by which they differ from the rest of the other projects, perhaps the most prominent of them are: (Heikal 2004).

1. Direct supervision by the owner of the project: the management of these projects is carried out by the owner personally. Therefore, the project management and decisions it is flexible to ensure the success of the project, where attention is distributed to the first two-way with respect to the demands of customers and leads to gain satisfaction and the completion of their applications in order to achieve a return appropriate to the owner of the project, and the second for workers and related to their situation and build a kind of human relations between workers inside the project.
2. Ease adapt production according to needs: where they are taking the renewable desires of consumers into account, and is characterized by rapidly in line and taking into account the needs of the market production change, depending on the skills of the entrepreneur and his co-workers because of the use of simple machines by which can be more than a commodity production.

3. The quality and accuracy of production due to the adoption of specialization in the production of certain commodities, which means the increase in the skill of the worker and the increase in his productivity.

4. Can be set up in small areas due to the lack of means of production used where it can be set up in small shops near markets and homes and small as well as in villages and rural areas near the sources of raw materials as the nature of the projects are directly related to the daily needs of individuals.

5. Contribute to raising the standard of living and satisfying part of the basic needs of the various segments of society.

6. These projects are characterized by the possibility of establishing them in remote and rural areas and small cities, given the futility of establishing large projects.

7. The degree of risk involved in a small project is not high.

8. The distance between the general decision maker and the small project is relatively far (4).

Disadvantages of the Small Enterprises

In contrast to the economic importance of these projects, there are many shortcomings that can be directed towards the developing countries.

1. These projects because of the hard-line tax procedures or restrictions relating to quality control or health may involve under the framework of the informal sector, which works away from the law, it may take the form of outside law in many cases, whether relating to workers' rights or the laws of occupational safety or environmental protection laws and control. In fact, this situation is a natural result of the lack of harmony between the modern requirements of the production and manufacturing process and the financial capabilities or financing problem experienced by small enterprises.

2. It did not become a small technical or economic reasons imposed by the reality of developing countries, but is small mainly because of the financial potential and which are not commensurate with the burdens imposed by adapting to contemporary, whether tax or social laws, especially that when they do not take into account the government bodies responsible for the application of the laws of some
considerations and priorities conditions of these projects, and treat them in the same way as major projects with great financial potential. Some legislation has been working to punish the small industries of some concessions by denying them that belong to a certain amount of fixed capital, which is it often from customs or tax exemptions. This per se what pushes small projects to deviate from the law.

2. Dimensions of Small Projects

Small business owners can obtain the necessary financing through the following sources: (Iscwa, 2004).

1. Capital shares: from personal savings, which are often insufficient due to the low rate of savings in developing countries. It is also possible to resort to borrowing from family, relatives and friends, and this is also an insufficient source in addition to their interference in the affairs of the project, and it is also possible to resort to the participation of others in the case such management will be shared and profits shared.

2. Borrowing: from banks and other financial institutions, and these do not want to give credit to the small project because of the high risks associated with this type of financing. The financing requests submitted by small businessmen are often neglected, as this financing does not exceed at best 2% In developing countries, in addition to the high cost of financing small loans. A study conducted in the Philippines showed that the costs of banking transactions in financing small projects amounted to 2.5-3% of the value of the loan compared to 5% of loans granted to large projects. Therefore, small projects resort to wealers and money dealers, and this is a matter that has many problems, and there is a possibility to borrow fixed assets from fixed asset dealers, and this increases the cost of financing significantly, which may reach more than 40% (3).

3. Trade credit: The cost of this type of financing source becomes high if the project is not able to benefit from the cash discount, in addition to the fact that the supplier will increase the price in the absence of cash payment.

4. Lease financing: This type of financing becomes of limited importance because it is only useful for leasing fixed assets.
The Practical Framework

Diagnose the Answers of the Same Topic

Description and Diagnosis of the Answers of the Same Topic

The (Independent) Variable of Administrative Leadership

Included in the following is a presentation of the data collected through the questionnaire as presented in terms of its sequence and according to standards that included (arithmetic mean, standard deviation, coefficient of variation, and the degree of matching of the sample) about the paragraphs, and as shown in the following figure.

Table 1 Describe and diagnose research sample answers (44)

<table>
<thead>
<tr>
<th>Paragraphs of the administrative leadership variable</th>
<th>I don't totally agree</th>
<th>I don’t agree to some extent</th>
<th>I agree</th>
<th>I totally agree</th>
<th>Arithmetic mean</th>
<th>standard deviation</th>
<th>Variation rate</th>
<th>sample number</th>
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</thead>
<tbody>
<tr>
<td>1 Time is a critical factor in important cases, especially those related to the fate of the company</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>34</td>
<td>6</td>
<td>3.97</td>
<td>0.47</td>
<td>0.118</td>
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<td>2 Better investment of time represents the best financial returns for the company</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>24</td>
<td>14</td>
<td>4.07</td>
<td>0.96</td>
<td>0.237</td>
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<tr>
<td>3 In the light of effective time management, there is intellectual and administrative creativity</td>
<td>3</td>
<td>3</td>
<td>-</td>
<td>34</td>
<td>7</td>
<td>0.09</td>
<td>0.47</td>
<td>0.114</td>
</tr>
<tr>
<td>4 Encouraging employees to achieve more than they expected</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>35</td>
<td>7</td>
<td>4.02</td>
<td>0.76</td>
<td>0.189</td>
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<tr>
<td>5 Share employees' ideas and listen to their perspectives when trying to solve work</td>
<td>_</td>
<td>1</td>
<td>32</td>
<td>22</td>
<td>18</td>
<td>0.29</td>
<td>0.70</td>
<td>0.163</td>
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<td>problems</td>
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<td></td>
<td>I encourage all employees to discover solutions to the complex problems facing the company</td>
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<td>8</td>
<td>Suggest new ways to accomplish work tasks.</td>
<td>1</td>
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<td></td>
<td>Allow employees to think about old problems in new ways</td>
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<td>9</td>
<td>Listen carefully to the opinions of employees and respect their convictions</td>
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<td></td>
<td>I deal with every employee in an appropriate way</td>
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<td>10</td>
<td>Show personal interest in employees who are not accepted by their colleagues</td>
<td>1</td>
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<td></td>
<td>Encourage employees to take responsibility</td>
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<td>11</td>
<td>Support the exercise of the authorized powers of each individual</td>
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<td></td>
<td>I delegate some of my powers to employees on scientific grounds</td>
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<td>12</td>
<td>Express my appreciation to employees when they do a good job</td>
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<td>13</td>
<td>Suggest new ways to accomplish work tasks.</td>
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<td>14</td>
<td>The introduction of new technology leads to reducing</td>
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</table>
We note in the table that the administrative leadership variable in all its paragraphs has achieved an arithmetic mean of (4.07), which is greater than the hypothetical mean of the scale of (3) with a good percentage. With a standard deviation (0.07) and a coefficient of variation (0.64), and the degree of agreement of the sample members (81.4%), the items were achieved.

(1.2.3.4.5.6.7.8.9.10.11.12.13.14.15.16.17.18.19.20.21.22)

High arithmetic means, which indicates that the administrative leadership in the General Telecom Company has a clear vision for the future of the company and includes plans for

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<td>labor costs by reducing labor</td>
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<td>Project management seeks to introduce high-tech technology, which in turn helps to reach new products</td>
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<td>5</td>
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<td>44</td>
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<td>The company's management encourages innovation among employees</td>
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<td>26</td>
<td>18</td>
<td>4.41</td>
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<td></td>
<td></td>
<td>44</td>
</tr>
<tr>
<td>The introduction of modern devices and the development of computer programs and the Internet contributions to access to global markets</td>
<td>9</td>
<td>16</td>
<td>7</td>
<td>8</td>
<td>4</td>
<td>2.59</td>
</tr>
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<td></td>
<td></td>
<td>1.26</td>
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<td>4.86</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>44</td>
</tr>
<tr>
<td>The management of companies always keeps pace with high-level training courses in order to advance the level of the company</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>23</td>
<td>17</td>
<td>4.30</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.63</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>44</td>
</tr>
<tr>
<td>Effective communication between receiver and sender</td>
<td>9</td>
<td>16</td>
<td>7</td>
<td>8</td>
<td>4</td>
<td>2.59</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>1.126</td>
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<td></td>
<td></td>
<td></td>
<td>0.286</td>
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<td></td>
<td>44</td>
</tr>
<tr>
<td>average</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.07</td>
</tr>
<tr>
<td></td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.64</td>
</tr>
</tbody>
</table>
that, and that it has the ability to adapt in work and relations with various levels in the company, and that it is guided by the goals of the company and the values of its employees to try to compatibility and harmony between them, and to provide solutions in the various situations and possible variables in the company, and it works to adapt the work environment and the means to create effective work, and it seeks to obtain ideas of subordinates' proposals to be used in making decisions, the cultural and political values, structure and nature of the company's work affect the administrative leadership, which in turn depends on advanced methods of communicating with subordinates, including good listening and trying to set goals and procedures that translate the company's vision and allocate a penalty from the company’s resources to support work performed by its members.

The administrative leadership can convince subordinates that they deserve the success they seek, and establish information channels in line with the direction of the company to keep pace with the information that prevailed in these channels, and encourage subordinates to effective education by making it a way to build the necessary skills they have, and is working to compensate for qualified individuals to carry out the responsibilities of great importance depends on the material and moral incentives to influence subordinates in addition to its reliance on personal characteristics (elegance, intelligence) and self - confidence, experience and skills (technical, rational and behavioral) to influence them, and are interested to work and relationships together significantly (the convincing leader style) in our leadership. As for the paragraphs (17.20.22), it achieved arithmetic mean less than the hypothetical mean of the scales, which indicates that (the administrative leadership in the company does not depend on the system of material and moral penalties in influencing subordinates in addition to that it does not depend on the official system in influencing them) and The company is not interested in work and relationships together at a low degree (the hypothetical leader's style of leadership).

The responsive variable (dependent) the success of small projects.

Included in the following a presentation of the questionnaire's paragraphs as presented in terms of their sequence and according to the arithmetic mean scale, standard deviation, coefficient of variation, degree of sample agreement, and recurring distributions of small projects success paragraphs, as shown in the following table.
### Table 2 Description of the diagnosis of research answers variables of success of small projects for the sample

<table>
<thead>
<tr>
<th>Paragraphs of variable success of small projects</th>
<th>I don't totally agree</th>
<th>I do not agree</th>
<th>To some extent</th>
<th>I agree</th>
<th>Totally agree</th>
<th>Arithmetical mean</th>
<th>Standard deviation</th>
<th>Variation coefficient</th>
<th>Sample number</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 The company has adopted new management styles</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>23</td>
<td>20</td>
<td>4.39</td>
<td>0.72</td>
<td>0.164</td>
<td>44</td>
</tr>
<tr>
<td>3 The company obtained patents that helped the application</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>13</td>
<td>18</td>
<td>3.91</td>
<td>1.21</td>
<td>0.309</td>
<td>44</td>
</tr>
<tr>
<td>4 I try to figure out the problems in order to solve them</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>31</td>
<td>10</td>
<td>4.16</td>
<td>0.60</td>
<td>0.144</td>
<td>44</td>
</tr>
<tr>
<td>5 My spirit of risk-taking excites me to offer new opinions</td>
<td>-</td>
<td>-</td>
<td>5</td>
<td>28</td>
<td>11</td>
<td>4.14</td>
<td>0.59</td>
<td>0.142</td>
<td>44</td>
</tr>
<tr>
<td>6 Do not hesitate to create adoption for change</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26</td>
<td>18</td>
<td>4.41</td>
<td>3.53</td>
<td>0.120</td>
<td>44</td>
</tr>
<tr>
<td>7 I try to find new ways to harness the use of materials and equipment</td>
<td>13</td>
<td>25</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1.98</td>
<td>0.97</td>
<td>0.489</td>
<td>44</td>
</tr>
<tr>
<td>1 I encourage suggestions from others</td>
<td>1</td>
<td>-</td>
<td>3</td>
<td>29</td>
<td>11</td>
<td>4.11</td>
<td>0.72</td>
<td>0.175</td>
<td>44</td>
</tr>
<tr>
<td>1 The company's management made changes to its computer programs and information system</td>
<td>-</td>
<td>-</td>
<td>7</td>
<td>28</td>
<td>8</td>
<td>3.98</td>
<td>0.66</td>
<td>0.165</td>
<td>44</td>
</tr>
<tr>
<td>2 The company made drastic changes in the performance</td>
<td>-</td>
<td>-</td>
<td>6</td>
<td>34</td>
<td>4</td>
<td>0.395</td>
<td>0.48</td>
<td>0.121</td>
<td>44</td>
</tr>
</tbody>
</table>
The management of the company is carried out in its organizational structure.

The management of the company provides the knowledge needs of the company.

The opinions and experiences that the company went by get to be recorded in databases.

The organization provides change and the right atmosphere for the exchange of knowledge among employees.

The organization has a flexible administrative system that facilitates the distribution of knowledge among employees.

The organization try to gain knowledge from regional institutions.
<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>9</th>
<th>2</th>
<th>0</th>
<th>1</th>
<th>3.86</th>
<th>0.47</th>
<th>0.173</th>
<th>44</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>i have the ability to make quick decisions to confront the urgent problems</td>
<td>-</td>
<td>-</td>
<td>7</td>
<td>30</td>
<td>5</td>
<td>3.86</td>
<td>0.47</td>
<td>0.173</td>
</tr>
<tr>
<td></td>
<td>Delegate some powers to employees who possess successful leadership skill and ability</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>19</td>
<td>19</td>
<td>4.25</td>
<td>0.83</td>
<td>0.195</td>
</tr>
<tr>
<td></td>
<td>Average</td>
<td>3.92</td>
<td>0.62</td>
<td>0.158</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**It is noted from the table that the variable of success of small projects with all its paragraphs has achieved an arithmetic mean of (3.92), which is greater than the arithmetic mean of the arithmetic scale of the scale with a good percentage, with a standard deviation (0.62) and a coefficient of A difference of (0.158) and the degree of agreement of the sample members (78.4) All paragraphs (except for paragraph 28) were achieved on high arithmetic circles, which indicates the administrative leadership in the General Company for Coronary Industries.**

It adopts the processes of change and adaptation to any influences that occur in the external environment, encouraging subordinates in the selection processes and the success of small projects, feeling bored with repeating the procedures followed in completing the work, imitating others in solving problems facing the work, and crystallizing more than one idea within a short period of time spontaneously and easily, and the purpose is Knowing its opposing opinion in order to benefit from it, and knowing the weaknesses and shortcomings in the work. And it needs detailed instructions when assigning new work tasks, and it hesitates to change its position when it expands after its validity. As for paragraph (28), it achieved an arithmetic mean that is less than the hypothetical mean of the scale, which indicates that the administrative leadership in the company does not get inputs (resources, human and material). Others) are of low quality.
The Research Hypothesis Test

A- Analyzing the correlation between administrative leadership and the success of small projects.

Table shows the content of the correlation in which the relationship between the (independent) variable of administrative leadership and the (dependent) variable shows the development of the success of small projects. It was found that there is a significant and strong relationship between the two variables, as the calculated (t) value reached (10.544), which is greater than its table value is 2.194, below a significant level (0.01), that is, with a degree of confidence (0.95) and a degree of freedom (42). The value of the correlation was (0.852), which is a strong positive correlation that supports the validity and proof of the main hypothesis that describes (there is a significant correlation between administrative leadership and the development of the success of small projects).

This relationship indicates that whenever the managerial leadership in the company possesses the sources of strength necessary to succeed in operations and can influence subordinates through multiple skills. This will reflect on the success of small projects to a greater degree.

Table 3 The relationship between administrative leadership and the success of small projects = 44 n

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>dependent variable</th>
<th>correlation coefficient</th>
<th>favoritism value</th>
<th>morale level</th>
<th>tabular value</th>
<th>tabular value</th>
<th>The quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative leadership</td>
<td>Success of small projects</td>
<td>0.852</td>
<td>10.544</td>
<td>0.01</td>
<td>2.002</td>
<td>2.194</td>
<td>Semantic</td>
</tr>
</tbody>
</table>

B- Analyzing the impact of administrative leadership on the success of small projects.

Table shows the results of the regression analysis between administrative leadership and the success of small projects, and it is noted that there is a significant effect of successful strategies in achieving the success of small projects, if the calculated value of (F) reaches (11.667), which is greater than its tabular value 2.002 under Significance level (0.05). That is, with a degree of confidence (0.95) and a degree of freedom (42). It is noticeable that the coefficient (B) of (0.469) indicates that changing one unit in administrative leadership leads to a change (48.9%) in the success of small projects, and this importance is evidenced by administrative leadership. Either the value of the coefficient of
determination (R2) reached (0.726), which is a high percentage indicating that an amount of 72.6% of the total discrepancy in the success of small projects.

It is united through administrative leadership, and the remaining percentage (72.4%) represents the effect of other unknown variables. It is noticeable that the value of the fixed term of the regression curve (a) indicates the value of the dependent variable if the value of the independent variable is, and it differs from its zero value, which means there is a good relationship between administrative leadership and the development of the success of small projects, and this affects the validity of the main hypothesis (there is a significant effect between successful administrative leadership and the achievement of developing small projects success).

**Table 4 Simple regression analysis between managerial leadership and small business success (n = 44)**

<table>
<thead>
<tr>
<th>independent variable</th>
<th>dependent variable</th>
<th>The coefficient of determination</th>
<th>Value F</th>
<th>Coefficient Value of B</th>
<th>Value A</th>
<th>Value T</th>
<th>morale level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative leadership</td>
<td>Success of small projects</td>
<td>%72.6</td>
<td>11.167</td>
<td>0.469</td>
<td>1.932</td>
<td>10.344</td>
<td>0.05</td>
</tr>
</tbody>
</table>

**Conclusions and Recommendations**

1. The possibility of relying on administrative leadership as a means to achieve the success of managing small projects and their strategic flexibility that qualifies them to survive in the face of rapid changes in environmental and competitive factors.

2. It was found that there are some obstacles and limitations that significantly affect the application of the innovative leadership style in the General Company for Food Industries, including the weak commitment to the basic administrative principles of work by the employees.

3. It was also found that there are some obstacles and limitations, for example, a little commitment to the successful administrative principles, which achieved a very good rank, affecting the application of the management leadership style in the General Company for Food Industries.

4. Administrative leadership is the key to accessing the success of managing small projects in organizations, and the success of managing small projects in turn is the key to accessing competitive advantages and achieving creative organizations.

5. The degree of agreement of the research sample on the variable of administrative leadership achieved a very good rank, which indicates the awareness of the higher
management leadership of their sources of strength and the extent of their influence on subordinates through their skills

6. The small project management success variable achieved a high arithmetic mean, which indicates the research sample’s awareness of the importance of small project management success and how to achieve it through multiple stages.

7. There was a correlation between administrative leadership and the success of small projects management in the company under study, which indicates the coherence of the two variables, as the correlation value reached 0.509, which is a strong positive correlation that supports the validity and proof of the hypothesis (there is a significant correlation between administrative leadership and the success of small projects management).

8. There was also an effect of innovative leadership on the success of managing small projects, and this is due to the reconciliation of the working managers and to making sure that the workers have sufficient incentives, which indicates the existence of effective communication. If the increase in administrative leadership by 100% leads to an increase in empowerment by 27%, and this effect is significant.

Recommendations

1. Relying and adopting the results of the research in the tendency of companies and the necessity of recognizing the basic concepts in the research (administrative leadership, the success of managing small projects), the methods of their practice and the means of influencing subordinates.

2. Designing work in a way that provokes, motivates and helps to achieve higher levels of innovation and the success of managing small projects, while working on developing the capabilities of administrative leadership in subordinates to raise their motives towards positive competition and thus achieve the success of small projects management.

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