



Efficiency Of Adaptable Leadership In Enhancing Administrative Development Procedures In Certain Ministry Of Youth And Sports Departments

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Abstract

In this paper, the present study attempts to determine how much flexible leadership has been conducted in practice, specifically in selected departments of the Ministry of Youth and Sports. It does so by investigating the extent to which flexible leadership can enhance administrative development practices, identifying the most common obstacles that prevent administrative leaders from adopting flexible strategies and offering a list of suggestions that may help improve the application of flexible leadership and in turn close the gaps between flexibility leadership skills and administrative performance. The study group included the Department of Regional and Provincial Affairs, the Department of Sports Medicine, and the Department of Physical Education with a staff population total of 452 employees. The researcher applied a 75% participation level, and 339 employees were chosen as the research sample. Based on the study criteria, a subset of the first dataset was further categorized into three subsets: pilot sample, control sample and an application sample. The three samples were distributed using simple random sampling. The most important findings include: flexible leadership is based on a deep belief that the quality of decisions is directly related to the extent of stakeholder participation; change and mistakes are part of learning; there is an implicit recognition that creative initiatives may not always succeed; and human resources are considered an investment, not a mere resource, and are treated as a long-term asset. In the long run, by linking performance evaluation to improving capabilities and providing equal opportunities for growth, the researcher recommended creating a department to pay attention to those who fail instead of just praising initiatives. A budget or pre-programmed time should be allocated for creative projects (whether individual or group) that are given the right to fail without disciplinary consequences. The principle of organizational justice should be generalized instead of general promises, by creating a visible system for distributing tasks and opportunities based on the skill level and experience of employees. Non-technical staff (from each department) should be appointed to become "technology ambassadors" after intensive training. Their task is to simplify new technical systems for their colleagues and collect their feedback.

Keywords: Flexible, leadership, administrative, Sports.

Introduction:

The pace of administration, organization and technology drivers is constantly increasing in public authorities. This requires leaning towards a more adaptive and flexible leadership approach that can adjust to what the internal environment needs on one hand and, on the other, in response to contextual changes. The Ministry of Youth and Sports is the leader of these establishment for playing a vital role in developing future generation potentiality to contribute towards community development activities. This has imposed heavy duties on it, including: responsibilities that need a mechanism of mobilization of administrators and human material resources in addition to actuation opportunities with abyssal changes and arousal elements compatible with creativity and innovation within administrative scope.

Perhaps one of the most prominent features of this era is the spread of scientific and technical knowledge and its increasing growth, which requires the availability of qualified, administrative and human forces in institutions so that it can know and perform the tasks entrusted to it efficiently and effectively. (Saber, Muhammad & et al, 2023)

The significance of the research is that flexible leadership - one of the trends in modernity characteristic of the integration of decision-making decisiveness and adaptability to external changes. This gives a leader the space to juggle institutional objectives and employee concerns. Adaptable leadership does also foster a collaborative work environment of trust and knowledge sharing which equally influences the development and modification of administrative activities in accordance with comprehensive institutional development. The study emphasizes the contributions that flexible leadership can make to enhance the work situation in the departments of the Ministry of Youth and Sports, by development of administrative practices which are flexible and can adapt to changing times. The research contributes to providing a scientific framework that helps decision-makers and administrators to realize the close relationship between flexible leadership styles and the level of quality of administrative development, thus enhancing the chances of adopting it as a practical and effective option.

Research Problem:

Despite recognizing the importance of administrative development in government institutions, many departments still face difficulties in keeping pace with rapid changes. This is due to the rigidity of some administrative practices and the reliance on traditional leadership styles. It is observed that the success of administrative development processes is largely linked to the leadership style adopted. A lack of flexibility can hinder employee motivation and the utilization of their potential. Therefore, the research problem is defined by the following main question: To what extent is flexible leadership effective in improving administrative development practices in some departments of the Ministry of Youth and Sports?

Research Objectives:

1. To determine the level of practice of flexible leadership amongst selected departments in Ministry of Youth and Sports.
2. To identify the role of adaptive leadership in enhancing administrative development practices.
3. To examine the major barriers to the adoption of flexible practices as seen by administrative heads.
4. To offer suggestions that increase the effectiveness of flexible leadership and enhance administrative performance.

Research Scope:

- Human Resources: Employees in some departments of the Iraqi Ministry of Youth and Sports.
- Timeframe: March 10, 2025 to June 3, 2025.
- Location: Some departments of the Iraqi Ministry of Youth and Sports.

Research Methodology and Field Procedures:

1. Research Methodology:

The researcher used the descriptive survey method to address the research problem. (Khairi, 2016)

2. Research Population and Sample:

The study population consisted of members of the Department of Regional and Provincial Affairs, the Department of Sports Medicine, and the Department of Physical Education. In all, there were 452 employees in these departments. Based on a 75% representation, the investigator selected 339 employees who formed the research sample. The sample was then separated into three sub-samples based on the research needs, namely a pilot sub-sample, a control sub-sample and an application sub-sample. The three samples were selected from an area of distribution by the method of simple random sampling (lottery). Table (1) illustrates this:

Table 1. Number of pilot, control, and application samples

| Departments of the Ministry of Youth and Sports | Research community | Research sample | exploratory | Sample prepare | Sample application |
|-------------------------------------------------|--------------------|-----------------|-------------|----------------|--------------------|
| Departments of Sports Talent Development | 157 | 118 | 20 | 45 | 53 |
| Department of Physical Education and Sports | 155 | 116 | 0 | 67 | 49 |
| Department of Sports Medicine | 140 | 105 | 0 | 55 | 50 |
| Total | 452 | 339 | 20 | 167 | 152 |
| Percentage | %100 | %75 | %6 | %49 | %45 |

3. The research methodology:

Researcher constructed two questioners for measuring variables of flexible leadership and administrative development. To achieve this, described below was the review of prior studies as well as Arabic and foreign references. The author constructed four domains for the flexible leadership questionnaire: flexibility in decision-making, adaptability to change, encouraging participation and cooperation and supporting creativity and innovation. There were seven prompts for each domain, resulting in a total of 28 scenarios within the flexible leadership questionnaire. For questionnaire # 2 on administrative capacity building, the researcher also developed four constructs: strengthening administrative procedures; developing professional human resources; civil service modernization; and enhancing organization effectiveness. The researcher shared these domains and statements with a panel of nine experts in sports management (Appendix 1). They accepted all domains and statements without modifications. The content areas and number of statements in the domains are presented in Table 2:

Table 2. Number of Domains and Statements for the Flexible Leadership and Administrative Development Questionnaires

| Questionnaire | Fields | Number of phrases |
|----------------------------|---------------------------------------------|-------------------|
| Flexible driving | Flexibility in decision-making | 7 |
| | Adapting to changes | 7 |
| | Encouraging participation and collaboration | 7 |
| | Supporting creativity and innovation | 7 |
| Total | | 24 |
| Administrative development | Improving administrative procedures | 7 |
| | Developing human resources | 7 |
| | Updating systems and technologies | 7 |
| | Enhancing organizational efficiency | 7 |
| Total | | 24 |

4. Pilot Test:

The researcher pilot-tested the questionnaires to test for clarity and ambiguity before being implemented with the main sample. Twenty employees (100%) of the Department of Sports Talent Development were selected randomly (i.e., by means of lottery) and included in this study who constituted 6.0% of the total strength. A pilot test was carried out on Tuesday, March 25th, 2025 to measure how long it would take for each employee to answer the questionnaire. The questionnaires were straightforward and brief and averaged 11 minutes in duration.

5. Administering the Questionnaires to the Main Sample:

The researcher administered the questionnaires to the main sample to establish their scientific validity. The questionnaires were administered to a total of 167 employees on Sunday, April 13, 2025, across the three departments. The main sample was randomly selected after

excluding the pilot sample. A total of 167 questionnaires were distributed, and 150 were found to be valid, while 17 were rejected due to invalidity.

Scientific Conditions for the Questionnaire:

- **Validity of the Questionnaires:** The researcher presented the two questionnaires to a group of experts to obtain face validity for the scale. The number of experts was (9) in the field of sports management (Appendix 1). Thus, the questionnaire obtained face validity and applicability, as shown in Table (3,4):

Table 3. shows the percentage of agreement for the flexible leadership questionnaire from the experts' point of view

| S | Phrases | Agreement percentage |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------------|
| Area of flexibility in decision-making | | |
| 1 | The manager gives employees the opportunity to express their viewpoints and participate in decision-making. | 100% |
| 2 | The manager balances the overall interest of the organization with the needs of its employees when formulating decisions. | 88% |
| 3 | The leader reviews their decisions when new information emerges that affects the work. | 77% |
| 4 | The leader accepts proposed modifications to decisions if they contribute to improving results. | 100% |
| 5 | The leader avoids imposing decisions unilaterally without consulting those concerned. | 88% |
| 6 | The leader demonstrates a willingness to change their plans when faced with unforeseen difficulties. | 100% |
| 7 | The leader ensures that decisions are based on group discussions, not just individual ones. | 77% |
| The field of adapting to changes | | |
| 1 | The leader responds quickly to changes in the work environment. | 100% |
| 2 | The leader deals positively with new challenges facing the organization. | 100% |
| 3 | The leader guides employees to adapt their methods to the new circumstances. | 100% |
| 4 | The leader views changes as opportunities for development, not obstacles to work. | 100% |
| 5 | The leader encourages reprioritization to align with changes. | 88% |
| 6 | The leader adopts flexible procedures that enable the organization to keep pace with developments. | 77% |
| 7 | The leader demonstrates the ability to manage crises effectively without disrupting workflow. | 100% |
| Area of encouraging participation and cooperation | | |
| 1 | The leader provides an opportunity for employees to freely express their opinions. | 100% |
| 2 | The leader fosters teamwork to achieve common goals. | 88% |
| 3 | The leader promotes a culture of constructive dialogue among employees. | 100% |
| 4 | The leader ensures that tasks are distributed in a way that strengthens collaboration between departments. | 88% |
| 5 | The leader values employee contributions, no matter how small. | 77% |
| 6 | The leader creates a work environment based on trust and mutual respect. | 100% |
| 7 | The leader encourages employees to participate in making important decisions. | 88% |
| Field of supporting creativity and innovation | | |
| 1 | The leader empowers employees to suggest new ideas. | 100% |
| 2 | The leader encourages experimentation with unconventional work methods. | 88% |
| 3 | The leader praises creative initiatives, even if they don't achieve complete success. | 100% |
| 4 | The leader dedicates time to discussing employees' innovative ideas. | 88% |
| 5 | The leader supports the adoption of new solutions to work problems. | 77% |
| 6 | The leader strives to provide the necessary resources for testing creative ideas. | 100% |

| | | |
|---|----------------------------------------------------------------------------------|-----|
| 7 | The leader fosters an environment that celebrates innovation and avoids routine. | 77% |
|---|----------------------------------------------------------------------------------|-----|

Table 4. shows the percentage of agreement for the administrative development questionnaire from the experts' point of view

| S | Phrases | Agreement percentage |
|-------------------------------------|-------------------------------------------------------------------------------------------------|----------------------|
| Improving administrative procedures | | |
| 1 | The department strives to streamline administrative procedures to reduce time and effort. | 100% |
| 2 | Procedures are reviewed periodically to ensure their effectiveness. | 90% |
| 3 | Procedures are modified to align with beneficiaries' needs. | 100% |
| 4 | Practices that minimize complexity and red tape are adopted. | 88% |
| 5 | Employees are involved in suggesting ways to improve workflow. | 77% |
| 6 | The new procedures prioritize transparency and fairness. | 100% |
| 7 | The department seeks to provide faster alternatives for completing transactions. | 88% |
| Human Resources Development | | |
| 1 | The department provides specialized training programs for its employees. | 100% |
| 2 | Employees are encouraged to continuously develop their skills. | 100% |
| 3 | The department offers equal opportunities for growth and career advancement. | 88% |
| 4 | Performance is evaluated in a way that contributes to improving employee capabilities. | 77% |
| 5 | Leadership provides support to motivate employees to continue learning. | 100% |
| 6 | The department encourages the exchange of experiences among employees. | 80% |
| 7 | Mentorship programs are implemented to develop employees' leadership skills. | 90% |
| Updating Systems and Technologies | | |
| 1 | The department adopts modern technological systems to facilitate workflow. | 100% |
| 2 | The technological infrastructure is developed in line with current requirements. | 88% |
| 3 | The department is committed to using software that supports administrative work. | 77% |
| 4 | The department provides training for employees on modern systems. | 100% |
| 5 | Traditional tools are replaced with digital ones to expedite transactions. | 100% |
| 6 | Electronic systems are linked to enhance the efficiency of information exchange. | 88% |
| 7 | The department ensures its systems are continuously updated to prevent obsolescence. | 77% |
| Enhancing Organizational Efficiency | | |
| 1 | Tasks within the department are distributed in a manner that aligns with employee capabilities. | 100% |
| 2 | The department strives to optimize the use of available resources. | 88% |
| 3 | Clear and goal-oriented work plans are adopted. | 100% |
| 4 | The department fosters discipline and adherence to deadlines. | 88% |
| 5 | Efforts are directed towards achieving tangible results. | 77% |
| 6 | The department encourages coordination among different administrative units. | 100% |
| 7 | Results are evaluated periodically to ensure that objectives are being met efficiently. | 88% |

- **Questionnaire Reliability:** The researcher calculated the test reliability using statistical software and Cronbach's alpha coefficient on a sample of 150 employees. The reliability coefficient for the questionnaire as a whole was 87.54 for the "Flexible Leadership" questionnaire and 70.42 for the "Administrative Development" questionnaire. Tables 5 and 6 show the reliability coefficients for the "Flexible Leadership" questionnaire using Cronbach's alpha.

Table 5. Shows the reliability coefficient values for the flexible leadership questionnaire using Cronbach's alpha equation

| S | Phrases | stability ratio |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------|
| Area of flexibility in decision-making | | |
| 1 | The manager gives employees the opportunity to express their viewpoints and participate in decision-making. | 66 |
| 2 | The manager balances the overall interest of the organization with the needs of its employees when formulating decisions. | 78 |
| 3 | The leader reviews their decisions when new information emerges that affects the work. | 98 |
| 4 | The leader accepts proposed modifications to decisions if they contribute to improving results. | 78 |
| 5 | The leader avoids imposing decisions unilaterally without consulting those concerned. | 78 |
| 6 | The leader demonstrates a willingness to change their plans when faced with unforeseen difficulties. | 98 |
| 7 | The leader ensures that decisions are based on group discussions, not just individual ones. | 88 |
| The field of adapting to changes | | |
| 1 | The leader responds quickly to changes in the work environment. | 98 |
| 2 | The leader deals positively with new challenges facing the organization | 87 |
| 3 | The leader guides employees to adapt their methods to the new circumstances. | 68 |
| 4 | The leader views changes as opportunities for development, not obstacles to work. | 89 |
| 5 | The leader encourages reprioritization to align with changes. | 87 |
| 6 | The leader adopts flexible procedures that enable the organization to keep pace with developments. | 87 |
| 7 | The leader demonstrates the ability to manage crises effectively without disrupting workflow. | 79 |
| Area of encouraging participation and cooperation | | |
| 1 | The leader provides an opportunity for employees to freely express their opinions. | 88 |
| 2 | The leader fosters teamwork to achieve common goals. | 77 |
| 3 | The leader promotes a culture of constructive dialogue among employees. | 67 |
| 4 | The leader ensures that tasks are distributed in a way that strengthens collaboration between departments. | 77 |
| 5 | The leader values employee contributions, no matter how small. | 90 |
| 6 | The leader creates a work environment based on trust and mutual respect. | 87 |
| 7 | The leader encourages employees to participate in making important decisions. | 89 |
| Supporting Creativity and Innovation | | |
| 1 | The leader empowers employees to suggest new ideas. | 89 |
| 2 | The leader encourages experimentation with unconventional work methods. | 80 |
| 3 | The leader praises creative initiatives, even if they don't achieve complete success. | 97 |
| 4 | The leader dedicates time to discussing employees' innovative ideas. | 76 |
| 5 | The leader supports the adoption of new solutions to work problems. | 78 |
| 6 | The leader strives to provide the necessary resources for testing creative ideas. | 80 |
| 7 | The leader fosters an environment that celebrates innovation and avoids routine. | 87 |

Table 6. Shows the reliability coefficient values for the administrative development questionnaire using Cronbach's alpha equation

| S | Phrases | stability ratio |
|-------------------------------------|-------------------------------------------------------------------------------------------|-----------------|
| Improving administrative procedures | | |
| 1 | The department strives to streamline administrative procedures to reduce time and effort. | 67 |
| 2 | Procedures are reviewed periodically to ensure their effectiveness. | 78 |
| 3 | Procedures are modified to align with beneficiaries' needs. | 78 |
| 4 | Practices that minimize complexity and red tape are adopted. | 68 |
| 5 | Employees are involved in suggesting ways to improve workflow. | 90 |
| 6 | The new procedures prioritize transparency and fairness. | 68 |
| 7 | The department seeks to provide faster alternatives for completing transactions. | 77 |
| Human Resources Development | | |
| 1 | The department provides specialized training programs for its employees. | 79 |
| 2 | Employees are encouraged to continuously develop their skills. | 89 |
| 3 | The department offers equal opportunities for growth and career advancement. | 77 |
| 4 | Performance is evaluated in a way that contributes to improving employee capabilities. | 76 |
| 5 | Leadership provides support to motivate employees to continue learning. | 98 |
| 6 | The department encourages the exchange of experiences among employees. | 89 |
| 7 | Mentorship programs are implemented to develop employees' leadership skills. | 78 |
| Updating systems and technologies | | |
| 1 | The department utilizes modern technological systems to facilitate workflow. | 76 |
| 2 | The technological infrastructure is continuously developed to meet contemporary needs. | 65 |
| 3 | The department prioritizes the use of software that supports administrative processes. | 97 |
| 4 | The department provides training for its employees on these modern systems. | 87 |
| 5 | Traditional tools are replaced with digital ones to expedite transactions. | 68 |
| 6 | Electronic systems are integrated to enhance the efficiency of information exchange. | 78 |
| 7 | The department ensures its systems are continuously updated to prevent obsolescence. | 87 |
| Improving organizational efficiency | | |
| 1 | Tasks within the department are distributed according to employee capabilities. | 78 |
| 2 | The department strives to make optimal use of available resources. | 98 |
| 3 | Clear and goal-oriented work plans are adopted. | 87 |
| 4 | The department promotes discipline and adherence to deadlines. | 67 |
| 5 | Efforts are directed towards achieving tangible results. | 98 |
| 6 | The department encourages coordination among different administrative units. | 76 |
| 7 | Results are evaluated periodically to ensure that objectives are being met efficiently. | 65 |

6. Final Application of the Scale:

The researcher administered the two questionnaires to a sample of (152) employees from various departments within the Iraqi Ministry of Youth and Sports, representing (45%) of the workforce, on Tuesday, May 13, 2025. The questionnaires were distributed to employees in these departments. (17) questionnaires were disregarded as they did not reach the researcher, leaving (135) questionnaires ready for statistical analysis.

7. Statistical Analysis:

The researcher used the Statistical Package for the Social Sciences (SPSS).

Results and discussions

1. Presentation, Analysis, and Discussion of the (Flexible Leadership) Questionnaire

The researcher calculated the means and standard deviations for the (Flexible Leadership) questionnaire. The calculated means were then compared with the hypothetical means for each domain to determine the significance of each domain, as shown in Table (7):

Table 7. Shows the arithmetic means and standard deviations for the (Flexible Leadership) questionnaire

| Variables | Mean | STD | Hypothetical average | Df | Value (t) | | Statistical significance |
|---------------------------------------------|--------|-------|----------------------|-----|------------|-------|--------------------------|
| | | | | | Calculated | Sig | |
| Flexibility in decision-making | 22.563 | 2,324 | 21 | 134 | 7.78 | 0.000 | Sig. |
| Adapting to changes | 21.744 | 1.663 | 21 | 134 | 5.18 | 0.000 | Sig. |
| Encouraging participation and collaboration | 24.886 | 1.998 | 21 | 134 | 22.54 | 0.000 | Sig. |
| Supporting creativity and innovation | 21.898 | 1.632 | 21 | 134 | 6.37 | 0.000 | Sig. |

Table (7) shows the arithmetic means and standard deviations for each area of the Flexible Leadership Questionnaire:

- The area of flexibility in decision-making achieved a mean of (22.563) and a deviation of (2.324), with a t-value of (7.78) below the significance level of (0.000), indicating statistical significance. The researcher believes that the value of this area lies in its reflection of the core essence of leadership through collaboration with employees. This collaborative approach makes the decision-maker the sole source of decision-making, thus becoming a facilitator and motivator. This is achieved by giving employees the opportunity to participate in decision-making and listening to their opinions. Employees are closest to the daily operations and possess valuable insights that the leader cannot see from their position. This approach also involves balancing the general interest with individual needs, demonstrating the leader's or manager's ability to see the big picture without neglecting the human aspect towards employees. A successful decision is one that serves the organization while maintaining employee motivation and satisfaction. It also involves reviewing decisions and accepting modifications from employees. The manager's flexibility in dealing with employees is crucial, and true strength lies in this ability. To adapt to new realities, and to recognize that a decision is not sacred, but rather a tool to achieve a goal, and if a better tool appears, it is okay to replace it. (Turki, 2023)
- The domain of adapting to changes: It obtained an arithmetic mean of (21,744) and a degree of deviation of (1.663) and obtained a value of (T) of (5.18) under the significance level of (0.000) and with significant significance. The researcher believes that this domain describes the leader who does not merely respond to changes, but rather adopts them as a natural part of the work environment. He sees change as an opportunity and not a threat, as he possesses a quick and positive response, where he works to turn challenges into incentives instead of surrendering to administrative pressures and works to use them to motivate the team to work on finding innovative solutions, guiding employees and modifying methods through what the manager shows as an important role as a mentor to employees and working to help them adapt correctly to work pressures and work on developing their skills, and working on

rearranging priorities and adopting flexible procedures by abandoning old plans that no longer serve the new reality and giving priority to what is necessary for the present and the future, and working to encourage the use of new work methods that are appropriate to the current situation. (Al-Qatarna, 2017)

- The area of encouraging participation and cooperation: It obtained an arithmetic mean of (24,886) and a degree of deviation of (1,998) and obtained a value of (T) of (22.54) under the significance level of (0,000) and with statistical significance. The researcher sees this area as focusing on building a strong organizational culture. The leader here is not just a manager, but a social engineer who creates an environment of trust and mutual appreciation by making employees feel free to express their opinions without fear of criticism. They tend to contribute their ideas more. The leader who adopts this approach transforms a group of individuals into a cohesive team, and works to promote a culture of constructive dialogue with employees and works to guide them towards solving problems and achieving goals. He ensures that differences in viewpoints are productive and not destructive. Working on appreciation is the fuel of motivation. When the leader appreciates even the smallest contributions, he builds bridges of trust and respect, which makes employees more willing to make extra effort. This trust is the basis of any successful cooperation. (Mohammed & Salem, 2021)
- The field of supporting creativity and innovation: It obtained an arithmetic mean of (21,898) and a degree of deviation of (1.632) and obtained a value of (T) of (6.37) under the significance level of (0.000) and with significant significance. The researcher believes that this field is the pinnacle of modern leadership. The innovative leader is not satisfied with managing what exists, but rather seeks to create what is new, as creativity does not flourish in a restricted environment. The leader who gives his team the freedom to explore new ideas and try unconventional methods is the one who opens the door to real innovation, by praising initiatives even if they fail, because failure is an integral part of the innovation process. The leader who praises the effort and initiative instead of focusing only on the final result encourages his team to take risks and try ideas without fear of negative consequences, and to allocate time and provide resources, as the innovative leader realizes that ideas need support. He does not just listen, but allocates the necessary resources and time to turn good ideas into a tangible reality. (Hussein, 2023)

2. Presentation, Analysis, and Discussion of the Administrative Development Questionnaire:

The researcher calculated the means and standard deviations for the Administrative Development questionnaire. The calculated means were then compared with the hypothetical means for each domain to determine the significance of each domain. Table (8) shows the results.

Table 8. Shows the arithmetic means and standard deviations for the (Administrative Development) questionnaire

| Variables | Mean | STD | Hypothetical average | df | Value (t) | | Statistical significance |
|-------------------------------------|--------|-------|----------------------|-----|------------|-------|--------------------------|
| | | | | | Calculated | Sig | |
| Improving administrative procedures | 21.443 | 0,543 | 21 | 134 | 9.486 | 0.000 | Sig. |
| Developing human resources | 21.643 | 1.219 | 21 | 134 | 6.120 | 0.000 | Sig. |
| Updating systems and technologies | 21.432 | 0.443 | 21 | 134 | 11.333 | 0.000 | Sig. |
| Enhancing organizational efficiency | 21.546 | 1.101 | 21 | 134 | 5.761 | 0.000 | Sig. |

Table (8) shows the arithmetic means and standard deviations for each area of the Administrative Development Questionnaire:

The area of improving administrative procedures: This area obtained a mean of (21.443) with a standard deviation of (0.543) and a t-value of (9.486) at a significance level of (0.000), indicating statistical significance. The researcher thinks that in this space the idea is to get rid of suffocating bureaucracy and turn boring processes into a simple and fast channels. Main thing is to simplify – too much bureaucracy is the greatest enemy of both productivity and customer satisfaction. Simplicity and customer focus are part of a change in culture. Surely we shouldn't be designing processes for the ease of the employee or the manager; we should be designing them so that they run as smoothly and effortlessly as possible to serve the customer. Ethical and participatory dimensions Transparency Participants' inclusion the authors emphasise both ethical and participatory. The employees' participation in change planning proposals is useful for ensuring the practicality and applicability of change solutions, while maintaining transparency as well as equity will strengthen the trust toward administrative system in general. Intermittent scrutiny of procedures and alternatives also suggest that better is something that slouches toward Jerusalem, not perpetually thunders to Zion. One-off needed and faster options of access becoming available, shows flexible attitude to client base. (Khalifat & Al-Malahma, 2009)

- Human Resources Development: The mean was (21.643) while the standard deviation of (1.219), t-value (6.120) less than (0.000). This is a field which see employee as the real capital of the unit. Employees will be left to stand at point of impact if insufficient care is given to developing the potential of employees. Specialized training, continuous learning and development programs – we create a supportive environment for ongoing professional development. This to make sure that the employees skills evolve alongside the administrative advancements fairly and in an appropriate career progression with equal chances for growth. Workers are rewarded with reasonable promotional and advancement opportunities based on performance. And performance review is seen as a developmental tool, not just an accountability and error-fixing one. Leadership is essential to offer the necessary support for encouraging employees through mentoring, exchange of experiences and guidance program for training leadership. This prevents knowledge from getting locked into the body of one

organization. It is always trying to grow a second tier of leaders from within. (Hamdan, 2008)

- The discipline of systems/technology modernization: The mean score was (21.432) with a standard deviation of (0.443) and t-value (11.333) below the sig. level =.000, which reveals statistical significance 3.2 per cent. The researcher, however, posits that this area is not only about buying new hardware and software but about creating a digital culture to meet the needs of administrative work. Ultimately, the goal is move things out of manual paper-based work flows to instantaneous automated systems. The change from the traditional to the digital should be grounded on the introduction of modern technological systems, not for merely modernizing it but helping overcome tasks towards a substitution of tools embracing new devices. This modernisation will be a dynamic one that'll keep pace with the development of technology on the basis of era-appropriate technological applications. Establishment of software that contributes to administrative work, such as hookup between computer systems is an important part. Closed systems breed closed pockets of information. Effective linking provides for efficient exchange of information, minimizes duplication of effort, allows decision-makers to receive more comprehensive and timely data. In so far as it undertakes to keep updating its systems in order not to fall behind the times, it is an admission that technology will long continue hurtling forward and, importantly, connects this technical concern thoroughly with humans themselves by ensuring that workers are trained for such things: investment in technology will be mirrored by investment in the skills necessary for using and rendering valuable any given technology. (Al-Safyan, 2003)
- Raising organizational effectiveness: Obtained a mean of (21.546) with a standard deviation of (1.101), the t-value was at (5.761) and the significance level degree was under (.000), which is statistically significant . Optimization –the researcher describes this as operational effectiveness: how the organisation can deploy and use its resources (people, money and time in particular) most effectively. Efficiency of the organization is a compromise between structural transparency cut and operational flexibility, achieved with acceptable results with clear (goal-oriented) work plans. Clarity prevents the misuse and waste of time working on things that are not strategic. And finally, we direct our focus towards obtaining real results rather than simply doing activities. Efficiency doesn't mean work more, it means working smart. It is human resources, assigning tasks according to each members' ability and implementing it with that plan which maximizes production efficiency and job satisfaction by appointing the right person for the right position. They promote internal cooperation unit by unit and different departments have the same body operating. Integrated. (Awad, Abd & et al, 2023)

Conclusions:

1. The researcher identified flexible leadership as a fundamental conviction that the higher amount of stakeholder involvement, the better is the quality of the decision.
2. The researcher also noted that change and errors are recognized elements of learning, and there is an understanding about creative efforts that may not work out as desired.
3. The researcher realized that human capital is not used, but it is invested in; by regarding the human resource as long term asset, by connecting performance assessment with capacity development and by ensuring equality of opportunity.
4. The researcher discovered that the second most important application of procedures is beyond administrative effectiveness but for the well-being of the recipient whereas the improvement also looks outward when serving towards goals.
5. The answers revealed that the leader strikes a balance between humanity and efficiency by focusing on common good versus need. It is known that effective leadership can't be absolutely cruel or tender, but it must find a golden middle between the good of the organization and what employees realistically need to maintain their emotional sanity and job security.

Recommendations:

1. Create a support system for the failures. Instead of only congratulating efforts, offer a budget or premeditated time for creative work (alone or in a team that gets things done) that can fail without punishment.
2. Designate non-technical personnel (from each department) as "Technology Ambassadors" post rigorous orientation. Their job will be to break new technology down for their fellow colleagues and collect feedback from them.
3. Operationalize the value of organizational fairness, rather than generic commitments, by providing a transparent task and opportunity allocation system according to participants' based skill and tenure.
4. Put in place monthly or quarterly meetings to re-evaluate decisions that have been made. There should be no other purpose beyond reviewing the decision in light of new details.
5. Incorporate a flexible leadership scale within the yearly evaluation of leadership. This scale should quantify a leader's performance not only in financial times, but also by how amenable they are to modifications and changing plans.

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