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## Identifying the Level of Effective Leadership Practices : An Analytical Research in "The Office of Iraqi Interior Ministry "

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### Abstract:

The current research aims to identify the level of effective leadership practices dimensions (clear vision and specific goals, good planning and effective influence, and monitoring well as evaluation) among the senior leaders in the Office of the Iraqi Interior Ministry., The researchers adopted the descriptive analytical approach to collect data through the questionnaire as a main tool, developed by relying on international standards after making adjustments to its items consisting of (25) items that included the research variable, the questionnaire was distributed to all the research community (comprehensive inventory) by 120 forms from employees working at the level of (ahead of directorate, and ahead of department), to recover 105 forms, but the good forms for final analysis were 102 forms, form, using statistical programs (SPSS V.28) , including (mathematical averages, standard deviation, difference factories, and relative importance, and the research reached the most prominent result represented by the existence of thus leadership practices with the senior leaderships of the Office of the Iraqi Interior Ministry.

**Paper type:** Research paper

**Keywords:** Effective leadership, clear vision and specific goals, good planning.

## 1. Introduction

The environmental developments and changes that society witnessed are increasing and for the various social, cultural, political, economic, and technological fields organizations need to review their capabilities through the development of organizational capabilities, especially administrative capabilities. This can show the need for an effective leadership capable of addressing problems and making peaceful decisions and care to ensure the organization achieves its goals and not the level of its performance and the acquisition of workers cooperation and work to find coordination and homogeneity among them. This comes because of the clear vision and methodology of this leadership, and the issue of leadership has received the attention of the philosophers of ideology, psychologists and sociology in general, and attention to the qualities of the leader in particular, and considering effective leadership the backbone of organizations in the way of a society that suffers from a shortage of leadership administrative competencies, because the effective leader is whoever uses the appropriate leadership style. It should be noted that this progress in leadership may distinguish it from the rest of the other types of leadership through the lack and scarcity of studies and research on it and thus the lack of good measures for it and the importance of identifying what is the effective leadership and cases of its use in organizations. the leaders of the Ministry of Interior have to work to improve their decisions as a result of their keeping up with them. The correct methods of decision-making should take into consideration the complex environmental development taking place in the security sector and the protection of the population and the provision of services that fit and the size of the demand for its services. Therefore, the concept of traditional leadership has not become necessary and influenced the followers and the continued follow-up and evaluation of performance.

### 1.1 Literature Review

Alshaaeir (2015) studied the relationship between leadership effectiveness and emotional intelligence among leaders of civil society organizations working in the youth field in Gaza governorates. The sample size of the study was 223 workers, and it found a high level of leadership effectiveness and emotional intelligence among the leaders. Moreover, the study revealed a significant correlation between the two variables. On the other hand, Al-Awfi (2019) investigated the role of effective leadership in achieving administrative performance quality, the sample size of the study was 362, and it has been found that there is a statistically significant relationship between effective leadership and administrative performance quality in the education sector. Meanwhile, Pertiwiwati and Martono (2020) proposed a study on the relationship between leadership effectiveness and making decisions in the patient safety culture, the sample size of the study was 85 nurses. The researchers obtained the results of  $p=0.931$  for the analysis of effective leadership in the patient safety culture study. Pranitasari( 2020) developed a study on the impact of effective leadership and organizational trust on motivating work and organizational commitment of teachers. The sample size of the study was 115 teachers from a private high school in East Jakarta. It was found a direct relationship between effective leadership and organizational trust, which positively affects work motivation. While the study of Mahmoud (2021) focused on the role of effective leadership in the success of modern strategies for managing organizational crises in the economic institution, the research community comprises leaders of some scientific and humanitarian colleges (dean, assistant dean, and department head) from Baghdad, Al-Mustansiriya, and Al-Nahrain universities in Iraq. The most prominent finding is the joint impact of effective leadership and mental alertness on a strategic response.

Based on the findings mentioned, the current research problem could be clarified that the success of the leadership of any organization that embodies the decisions of efficiency, effectiveness, quality, and productivity, through which it is possible to satisfy the needs and desires of the beneficiaries of it, as it requires having a clear vision that meets the requirements of its members and those dealing with it in light of the decisions that are changing to change the conditions and positions of work. "So, several studies and research have emerged that have taken

this type of leadership and its role in achieving the organization's goals, including the study by Edoka (2012) ; Lacerda de and Oliveira de (2015); Pertiwiwati (2020) used effective leadership practices. These studies are important for maintaining performance organization and assisting managers in understanding the process of leadership within organizations." "This type of leadership is considered essential for the leaders of the Iraqi Ministry of Interior to confront the complexities in the security aspect and to improve its performance. Therefore, the researchers attempt through field experience, to measure the level of availability of effective leadership practices for top-level management leaders. From this perspective, the research problem emerges with the main research question:

What is the level of availability of effective leadership practices among top-level leaders in the Office of the Iraqi Interior Ministry?

For this question to have sub-questions that have become the goal and the main component to formulate the research as follows:

1. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry? have a clear vision and specific goals?
2. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry have good planning skills?
3. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry have effective influence?
4. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry have monitoring and evaluation?

The most important objectives of the current research can also be explained by the following:

1. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry? have a clear vision and specific goals?
2. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry have good planning skills?
3. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry have effective influence?
4. To what extent do top-level leaders in the Office of the Iraqi Interior Ministry have monitoring and evaluation?

Thus, the importance of the current research is highlighted by developing a theoretical perspective that can benefit the ministry and lead to satisfactory results, and applying the research in the Office of the Iraqi Interior Ministry and its significance in seeking development methods and providing better services to the Iraqi community. The practical significance of the research lies in its endeavor to improve the security and administrative sector within the Ministry of Interior under the effective leadership practices, and the potential to enhance the ministry's overall performance.

## **1.2-The concept of effective leadership**

There have been numerous studies that have focused on the concept of effective leadership and its impact on performance quality, whether positive or negative on employees. The role of leadership is crucial in ensuring effective performance and promoting organizational culture. In addition, leaders serve as a source of inspiration to their followers, as their values, principles, and personality positively contributes to achieving the organization's goals (Ali and Anwar, 2021). From these concepts, it is evident that a leader is not someone who only can influence subordinates to perform tasks voluntarily, but rather, goes beyond that by allowing followers to use their abilities and methods to achieve the required tasks (Najm, 2019). Effective leadership is the backbone of organizations in a society that is characterized by a lack of leadership competencies. Most of the responsibilities and tasks entrusted to administrative leaders can only be handled by a few individuals who possess the qualities of successful and effective leadership. An effective leader has a broad base of inputs and methods and uses the appropriate leadership style at the right time, which allows them to gain the cooperation of their

employees, achieve harmony among them, and convince them that achieving organizational goals will lead to personal success for them and their goals (Sayed, 2018). Effective leadership is manifested in a strong personality with the ability to understand individuals, represent their grievances and beliefs, and intelligently influence them in shaping the organization's infrastructure and foreseeing the future while bearing responsibility and working diligently to achieve desired goals (Mahmood and Al-Tae, 2021). Effective leadership is a dynamic process that occurs within the organizational environment as a collaborative human system to achieve specific goals. It is a unique process that is influenced by the leader's personality and creates a human connection with those under their leadership. Blue (2013); Joo and Lim (2013) translated the concept of effective leadership as strategies that require intensified efforts in selection, retention, and motivation as a fundamental necessity for talent attraction. Effective leadership is responsible for ensuring that the right person is in the right place for the appropriate task. The effectiveness of leadership is measured by the quality of organizational performance and the relationship of individuals with the organization's development (Tibaingana, 2014).

### 1.3 The importance of effective leadership

The importance of leadership brings due its distinguished role in the field of modern international business, due to the inability and traditional leadership of the organization to continue the work of the organization in the shadow of a dynamic environment, as well as the diversity of human needs that there is no single system that suits with it, in line with the organization's vision with its active leadership and which is based to facilitate the change of change by using the best means Meraku (2017) highlights the importance of its effectiveness in reviving and revitalizing all levels within the organization, as the product of the common work between the leader and his followers that have been successfully performed, and its presence is not limited to achieving goals only, but also to show the appropriate leadership style according to what the followers expect and the extent of its impact on job satisfaction and performance and their motivation at work (Jamie, 2010). The positive change in the organization and its acquisition is a competitive advantage of the presence of effective leadership that leads it, and the size and nature of that change mainly determines the clear vision that the leadership has to look forward to its future horizons, and make it a tangible reality, where all concepts, strategies and policies related to work are discussed, which helps reduce negative aspects and keep pace with the ongoing changes and employ them for the benefit of the organization (Al-Shathi, 2010). It is indispensable to the active leadership of any organization or group because it is like the adhesive that links the working group together and the catalyst that stimulates the employee's motive, as previous studies have proven the need of groups to work effectively, it is the cornerstone and the condition of growth and organizational development, and maintaining the stability of the organization within a dynamic environment as it is an adaptive leadership (flexible) (Njoku, 2014), the properties of work, assets, high-tech equipment, large financial resources, and qualified employees are not calculated unless they are combined with a leadership that can take full advantage of those resources (Schuetz, 2017), the ability to adapt to new conditions, continuous development, cooperation with others and efficiency connection and meeting the organizational goals achieved by the active leadership is in line with a vision and a mission the organization guarantees the participation of everyone with a high degree to reach a high performance and efficiency (Sonmez and Adiguzel, 2021).

## **1.4 The dimensions of effective leadership :**

### **1.4.1-Clear vision and specific goals:**

There is no doubt that many leading scholars are considered an important vision of leadership, to implement strategy and change, and thus the leaders of their possession can communicate with their followers in a way that guarantees their commitment and sharpen their concerns, the vision indicates a cognitive image of a desirable future.

Any organization with a clear vision can achieve sustainability and competitive advantage. According to Humphreys ( 2004), the organization can lead its industry in 5-10 years. It is not just a prediction or a distant dream, but a tangible idea of what the project should achieve in the future. It clarifies the leadership concept that drives the project and the entire membership forward toward its goal ( Abell ,2006). The lack of a clear vision makes the organization bureaucratic and self-serving. Therefore, clarifying and sharing the vision creates effective change and a strong sense of trust and respect. Everyone may take responsibility for completing the task and may develop creativity and risk-taking because they feel influential despite their differences, and they will take the control of their future instead of passively waiting for it (Blanchard and Stoner, 2004). Vision is defined as a simulated representation of real or theoretical events that occurs "when there is a representation of the type that was created during the early stages of perception, but the stimulus is not present"( Pham and Taylor ,1999).

According to Shenhar ( 2017), a vision is a simple and compelling statement about the project's outcome, which is defined in words that everyone can understand and imagine. Meanwhile, Dörnyei ( 2013) defines it as the mental representation of the sensory experience of the future and the state of the goal, which includes imagination, imagery, and the innovative stimulus of the forefront. Vision is an organizational goal that directs strategy, policies, and tasks. It is also a primary source of organizational culture and sustainable management, playing a crucial part in developing the organization. The task of non-profit organizations can facilitate innovation, which has been proven to be a key intermediate step towards achieving high-performance organizational excellence, which in turn is linked to a clear vision composed of two dimensions: leadership philosophy (personal and organizational) and a specific impression organization mission) that helps enhance the work strategy ( Liao and Huang ,2016) .

### **1.4.2 Good planning**

The historical roots of the strategic planning of the public sector are mostly military and linked to it, in the United States. The art of government affairs management and the use of state authority, was in the early sixties in the profitable sector only, then in the early eighties, concepts, procedures, tools, and practices were developed to highlight the role of planning in the public sector and in a practical way (Bryson et al.,2018) . It is known that the planning process is attempting to predict future trends in the various development sectors concerned with human resources management and prior decisions (Al –Baghdadi and Al –Mousawi ,2014).

Planning has been known by Rowlands and Amrollahi ( 2017) as an organized effort to produce decisions and basic procedures that constitute and direct what the organization (or the other entity), and what do you do? Why do you do that? While it has defined as an organized human activity, restricted by deliberate, mental, and specific measures of procedures and steps for a certain time, depends on scientific assumptions, according to deep thinking and a correct vision, and aims to reach ideal results for the future and its importance is evident in that it translates the intention inherent in the hearts of managers and their desire to perform it to the fullest extent, and it is the result of an interaction with future expectations, is a leading step towards making clear and specific decisions related to work, and the nature of planning that takes care of the details of things will require the planners to take care of the image in which the performance is done, and the interim time, and finally it facilitates operation supervision (Al-Ethman and Aboudi,2021) . It has been mentioned through the impact of planning on the future helps in taking a proactive position, thus providing better awareness of the needs, and involving everyone with the system to highlight through that active leadership that is manifested by



continuity and procedures that can be repeated and modified (Bütüner, 2014). Planning also improves organizational performance through the participation of the owners of the organization, and improves the process of mutual communication with them, to benefit from new opportunities (Hintea et al., 2015).

#### **1.4.3-Effective influence**

The importance of this dimension is evident because of the effect that it is reflected in the ethics of the leader towards his/her subordinates, and the extent of the delivery of what requires them to do with acceptance, relief and positive and mutual interaction among them through ideal practical behaviors practiced by the leader towards them. Moreover, the active leaders are distinguished by their attractive features, which are their ability to generate an emotional effect. Building links between them and their employees, through which their sense of strength, trust, and dynamism in their team members, and at the same time strengthen high expectations from their employees in achieving organizational goals, these charisma leaders are seen by their employees as moral and respected leaders, loved, and reliable Mostafa and Elsaid (2016) light of this characteristic, leaders will become a model of admiration that others will imitate over time. One of the things that leaders do to be ideal should take into account the needs of others and prioritize them over their individual needs. They should be willing to sacrifice personal gains for the sake of others, participate in the risks that their followers are exposed to, be cooperative and not authoritarian in their actions, adhere to ethical standards, and avoid using power to achieve personal interests. Instead, they should use their power to motivate individuals to achieve their mission and vision. When these ideal qualities are available, they will become more meaningful and leaders will work to their fullest potential (Aljabri , 2018). According to Al-Faraji (2014), effective influence is defined as the attractive personality of a leader that makes him/her a model to be emulated by others in the organization over time. This is because they may adopt behaviors that make them exemplary. It involves focusing on tasks as a team, working collaboratively, and building trust with subordinates, enabling them to achieve desired goals.

#### **1.4.4-Monitoring and evaluation**

Both monitoring and evaluation are integral parts of an organization's project management process, as they complete the project implementation and help ensure that the project achieves its desired objectives. At the same time, monitoring and evaluation play a role in designing projects or reviewing planned activities. It should be noted that the concept of monitoring differs from that of evaluation, (Eber, 2014). Monitoring is defined as the process of tracking project steps to ensure that it progresses according to the established plan and detecting any deviations that may lead to stoppage or delay in a project. Monitoring takes place at the activity level and is carried out periodically through the collection of information and data that help measure the extent of implementation of the project plan and the progress of the project toward achieving its objectives. Evaluation is defined as the process aimed at ensuring that the project has achieved its intended results, and identifying the impact of the project, whether direct on beneficiaries or indirect on beneficiaries and the surrounding environment, in the short and long term. The importance of monitoring and evaluation for the organization lies in the success of the project, development of work and lessons learned, building trust, and relationships with donor agencies. According to Suweilam (2015), the monitoring and evaluation process is the final and important stage of the strategic planning process. This does not mean that the successful implementation of the strategy has been achieved, but rather it requires ensuring that the instructions set during the strategic planning process have been followed. It has also been discussed that monitoring and evaluation are part of the organizational culture, through which the extent of having a clear implementation plan is known. In the short and long term, the evaluation process aims to ensure that the project has achieved the desired results and to determine the direct or indirect impact of the project on the beneficiaries and the surrounding

environment. The importance of monitoring and evaluation for the organization lies in the success of the project, development of work and lessons learned, building trust, and relationships with donors. According to Suwail (2015) the monitoring and evaluation process is the final and important stage of the strategic planning process. This does not mean that the strategy has been successfully implemented, but it requires ensuring that the instructions set during the strategic planning process have been followed. Monitoring and evaluation are considered part of organizational culture, where it is used to determine the presence of a clear implementation plan. Similarly, Otieno (2000) defined monitoring as a good management tool that provides continuous feedback on the project's progress. When used correctly, it helps to identify successes as well as potential limitations and obstacles, making it easier for leaders to make appropriate decisions promptly. Regarding evaluation, it is defined as a systematic and objective process with importance, effectiveness, efficiency, sustainability, and the impact of activities in the light of the organization's performance as much as possible, with a focus on analyzing progress toward achieving the set goals.

## 2. Material and Methods

This research examines the diagnosis of the level of availability of effective leadership practices among senior leaders in the General Directorate of Interior Ministry and is based on four dimensions: clear vision and defined goals, good planning, effective influence, and monitoring and evaluation. Additionally, it includes 25 items and the opinions of 102 senior leaders and middle-level leaders working at the General Directorate of Interior Ministry. The Alshaeir's (2015) scale adopted in effective leadership obtained a mean of 3.98, indicating that the leaders of the Office of the Iraqi Ministry of Interior have the exceptional ability, through their skills and distinguished behaviors, to influence their subordinates and instill in them a spirit of perseverance and determination by directing them and assigning suitable tasks to the right people, and working continuously to develop and improve plans, and providing the necessary resources to achieve the ministry's goals. The variable overall obtained a standard deviation of 0.614, good relative importance (79.6%), and a relative difference coefficient (15.42%), indicating sample agreement on the high level of availability.

### 2.1 Definitions of effective leadership

Manning (2016) defines effective leadership as motivating followers and utilizing individual talents to accomplish necessary tasks for success, and achieving organizational goals or collaborative work. While Ram and Prabhakar (2010) state that good leadership works on moderation, reducing the perceptions of organizational politics, and consequently increasing job satisfaction. However, Tajibu (2015) suggests that a bold leader makes quick decisions based on: always having and maintaining trust, demonstrating honesty, creativity and innovation, generosity, patience and diligence, and seriousness in work. As Ali and Weli (2020) explain as the main driving force pushing organizations forward in a complex and intense world where competition is fierce.

### 2.2 Leadership theories

The leadership style used has a significant impact on employees' behavior, affecting their productivity, which has led to the emergence of several theories that are developed to identify leadership (Deshwa and Mohd, 2020). Among the most prominent leadership theories are: The Trait Theory (Fleener, 2006), The Great Man (Madanchian et al., 2017), Decision Making ("MUSSO and FRANCONI, 2012), Superior Leadership" (Khadair and Al-Omari, 2020), Sustainable Leadership" (Azzah and Mohamed, 2021), Servant Leadership" (Hassan and Rahimah, 2021), Ethical Leadership" (Al-Taie and Msaibah, 2016), Transformational Leadership".

### 2.2.1 The importance of leadership

Stems from its significant role in the modern international business arena. Traditional leadership has proven insufficient in sustaining an organization in a dynamic environment, coupled with the diversity of human needs that cannot be addressed by a single system. In line with the organization's vision of effective leadership, it facilitates the process of change through the use of the best means. (Meraku, 2017). The effectiveness of leadership is highlighted in revitalizing and activating all levels within the organization, as it is the result of joint efforts between the leader and their followers, which are successfully accomplished. Its existence is not limited to achieving goals alone. Nevertheless, demonstrating the appropriate leadership style is expected by followers and the extent of its impact on job satisfaction, performance, and motivation (Jama, 2010). Therefore the importance of effective leadership emerges in: Change management is essential as change is considered the optimal way to maintain the organization's survival and continuity in a constantly changing environment (Atkihson and Mackenzie, 2015). Organizational learning is considered a strategic property for effective leadership in the organization, allowing it to manage itself in a way that improves its situation in a constantly changing environment. (Saadat and Saadat, 2021), and identifying the right path, as effective leadership is crucial in implementing strategies that effectively guide organizations in the right direction (Akil, 2021).

## 3. Discussion of Results

The results of Table 1 has shown the ranking of the four dimensions and their items according to the relative difference coefficient as follows:

**3.1** It was obvious that senior leaders rely on good planning to enhance their effective leadership level, with a high mean score of 4.02 and a relatively high importance rating of 80.4%. This is achieved by having a clear map of the ministry's work and directing it towards the future using standardized tools and procedures, taking into account internal and external conditions to achieve the ideal performance and set goals within a specific timeframe. The responses tend to agree with a standard deviation (0.611) and a relative difference coefficient of 15.20%. In terms of its items (11-7), the mean score was high (4.16-3.93) with a standard deviation of (0.893-0.780), a relative difference coefficient of (22.72%-18.75%), and a good relative importance rating (83.2%-78.6%) in adopting the capabilities of the ministry's staff when it is preparing plans and considering the ministry's resources and capabilities. Therefore, the ministry works on developing flexible procedures that align with its mission and values, while reducing routine when carrying out tasks.

**3.2** It was indicated that adopting a clear vision and specific goals by top leadership is the second-ranked factor contributing to improving effective leadership. This factor is highly motivating (with a mean score of 4.07), with a relative importance of 81.40%, and is related to a long-term endeavor. It enables the ministry to excel and sustainably achieve its set goals despite the challenges it faces. The standard deviation is 0.641, with a relative difference coefficient of 15.74%. In terms of its items (6-1), the factor received a mean score ranging from high to very high (4.25-3.89) and a standard deviation ranging from 1.024-0.685. The relative difference coefficient ranged from 25.85%-16.11%, with a relative importance score ranging from good to high (85%-77.8%). These findings suggest that setting goals is the primary focus of implementation, considering the capabilities and resources of the ministry and the ethical standards when executing goals. The ethical standards are the behavioral benchmark that ensures objectivity and fairness when implementing the vision, as it enables the ministry to progress towards achieving its objectives and commit to developing its departments and units in the long term.



**3.3** While dimension monitoring and evaluating, the third arrangement is achieved from the sub-dimensions, contributing to improving effective leadership and achieving a high mean of 3.92. The relative level of achievement was good (78.4%) due to the two processes that complement each other, relying on their data and information to provide insights on performance towards the set goals and identifying any obstacles or deviations, assisting senior leadership in making appropriate decisions to enhance efficiency and effectiveness. The results indicated agreement and a standard deviation of 0.713, with a relative difference coefficient of 18.18%. In terms of its items (25-18), the average ranged from high to very high (4.28-3.52), with a standard deviation of (1.295-0.750) and a relative difference coefficient of (36.78%-17.52%), indicating relative importance ranging from good to high (85.6%-70.4%). This was achieved by providing achievement stages, correcting work paths for staff, unifying their efforts towards achieving the goals, ensuring neutrality and integrity in its procedures, and presenting different alternatives to achieve them. This helped in enhancing the ability of its staff to understand self-evaluation and to establish a stable system for evaluating them and adopting a good evaluation system.

**3.4** Finally, the top leadership in the Office of the Iraqi Ministry of Interior showed their adoption of effective influence in the fourth-ranking, contributing to improving effective leadership. With a high average mean (3.90) and relative importance of 78%, this trait aims to possess the attractive leadership charisma that enables the leader to inspire and motivate their subordinates through behaviors that align with what their followers need to sharpen their skills and energies to achieve goals successfully. With a standard deviation of 0.785 and a relative difference coefficient of 20.12%. In terms of its items (17-12), received an average ranging from high to very high (4.21-3.66) with a standard deviation of (1.066-0.800) and a relative difference coefficient of 27.68%-19%, obtaining relative importance ranging from good to high (84.2%-73.2%) in their dealings with employees at all organizational levels, adopting their unconventional suggestions, directing them to renew and diversify their ideas, encouraging them to provide opinions on various issues, spreading an optimistic atmosphere among them, and appreciating their accomplishments materially and morally.

**Table (1) The descriptive analysis of effective leadership variable**

No.	Items	Mean	Standard deviation	Coefficient of variation	Relative importance	Priority
1	It sets its goals and makes it mainly for the application	4.25	0.685	85	16.11	1
2	Take into account the capabilities of the ministry's employees to align with its goals	4.07	0.787	81.4	19.33	2
3	It is committed to developing departments in the long term	3.96	1.024	79.2	25.85	6
4	Take into account moral standards when implementing goals	4.17	0.809	83.4	19.4	3
5	It works to adhere to objectivity and justice when setting the	4.08	0.805	81.6	19.73	4

5	Its employees look forward to progress in achieving goals	3.89	0.855	77.8	21.97	5
<b>Clear vision and specific goals</b>		4.07	0.641	81.4	15.74	Second
7	The capabilities of its employees depend on preparing the Ministry's plans	4.16	0.780	83.2	18.75	1
8	Its procedures are characterized by flexibility	3.94	0.830	78.8	21.06	4
9	Take into account the capabilities and resources of the ministry when preparing plans	4.06	0.842	81.2	20.73	2
10	It adopts procedures that limit the routine when performing tasks	3.93	0.893	78.6	22.72	5
11	Develop its procedures in a manner that aligns with its mission and values	4.04	0.843	80.8	20.86	3
<b>Good planning</b>		4.02	0.611	80.4	15.20	First
12	It encourages its employees to provide their opinions on various issues!	3.85	0.999	77	25.94	4
13	A state of optimism among its employees is common	3.88	1.056	77.6	27.21	5
14	It adopts inaccurate suggestions for its employees	3.66	0.873	73.2	23.85	2
15	Appreciate the achievements of its staff both financially and morally.	3.85	1.066	77	27.68	6
16	The staff members aim to renew and diversify their ideas.	3.97	0.969	79.4	24.4	3

17	It deals with respect for its employees at all levels	4.21	0.800	84.2	19	1
<b>Effective influence</b>		3.90	0.785	78	20.12	Fourth
18	Make sure to assess the stages of achievement	4.28	0.750	85.6	17.52	1
19	Make sure to correct the work paths for their employees	4.12	0.739	82.4	17.93	2
20	The efforts of its employees are united toward the goal	3.99	0.790	79.8	19.79	3
21	Committed to neutrality and transparency in its procedures.	4.09	0.891	81.8	21.78	4
22	It puts various alternatives to achieve their goals	3.98	0.944	79.6	23.71	5
23	It develops in its employees the concept of self-evaluation	3.73	1.082	74.6	29	6
24	It puts a fixed system for evaluating its employees	3.66	1.067	73.2	29.15	7
25	Adopts a constructive evaluation system.	3.52	1.295	70.4	36.78	8
<b>Monitoring and evaluation</b>		3.92	0.713	78.4	18.18	Third
<b>Effective leadership practices</b>		3.98	0.614	79.6	15.42	

#### 4: Conclusions

The existence of effective leadership practices among senior leaders in the Office of the Iraqi Interior Ministry, and its possession of the exceptional ability to perform the work.

1. The clear vision and high-set goals adopted by the senior leaders of the Office of the Iraqi Ministry of Interior have become apparent, as they have focused on setting their goals as the main entry point for implementation, as well as their commitment to developing departments and units in the long run.

2. The senior leaders of the Office of the Iraqi Ministry have shown a keen interest in good planning, by relying on the capabilities of their staff in preparing the Ministry's plans and adopting procedures that reduce routine in carrying out the various tasks they are assigned.

3. The senior leaders of the Office of the Iraqi Ministry have demonstrated good interest in effective influence, resulting from dealing respectfully with their staff at different organizational levels and appreciating their achievements materially and morally.

4. The senior leaders of the Office of the Iraqi Ministry have shown an interest in monitoring and evaluation, resulting from their keenness to provide stages of achievement and their good adoption of the constructive evaluation system.

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## ممارسات القيادة الفاعلة: بحث تحليلي في ديوان وزارة الداخلية العراقية

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## مستخلص البحث:

يهدف البحث الحالي الى التعرف على مستوى ممارسات القيادة الفاعلة بأبعادها ( الرؤية الواضحة والاهداف المحددة , التخطيط الجيد و التأثير الفاعل , المتابعة والتقييم ) لدى القيادات العليا في ديوان وزارة الداخلية العراقية , واعتمد الباحث المنهج الوصفي التحليلي في عرض المعلومات وتحليلها من ثم تفسيرها , تجميع البيانات عن طريق الاستبانة كأداة رئيسة , تم تصميمها بالاعتماد على مقاييس عالمية بعد اجراء التعديلات على فقراتها المتكونة من ( 25 ) فقرة شملت متغير البحث , كذلك تم الاستعانة بمصادر اخرى لجمع البيانات عن طريق المعايشة الميدانية للباحث , تم توزيع الاستبانة على كافة مجتمع البحث (الحصر الشامل) بواقع (120) استمارة من الموظفين العاملين بمستوى ( مدير مديريّة , مدير قسم) , ليسترجع منها (105) استمارة , كان الصالح منها للتحليل الاحصائي (102) استمارة , غير الصالحة للتحليل ( 3 ) استمارة , استخدمت البرامج الاحصائية (SPSS V28) , فضلا عن اعتماد الباحث الاساليب الاحصائية منها (المتوسطات الحسابية, والانحراف المعياري, ومعامل الاختلاف, والاهمية النسبية ) , وتوصل البحث لأبرز نتيجة تمثلت بوجود ممارسات القيادة الفاعلة لدى القيادات العليا في ديوان وزارة الداخلية العراقية .

**المصطلحات الرئيسية للبحث :** القيادة الفاعلة , الرؤية الواضحة , التخطيط الجيد , التأثير الفاعل , المتابعة والتقييم .  
**\*نوع الدراسة :** بحث تحليلي

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