



## The role of local leadership in enhancing local performance\_ Dhi Qar Governorate as a model

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### Abstract

This research aims to study and analyze the role of local leadership in enhancing local performance in the Thi-Qar Governorate, focusing on the administrative and organizational aspects that contribute to improving the efficiency and effectiveness of services provided to citizens. The research seeks to measure the role of local leadership in enhancing local performance. For this purpose, a set of hypotheses was formulated, the most important of which was to find the relationship between correlation and influence (local leadership with its dimensions in local performance). To achieve the hypothesis tests, this research was applied to a sample of executive departments within the governorate, numbering 140 individuals, and the research data was collected through a questionnaire.

The SPSS program was utilized to analyze the quantitative data extracted from the questionnaire, as it allows for descriptive statistics tests such as (averages and standard deviations).

Finally, the research recommends enhancing the independence of local leadership, providing the necessary financial and technical support, and developing training programs for regional leaders to enable them to face challenges and achieve local development goals effectively.

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### Introduction

Local leadership is a key axis in developing local performance and achieving sustainable development, as it plays a prominent role in formulating and implementing local policies in line with the needs of the local community. In light of the increasing challenges facing local administrations, improving performance becomes an urgent necessity to ensure the provision of effective services to citizens and enhance the level of trust between leadership and society.

In this context, Dhi Qar Governorate occupies a distinguished position as a model for study, due to its social and economic diversity and development needs. This research aims to study the role played by local leadership in enhancing local performance in the governorate, by analyzing the policies, decisions and implementation mechanisms adopted by local leadership, with a focus on the challenges and opportunities available.

The research will shed light on the relationship between local leadership and the performance of local

institutions, in addition to exploring the extent to which administrative decisions and mechanisms of interaction with the local community affect achieving comprehensive development. The research aims at the end to provide practical recommendations to improve local performance and enhance the role of leadership in serving the community.

The research dealt in its joints with the methodological aspect, which took upon itself the presentation of the research problem and a set of questions, with reference to the importance and objectives of the research, while the second aspect of the research dealt with the theoretical framework, which presents the researchers' theoretical contributions to the research variables, while the third aspect of the research addressed the practical framework that is concerned with applying the research in the field of Dhi Qar Governorate, while the fourth aspect was specialized in conclusions and recommendations.

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**Methodological aspect**

**The research problem**

Choosing Dhi Qar as a research model represents an opportunity to explore the extent to which the local environment influences the formation and direction of leadership roles, as the governorate faces unique challenges related to infrastructure, provision of basic services, and enhancing citizen participation in local decision-making.

The research addresses a central problem related to how local leadership influences enhancing local performance, and whether the efforts made are able to meet the economic, social, and administrative challenges facing the governorate. The research also seeks to answer a set of sub-questions such as:

1. What are the aspects adopted by local leadership to improve local performance?
2. How efficient and effective are these aspects in supporting the achievement of local performance?
3. What are the challenges facing local leadership in Dhi Qar, and how can they be overcome?

**Importance of research**

The importance of this research is highlighted by its treatment of a vital topic represented by the role of local leadership in improving local performance, especially in Dhi Qar Governorate, which represents an environment rich in challenges and opportunities.

The importance of the research lies in the following points:

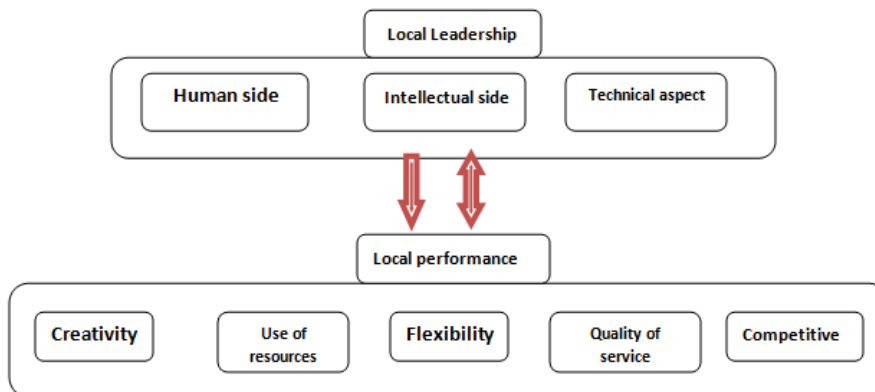
1. Enriching scientific knowledge in the field of local administration
2. Addressing realistic issues
3. Enhancing understanding of the relationship between leadership and local development
4. Supporting local decision-makers
5. Shedding light on the performance of local agencies in Dhi Qar Governorate

**Third: Research objectives**

The current research aims to:

1. Analyze the role of local leadership in improving institutional performance
2. Identify the factors affecting the efficiency of local leadership
3. Evaluate the aspects used by local leadership to enhance local performance.
4. Provide recommendations for developing local performance.

**The hypothetical research plan**



**Figure 1: Hypothetical research plan**

**Research hypotheses:**

The first main hypothesis : There is a significant correlation between local leadership and local performance, and the following sub-hypotheses branch out from it:

1. There is a significant correlation between the technical aspect and local performance

2. There is a significant correlation between the intellectual aspect and local performance
3. There is a significant correlation between the human aspect and local performance

The second main hypothesis : There is a significant effect of local leadership on local performance, and the following sub-hypotheses branch out from it:

1. There is a significant effect of the technical aspect on local performance
2. There is a significant effect of the intellectual aspect on local performance
3. There is a significant effect of the human aspect on local performance

## Theoretical aspect

### First: Local leadership

Administrative leadership in general is directing the behavior of individuals, coordinating their efforts, and balancing their motivations and desires in order to enable the group to achieve the goals of the institution with high efficiency. This can only be achieved through the voluntary submission of the group members to the administrative leader due to his characteristics, advantages, and capabilities (Dariush, 2012: 33)

The local community needs a natural leadership that its members can rally around in order to manage their affairs and draw up development plans that work to develop this community, especially since most local communities still live in extremely complex social and economic conditions, which prompted members of these communities

to search for natural leaders who can transform ideas into tangible results through the skills and experiences that the leader enjoys, in addition to the community members rallying around him, because this is the alternative to getting out of the devastating crises that these communities are going through. (Al-Azzizi, 2002: 64)

Local leadership can be defined as stemming from an important source, which is the needs of the local community. It is the product of this community, which must express it in a true way. This expression can only be through an efficient local leadership capable of achieving local goals. There is almost an agreement that the (local leader) is the leader who is elected by the people of the local unit (Mohamed, 2009: 20-22)

### Dimensions of local leadership

The researcher relied on the study of (Glu, 2017) to determine the dimensions of the local leadership variable, in order to suit the research sample and community.

### 1. The technical aspect

The technical aspect refers to the specialized skills and knowledge that the leader must possess to understand the details of the work, use the tools and techniques related to his field, and solve the technical problems that his team may face. This aspect includes the leader's ability to interact with daily operations and technical decisions, which enhances efficiency and productivity within the organization.

(Katz, 1955: no) indicates that technical skills represent one of the basic components of effective leadership, especially at the lower and middle administrative levels, where the leader is responsible for direct supervision of daily operations.

### 2. Intellectual aspect

The intellectual aspect describes the leader's ability to motivate and inspire followers to build trust and generate enthusiasm in the group through the intellectual dimension. The local leader seeks to motivate followers to become more committed to the shared goals and visions for the future growth of the organization. This type of leader also uses symbols, sensations, and effective and simplified emotional appeals to increase awareness and mutual understanding of the desired goals. (Belhaj, 2024: 205)

### 3. The human aspect

It is the ability to understand the behavior of others, their motives, personalities and relationships, as well as the factors that influence their behavior. This aspect enables us to deal with them, satisfy their needs, solve their problems and achieve their goals and the goals of the work. Among these aspects are the following: (Qandeel, 2008: 71)

- Persuasion, motivation and encouragement of others.
- Good communication and careful listening to his subordinates.
- Building work teams and strengthening human ties between their members

### Second: Local performance:

#### 1. The concept of local performance

There are many definitions that address performance, the most important of which is that performance is the interaction between behavior and performance. It is the sum of behavior and results achieved together, with a tendency to emphasize achievement as a result of the difficulty of separating them. It can also be defined as the degree of accomplishment of tasks that constitute the function of members in the organization. (Al-Riyahi, 2023: 59)

(Al-Karaawi and Kazim, 2019: 442) defined local performance as the organization's ability to achieve the best use of resources, skills and competencies to achieve goals and objectives and create value for the organization.

### **Dimensions of local performance**

The researcher relied on the study of (Al-Karaawi and Kazem, 2019) to determine the dimensions of the local performance variable, due to its suitability with the research sample and community.

1. **Competitiveness:** Competitive performance is an ongoing process that requires the organization to be able to adapt and continuously develop to maintain its position in the business and to face dynamic changes and competitive challenges. It is a measure of the organization's success in implementing its strategies in a way that ensures achieving the highest levels of performance in terms of quality, innovation, efficiency, and local community satisfaction, which enables it to obtain a tangible competitive advantage. (Al-Ta'amneh, 2009, 21).

2. **Local service quality:** means "ensuring that the needs and requirements of the local population are met or exceeded, and this requires contacting the local population or beneficiaries and ensuring that the services are appropriate to their needs, as well as building good relationships with them (Kazem, 2024: 452).

It can be said that service quality is "an intangible product created to meet the unlimited human needs of consumers that are difficult to meet", while (Devebakan & Aksarayh, 2003: 39) defines service quality as procedures that do not have a physical existence that work to meet the expectations and demands of consumers"

3. **Flexibility :** The external environment surrounding any organization is always characterized by changes, which requires that it, if it wants to succeed administratively and economically, have the ability to predict and sense these changes and be prepared to deal with and adapt to them through the capabilities it possesses by possessing organizational flexibility. From this perspective, (Denyer: 2017: 8) defines organizational flexibility as the organization's ability to anticipate, prepare, and gradually adapt to sudden change for the purpose of its success and prosperity. (Al-Salanti, Al-Dakroury 2018: 83) defines it as the ability to respond to change in organizations while taking into account the fluctuations of the surrounding environment. As for (Zaki: 2019: 609), he defines it as a mandatory strategy for the organization to achieve

significant development in the field of current and future work. (Abdul-Moati 2022: 8) agrees with the above and defines it as the organization's ability to respond to work requirements and needs as quickly as possible by using the project's energies to confront environmental and technological challenges. As for the researcher, he defines it procedurally as the organization's ability to control its current conditions in order to confront the changes surrounding it and then gradually adapt to make it more responsive to changes and achieve the required ideal performance.

4. **Use of resources :** "Local resources are the cornerstone of achieving sustainable development in any society. They provide opportunities to enhance the local economy, achieve self-sufficiency, and support local innovation. By exploiting available resources, costs associated with imports can be reduced, and economic and environmental benefits can be achieved at the same time.

The 2020 UNDP report shows that investing in local resources, such as solar energy and agricultural resources, in developing countries can reduce poverty and improve the quality of life for rural communities. The use of resources and the achievement of the public good are directly linked to the efficiency of project management and the optimal use of resources or, in other words: organizations that struggle with any or all of these core competencies usually face cost overruns, delays in schedule, and thus citizen dissatisfaction (Al-Karaawi and Kazem, 2009: 445)

5. **Creativity :** Organizational creativity refers to a set of creative capabilities necessary within the organization and among employees (Saunila & Salminen, 2014: 8), the results of which are reflected in achieving a competitive advantage on a wide scale (Hage, 1999: 598). This focus is on both the positive side of financial and operational performance (Overstreet, 2012: 33), where the nature of organizational creativity revolves around being a basic weapon for organizations to compete in the business environment by generating new ideas to address the organizational and financial situation or integrating existing ideas in the organization and coming up with an idea or image (Kilgour, 2006:82). Accordingly, organizational creativity is referred to as a process consisting of a set of complex stages that are characterized by dynamism and are more than just generating new ideas. It begins with a strategic goal to provide a sense of employees, an environment that supports creativity, the preference of the organization's leaders for creativity, and the personal tendencies of employees toward creativity, More specifically.

In detail, organizational creativity refers to the positive impact on the quality of the organization's performance at work, information exchange, ability to learn, use of knowledge, and focus on technology (Zaied et al, 2015:56).

major changes in the philosophy and principles of management and policies and practices of technologies that have been implemented by organizations seeking the highest level of competition (Martins, 2012:23).

**The practical aspect**

Organizational creativity contributes to the development of many organizations and its role in

**Table (1) Coding of variables and dimensions**

Number of paragraphs	Symbol	Research variables
5	TS	Technical aspect
5	IS	Intellectual aspect
5	HS	Human aspect
15	LL	Local leadership
3	C	Competitiveness
3	SQ	Service quality
3	FL	Flexibility
3	UOR	Utilization of resources
3	CR	Creativity
15	LP	Local performance

Source: Prepared by the researcher

**First: Response rate**

**First:** Response rate To ensure that the study requirements are met, the researcher distributed (140)

questionnaires to a sample of the governorate's employees, of which (129) were retrieved and were valid for statistical analysis, as shown in Table (2).

Table (2) Response rate

Number of questionnaires valid for analysis	Number of questionnaires not returned	Number of questionnaires distributed	Status
129	11	140	Number
92.14	7.86	100%	Percentage

Source: Prepared by the researcher

1- Evaluation of the quality of the scales

The acceptability of the scales used in the research and their suitability for conducting subsequent statistical analyses will be judged through several indicators as follows:

□ Average Variance Extracted (AVE): It is the sum of the squared saturations divided by the number of indicators (questions) and its value is significant

when its value exceeds (0.50) (Hair et al, 2017, P, 137)

□ Composite Reliability (CR): This analysis was used to verify the reliability of all variables in the research model, as acceptable values are considered if they are greater than or equal to (0.70), (Hair et al, 2017, PP, 137)

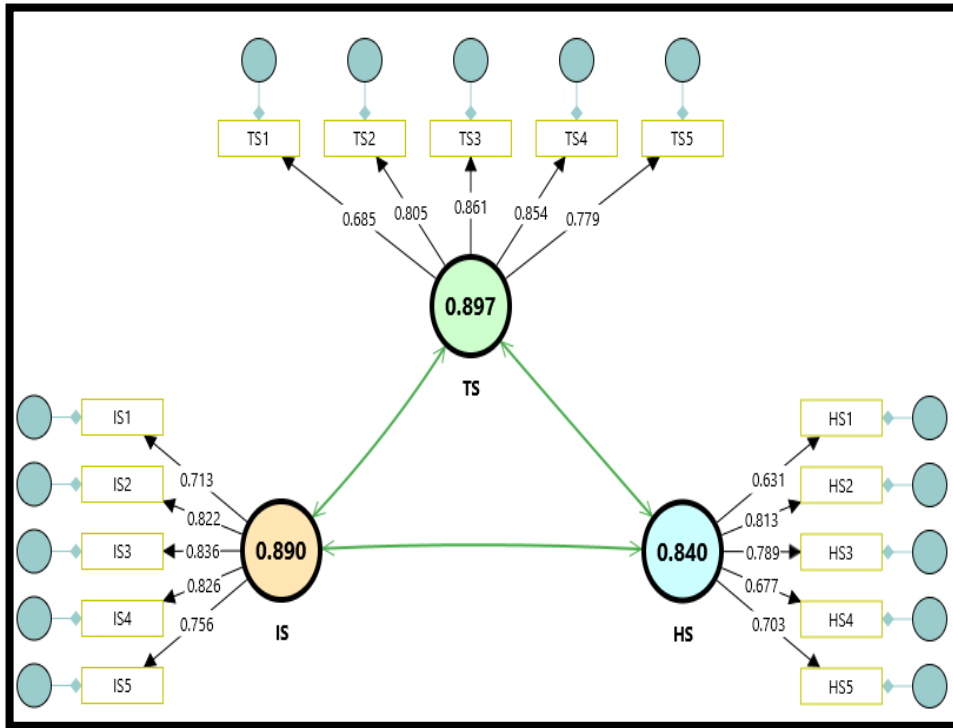
- Cronbach's Alpha: It means to what degree the scale gives close readings when applied each time, as the value of alpha ranges between zero and one, so if the scale has high stability, this means that the items of the scale are fixed Hence, the scale is fixed (Hair et al. 2019, P: 775).
- The local leadership model consists of three basic dimensions, namely (the technical aspect, the intellectual aspect, the human aspect), with (15) questions, as shown in Figure 2. Table 3 shows the extracted quality of conformity indicators, which were among the criteria required to accept the model.

1 - Confirmatory factor analysis of local leadership

**Table (3) Quality of fit indicators for local leadership**

Decision	Average variance extracted (AVE)	Composite reliability (rho_c)	Cronbach's alpha (standardized)	Dimensions
Within the criteria	0.527	0.843	0.840	HS
Within the criteria	0.627	0.892	0.890	IS
Within the criteria	0.639	0.896	0.897	TS

Source: Smart Pls v.4 output



Source: Smart Pls v.4 program outputs

**Figure (2) Confirmatory factor analysis of local leadership**

Note: The numbers inside the circle indicate the Cronbach's alpha values

Table (4) shows the estimates values, which ranged between (0.631-0.861), as it is clear that all questions

are influential. It is also clear from the values of (T), which range between (6.39-9.058), which are also greater than the (table value) of (1.984), which is a sufficient indicator to adopt the model in its final form in subsequent analyses.

**Table (4) Estimates for the dimensions of the local leadership variable**

P values	T values	Parameter estimates	Dimensions-- < Questions
n/a	n/a	0.631	HS1 <- HS
0.000	7.011	0.813	HS2 <- HS
0.000	6.817	0.789	HS3 <- HS
0.000	6.390	0.677	HS4 <- HS
0.000	6.453	0.703	HS5 <- HS
n/a	n/a	0.713	IS1 <- IS
0.000	8.862	0.822	IS2 <- IS
0.000	9.058	0.836	IS3 <- IS
0.000	8.877	0.826	IS4 <- IS
0.000	8.195	0.756	IS5 <- IS
n/a	n/a	0.685	TS1 <- TS
0.000	8.331	0.805	TS2 <- TS
0.000	8.888	0.861	TS3 <- TS
0.000	8.788	0.854	TS4 <- TS
0.000	8.235	0.779	TS5 <- TS

Source: Smart Pls v.4 program outputs

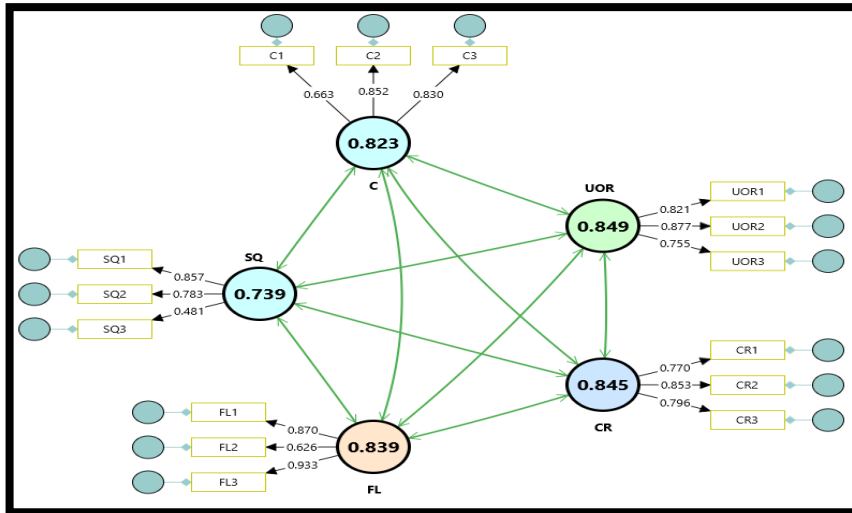
2- Confirmatory factor analysis of local performance

The local performance model as a dependent variable consists of five basic dimensions, which are (competitiveness, service quality, flexibility, resource

use, creativity) with (15) questions as shown in Figure (3), as shown in Table (5) the extracted conformity quality indicators that were among the criteria required to accept the model.

**Table (5) Conformity quality indicators for local performance**

Decision	Average variance extracted (AVE)	Composite reliability (rho_c)	Cronbach's alpha (standardized)	Dimensions
Within the criteria	0.618	0.824	0.823	C
Within the criteria	0.652	0.847	0.845	CR
Within the criteria	0.673	0.861	0.839	FL
Within the criteria	0.526	0.755	0.739	SQ
Within the criteria	0.671	0.862	0.849	UOR



Source: Smart Pls v.4 program outputs

Figure (3) Confirmatory factor analysis of local performance

Note: The numbers inside the circle indicate the Cronbach's alpha values

Table (6) shows the estimates values, which ranged between (0.481-0.933), as it is clear that all questions in subsequent analyses.

are influential. It is also clear from the values of (T), which range between (5.145-14.717), which is also greater than the (table value) of (1.984), which is a sufficient indicator to adopt the model in its final form

Table (6) Estimates for the dimensions of the local performance variable

P values	T values	Parameter estimates	Dimensions-- < Questions
n/a	n/a	0.663	C1 <- C
0.000	8.237	0.852	C2 <- C
0.000	7.784	0.830	C3 <- C
n/a	n/a	0.770	CR1 <- CR
0.000	9.803	0.853	CR2 <- CR
0.000	9.138	0.796	CR3 <- CR
n/a	n/a	0.870	FL1 <- FL
0.000	7.872	0.626	FL2 <- FL
0.000	14.717	0.933	FL3 <- FL
n/a	n/a	0.857	SQ1 <- SQ
0.000	9.974	0.783	SQ2 <- SQ
0.000	5.145	0.481	SQ3 <- SQ
n/a	n/a	0.821	UOR1 <- UOR
0.000	12.076	0.877	UOR2 <- UOR
0.000	8.715	0.755	UOR3 <- UOR

Source: Smart Pls v.4 program outputs

Third: Descriptive analysis of research variables

1- Local Leadership Table (7) shows that the human aspect dimension recorded the highest general arithmetic mean, reaching (3.417) at a good level, and the standard deviation value reached (0.852),

with a coefficient of variation of (24.93), which placed it in first place in terms of relative importance. In contrast, the intellectual aspect dimension had the lowest general arithmetic mean, reaching (3.347) at an average level, and the standard deviation value reached (0.942), and the



coefficient of variation of (28.14), to come in second place in terms of relative importance. As for the technical aspect risks dimension, it achieved an arithmetic mean of (3.369) at an average level as well, with a standard deviation of (0.979), and a coefficient of variation of (29.05), which placed it in third place in terms of relative importance. On the general level, the local leadership variable achieved a general arithmetic mean of (3.378) at an average level, with a standard deviation of (0.847), and a coefficient of variation of (25.08), ranking second in terms of relative importance.

2- Local Performance Table (7) shows that the service quality dimension achieved the highest general arithmetic mean, reaching (3.388) at an average level, with a standard deviation of (0.96) and a coefficient of variation of (28.34), which made it rank first in terms of relative importance. As for the creativity dimension, the lowest general arithmetic mean was (3.318) at an average level as well, with a

standard deviation of (1.011) and a coefficient of variation of (30.48), coming in fourth place in terms of relative importance. As for the competitiveness dimension, it recorded an arithmetic mean of (3.375) at an average level, with a standard deviation of (0.957) and a coefficient of variation of (28.37), which placed it in second place in terms of relative importance. As for the flexibility dimension, its arithmetic mean reached (3.39) at an average level, with a standard deviation of (1.015) and a coefficient of variation of (29.93), coming in third place In terms of relative importance, the resource use dimension recorded an arithmetic mean of (3.32) at an average level, with a standard deviation of (1.045) and a coefficient of variation of (31.46), coming in fifth place in terms of relative importance. On the general level, the local performance variable achieved an arithmetic mean of (3.358) at a good level, with a standard deviation of (0.812) and a coefficient of variation of (24.17), which made it occupy first place in terms of relative importance.

**Table (7) Descriptive statistics for the research variables and dimensions**

Ranking	CV	S	M	Dimensions of research variables
3	29.05	0.979	3.369	Technical aspect
2	28.14	0.942	3.347	Intellectual aspect
1	24.93	0.852	3.417	Human aspect
2nd	25.08	0.847	3.378	Local leadership
2	28.37	0.957	3.375	Competitiveness
1	28.34	0.960	3.388	Service quality
3	29.93	1.015	3.390	Flexibility
5	31.46	1.045	3.320	Using resources
4	30.48	1.011	3.318	Creativity
1st	24.17	0.812	3.358	Local performance

Source: SPSS V.28

Fourth: Testing the research hypotheses

First: Testing the hypothesis between the dimensions of the variable (local leadership) and the variable (local performance) as shown in Table (8)

1- Hypothesis (first main)

(There is a significant correlation between local leadership and local performance)

It is clear from Table (8) and Figure (4) that the correlation coefficient between local leadership and local performance reached (0.854) at a significance level of (0.000), which is less than the approved significance level of (0.05), indicating the existence of a strong correlation between the two variables. The calculated (Z) value also reached (14.264), which is higher than the tabular (Z) value of (1.96), which indicates the significance of the correlation coefficient. Based on these results, there is sufficient support to

reject the null hypothesis and accept the alternative hypothesis, which states that "there is a significant correlation between local leadership and local performance." This result confirms that local leadership directly and positively affects local performance, and can be relied upon in recommendations or policies to improve performance by strengthening local leadership.

Table (8) Analysis of the correlation between local leadership and local performance

Significance	Sig	Significance	Strength and direction of the relationship according to the results	Z	R	Independent Variable	Dependent variable
Semantic	0.000	Semantic	Strong positive correlation	14.264	0.854**	Local Leadership	Local performance

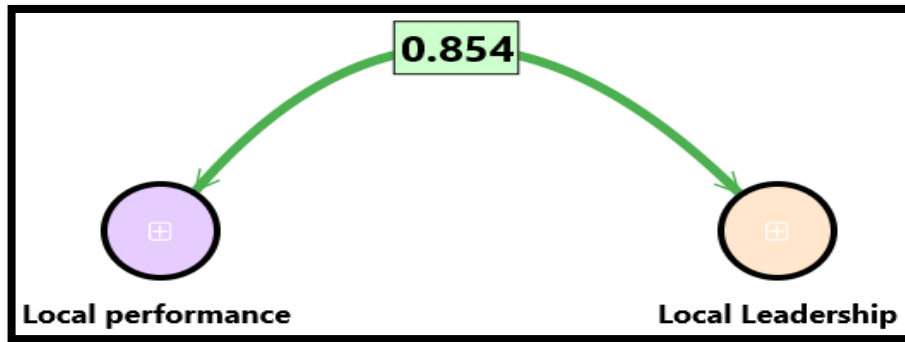


Figure (4) Correlation coefficient value between local leadership and local performance

2- Testing the sub-hypotheses of the dimensions of local leadership in local performance, as shown in Table (9) the following: The values of the correlation coefficient (R) between the dimensions of local leadership and the local performance variable were recorded as follows: (0.778, 0.844\*\*, 0.721\*\*) with the extracted (Z) values (11.677, 13.862, 10.212), all of which are greater than the tabular (Z) value of (1.96), which indicates that the correlation values are significant, as the variance in the correlation values shows the existence of a difference in the strength of the relationship between the dimensions of local leadership and the local performance variable, as it showed that the highest correlation value was at the dimension of the intellectual aspect, where it reached (0.844), which indicates that this dimension has the greatest impact on local performance, while the lowest correlation value was at the dimension of the human aspect, where it reached (0.721), which means that the impact of this dimension is relatively less compared to the rest of the dimensions. Based on the results shown in Table (9), it can be concluded that all dimensions of local leadership are significantly related to local performance, but to varying degrees, emphasizing the importance of focusing on the intellectual aspect to enhance performance further, as the technical, intellectual, and human aspects all play an important and influential role in enhancing local performance, but to varying degrees. These results support the importance of adopting a comprehensive and balanced approach to local leadership to improve local performance.

**Table (9) Sub-hypotheses of the influence of local leadership dimensions on local performance**

Decision	Hypothesis	Hypothesis Symbol
This indicates that there is a clear and statistically proven relationship between the technical aspect of local leadership and the level of local performance. That is, improving or developing technical practices has a positive impact on local performance.	There is a significant correlation between the technical aspect and local performance.	H11
This means that practices related to strategic thinking and intellectual innovation within local leadership have a significant impact on local performance. Changes in the intellectual aspect lead to significant changes in the level of performance.	There is a significant correlation between the intellectual aspect and local performance	H12
It indicates that attention to human aspects, such as interaction with employees or attention to human needs within the organization, has a direct and clear impact on local performance.	There is a significant correlation between the human aspect and local performance	H13
0	Number of accepted null hypotheses	
3	Number of accepted alternative hypotheses	

**Table (10) Correlation values between local leadership dimensions and local performance**

Strength and direction of the relationship according to the results	sig	Significance	Z	R	Dimensions of local leadership	Local performance
Strong positive correlation	0.000	Semantic	11.677	0.778**	Technical aspect	
Strong positive correlation	0.000	Semantic	13.862	0.844**	Intellectual aspect	
Strong positive correlation	0.000	Semantic	10.212	0.721**	Human aspect	

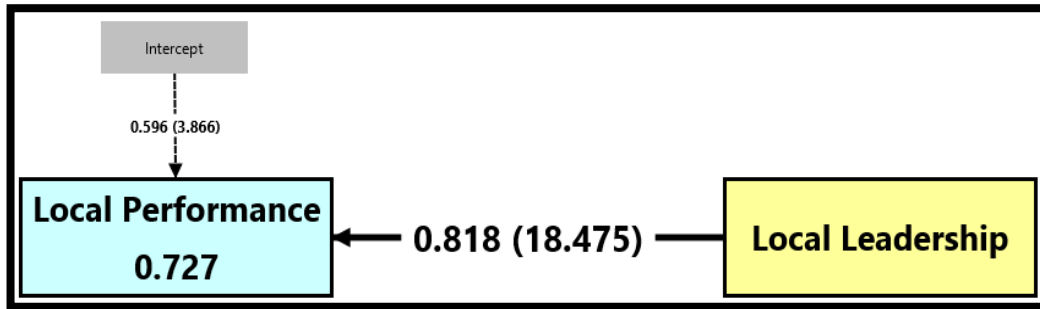
Second: Testing the hypothesis between the dimensions of the variable (local leadership) in the variable (local performance) as shown in Table (11)

1- Testing the second hypothesis (There is a significant effect of local leadership on local performance) It is clear from Table (11) and Figure (5) that the extracted (F) value reached (341.307), which is greater than the tabular value (F) of (3.94) at a significance level of (0.05). This result indicates that there is a significant

statistical effect of local leadership on local performance, which supports the acceptance of the alternative hypothesis that states that there is a significant effect of local leadership on local performance. These results show that local leadership has a strong and important effect on local performance, as it contributes significantly to explaining changes in improving local performance. This supports the importance of developing local leadership as a basic tool for enhancing local performance.

**Table (11) Analysis of the impact between local leadership on local performance**

Dependent variable	Sig	(F)	Adj(R <sup>2</sup> )	(R <sup>2</sup> )	(t)	Independent Variable		
						α	β	
Local performance	0.000	341.307	0.727	0.729	3.866	0.596		Local Leadership
					18.475	0.818		



**Figure (5) Analysis of the impact of local leadership on local performance**

Source: Smart PLS v.4 program outputs

2- Testing the sub-hypotheses of the dimensions of significance level of (0.05), indicating that there is a local leadership in local performance, as shown in statistically significant moral effect of all dimensions of Table (12) the following: The extracted (F) value local leadership in local performance. Based on these between the dimensions of local leadership in local results, we can accept the alternative hypothesis that performance achieved the following values: (194.608, there is a significant effect of the dimensions of local 313.699, 137.212) respectively, all of these values are leadership in improving local performance. As shown greater than the tabular value (F) of (3.94) at a in Table (12)

**Table (12) Sub-hypotheses of the impact between the dimensions of local leadership on local performance**

Decision	Hypothesis	Hypothesis Symbol
This suggests that the technical aspect of local leadership has a significant and significant impact on local performance. This relationship implies that improving the technical aspects of local leadership may lead to improved performance in local contexts.	There is a significant effect of the technical aspect on local performance	H21
This indicates that the intellectual aspect of local leadership, such as strategic thinking and decision making, has a significant and significant impact on local performance. Change in this dimension will lead to a significant improvement in performance.	There is a significant effect of the intellectual aspect on local performance	H22
This reflects that the human aspect of local leadership, such as interaction with individuals, concern for human resources, and motivation of employees, has a positive and significant impact on local performance.	There is a significant effect of the human aspect on local performance	H23
0	Number of accepted null hypotheses	
3	Number of accepted alternative hypotheses	

• The corrected coefficient of determination (Adj. R<sup>2</sup>) achieved the following values: (0.602, 0.710, 0.516), indicating that there is a variation in the extent to which the dimensions of local leadership explain the local performance variable. The highest explanatory percentage was recorded for the intellectual aspect dimension, as it explained (71%) of the changes that occur in local performance. This means that the intellectual dimension has a significant impact in explaining local performance. The lowest explanatory percentage was recorded for the human aspect dimension, as it explained (51%) of the changes that occur in local performance, indicating that the explanatory effect of this dimension is relatively less compared to the rest of the dimensions. The variation in values indicates that the intellectual aspect of local leadership contributes more to improving local performance, while the human aspect has a lesser explanatory effect, but still has an important role in explaining changes in local performance. • The extracted (t) value for the marginal slope coefficient between the dimensions of local leadership in local performance reached the following values: (13.950, 17.712, 11.714) respectively. These values are greater than the tabular value (t) of (1.984) at a significance level of (0.05), indicating that the marginal slope coefficient for the dimensions of local leadership (technical aspect, intellectual aspect, human aspect) is significant. The marginal slope coefficient reflects the degree of direct influence of each dimension of local leadership on local performance. Since the (t) value is greater than the tabular value, these dimensions have a significant and strong influence on local performance. These results indicate that all dimensions (technical, intellectual, human) of local leadership have a significant and stable influence on local performance, which enhances the importance of each dimension in improving local performance. • It is clear from the value of ( $\beta$ ) for all dimensions, which amounted to (0.645, 0.727, 0.687), that there is a variation in the influential power of local leadership dimensions on the local performance variable. The results showed that the highest impact was on the intellectual aspect dimension, as increasing this dimension by one unit would lead to an increase in local performance by (72%). In contrast, the lowest impact was on the technical aspect dimension, as increasing this dimension by one unit would lead to an increase in local performance by (64%). Therefore, these results show the importance of the intellectual aspect as the most influential dimension on local performance, followed by the human aspect, while the technical aspect is the least influential.

**Table (13) Analysis of the impact between the dimensions of local leadership on local performance**

Dependent variable	Sig	(F)	(R <sup>2</sup> ) Adj	(R <sup>2</sup> )	(t)	independent variable		
Local performance	0.000	194.608	0.602	0.605	7.306	1.185	( $\alpha$ )	Technical aspect
					13.950	0.645	( $\beta$ )	
	0.000	313.699	0.710	0.712	6.481	0.925	( $\alpha$ )	Intellectual aspect
					17.712	0.727	( $\beta$ )	
	0.000	137.212	0.516	0.519	4.904	1.012	( $\alpha$ )	Human aspect
					11.714	0.687	( $\beta$ )	

Source: SPSS V.28 program

### Conclusions & recommendations

#### ❖ Conclusions

1. The results indicate a weak optimal use of resources within the governorate
2. Variation in the quality of public services provided by administrative agencies in the governorate
3. Increased routine and lack of organizational flexibility within local organizations in the governorate.

4. The results showed the weakness of the human aspect that controls administrative procedures within the governorate.

#### ❖ Recommendations

1. Train local cadres to use resources efficiently and effectively.
2. Enhance the efficiency and quality of public services provided by the administrative agencies of the governorate
3. Work to reduce the routine procedures followed by the decentralized organization in the governorates

4. Work to take into account the human aspects, which are among the basic factors for which local administration exists.

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