

The Role Of Distributed Leadership Behaviors In Enhancing The Strategic Resilience Of Organizations: An Exploratory Study Of The Opinions Of A Sample Of Subordinates And Employees At The Diwaniyah Technical Institute

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Abstract:

The current study aims to measure the role of distributed leadership, represented by (subordinate leadership, employee leadership, opportunity leadership) in enhancing strategic flexibility represented in (productive flexibility, market flexibility, and competitive flexibility) among a sample of subordinates and workers at the Diwaniyah Technical Institute with a strength of (69) respondents, and study came out to address a major problem: Does distributed leadership have an important role in the strategic flexibility of organizations?, On this basis, study relied on the descriptive analytical approach to study its variables among subordinates and workers at the Diwaniyah Technical Institute, including study used statistical methods for the arithmetic mean, standard deviation, stability coefficient and moderation test to describe its variables, and the correlation and impact coefficient to measure the strength of the relationship between these variables, and accordingly study came out with a number of results, foremost of which was that Distributed leadership entities have a positive impact on enhancing the strategic resilience of organizations, which means that enhancing the strategic flexibility of organizations is an important process aimed at enabling organizations to adapt to changes in the external environment and effectively address new challenges and opportunities. On this basis, study recommended that organizations should encourage a fair distribution of powers and responsibilities among team members. Individuals should also be empowered to make decisions and implement local strategies, reflecting their individual abilities and

experience. Thus, strategic flexibility can be enhanced through the use of different capacities and rapid adaptation to challenges.

Keywords: (Distributed Leadership, Strategic Flexibility, Subordinate Leadership, Employee Leadership, Opportunity Leadership).

Introduction

Organizations live in a rapidly changing era, facing multiple and varied challenges in a changing business environment. Strategic flexibility has become critical to the survival and success of organizations in this competitive context. In this context, distributed leadership behaviors play a vital role in enhancing the strategic resilience of organizations.

Distributed leadership is based on the idea of distributing powers and responsibilities among the members of the organization rather than concentrating them in the hands of a single leader. In this context, individuals are given a great deal of freedom and flexibility in making decisions and achieving set goals. Enables members to take responsibility and react effectively to the changes and challenges facing the organization.

Distributed leadership behaviors also provide an environment that encourages continuous collaboration and communication among members of the organization. Knowledge and information are shared between individuals, promoting a common understanding of goals and challenges. This rapid and continuous interaction enhances the ability to adapt and better deal with emerging changes.

In addition, distributed leadership encourages initiative and creativity in members. Teams are motivated to take charge and deliver new ideas and

innovative solutions to the challenges facing the organization. Critical thinking and independent reasoning are encouraged, allowing the organization to benefit from a variety of perspectives and experiences.

Moreover, distributed leadership develops the skills and capabilities of the organization's members. Training and mentoring are offered to enhance their personal and professional abilities. It encourages individuals to learn new skills and develop their expertise, enhancing their ability to adapt and deal with future challenges.

Finally, distributed leadership strikes a balance between autonomy and direction. Individuals are free to make and implement decisions within the framework of their responsibilities, but they also benefit from guidance and support from the organization's leaders. Continuous engagement and communication between leaders and members is provided to ensure that the strategic objectives of the organization are achieved. By distributing powers, encouraging collaboration and communication, stimulating initiative, developing skills, and balancing independence and guidance, members are empowered to take responsibility and adapt to changes better, enhancing the organization's ability to adapt and thrive in a changing environment.

PART ONE: METHODOLOGY OF STUDY

First: The Problem Of Study

When the decision is shared and the responsibility is distributed among many individuals, it may be difficult to determine who bears the ultimate responsibility for the results and consequences, and this can affect the quality and effective implementation of decisions and procedures, which costs the

organization its need for a set of common mechanisms between distributed leaders and improve communication and coordination between them, Here, too, roles and responsibilities should be clearly defined, and the individual and computational responsibility of leaders with respect to their decisions and actions should be enhanced. This means that subordinates and employees of the Diwanayah Technical Institute must adopt appropriately distributed leadership according to their needs and circumstances, hence the problem of study can be summarized in an important question (**What is the role of distributed leadership in enhancing the strategic flexibility of subordinates and employees in the Diwanayah Technical Institute?**).

1. What is the level of understanding of how distributed leadership affects the strategic resilience of organizations and the development of new models and frameworks of understanding?
2. What is the mechanism for identifying effective distributed behaviors and factors affecting the promotion of strategic flexibility?.
3. What is the mechanism for identifying challenges and obstacles to the implementation of distributed leadership and recommendations to overcome them?.
4. What is the nature of the relationship between distributed leadership and strategic flexibility?.
5. How can leaders and managers of organizations be provided with practical tools and guidance to promote distributed leadership and enhance strategic flexibility in organizations?.

Second: Objectives Of Study

The main objective of study is to measure the role of distributed leadership in enhancing strategic flexibility, and from this goal several important objectives emerge:

1. Understand how distributed leadership affects the strategic resilience of organizations and develop new models and understanding frameworks.
2. Identify effective distributed behaviors and factors influencing strategic resilience.
3. Identify challenges and obstacles to the implementation of distributed leadership and recommendations to overcome them.
4. Demonstrate the relationship between distributed leadership and strategic flexibility.
5. Provide leaders and managers of organizations with practical tools and guidance to enhance distributed leadership and enhance strategic flexibility in organizations.

Third: The Importance Of Study

The importance of the topic of distributed leadership and strategic flexibility in the current study is as follows:

1. Study of the role of distributed leadership behaviors sheds light on the transition of the traditional concept of leadership from a hierarchical and central style to a pattern that encourages participation and cooperation among members of the organization. This study helps to understand how this transformation affects the strategic resilience of organizations and their ability to adapt to new challenges and changes in the environment. .

2. The head focuses on highlighting the concept of distributed leadership that can lead to improving the performance of organizations, with an organizational structure that encourages the distribution of powers and responsibilities and encourages cooperation and innovation, organizations can better adapt to strategic changes and achieve better results..

3. Enhancing strategic flexibility is one of the main challenges faced by organizations in the modern world. Research shows that distributed leadership can be an important factor in enhancing strategic flexibility, as individuals are empowered to make decisions and adapt to changes quickly and flexibly, allowing the organization to respond effectively to strategic challenges and new opportunities. .

4. Studying the role of distributed leadership behaviors contributes to the development of new and innovative leadership models. These models can change organizational culture, stimulate innovative thinking, and foster collaboration within organizations, enhancing strategic flexibility and supporting strategic transformation. .

5. Study of the role of distributed leadership behaviors in enhancing the strategic resilience of organizations is a relatively new area in leadership research and management of organizations. By expanding knowledge in this area, studies can contribute to improving theories and concepts related to leadership and updating current practices. .

Fourth: Hypothesis Scheme and Hypothesis Development

The hypothetical study model illustrates the set of logical relationships that are in the form of quantity or quality or that bring together the main features of the

reality that you are interested in, as study model was designed as a hypothetical scheme by studying the relationships identified by study problem and its questions, which clarified the variables of study, as well as taking advantage of the previous contributions that were presented later, and on this basis the measures of study variables were determined starting from the independent variable (**distributed leadership**), Three dimensions were adopted (subordinate leadership, employee leadership, and opportunity leadership), which was brought by (Ross et al., 2016), while the dependent variable included (**strategic flexibility**) and a study was completed (Ababakir et al., 2019) by three dimensions (productive flexibility, market flexibility, and competitive flexibility), and from this point of view, the hypothetical study model was developed, which is shown in Figure (1).

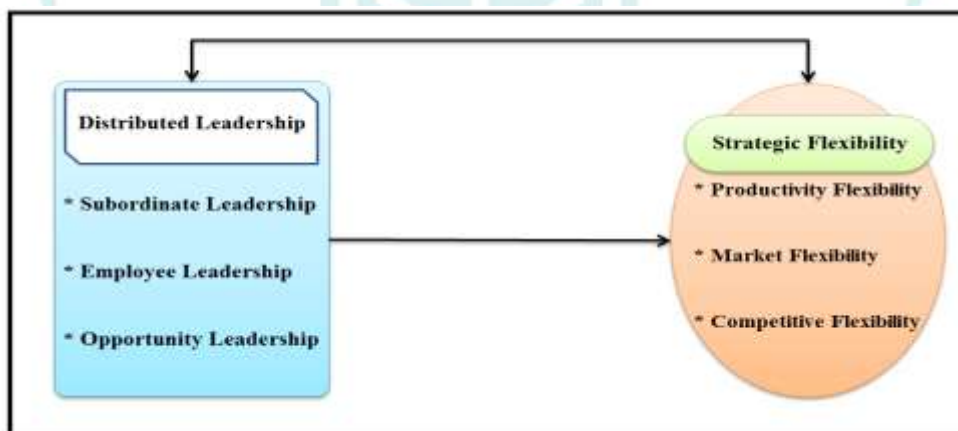


Figure 1 Hypothesis scheme of study

Source: Researcher Preparation

The hypotheses of study can be formulated as follows:

The first main hypothesis: There is a statistically significant correlation between distributed leadership and strategic flexibility, and the following hypotheses branch out:

The first sub-hypothesis: There is a statistically significant correlation between subordinate leadership and strategic flexibility in its dimensions (productive flexibility, market flexibility, and competitive flexibility).

The second sub-hypothesis: There is a statistically significant correlation between employee leadership and strategic flexibility in its dimensions (production flexibility, market flexibility, and competitive flexibility).

The third sub-hypothesis: There is a statistically significant correlation between opportunity leadership and strategic flexibility in its dimensions (productive flexibility, market flexibility, and competitive flexibility).

The second main hypothesis: There is a statistically significant effect of distributed leadership on strategic flexibility, and the following hypotheses branch out:

The first sub-hypothesis: There is a statistically significant effect of subordinate leadership on strategic flexibility in its dimensions (productive flexibility, market flexibility, and competitive flexibility).

The second sub-hypothesis: There is a statistically significant effect of leading employees in strategic flexibility in its dimensions (productive flexibility, market flexibility, and competitive flexibility).

The third sub-hypothesis: There is a statistically significant effect of leading opportunities in strategic flexibility in its dimensions (production flexibility, market flexibility, and competitive flexibility).

Fifth: Study Sample

Study population included the Diwaniyah Technical Institute, while study sample was represented in subordinates and workers in the Diwaniyah Technical Institute by (80) workers, and (73) questionnaires were retrieved, (4) of which were damaged, and (69) valid for analysis, which means that the response rate is (86.25%).

PART TWO: THE THEORETICAL SIDE

First: Distributed Leadership

1. The concept of distributed leadership

Nowadays, the limitations of "one-man" or "hero" leadership models are becoming clear day by day, and are being replaced by participatory, collaborative, and distributed models. It is noted that the distributed leadership approach has gained importance as an alternative to traditional leadership theories in recent times (Samancioglu et al., 2020:1). Distributed leadership research focuses on conceptual development, motivation, and leadership distribution pattern (Printy & Liu, 2020:291). Although the concept of distributed leadership and its operationalization remains inconsistent (Tian et al., 2016:147) after two decades of research, there are key common elements that have been highlighted, which will be discussed in the following sections.

The challenges faced by school principals in previous decades bear a slight resemblance to those they face today. Current challenges include government and national demands to increase achievement for all students, improve

teacher education, analyze data, and connect with parents and society. In essence, leadership demands have escalated to the point where they are beyond the ability of one individual to handle them (Hadi et al.,2023 ; Jasim et al.,2023;Hussein& Jasim,2023; Jasim et al.,2022; Abbas et al.,2022). There are exceptional managers who enjoy with outstanding skills; however, they are not present in every school. Distributed leadership has gained a great deal of attention lately. There are two reasons for this growing interest: (a) the failure of the charismatic hero model, and (b) the large number of mandates that managers face. The changes resulting from the ongoing reform are so prolific that even the most attractive school principals can no longer effectively lead the school on their own. Hence, the dream of having a superhero in one school has faded, leading some principals to adopt distributed leadership as a means of addressing the many challenges they face (Ross et al., 2016:160).

History shows that members can achieve great goals and needs when they collaborate in a team form (Seeber et al., 2020:2), as team cooperation ensures creativity in activities that require input from different sources, which means that team cooperation ensures a balance between members, the organization and teams in all its forms and interaction with actors that contribute to obtaining the resources and knowledge necessary to achieve outstanding performance and share costs and risks to achieve common goals (Lopez Hernandez et al., 2018:16), collaboration is now the dominant mode in which an organization can accomplish its operations and work, and therefore it is important for managers and members themselves to understand

how the skills and knowledge available can best be used as an environment in which organizational teams collaborate to achieve the organization's goals (Boughazala et al., 2012:2).

Distributed leadership plays an important role in spreading accountability and is seen as a useful element in democratizing the organization. Creating a democratic environment in an organization is possible when employees participate in the decision-making process and share leadership in the management of the organization (Akdemir & Ayik, 2017:20).

Distributed leadership has become a "post-heroic" concept that spreads transformational and transformational leadership to a more systematic perspective of leadership where there is a collective social process that arises due to the interaction of multiple actors, since traditional leadership that focused on individual leadership is no longer compatible with today's organizational structure because it has become more complex. Organizational leadership is now moving towards a humanitarian leadership approach where all stakeholders are involved in the management of the organization (Muthiah et al., 2019:24).

From the above, it can be said that distributed leadership represents a leadership model that focuses on the distribution of power and responsibility to several individuals within the organization rather than in one person or a small group of traditional leaders.

2. The importance of distributed leadership

The importance of this topic emerges from the fact that distributed leadership represents the extent to which leadership tasks are assigned between official

leadership positions in a particular leadership team, and leadership can be distributed through the cooperative leadership team and participatory decision-making, and the distributed leadership team contributes to building a leadership team characterized by group cohesion, the group's cohesion reflects the openness of team members, mutual trust and communication, and distributed leadership works to support between the leaders of the organization that leads to mutual reinforcement and forms a more effective leadership team in managing the organization (Thien,2019:3). The importance of distributed leadership is also highlighted in the interactive features among stakeholders through a series of building relationships with individuals with diverse leadership experience who are characterized by pioneering activities that are commensurate and consistent with the requirements and objectives of the organization (Liu & Watson, 2020:3).

It is important that the distributed objectives are clear for the team in order to improve its ability to address problems, raise the level of efficiency and safety of members, improve their perceptions and understanding of the situations and behaviors they face, thus contributing to achieving the goal of collaborating more effectively (Heip et al., 2021:3), and achieving institutional, social and cultural creativity through enhanced team collaboration (Sorsa et al., 2016:10).

Hence, the importance of distributed leadership can be highlighted in that it works to enhance participation and cooperation, as it works to encourage the distributed leadership model all members of the organization to participate effectively in the decision-making process and achieve goals. Power and

responsibility are distributed among members, leading to enhanced cooperation and interaction between them. As well as fostering innovation and creativity, thanks to distributed leadership, individuals are empowered to develop their ideas, share their vision and propose new solutions.

3. Distributed driving dimensions

Leadership represents a practice and not a role or responsibility that can be followed, collective relations between subordinates and workers and the opportunities available are of paramount importance for leadership in the organization, and therefore distributed leadership can be measured through three dimensions:

- a. **Subordinate leadership:** It represents supporting leadership by enhancing the capabilities and setting clear goals for subordinates by directing them towards working and learning to achieve the goals of the organization (Thien & Adams, 2021:183). He believes that subordinate leadership is interested in developing the state of the team by finding appropriate ways and opportunities in order to show their leadership skills, communicate their knowledge and apply thinking in order to Taking into account the experiences and skills of members in the organization in a way that achieves its preference, as well as providing all members with a clear perception of the behaviors and skills available within the organization, which contributes to motivating weak work teams to develop themselves, knowledge and experience to match the rest of the teams (Turkelson et al.,2020:33).

- b. **Employee leadership:** It refers to all stakeholders in the organization from administrators and workers within the organization, for his part can determine the individual's need for affiliation as it represents one of the strong motives and basis for the leadership of employees, especially with regard to building positive links with others and maintaining interaction and mutual interest in the well-being of team members, affiliation represents an important link in improving the feeling and well-being of organizational activities from By fostering a sense of physical and mental involvement in the work of team members (Kallander,2018:21), belonging occurs in others as a result of social bonds that encourage the member to collaborate with others in order to improve the work context and build sustainable work activities (Martino et al., 2017:467).)
- c. **Opportunity leadership:** It is represented by the possibilities provided by managers in order to invest opportunities to develop the performance of the organization (Akdemir & Ayik, 2017:20). Business organizations usually resort to a common type of cooperation in order to improve their performance and achieve their goals, which is called joint cooperation, and refers to cooperation with competitors in order to achieve a common strategic goal between two or more organizations By building a joint team, Samsung and Google collaborated as complements to compete against Apple's strong position in the mobile industry, while at the same time Samsung and

Google are increasingly competing with each other (Rothaermel,2018:89).

Second: Strategic Flexibility

1. The concept of strategic flexibility

Strategic flexibility refers to an organization's ability to respond to various requirements of a dynamic competitive environment (Skeibrok & Svensson 2016:16). Srour et al. (2016:373) noted that strategic flexibility represents the readiness and ability that an organization has to bring about change, which leads to adaptation to different circumstances. In other words, the ability that an organization possesses in order to respond to changing environmental conditions. Bock (2012:279) referred to strategic flexibility as the ability to identify opportunities for innovation and provide resources towards new business cycles. Al-Baghdadi & Al-Jubouri (2015:25) argue that strategic flexibility refers to the organization's ability to move between strategic alternatives in order to be able to respond to environmental changes, to gain a competitive position by expanding into new markets or regions, and to adopt or apply new technologies to produce products that are less expensive, better and faster than competitors in the market.

From the above, strategic flexibility can be defined as the ability of organizations to adapt and respond to transformations and changes in the external environment in an effective and effective manner.

2. The importance of strategic flexibility

The importance of strategic flexibility emerges from the fact that it represents strategic choices that are created through the combined effects of the

organization's coordination flexibility in obtaining and using flexible resources (Yawson, 2020:3). It has been defined as an important advantage that an organization needs in order to survive in the competitive market (Schulze & Heidenreich, 2017:5). Here, researchers have shown some organizations that enjoy high efficiency at a certain stage of their life, and in order to maintain this superiority and distinction, they must adopt strategic flexibility as a practical means to maintain this superiority and superiority. Strategic flexibility is also considered the main source of gaining competitive advantage, which has an impact on Organizational performance, which includes responding to environmental changes and overcoming organizational inertia through flexible employment of resources and the restructuring process. Strategic flexibility can adapt to changes in the environment, quickly seize external opportunities and reduce business risks, which increases the probability of business completion and a positive impact on performance. Organizations. Strategic flexibility also allows companies to respond to changing market conditions and create effective pathways to global success in company operations (Karim et al., 2022:4889).

Strategic flexibility also plays a vital role in managing the day-to-day affairs of the organization, as well as enhancing the ability to respond to environmental changes with the aim of bringing innovation, improving performance and ultimately developing competitive advantage in a dynamic business environment (Irtaimh et al.,2023:499).

Hence, the importance of strategic flexibility emerges as it enhances is vital in the changing and volatile business world, as it allows organizations to

respond to technological, economic, social and political transformations quickly and effectively, allowing strategic flexibility for organizations to maintain their competitive advantage and stay in a changing and competitive market.

3. Dimensions of strategic flexibility

Strategic resilience can be measured through three dimensions:

a. Production flexibility: Product flexibility refers to the ease of changing newly introduced specifications or existing products, as the diversity and functionality of products represent the flexibility of the new product, and that organizations through product flexibility will be able to control product diversification and change efficiently, appropriately and quickly (Al-Bayati, 2019:173)).

In. Market flexibility: Market flexibility refers to the flexibility of the elements of the marketing mix in line with the change in customer desires, this is done through the effective use of marketing strategies, whether by entering new markets or continuous modification in marketing objectives (Al-Nakira,2019:517).

c. Competitive flexibility: Competitive flexibility refers to the organization's ability to resist the behavior of existing and new competitors, and its ability to easily rearrange its important resources, deploy and devote them to production market operations, respond to customer demands, diversify its strategic options available to it to compete effectively, and confirm the

response to the unique need of consumers and partners, technological change, and the process of innovation and creativity (Ibtisam,2020:16).

PART THREE: THE PRACTICAL SIDE

First: Coding of study variables

Coding variables in study is an essential part of the statistical analysis process, as it contributes to the conversion of qualitative and quantitative information into data that can be easily analyzed and understood. Variables are encoded by converting them into symbols or numbers that represent the different values of each variable. This is done with the aim of facilitating statistical analysis and interpretation, where symbols and numbers can be used in various statistical operations, such as mathematical calculations and deductive analyses, as in Table (1).

Table 1 Coding of study variables

Variables	Dimensions	Paragraphs	Icon	
Distributed Leadership	Subordinate leadership	6	DELTE	DILE
	Employee Leadership	5	CLEAN ROOM	
	Opportunity leadership	5	DLOP	
Strategic Flexibility	Production flexibility	5	SFPR	BABY
	Market flexibility	4	SFMA	CHILD
	Competitive flexibility	5	SFCO	

Second: Normal distribution test for study

Normal distribution is one of the most common and used patterns of statistical distribution. It is also known as a moderation distribution or standard deviation distribution. The normal distribution is characterized by the arc shape that resembles a bell, where it has one peak and has an average value and

standard deviation, and on the basis of this it is clear from Table (2) that the answers of subordinates and workers in the Diwaniyah Technical Institute It follows the normal distribution because it obtained parameters higher than (0.05) and this enables it to generalize to the entire population.

Table (2) Kol-Smi Z Test Results

Variables	Dimensions	Icon	
Distributed leadership	Subordinate leadership	1.605	1.969
	Employee leadership	2.412	
	Opportunity leadership	2.469	
Strategic flexibility	Production flexibility	2.272	1.526
	Market flexibility	1.747	
	Competitive flexibility	1.809	

Third: Stability of the measuring instrument

According to the results shown in Table (3), the importance and consistency of Distributed leadership with regard to the opinions of subordinates and employees of the Diwaniyah Technical Institute were demonstrated. The results show that there is high stability for distributed driving by 0.974, and high stability for strategic flexibility by 0.963. This means that the results are accurate and reliable, and this contributes to the stability of the measurement tool in achieving uniform and reliable standards for distributed driving. Therefore, users are able to make the right decisions based on consistent accounting information.

Table 3 Cronbach's alpha coefficients

Variables	Dimensions	Cronbach's alpha	
Distributed leadership	Subordinate leadership	0.765	0.974
	Employee leadership	0.881	
	Opportunity leadership	0.907	
Strategic flexibility	Production flexibility	0.928	0.963
	Market flexibility	0.749	
	Competitive flexibility	0.760	

Third: Descriptive statistics of data

It is clear from Table (5) that the general rate of the Distributed leadership variable reached (4.00) with a standard deviation of (0.68), and this came as a result of the interest of the respondents surveyed in Employee leadership with an arithmetic mean (4.01) and a standard deviation of (0.69), while the opportunity leadership ranked last with an arithmetic mean of (3.99) and a standard deviation of (0.83), which is evident in the interest of the respondents surveyed in Distributed leadership through the fact that Distributed leadership can contribute to enhancing the organization's ability to catch up and exploit new opportunities. When there is a distributed leadership approach, members of the organization are empowered to participate in the process of discovering and exploiting opportunities, rather than just traditional leaders.

The sample answers also showed great interest in Strategic flexibility between the arithmetic mean (3.98) and a standard deviation of (0.55) and this is due to the interest of subordinates and workers in the Diwaniyah Technical Institute in the production flexibility dimension by an arithmetic mean (4.20) and a standard deviation equal to (0.64), and the results showed that the

Competitive flexibility dimension came in last place by an arithmetic mean (3.71) and a standard deviation of (0.72). This means that subordinates and employees at the Diwaniyah Technical Institute focus on the importance of Strategic flexibility, as the organization's success in achieving competitive flexibility depends on its ability to implement flexible strategies that allow it to adapt to external changes and achieve competitive excellence. Similarly, Strategic flexibility contributes to enabling the organization to achieve competitive flexibility by providing structures, processes and organizational culture that support transformation and adaptation.

Table 5 Descriptive Analysis

NO.	S.D	Mean	NO.	S.D	Mean	NO.	S.D	Mean
DLTE1	3.64	1.25	DLOP1	3.70	1.05	SFMA1	3.86	0.91
DLTE2	3.46	1.23	DLOP2	3.96	1.14	SFMA2	3.70	1.05
DLTE3	3.46	1.11	DLOP3	3.72	1.04	SFMA3	4.32	0.93
DLTE4	4.71	0.81	DLOP4	3.84	0.96	SFMA4	4.29	0.81
DLTE5	4.55	0.87	DLOP5	4.71	0.81	SFMA	4.04	0.56
DLTE6	4.26	0.83	DLOP	3.99	0.83	SFCO1	3.94	0.76
DLTE	4.01	0.72	DILE	4.00	0.68	SFCO2	3.88	1.22
DLEM1	4.00	0.59	SFPR1	4.55	0.87	SFCO3	3.77	1.11
DLEM2	4.35	1.03	SFPR2	4.26	0.83	SFCO4	3.42	1.02
DLEM3	4.09	0.90	SFPR3	4.35	1.03	SFCO5	3.52	1.01
DLEM4	3.77	0.88	SFPR4	4.09	0.90	SFCO	3.71	0.72
DLEM5	3.86	0.91	SFPR5	3.77	0.88	STFL	3.98	0.55
DLEM	4.01	0.69	SFPR	4.20	0.64			

Fourth: Testing hypotheses

The first main hypothesis: There is a statistically significant correlation between Distributed leadership and Strategic flexibility.

According to Table 6, the results show a strong correlation between Distributed leadership and Strategic flexibility, with a correlation strength of

0.905. The correlation strength between the dimensions of Distributed leadership and Strategic flexibility was also observed, ranging from 0.740 for the Subordinate leadership dimension to 0.885 for the Employee leadership dimension. Accordingly, the validity of the first hypothesis and all its sub-hypotheses can be accepted. This discovery highlights the importance of improving the relationship between Distributed leadership and Strategic flexibility among subordinates and employees of the Diwaniyah Technical Institute.

Table 6 Correlation matrix

	1	2	3	4	5	6	7	8
DLTE (1)	1							
DLEM (2)	.571**	1						
DLOP (3)	.759**	.866**	1					
DILE (4)	.856**	.893**	.969**	1				
SFPR (5)	.764**	.874**	.876**	.923**	1			
SFMA (6)	.527**	.747**	.712**	.729**	.784**	1		
SFCO (7)	.616**	.682**	.615**	.699**	.628**	.460**	1	
STFL (8)	.740**	.885**	.845**	.905**	.922**	.840**	.831**	1
**. Correlation is significant at the 0.01 level (2-tailed).								N=69

Hypothesis II: There is a statistically significant effect of distributed leadership in Strategic flexibility.

The results of Table (7) show whenever subordinates and employees of the Diwaniyah Technical Institute realize its need for Distributed leadership and include it in its tasks whenever it contributes to enhancing Strategic flexibility, hence the role of Distributed leadership in reducing the proportion of the plan by enhancing adaptation and response, distributed leadership encourages the distribution of authority and responsibility at several entrances within the

organization. This means that there is a greater ability of the organization to adapt to external challenges and variables, and respond quickly and effectively to shifts in the market and the work environment, which means that the more interest of subordinates and employees of the Diwaniyah Technical Institute in Distributed leadership by (0.740), the more it contributes to enhancing its capabilities in Strategic flexibility by the same amount and reducing the error rate to (0.042) and proving the value of (T) calculated by (17.449). With a calculated comparative value (F) of (304.465), which means that Distributed leadership promotes participation and cooperation among the members of the organization, where they participate in decision-making and the achievement of goals jointly. This leads to building a collaborative work environment and promoting teamwork and the exchange of knowledge and experiences, ...

The results also showed that Distributed leadership explained the value of (0.820) of the issues that limit the enhancement of Strategic flexibility, and this proves that Distributed leadership enhances capabilities and talent development by enabling individuals to develop their skills and leadership abilities, and thus members have the opportunity to learn, grow and develop, which enhances the organizational and innovative capabilities of the organization in general.

Table 6 Final Results of Distributed Leadership Effect in Strategic flexibility

Path		Estimate	S.E.	T	(R ²)	F	P
Distributed leadership	---->	0.740	0.042	17.449	0.820	304.465	0.001

PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

1. Distributed leadership behaviors have a positive impact on enhancing the strategic flexibility of organizations, which means that strengthening the strategic flexibility of organizations is an important process aimed at enabling organizations to adapt to changes in the external environment and effectively confront new challenges and opportunities.
2. The results indicate that distributed leadership behaviors enhance innovation in organizations, which is an important aspect of strategic flexibility. When team members participate in the decision-making process and develop new ideas, creative thinking and innovation are enhanced in the organization, allowing it to better adapt to external changes. .
3. The interest of subordinates and workers at the Diwaniyah Technical Institute in distributing greater authority and responsibility across the organization and according to the effectiveness of each worker, when members are empowered to make decisions and move quickly in the face of emerging challenges. This contributes to enhancing strategic flexibility, as the organization can quickly adapt to external changes by making the necessary decisions at different levels.
4. Subordinates and workers at the Diwaniyah Technical Institute focus on enhancing organizational learning by developing knowledge, skills, and capabilities that enable it to deal with changes effectively. By distributing capabilities and knowledge in the organization, members are enabled to

acquire the necessary skills to deal with challenges and innovate in the face of changes. The strategy.

5. Subordinates and workers at the Diwaniyah Technical Institute maintain harmony and cooperation. When distributed leadership behaviors are applied, harmony and cooperation are enhanced among members of the organization, and this contributes to enhancing the ability to adapt and deal with strategic changes in the work environment.

Second: Recommendations

Distributed leaders must work together to define a common vision for the organization and direct efforts towards achieving it. This helps in unifying efforts and directing energy towards achieving strategic goals, while maintaining flexibility and the ability to adapt to strategic changes that may occur. Therefore, distributed leaders should enhance confidence and empowerment among members of the organization. This can be achieved by providing the necessary support and showing confidence in the capabilities of individuals and their ability to make the right decisions. When they feel confident and empowered, individuals become more comfortable with trying new ideas and assuming responsibility, which enhances Strategic flexibility for the organization, and from here the following recommendations can be put forward:

1. Organizations should encourage a fair distribution of powers and responsibilities among team members, which requires empowering individuals to make decisions and implement local strategies, reflecting their individual

capabilities and experience. Thus, strategic flexibility can be enhanced by using different capabilities and quickly adapting to challenges.

2. Communication and cooperation should be strengthened among members of the organization to support distributed leadership behaviors, which requires that these efforts include providing platforms and opportunities for the open exchange of ideas and knowledge, in addition to encouraging teamwork and cooperation in solving problems and achieving strategic goals. This enhances the flow of information and organizational learning, which enhances Strategic flexibility.

3. Organizations must provide an environment that supports innovation to enhance strategic flexibility, which requires that this environment include encouraging individuals to try new ideas and solutions, and providing the necessary support and resources to transform these ideas into realistic initiatives. In addition, distributed leadership should be encouraged to stimulate innovation by providing guidance and encouragement to individuals to continue development and continuous improvement.

4. Organizations should promote continuous learning and personal development for their members as part of distributed leadership patterns. This can be achieved by providing training opportunities and workshops, and encouraging individuals to seek knowledge and develop their individual skills. Therefore, individuals can become more flexible and able to adapt to strategic changes.

5. Joint leadership should be encouraged and leadership responsibility distributed among more than one individual in the organization. This can

contribute to enhancing strategic flexibility by involving many parties in the decision-making process and developing strategies, which leads to a diversity of ideas and increases the organization's ability to adapt to surrounding changes.

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