Reflection of the Leadership Behavior Pattern in Support of the Empowerment Strategy "Analytical Research for the Opinions of a Sample of Employees in the Middle Administrative Answer"

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Abstract

The aim of this research is to highlight a vital topic that serves and enhances the administrative process in the field of contemporary administrative thought, represented by two variables (patterns of leadership behavior and empowerment strategy). The main and sub-variables of each. The importance of the research comes in an attempt to extrapolate the features of effective leadership patterns in Iraqi organizations and their reflection in promoting the strategy of empowerment.

The research was conducted in Al-Shaab municipality and Sadr City, one of Baghdad's municipality formations. The sample included (65) middle-level employees, administrators and technicians. The questionnaire was used as a tool to measure and collect data from the research sample, and to test the validity of hypotheses whether or not many statistical methods were used, including the mean, standard deviation and Spearman correlation coefficient.
With the help of statistical program (SPSSv18). The research reached a set of results, including that most of the correlations and impact were positive and significant (0.05) between the patterns of leadership behavior and dimensions of the strategy of empowerment. A number of recommendations were reached, the most important of which is broadening the base of discussing and discussing leadership patterns in all sectors to serve the objectives of the employees and the organization.

Keywords

Leadership Style, Empowerment Strategy, Leadership Behavior, Employee Empowerment.

Introduction

Most contemporary management studies emphasize issues related to the importance of the human element. In achieving its goals and mission is related to how the leader manages, and the leadership style he practices His personal and ability to employ his potential towards work and build human and positive relations with workers and motivate them to give continuously and that the effective leader is the pattern of his leadership positively affect the organizational climate in general and in the morale of workers in particular by pushing employees and empowering them to take initiatives that lead to the goals of the organization.

There is no doubt that attention to the concept of employee empowerment and its strategy is an essential element, and one of the prerequisites for the success of the implementation of empowerment.

Therefore, leadership is an essential part of the administrative process, and its importance lies in service institutions and advances in the public interest.

From here, the present research attempted to determine the nature of the relationship and the impact of the leadership style as an independent variable (democratic, autocratic, free) on the dimensions of the empowerment strategy as a dependent variable through its dimensions (information sharing, freedom and independence, alternative work teams) and with testing the possibility of their application in the Iraqi Business Organization. A sample of middle-level workers in some of Baghdad Municipality units (65) employees were surveyed and analyzed using the questionnaire as a tool for measuring and gathering information. If not, the questionnaire was adopted to collect data with the help of some statistical methods and using the ready - made statistical system.
In order to cover the pillars of the research and methodology has been divided into four main axes, the first axis addressed the research methodology as the researchers provided a general idea of the research hypotheses, problem, importance and objectives and hypothesis scheme. The second axis was devoted to the theoretical framework for both independent and dependent research variables, and the third axis focused on the The second paragraph was devoted to testing the hypotheses of the relationship and impact, while the fourth axis discussed the presentation of the results and recommendations of the research.

The Problem of Research

In the world of business where you work. She comes from the position of Chairman of the Board of Directors of the United States of America. Researchers for their efforts in searching for NGOs.

Accordingly, the features of the problem of the current research embodied the following questions:

1. What kind of leadership style is most behavioral in the management behaviors of the researched organization?
2. What is the nature of the relationship between leadership patterns and the empowerment strategy?
3. Does the leadership style influence the empowerment strategy?
4. Any leadership styles targeted in the research.
5. What are the components of the empowerment strategy in the researched organization?

Research Objectives

The current research aims to identify the following: -

1. Clarify and explain the nature of the leadership patterns in the organization under consideration.
2. Identify the level of availability of the elements of the empowerment strategy in the researched organization.
3. Is there a correlation and significant significance (0.05) between the leadership patterns and the level of empowerment strategy.
4. Identify the most influential leadership patterns in the empowerment of workers.
5. Come up with a number of conclusions and recommendations that contribute to the realization of the need to synthesize successful leaders with high specifications to promote the improvement of the individual working, and achieve a state of excellence.
The Importance of Research

The importance of the current research is that it attempts to stabilize the features of effective leadership patterns in Iraqi organizations and the reflection of these patterns on the interest in the interaction between the leader and subordinate. Adopting strategies such as an empowerment strategy that gives confidence and decision-making authority by knowing the impact and relationship of these patterns on the dimensions of empowerment of workers.

It is also hoped from the current research results to provide feedback to the directors of departments on the preferred leadership style and influential in the policy of empowerment from the perspective of employees, in addition to enrich the Iraqi library with a modest knowledge value can have positive repercussions on the administrative field by providing a sound basis to modify the practices and patterns of leadership behavior of managers Organizations, which enhances their relationship with employees and provides the means of business success.

Research Standards

The research was mainly based on a questionnaire form prepared specifically for obtaining the necessary data, the questionnaire consisted of three parts, the first of which presented the metadata of the research sample, while the second and third sections were concerned with determining the responses of the individuals of the research sample, where the responses related to the types of leadership patterns. The research (Shaaban and Al-Aydi, 2009) was used for questions from (1 X - 24 X), and between the dimensions of empowerment (information sharing, freedom and independence, alternative working groups), which was used research (Blanchard et al, 1996) and approved In a research (Alsaadi, 2000) for questions from (Y1 - Y 15).

The questionnaire was relied on to obtain the necessary data and the Likert scale was used in degrees (fully agreed 5, agreed 4, neutral 3, not agreed 2, not fully agreed 1).

Research Hypotheses

The first main hypothesis

There is a significant correlation between leadership patterns and the dimensions of employee empowerment strategy.

The following hypotheses are subdivided:
• There is a statistically significant correlation between the type of democratic leadership (information sharing, freedom and independence, and alternative task forces).

• There is a significant relationship between autocratic leadership style (information sharing, freedom and independence, and alternative task forces).

• There is a significant relationship between the type of free leadership (information sharing, freedom and independence, and alternative task forces).

The second main hypothesis

Leadership patterns have a significant impact on the dimensions of the empowerment strategy.

The following hypotheses are subdivided:

• There is a significant effect between the democratic leadership pattern (information sharing, freedom and independence, and alternative task forces).

• There is a significant significance between autocratic leadership (information sharing, freedom and independence, and alternative task forces).

• Significant influence exists between the type of free leadership (information sharing, freedom, independence, and alternative task forces).

Default Search Form

Source: Researchers design
The Theoretical Aspect of the Research

Leadership Patterns

- Define the Concept of Leadership and Patterns of Leadership Behavior

Administrative leadership is a vital element in the life of organizations and the continuation and prosperity of their various activities and operations.

Leaders disagree with the attention they give to work and the employee. Influencing others to reach their desired goals. "Robbins & Coulter (1999) found it to be "the ability to influence individuals towards the goals of the organization" (Schermerhorn, et al, 2000) found in leadership a "special case of influence"

He adds (Shamaa and Hammoud, 2007) as the leadership as "the process by which an individual influences a group of others and guides them and the organization towards achieving goals."

Despite the convergence of previous trends in the definition of leadership, what determines this view is that it gives the leadership a specific characteristic of the ability to influence others and see (Parker & Welch) as an official position of authority granted by the organization to influence and guide a group of subordinates to participate in making key decisions related to There are two main factors that govern the process of classifying leadership patterns, the first factor is the extent to which leaders are interested in work or productivity, while the second is concerned with workers and their interests. However, there are leaders who focus on work and workers at the same time (MC). Gregor, 1960). Perhaps the researchers' efforts focused on researching leadership behavior were all interested in knowing the pattern of behavior followed by the leader in his leadership.

This is emphasized (Alkhafaji, 2001) in his definition of the leadership style as "a set of features that the leader has when practicing business and making decisions."

The leadership style, regardless of its type, is directed to directing efforts towards specific objectives, with the possibility of transferring some of his powers or powers to his subordinates to promote their participation in decisions related to their work, but this depends on the effectiveness of the manager (the administrative leader) and his skills in leading others. They are based on the basic elements of (visit, 2000): -

1. The presence of the leader, who has to carry out influencing and change.
2. The presence of followers (subordinates) ready to follow their leader and without them the concept of the process of leadership is not complete.
3. The existence of specific objectives and each position wishes and seeks the group to achieve and make the process of leadership possible.

Hence, leadership is an essential part of the management process of any organization and leadership style is one of the main factors that contribute to the formation of the nature of functional relationships within the organization. And what creates excellence in leadership styles is the result of gradual interest and difference.

• **Classification of Leadership Styles and Types**

The views of many researchers actively differed leadership style and type according to the different theses of the book on this concept and therefore emerged more than one way to classify leaders and we are interested from the point of view of management to address the classification of leaders in terms of the exercise of power in the organizations in which they work, some of them classified The basis of a relationship-oriented leader, and a business-oriented leader, are based on a relationship-oriented leader concerned with subordinates and social and human relationships, whereas a business-oriented leader is concerned with detailing work and accomplishing tasks (Fielder, 1954).


An effective leader is one whose leadership has a positive impact on the organizational climate in general and on the morale of subordinates in particular. An effective leader is the creative energy that motivates employees to take initiatives that lead to the achievement of the organization's goals.

The study (Greg L. et all, 2017) indicated the use of a converged approach to explore barriers to successful implementation of the empowerment initiative within the Veterans Health Administration. Although previous research has indicated that leaders often actively block empowerment initiatives, the study finds that higher-ranking, influential, and high-profile physician leaders are less successful than non-physician leaders with less influence and lower status in implementing team-based empowerment. Other findings in the same context indicate that team-based empowerment creates a threat to high-ranking
leaders who struggle to protect their old identity as someone with distinct professional capabilities, and for empowerment to succeed, it requires leaders to change their perceptions about themselves or themselves, before they change What they do.

Likert (1961) stated that management, led by the director, chooses the organization's design and management style. Thus, Likert's classification of leadership styles is in three categories: democratic, autocratic, and authoritarian.

The following is the subject of the adoption of the classification of leadership patterns, as adopted by most researchers in recent studies on levels of work, where the attention to one at the expense of the other.

1. Democratic Leadership Style (Participant Mode)

The Democratic leader will consult his subordinates and rely on the development of human relations between him and subordinates, as he presents the problem faced by subordinates to allow them the opportunity to express their views and solutions proposed to the problem and this participation will work to raise the morale of individuals and increase their loyalty to their organizations and sense of responsibility in their work. This behavior is contrary to autocratic behavior (Daft, 2004). The leader here is objective in praising and preparing him for the work of subordinates and encourages the constructive dimension. (Al-Rifai, 2018) is a method that seeks to build supportive and reciprocal relationships between individuals based on participation. Mutual trust between the leader and his subordinates and communications.

The researcher concludes from the above that the co-director trusts his subordinates fully and absolutely in all matters, as it encourages decision-making at the lower levels and takes the views of subordinates and encourages positive incentives, especially moral ones.

2. The Pattern of Autocratic Leadership (Directed Mode)

The autocratic leader is the leader who holds the reins of power in his hand, and he is doing all the planning, organizing and thinking and obliging his followers to do the work according to his will. The autocratic leader does not care about identifying the opinions and ideas of others. He is the one who chooses the goals and determines the means to achieve them without taking the opinion of his subordinates. Therefore, this leadership takes an authoritarian and authoritarian trend that emerges through the relationship between the leader and the followers and the prevailing organizational climate (Sakarneh, 2014).
Al-Dahan (2000) confirms that the most important manifestations of autocratic leadership are the prevalence of unilateral domination in the decision-making process, the emergence of authoritarian tendencies in opinion and the pressure on workers to raise the level of production, which increases the complaints of the members, the high turnover rate, absence, the emergence of conflicts between individuals and the emergence of a state of inaction. The rush to work, which adversely affects productivity. Based on the above, the researchers believe that this type of patterns, despite tyranny, but useful in cases where it requires firmness and decisiveness in the management of the organization.

3. Leadership Style (Free-lenient)

In this style of leadership, the manager trusts the subordinates, leaving them unlimited freedom to determine their plans and put them into practice and make decisions related to it. The leader tends according to this behavior to provide a minimum of personal effort and guidance and without any without any kind of evaluation or follow-up performance of subordinates (Al-Mughrabi, 1988). He refers to a small interaction between the leader and subordinates, and the avoidance of responsibility which adversely affects the satisfaction of subordinates (Sandhaland et al, 2017).

One of the most important manifestations of this type of leadership, causing job abandonment, and low performance, may lead the leader to leave the decision-making authority of subordinates, and become an adviser (Qarioti, 1993).

The researcher believes that this type of leadership tends to be more negative than positive because the leader does not have any authority over subordinates or influence them, which negatively affects productivity and achieve the goals of the organization.

The Strategy of Empowering Employees

- The Concept and Characteristics of the Empowerment Strategy

(Gnger, 1988) who attends this concept to the maximum extent possible and the effectiveness of the organization, especially since the environment of contemporary business organizations adopts the principle of active employees (employee empowerment)

Empowerment is a relatively recent concept in management literature and there is no general definition that is clearly agreed upon among writers.

To better understand the empowerment strategy (Quinn & Spreitzer, 1997) was able to categorize its entries into the inputs of the automated and structural inputs. With regard to
automated access, the enabling strategy falls from top to bottom, thus clarifying the mission and vision of the organization and its values, and then defining the roles and tasks of the employees. As for the structural approach, the empowerment strategy starts from the bottom up in an attempt to understand the needs of workers, encourage risk-taking enabling behavior, and create a high degree of trust between workers and higher actors (Quinn & Spreitzer, 1997).

(Eccles, 1993) described empowerment as giving workers enough power, power, and freedom to work to make them individuals capable of effectively serving the organization.

This is emphasized (Hellriegel, et al., 2001) in that empowering workers is "to give more responsibilities and decision-making power to individuals at lower levels".

He supported this (Daft, 2003) by enabling empowerment of working individuals, freedom and information for decision-making and supporting participation in empowerment. In both of these definitions we find a clear focus on giving information and knowledge to workers to carry out their activities.

In spite of the variation in the previous definitions, it did not reach the limits of contradiction, and if there is a difference, it is due to the divergence of the viewers' perception of the term empowerment, some of them see an expression of the will and direction issued from the highest levels towards the lower levels are the mechanistic view affected by the hierarchy Some of those who affirm the possibility of achieving it at the lower levels to move it upward are the organic viewers affected by the matrix and network of organizations (Al-Kubaisi, 2005), it breaks the hierarchy of the traditional structure (Ckahreh et al, 2015).

Major Askey opposes it to refer to the process by which power or power is transferred from the highest administrative levels to the lowest level to make them feel control over their actions (Askey, 2017).

The sense of empowerment is the goal to be achieved through the use of freedom, power and others, which would encourage and motivate workers to do the work assigned to them in the best way and according to their qualifications and capabilities (Guest, 1993) and reflected positively in achieving better satisfaction The process that allows individuals to define their business goals, participate in decision-making and solve problems within their boundaries and the scope of their authority (Griffin & Moorhood, 2014).
Among the characteristics of the ability of the workers mentioned (Quinn) the following (Kubaisi, 2005): -

1. Confidence: Workers are aware of their preparations and energies and trust their ability to perform the tasks assigned to them and rely on themselves in the face of difficulties.
2. The ability to influence: The belief of the workers in their ability to have an active role in their organization and that others are influenced by their proposals and take them.
3. Self-importance: Employees' belief in their position and role in the duty they are assigned to.

- In light of the above, empowerment can be defined as

Providing the opportunity for employees to provide the best of their abilities and unleash the best potentials they have and to lead to excellence and creativity in the work and can draw the following characteristics of empowerment:

1. Empowerment makes individuals more dependent on the management of their activities and whether work problems and make them more responsible for the results of their actions and decisions.
2. Empowerment aims to fully exploit the potential within individuals.
3. Provide the opportunity for workers to develop and acquire skills and knowledge.
4. Workers' freedom to make decisions about work.

- Dimensions of the Empowerment Strategy

The authors and researchers dealt with the dimensions of the empowerment strategy and from different perspectives, it identified (Daft, 2003) four dimensions that count the basis in the formation of empowerment, namely information, knowledge, strength, and rewards.

Ivancenich (1997) emphasized three essential dimensions to ensure the success of the empowerment process: information, organizational structure, and alternative task forces for the traditional pyramid.

The research presented (Lashely & Mc Goldrick, 1994) five dimensions are (Al-Otaibi, 2005): -
First Dimension: Task / This dimension concerns the freedom of action that allows the employee who has been enabled to perform the tasks assigned to him.

The second dimension: Defining the task / This dimension takes into account the amount of independence responsible for the employee or group of employees to carry out their work tasks.

The third dimension: strength / This dimension takes into account the sense of personal power possessed by individuals as a result of their empowerment.

Dimension 4: Commitment / This dimension takes into account the discovery of assumptions about the sources of individuals' commitment and organizational compliance with a specific method of empowerment.

The fifth dimension of culture / examines the extent to which the culture of the organization fosters a sense of mastery.

Within the framework of the definition of the dimensions of empowerment, a research will be adopted (Blanchard, et al., 1996) as a basis for the presentation of the dimensions of empowerment (represented by information sharing, freedom and independence, alternative task forces) to present the dimensions of empowerment to represent the practical aspect of considerations including the comprehensive dimensions Three of the attitudes of researchers.

The following are the dimensions of empowerment presented by Blanchard et al. (1996):

1. Information Sharing

The main approach to implementing empowerment depends on the extent to which information is available to workers (Blanchard, et al., 1996), and having information and knowledge about the organization and knowledge of its relations with the external environment will give employees a sense of ownership of the organization and understand their roles and behaviors in achieving their successes Hebert, et al., Trust, responsibility and effective communication are essential components of information sharing.

(Kings, 2002) Thus, staff confidence is strengthened and they are placed in greater responsibility by having access to the information needed for decision-making and open communication, making the organization a flat structure.

2. Freedom and Independence

Freedom of action is an important factor in empowering workers by giving workers the speed to behave in the activities of their work, and it promotes a sense of ownership, responsibility, and trust between employees and the leader (Blanchard, 1996).
Independence means abolishing the role of supervisors in the lines of operations and giving employees wide powers to take measures with a broader scope such as restructuring, division of tasks and control (Wilkinson, 1998), therefore, the freedom with which workers work cannot be achieved without independence, and this independence cannot be created only through the border.

Workers may have difficulty moving without clarifying boundaries when exercising freedom to empower.

Accordingly (Eccles, 1993), the administration should, when it wishes to apply freedom, set limits on the freedom granted to empowered workers, asserting that freedom and independence must be within the structure determined by the senior management, because it is not absorbed in a way. Equal and identical by all workers as a result of the existence of large individual differences between them and thus the management must determine the appropriate framework for the exercise of freedom and independence when empowering workers (Saadi, 2018).

3. Alternative Working Groups

Empowering workers requires an organizational culture that emphasizes the importance of the human element and encourages the work of teams during participation in decision-making. Employees who work collectively have better ideas and decisions than an individual working alone. In order for subordinates to be able to express an opinion regarding their jobs, they must be Awareness and understanding of how their jobs affect other employees and the organization.

The best way to form that perception is to work for subordinates directly with other individuals (Al-Otaibi and 2005).

The Third topic

Analyzing the Responses of the Sample to Independent Variables and Dependent Variables through the use of Arithmetic Mean, Standard Deviation and Percentages

1. Analyzing the responses of the respondents about the variable pattern of leadership behavior.
<table>
<thead>
<tr>
<th>standard deviation</th>
<th>Arithmetic mean</th>
<th>The Question</th>
<th>Paragraph index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.10</td>
<td>37.3</td>
<td>The manager provides subordinates with an opportunity to bring their views closer to conflict resolution and resolution</td>
<td>X1</td>
</tr>
<tr>
<td>0.96</td>
<td>3.32</td>
<td>Relations between the manager and subordinates are very limited</td>
<td>X2</td>
</tr>
<tr>
<td>1.96</td>
<td>2.39</td>
<td>The manager believes that everyone is wrong and there is no need to hold those who are wrong</td>
<td>X3</td>
</tr>
<tr>
<td>1.19</td>
<td>2.20</td>
<td>The manager continuously strives to communicate with subordinates in order to enable knowledge sharing and to achieve the objectives of the organization</td>
<td>X4</td>
</tr>
<tr>
<td>0.05</td>
<td>4.50</td>
<td>The manager bears full responsibility and there is no need to involve his staff when the error occurs</td>
<td>X5</td>
</tr>
<tr>
<td>0.84</td>
<td>3.96</td>
<td>The work is clear and normal and there is no need for direct supervision by the manager</td>
<td>X6</td>
</tr>
<tr>
<td>1.24</td>
<td>2.18</td>
<td>The manager cooperates continuously to make work subordinate</td>
<td>X7</td>
</tr>
<tr>
<td>0.89</td>
<td>3.96</td>
<td>The error is held accountable for what was wrong and is not given an opportunity to express an opinion</td>
<td>X8</td>
</tr>
<tr>
<td>0.97</td>
<td>3.28</td>
<td>Arithmetic mean and general standard deviation of autocratic leadership style</td>
<td></td>
</tr>
<tr>
<td>0.69</td>
<td>4.31</td>
<td>The Director derives from the subordinates the conviction in advance of any decisions or orders issued</td>
<td>X9</td>
</tr>
<tr>
<td>1.19</td>
<td>2.39</td>
<td>The manager always praises the employees on the occasion or below for notifying them of his goodness</td>
<td>X10</td>
</tr>
<tr>
<td>1.04</td>
<td>3.87</td>
<td>The manager allows our participation to set goals</td>
<td>X11</td>
</tr>
<tr>
<td>1.21</td>
<td>2.29</td>
<td>The manager personally sets the objectives of the groups and tasks required of staff</td>
<td>X12</td>
</tr>
<tr>
<td>0.82</td>
<td>4.04</td>
<td>The manager takes his own interest into account when setting the group's goals</td>
<td>X13</td>
</tr>
<tr>
<td>0.82</td>
<td>3.30</td>
<td>The manager derives authority from subordinates and orders issued by him must be satisfied</td>
<td>X14</td>
</tr>
<tr>
<td>0.75</td>
<td>4.18</td>
<td>The manager addresses disputes between subordinates by punishing them</td>
<td>X15</td>
</tr>
<tr>
<td>0.64</td>
<td>4.13</td>
<td>The manager seeks to provide a comfortable working environment</td>
<td>X16</td>
</tr>
<tr>
<td>0.89</td>
<td>3.56</td>
<td>Arithmetic mean and general standard deviation of autocratic leadership style</td>
<td></td>
</tr>
<tr>
<td>1.03</td>
<td>3.20</td>
<td>The Director derives from the subordinates the conviction in advance of any decisions or orders issued</td>
<td>X17</td>
</tr>
<tr>
<td>0.72</td>
<td>2.00</td>
<td>Workers have the opportunity to monitor themselves</td>
<td>X18</td>
</tr>
<tr>
<td>0.99</td>
<td>3.09</td>
<td>Senior management practices the method of reward and punishment which is the dominant method in the organization with the aim of total control</td>
<td>X19</td>
</tr>
<tr>
<td>0.79</td>
<td>2.89</td>
<td>The execution of orders is subordinate to the subordinates however freely and without the intervention of the manager</td>
<td>X20</td>
</tr>
<tr>
<td>1.11</td>
<td>2.92</td>
<td>The manager encourages subordinates to evaluate themselves and others on the basis of the principle of achieving the highest performance level of employees</td>
<td>X21</td>
</tr>
<tr>
<td>0.096</td>
<td>3.40</td>
<td>The manager follows the work and the performance of the employees step by step to make sure the work is done properly</td>
<td>X22</td>
</tr>
<tr>
<td>1.11</td>
<td>2.92</td>
<td>The manager does not pay attention to staff disputes as they eventually occur between them</td>
<td>X23</td>
</tr>
<tr>
<td>1.19</td>
<td>2.39</td>
<td>In planning, the manager finds responsibility for and participation in it is imperative</td>
<td>X24</td>
</tr>
<tr>
<td>0.98</td>
<td>2.85</td>
<td>Arithmetic mean and general standard deviation of free driving mode</td>
<td></td>
</tr>
</tbody>
</table>

Source: The electronic calculator outputs according to the program spss- v.22
1. The Pattern of Democratic Behavior

The results of the analysis of the responses of the respondents on the dimension of autocratic leadership using the arithmetic mean as shown in Table (1) above mentioned that paragraphs (X5) and (X6) and (X8) came in the first three ranks respectively, where the averages of calculation are (4.50), (3.96) and (3.96), respectively. This means that these variables represent a high positive trend and are the most important in influencing among all the variables in the indicators of democratic behavior in the organization in question.

Regarding the standard deviations of the aforementioned paragraphs, values of (0.50), (40.8) and (0.84) respectively were recorded, which means that there is little dispersion in the answer by the respondents about these indicators.

Paragraphs (X1) and (X2) came in second place, all of which indicate positive trends from the point of view of the sample, but with a moderate level of positive towards the indicators of democratic leadership behavior of the organization under consideration, where it recorded arithmetic circles of (3.37) and (3.32) respectively. All indicate positive trends from the point of view of the respondents, but with a moderate level of positive attitude towards the indicators of the pattern of democratic behavior. It came in the paragraphs with the highest arithmetic averages.

While paragraphs (X3) and (X4) and (X7) came in the last ranks and reflect negative attitudes towards democratic leadership behavior in the arithmetic (2.39) and (2.20) and (2.18), respectively.

The overall arithmetic mean after the overall democratic pattern was (3.28) with a general standard deviation of (0.97), which indicates an above average level of democratic behavior in the researched organization.

2. Pattern of Autocratic Behavior

The results of the analysis of the responses of the respondents on the pattern of autocratic leadership using the arithmetic mean and the standard deviation as shown in the previous table (1) showed that paragraphs (X9) and (X15) and (x16) and (x13) came in the first four ranks recorded (4.31), (4.18), (4.13) and (4.04), respectively. This means that these variables represent a positive trend and are the highest indication of the behavior of autocratic leadership among all indicators, while the standard deviations of these four paragraphs (0.69) and (0.75), (0.64) and (0.82), respectively, which is less than one,
which means little dispersion in the sample respondents' answer about the answer to this question. Variables.

In the second place, all paragraphs (X11) and (X12) with median arithmetic mean of (3.87) and (92.2) are close to the hypothetical mean (3) according to the current research scale, with standard deviations of (1.04) and (1.21) on Take over.

In the last ranks came the paragraph (X10) and (X14) where the recorded arithmetic media less than the hypothetical mean as the arithmetic meanings (2.39) and (3.30) respectively and standard deviations exceeded one, which means a high dispersion in the response of the sample respondents to These paragraphs.

The general arithmetic mean of the pattern of autocratic behavior was recorded (3.56) and a general standard deviation (0.89), which indicates that the autocratic pattern is prevalent in the researched organization as it recorded the highest arithmetic mean among the other dimensions.

3. Free Behavior Pattern

The results showed that the responses of the members of the research sample on the indicators of the free driving pattern recorded the lowest arithmetic media as paragraphs (X22), (X17) and (X19) recorded arithmetic media slightly above the hypothetical mean (3) as (3.40), (3.20) and (3.09), respectively, with standard deviations (0.96), (1.03) and (0.99) respectively, while paragraphs (X21) (X23) (X20) and (X24) and (X18), with lower arithmetic mean (2.92), (2.92), (2.89), (2.39) and (2.00) respectively, which is an indication that the general arithmetic mean of the free driving mode (2.85) is the lowest. General accounting recorded for the types of leadership patterns in the organization in question.

Table 2 The following is a table showing the level of indicators of key leadership patterns from the sample point of view:

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Arithmetic mean</th>
<th>Leadership style</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>The First</td>
<td>3.56</td>
<td>Autocrat</td>
<td>1</td>
</tr>
<tr>
<td>The second</td>
<td>3.28</td>
<td>Democrat</td>
<td>2</td>
</tr>
<tr>
<td>THE Third</td>
<td>2.58</td>
<td>Free</td>
<td>3</td>
</tr>
</tbody>
</table>

It is noted from Table (2) above that the autocratic leadership pattern, which paragraphs (9-16) occupies the first place in terms of its ranking, where he recorded an arithmetic average (3.56) followed in the second place the pattern of democratic leadership, which
paragraphs (1-9) with an average account (3.28), While the free pattern, which paragraphs (17-24) ranked third with the lowest mean (2.85), i.e. below the hypothetical mean (3).

1. According to the analysis above, the pattern of autocratic leadership is the dominant pattern in the organization.

2. 2-Analyze the responses of the respondents about the staff empowerment variable.

**Table 3 Arithmetic mean and standard deviation of the research sample on the dimensions of employee empowerment**

<table>
<thead>
<tr>
<th>Standard deviation</th>
<th>Arithmetic pattern</th>
<th>The QUESTION</th>
<th>Paragraph index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.24</td>
<td>3.07</td>
<td>The senior and middle management provides the information needed by employees and reflects the confidence of employees</td>
<td>Y1</td>
</tr>
<tr>
<td>0.82</td>
<td>3.89</td>
<td>FAO staff are more understanding of their roles because of the availability of information</td>
<td>Y2</td>
</tr>
<tr>
<td>0.83</td>
<td>3.35</td>
<td>Access to information currently contributes to the visibility and clarity of objectives</td>
<td>Y3</td>
</tr>
<tr>
<td>0.75</td>
<td>2.31</td>
<td>I trust the capabilities of my people in providing the right information and willingness to take responsibility for it</td>
<td>Y4</td>
</tr>
<tr>
<td>0.90</td>
<td>2.59</td>
<td>Make sure that others have access to work-related information and do not withhold it</td>
<td>Y5</td>
</tr>
<tr>
<td>0.90</td>
<td>3.04</td>
<td>Arithmetic mean and general standard deviation of the information-sharing dimension</td>
<td></td>
</tr>
<tr>
<td>0.84</td>
<td>3.96</td>
<td>Be quick to handle emergencies</td>
<td>Y6</td>
</tr>
<tr>
<td>0.75</td>
<td>3.82</td>
<td>I do not want to exercise censorship from the top that limits my creativity</td>
<td>Y7</td>
</tr>
<tr>
<td>0.91</td>
<td>4.07</td>
<td>I do not want to exercise censorship from the top that limits my creativity</td>
<td>Y8</td>
</tr>
<tr>
<td>0.76</td>
<td>3.91</td>
<td>The current control pattern in the organization depends on the diagnosis and causes of errors</td>
<td>Y9</td>
</tr>
<tr>
<td>0.94</td>
<td>3.57</td>
<td>I have the freedom to discuss my ideas with senior management and to make my suggestions freely and without hesitation</td>
<td>Y10</td>
</tr>
<tr>
<td>0.84</td>
<td>3.84</td>
<td>Arithmetic mean and general standard deviation of the dimension of freedom and independence</td>
<td></td>
</tr>
<tr>
<td>1.22</td>
<td>3.22</td>
<td>Management usually seeks to solve problems by resorting to teams</td>
<td>Y11</td>
</tr>
<tr>
<td>1.30</td>
<td>3.06</td>
<td>I am highly committed to tasks when I work in a group, not alone</td>
<td>Y12</td>
</tr>
<tr>
<td>1.05</td>
<td>3.84</td>
<td>Staff contribute to and participate in decision-making</td>
<td>Y13</td>
</tr>
<tr>
<td>0.80</td>
<td>3.74</td>
<td>The administration seeks to highlight the role of any of us within the concept of the group</td>
<td>Y14</td>
</tr>
<tr>
<td>1.30</td>
<td>3.24</td>
<td>Take care of what happens to others</td>
<td>Y15</td>
</tr>
<tr>
<td>1.13</td>
<td>3.24</td>
<td>Arithmetic mean and general standard deviation of alternative working teams</td>
<td></td>
</tr>
<tr>
<td>0.95</td>
<td>3.37</td>
<td>Overall arithmetic mean and general standard deviation of the overall staff empowerment strategy</td>
<td></td>
</tr>
</tbody>
</table>

Source: the electronic calculator outputs according to the program spss- v.22

1. Information Sharing

The results of the analysis of the answers of the respondents on the distance of information sharing using the mean and standard deviation as shown in Table (3) above
showed that paragraphs (Y2), (Y3) and (Y1) recorded the first rank as the arithmetic meanings of the mentioned paragraphs (3.89) and (3.35) and (3.07) respectively are slightly higher than the hypothetical mean, with standard deviations (0.82), (0.83) and (1.24) respectively.

Paragraphs (Y5) and (Y4) came in the second and final ranks with arithmetic media less than the hypothetical mean, reaching (2.59) and (2.31), respectively.

The mean arithmetic mean and the general standard deviation of the post-information sharing were recorded mean (3.04) and standard deviation of (9.90).

2. Freedom and Independence

The results of the respondents' answers on the indicators of the dimension of freedom and independence from the point of view of the respondents in table (4) showed that all the paragraphs (5) recorded arithmetic media above the hypothetical mean (3), which was positively reflected around the general average of the dimension of freedom. Independence was recorded at (3.86) with a general standard deviation (0.84) which is less than one, which means little dispersion in the responses of the respondents about the five indicators.

3. Alternative Working Groups

The results of Table (3) showed that the indicators of measurement of alternative working teams recorded arithmetic averages above the hypothetical mean for each of the paragraphs (Y13) (Y14) (Y15) and (Y12) as they reached (3.84) (3.74) and (3.24) And (3.06), respectively, with standard deviations slightly more than one, which indicates the presence of dispersion in the responses of the respondents about these paragraphs.

Meanwhile, the arithmetic mean of Y11 (2.32) was recorded.

The mean and the general standard deviation for the following alternative work teams were recorded mean (3.24) and standard deviation (1.13).

The overall average of the dependent variable (employee empowerment) was (3.37) with a standard deviation (0.95), indicating that the fundamentals of the empowerment strategy are slightly above the average and that the organization needs to enhance all requirements and dimensions to enhance its potential for the long term.
The following table shows the level of key staff empowerment dimensions from the sample point of view:

Table 4 The level of key staff empowerment dimensions from the sample point of view

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Arithmetic mean</th>
<th>Indicator</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>The First</td>
<td>3.86</td>
<td>Freedom and Independence</td>
<td>1</td>
</tr>
<tr>
<td>The Second</td>
<td>3.24</td>
<td>Alternative work teams</td>
<td>2</td>
</tr>
<tr>
<td>The Third</td>
<td>3.04</td>
<td>Information sharing</td>
<td>3</td>
</tr>
</tbody>
</table>

It is noted from table (4) above that the index (freedom and independence), which paragraphs measured from (6-10) ranked first in terms of its ranking as it recorded a general arithmetic average of (3.86) followed in the second place (alternative work teams), which paragraphs of (11-15) recorded an average of (3.24) while the index of (information sharing), which paragraphs (1-5) ranked third with a general average (3.04), reflecting the decline of senior management in supporting the spirit of work as a team. According to the above analysis in the dimensions of the strategy of empowerment of workers, the dimension of freedom and independence, is the most effective dimension of the dimensions and other ingredients to follow the strategy of empowerment in the researched organization.

Test the Correlation Relationships and the impact of the Research Variables

In this section we discuss the correlation and influence relationships between the components of the independent variable (leadership patterns) and the dimensions of the dependent variable (empowering workers) through the use of multiple correlation coefficient to test the validity of the main hypotheses and hypotheses emanating from the Correlations and Impact between Independent Variable (Leadership Patterns) and Dependent Variable (Employee Empowerment Strategy).

Table 5 Correlations and Impact between Independent Variable (Leadership Patterns) and Dependent Variable (Employee Empowerment Strategy)

<table>
<thead>
<tr>
<th>Correlation coefficient RS</th>
<th>Values F</th>
<th>R2</th>
<th>Values T</th>
<th>Correlation coefficient RS</th>
<th>Values F calculate</th>
<th>R2</th>
<th>Values T</th>
<th>Correlation coefficient RS</th>
<th>Values F calculate</th>
<th>R2</th>
<th>Values T</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.640</td>
<td>2.7800</td>
<td>21%</td>
<td>751.0</td>
<td>0.566</td>
<td>10.83</td>
<td>41.0%</td>
<td>3.799</td>
<td>0.438</td>
<td>7.220</td>
<td>30%</td>
<td>1.980</td>
</tr>
<tr>
<td>0.813</td>
<td>28.12</td>
<td>66%</td>
<td>5.33</td>
<td>0.02</td>
<td>1.67</td>
<td>33.1%</td>
<td>0.040</td>
<td>0.780</td>
<td>13.9</td>
<td>17%</td>
<td>3.042</td>
</tr>
<tr>
<td>0.066</td>
<td>1.50</td>
<td>12%</td>
<td>0.88</td>
<td>0.750</td>
<td>6.002</td>
<td>56.3%</td>
<td>2.27</td>
<td>0.685</td>
<td>10.69</td>
<td>14%</td>
<td>2.05</td>
</tr>
</tbody>
</table>

Source: the electronic calculator outputs according to the program spss- v.22

Tabular value T at significant level (0.05) = 1.660

The value of F tabular at the significant level (0.05) = 3.98
1. To prove the validity of the research hypotheses by analyzing the correlations between independent and dependent variables.

To prove the validity of the first main hypothesis and the sub-hypotheses emanating from it that there is a significant correlation between the leadership style and the empowerment of workers.

- The results in Table (5) indicate that there is a significant correlation between the independent type of the democratic type and the dependent variables of (information sharing, freedom and independence) where the value of the correlation coefficient (0.438) and (0.566) and (0.640), respectively. The mean positive correlation, T calculated (1.980 ((3.799) and (1.75), respectively, which are higher than the tabular values at a significant level (0.05) and therefore accept the first sub-hypothesis of the first main hypothesis.

- The results of Table (5) reported significant correlations between autocratic style and (information sharing and alternative work teams), where the correlation coefficient (0.780) and (0.810), respectively, were positive and strong correlations. 5.33) respectively for the above values While no correlation was recorded with the level of significance (0.05) for the autocratic style and (freedom and independence) where the correlation coefficient (0.02), which is very weak correlation, while the value of T calculated (0.040), a negative value and less than the tabular value. Accept the second sub-hypothesis of the first main hypothesis.

- The results indicated a significant correlation between the free type and (information sharing, freedom and independence) where the correlation coefficient recorded values (0.685) and (0.750) respectively and the values of T calculated (2.05) and (2.27) respectively, which is higher than Their tabular value.

*While there was no significant correlation between the free type and the alternative work teams, the correlation coefficient was (0.66), and the calculated T (0.88), which is lower than its tabular value at the level of significance (0.05).

It follows from the above results:

- Accept the first sub-hypothesis of the first main hypothesis that: ((There is a significant relationship between the democratic pattern and (information sharing, freedom and independence, and alternative task forces)
• The second sub-hypothesis of the first main hypothesis is partially accepted that there is a significant relationship between the autocratic style and (information sharing, freedom and independence, alternative task forces).

It is formulated as follows ((there is a significant relationship between the autocratic style and (information sharing, alternative task forces)) and rejects the moral relationship between the autocratic style and freedom and independence.

• The third main hypothesis of the first main hypothesis that ((there is a significant relationship between the free mode and (information sharing, freedom and independence, alternative working groups)) is partially accepted and formulated as follows:

((There is a significant relationship between the free mode and (sharing information, alternative working groups)).

• The previous results indicated acceptance of 80% and rejection of 20% of the total assumptions of correlations of moral significance, which gives sufficient support to accept the second main hypothesis that:

(There is a significant significance between leadership style and employee empowerment).

**Test the Hypotheses of Impact**

To prove the validity of the second main hypothesis that there is a significant significance between leadership patterns and the empowerment of workers, and the sub-hypotheses emanating from it:

*The results of Table (5) showed the impact of the democratic pattern in (information sharing, freedom and independence), where the calculated value of F) (calculated) (7.220) and (10.830) respectively, which is greater than its tabular value at the level of significance (0.05) A positive and significant effect showed that the demographic coefficient R2 showed that the democratic pattern contributes (30%) and (41%), respectively, in the interpretation and influence on the dimensions of empowerment of the above mentioned workers.

While there was no significant effect of the democratization pattern in the alternative work teams, as recorded (F) calculated (2.780) which is less than its value.
The aforementioned findings give support for the partial acceptance of the first subset of the second major hypothesis

- At the level of testing the effect of the autocratic style in the dimensions of empowerment, the results indicated that there was a significant significance level (0.05) for the autocratic style on (information sharing and alternative task forces), where the calculated values of (F) calculated (13.90) and (The coefficient of determination also proved that the autocratic style contributes (17%) and (66%), respectively, to the interpretation and influence of the dimensions of empowerment mentioned above, which gives support to accept the second sub-hypothesis of the main hypothesis. the second.
- While there was no significant significance of the autocratic style on (freedom and independence), the recorded value (F) calculated (1.67), which is lower than its tabular value.
- On the level of the effect of the free mode in the dimensions of empowerment, it was recorded a significant significance of the free mode on the two dimensions (participation, freedom and independence). The calculated value (F) was (10.680) and (6.00). However, there was no significant effect of the free pattern on the distance of the alternative work teams as the calculated value of F (1.50), which is less than the value of the table, and therefore accepts the third sub-hypothesis. The second main hypothesis is partly.

It follows from the above results:

* The first sub-hypothesis of the second main hypothesis, which is: There is a significant effect between the democratic pattern and (information sharing, freedom and independence, and alternative task forces) is partially accepted and formulated as follows:

((There is a significant significance between the democratic pattern and (information sharing, freedom and independence)). The hypothesis rejects the existence of a significant significance of the democratic pattern and alternative working groups.

- The second sub-hypothesis of the second main hypothesis is that there is a significant effect between the autocratic style and (information sharing, freedom and independence, and alternative task forces) in part and formulated as follows:
There is a significant significance between autocratic style and information sharing and alternative task forces. The hypothesis rejects the existence of significant significance for autocratic style, freedom and independence.

*The third sub-hypothesis of the second main hypothesis that there is a significant effect between the free mode and (sharing information, freedom and independence, and alternative working groups) is partially accepted and formulated as follows: (There is a significant significance between the free mode and) Information sharing, freedom and autonomy) rejects the hypothesis that there is a significant significance for the free mode and alternative task forces.

- The previous results indicated acceptance of 70% and rejection of 30% of the total impact assumptions, which gives sufficient support to accept the second main hypothesis that:

There is a significant effect between the leadership style and the strategy of empowering employees.

**Conclusions and Recommendations**

**Conclusions**

**A) Applied Conclusions**

1. The results of the analysis showed that most of the correlations were positive and significant under the level of significance (0.05) between the types of leadership types and dimensions of the strategy of empowering workers, which achieves the validity of the main research hypotheses and most of the sub-hypotheses emanating from them.

2. The prevalence of indicators of freedom and independence in the organization as this variable achieved a higher arithmetic mean than the hypothesis, followed by the index of alternative working groups.

3. The results recorded significant effects of the democratic mode in (information sharing, freedom and independence), the influence of the autocratic style in (information sharing, alternative task forces) and the influence of the free mode in (information sharing, freedom and independence).

4. A strong and significant correlation exists between the autocrat and the alternative task forces, indicating that the leadership in the organization under consideration has
been used after encouraging alternative task forces to support and promote the empowerment of workers through the dissemination of teamwork values, participation in decision-making and highlighting the role of the group. And resort to them when solving problems.

5. It emerged that after freedom and independence scored a higher arithmetic among the dimensions of the empowerment of workers. This reflects the keenness of managers to adopt an open door policy by involving them in the decision-making process and respect their views and appreciation of their feelings.

Theoretical Conclusions

1. Difference in the types of sample members and the different sections and the diversity of its competencies indicate that managers in the research community do not have a common method of management, but each of them behaves differently from the other. This is due to the difference in their personal and professional treatment in the style of their leadership and administrative means and the different training, experience and philosophical view of management.

2. The orientation towards the meanings of empowerment in our Iraqi organizations is already happening, but in varying proportions as indicated by the arithmetic averages from the top represented by the index of freedom and independence to the lowest after sharing information.

3. It became clear that the adoption of the policy of empowering workers is influenced by the style of leadership and in any case, the application of the idea of empowerment requires abandoning the autocratic leadership model, which focuses on orientation and issuing orders, and focus on leadership that believes in participation and consultation.

4. Leadership styles of different types have a key role in activating the performance of workers.

5. It turns out that both democratic and autocratic methods are effective on the performance of workers and the compatibility of the two methods with each other and the approach of the values of their arithmetic averages is a kind of integration in a manner that approaches the autocrat with caution.

6. The superiority of the autocratic style in the organization in search of the rest of the patterns is incompatible with the fear of subordinates to leak their answers to the questionnaire to their managers, which gives a perception of the sense of staff being able to act and give an opinion.
Recommendations

1. Leadership should be interested in providing the right information and informing employees by getting closer to them and sharing ideas with them through holding formal and informal mini meetings, giving them full confidence to take responsibility for their work.

2. To continue the leadership in the organization under discussion to support and promote effective communication between working groups to work in a team spirit, and discard the individual spirit through constant contact with the workers and motivate them to constructive cooperation, and create an integrated team spirit to achieve common goals.

3. Expanding the discussion of administrative leadership patterns and discussing them in all industrial and service sectors in a way that contributes to increasing the accumulation of knowledge and to building an organizational culture that believes in building the foundations for interaction between the leader and subordinates and in the interests of both the individual and the organization.

4. The need for leadership to adopt the style of democratic leadership in all its aspects because the pattern of democratic leadership is a positive indicators in the management of organizations and achieve job satisfaction by creating a spirit of cooperation between workers and give him a degree of freedom to carry out the work without the influence of others in a call for real empowerment based on "confidence Per capita"

5. Giving more authority to managers of the middle organizational levels to reduce full compliance with decisions and instructions received from the higher levels.

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