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## The Effect Of Enlightened Leadership Practices On Organizational Sustainability :An Analytical Research In The Colleges Of The University Of Baghdad

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### Abstract:

The current research aims to study the impact of enlightened leadership - represented by role model, developer, servant, communicator, visionary, changer - as an independent variable, on organizational sustainability - which includes direction, behavior, organization, guidance and evaluation. . As a dependent variable among a sample of university leaders. At the University of Baghdad. Knowing the extent of colleges' interest in research variables and dimensions. The problem is limited understanding and use of enlightened leadership to achieve sustainability in the college environment. The research asks: Do informed leadership practices have an impact on organizational sustainability in the colleges of the University of Baghdad? What kind of relationship between them? The researcher used the descriptive analytical method in conducting the research and chose an ambitious sample of 160 respondents from leadership positions such as college deans, their assistants, and department heads. The primary analytical tool was the questionnaire. A total of 160 valid questionnaires were collected for statistical analysis. The researcher also used personal interviews and various statistical programs, including SPSS V25, to extract primary data. Using descriptive and inferential statistical methods, including validity and reliability testing, confirmatory factor analysis, calculating means and standard deviations, and the Pearson correlation coefficient, the researcher reached several conclusions. One of the key outcomes was the overall trend of colleges at the University of Baghdad towards enhancing their organizational sustainability by adopting informed, innovative, service-oriented leadership and improving assessment.

**Paper type:** Research paper

**Keywords:** Enlightened Leadership, Organizational Sustainability, Communicators.

## **1. Introduction:**

Leadership involves a set of individual behaviors and skills that develop the ability to emulate personal traits and direct them toward the desired goal and future prosperity. Therefore, senior leadership in organizations strives to shape successful future visions and translate them into reality by harnessing latent human potential and capabilities, and working to instill a spirit of challenge in the current situation and the possibility of improving it. Adopting practices and strategies rooted in self-awareness and a clear vision, contributes to inspiring others towards sustainable performance. This compels organizations to strive diligently to achieve the highest levels of organizational sustainability by creating a state of balance between present and future considerations. This is achieved through harnessing their enlightened leadership to leverage all material and human resources, and by conducting communicators processes of renewal and improvement. "In all of its activities and functions, the current research aims to answer the main question: Do senior leadership in colleges have a clear vision for the colleges? Do they possess levels of organizational sustainability to cope with future environmental and competitive changes? In this context, the researcher chose enlightened leadership as an independent variable to assess the level of organizational sustainability as a dependent variable through the dimensions that will be discussed.

### **1.1 Literature review:**

There are many studies discussed Enlightened Leadership

Abdullah (2019) aimed to assess the extent to which administrative leaders practice enlightened leadership behaviors from the perspective of employees at the university. The study selected a sample of 143 respondents from the employees at the Presidency of Sulaimani University. The study reached several conclusions, including the positive role of enlightened leadership in addressing the problems and challenges faced by individuals and employees, especially during crises.

Andacao (2017) aimed to interpret the relationship between enlightened leadership and organizational commitment in the research community, as well as to determine the difference in the level of enlightened leadership when analyzed by gender and academic position of employees. The study included faculty members and staff in the college, with a sample of 102 respondents. The study concluded several findings, one of the most important being the presence of a strong correlation between enlightened leadership and organizational commitment.

Al-Jenabi (2022) targeted individuals working in an oil product distribution company. The study selected a sample of 295 respondents from the company, aiming to test the role of enlightened leadership and organizational happiness in achieving organizational excellence within the organization. The study concluded several findings, including the significant role of organizational happiness as a mediating variable in supporting the efforts of enlightened leadership and achieving organizational excellence for the company.

According to the study by Rahman (2022) on enlightened leadership behaviors and their impact on organizational silence, it is observed that recognizing the management's awareness of enlightened leadership style plays a significant role. Furthermore, the study highlights the level of enlightened leadership in organizational silence. The study conducted its research with a sample consisting of 143 respondents in the Department of Agriculture. One of the key conclusions drawn from the study is the department's focus on encouraging leaders to participate and express their opinions about the decisions made. Additionally, the department is committed to improving its ability to foster team cohesion to mitigate organizational silence.

There are many studies discussed Organizational sustainability:

Khalil (2017) examined the role of talent management in achieving organizational sustainability through strategic renewal. The study selected a sample of 204 respondents, including faculty members from the University of Mustansiriyah. The study aimed to clarify the role of talent management in achieving organizational sustainability in the higher education sector in general, and specifically at Mustansiriyah University. The study reached several conclusions, including the presence of a positive relationship between talent management dimensions and organizational sustainability. Additionally, the unique environment of universities, with their academic staff, knowledge, and high awareness, differs from other organizations in many aspects, making it easier to achieve and maintain organizational sustainability and competitive advantage.

The study conducted by Abu Kalil (2018) examined the quality of strategic decisions and their impact on organizational sustainability through the golden behavior of leadership. This study is an empirical investigation carried out in the colleges of the University of Kufa, involving a sample of 99 leaders within the university. The main objective of the study is to test the relationship between the quality of strategic decisions and organizational sustainability, with leadership's golden behavior acting as a mediating variable. The study concludes that the impact of the quality of strategic decisions on organizational sustainability is enhanced when adopting the golden behavior leadership model.

A study by Batool et al, (2022) on the impact of servant leadership on organizational sustainability through the mediating role of creativity and psychological flexibility, selected a sample consisting of 441 respondents from employees working in the construction industry in Malaysia. The study aimed to understand the indirect effects of servant leadership on organizational sustainability through creativity and flexibility. The study concluded several important findings, including that creativity and public relations contribute to organizational sustainability and improve creative behavior in the workplace, in addition to the impact of servant leadership on creativity and psychological flexibility.

Bangbon et al (2023) Studied the Impact of Transformational Leadership on Organizational Sustainability: A Case Study of Business Companies in Bangkok. The study selected a sample of 350 respondents from employees in Bangkok-based companies. The study aimed to explore the relationship between transformational leadership and organizational sustainability in business companies in Bangkok, as well as to analyze the influence of transformational leadership on organizational sustainability in these companies. Several conclusions were drawn, with the most significant one being that transformational leadership and its dimensions have an impact on organizational sustainability in business companies in Bangkok.

This research focuses on the problem of understanding the reality of the college environment and the limited implementation and availability of enlightened leadership behaviors in achieving sustainability, which many universities seek to strengthen and enhance their ability to survive, grow, evolve, and compete. Their desire to achieve organizational sustainability in response to the challenges of their changing work environment requires the presence of leaders capable of achieving this through a clear vision capable of accomplishing what is possible and expected. Specific questions were raised, including:

- 1.Are enlightened leadership and organizational sustainability effectively embraced in the colleges of the University of Baghdad?
- 2.Is there a clear correlation between enlightened leadership styles and organizational sustainability efforts in the colleges of the University of Baghdad?"
- 3.How does the type of leadership followed at the University of Baghdad affect organizational sustainability efforts in colleges?

The objectives of this research are as follows:

1. Directing the comprehensive vision of the colleges of the University of Baghdad to study aspects of organization and enlightened leadership in order to enhance sustainability and increase the possibility of adoption and implementation.
2. Analyzing the interrelationship between enlightened leadership and organizational sustainability with the aim of developing an advanced theoretical model.
3. Providing a cognitive framework that covers the various aspects presented in the study.

## **2. Material and Methods:**

After identifying the research problem and achieving its objectives, a descriptive-analytical approach was employed in this study. A questionnaire was used as the primary tool for collecting research data. Consequently, scientific results were obtained that the researcher can rely on in studying the current case, observing, and understanding its content. A comprehensive and detailed description of these results was provided to answer the research questions.

### **2.1 Research Tools:**

The researcher used the survey as the primary tool for collecting data and information related to the practical aspect. A Likert five-point scale was employed in the current research, which is one of the most commonly used scales in administrative and social sciences due to its precision and clarity.

### **2.2 Data Analysis Tools:**

The current research utilized various statistical methods through software such as SPSS-V28, Amos v.25, and Excel. The aim was to test research hypotheses and find the relationship between them. Multiple statistical and inferential studies were conducted, and statistical tools like correlation coefficients and linear regression were employed.

### **2.3 The hypothetical research framework:**

As for the theoretical framework of the study, which aims to address research questions and test the proposed hypotheses, it involves adopting a set of hypotheses. This will be explained through Figure (1).

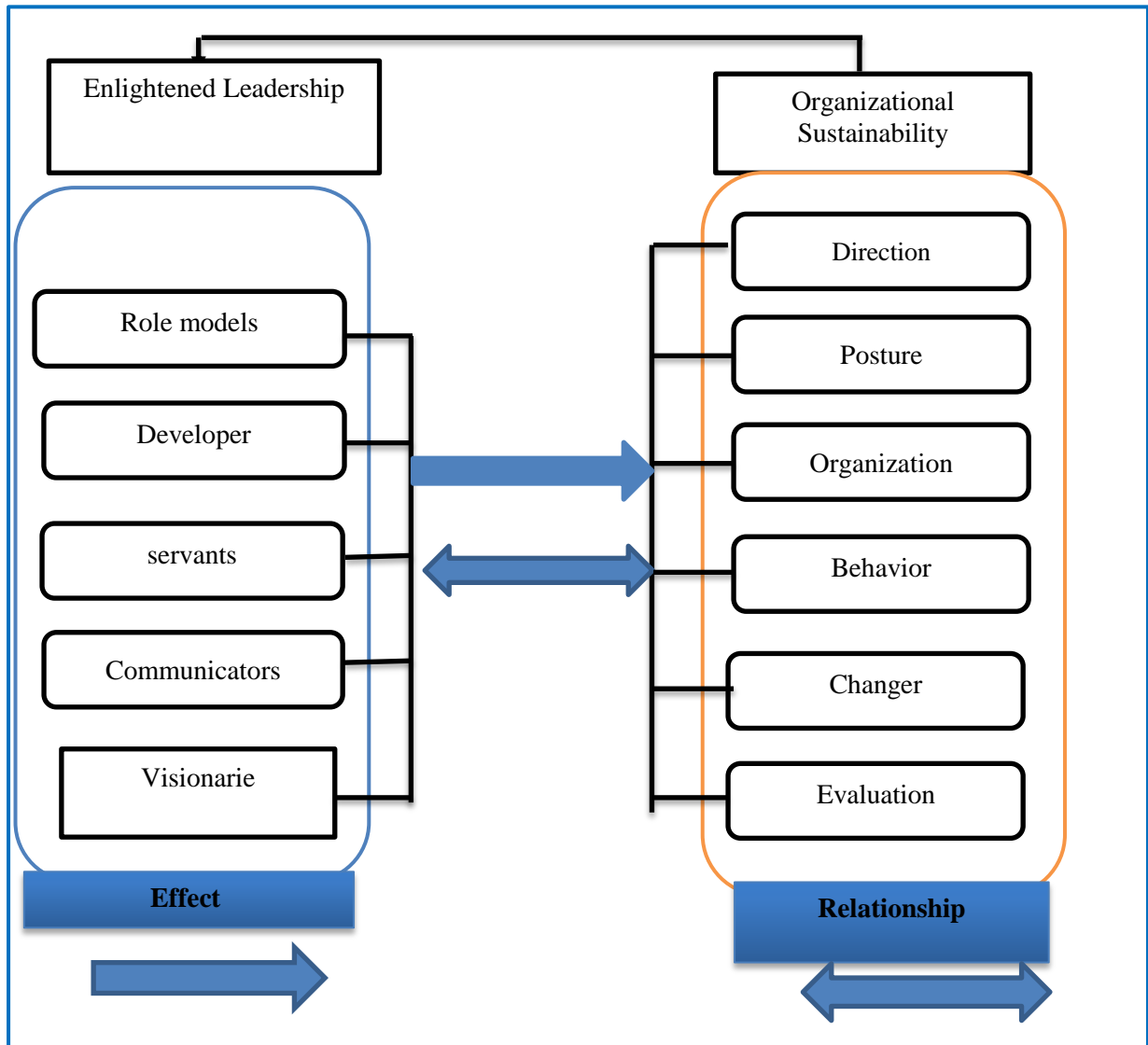


Figure 1: The Research structure

#### 2.4 The Research hypotheses:

In continuation of the study requirements and to address the questions posed in the research problem and test its theoretical framework, the study relied on formulating a set of hypotheses as follows:

- 1.The first main hypothesis: There is a not significant meaningful correlation between enlightened leadership and organizational sustainability and its dimensions.
- 2.Second Main Hypothesis: There is a not significant meaningful effect for enlightened leadership and its collective dimensions on organizational sustainability and its dimensions

## **2.5 Enlightened Leadership:**

Leadership is considered a field in behavioral and organizational sciences that plays a significant role in the life of organizations. Leadership is described as the ability to influence a group of individuals with a common goal, which can be a small task group, a community, or a large organization as a whole (Northouse, 2016). Enlightened leadership is seen as a modern approach capable of adapting to rapid changes and developments guided by the management of organizations. This is achieved through the optimal utilization of the talents and capabilities possessed by individuals within the organization (Keshkooka, 2021). As a result, it follows a philosophy based on basic skills to make the organization more distinguished and thus more capable of success and continuity in light of the competitive environment. Leaders are the link between followers and the plans and visions of the organization to achieve its goals and keep pace with changes. The role of the leader is to direct and place all the capabilities and capabilities of the organization towards. Realizing the strategic vision (Rahman, 2022). Therefore, enlightened leadership can be defined as the possession of a conscious and critical mind, cognitive repertoire, and collective goodness, as well as the accumulation of penetrating insight and behaviors that distinguish the individual from others, resulting from continuously serving his followers in order to develop them and achieve the goals of the organization in the present and the future.

### **2.5.1 Dimensions of Enlightened Leadership:**

In this section, the researchers will review the main dimensions that were adopted in light of in-depth research through previous studies related to enlightened leadership, which consist of six dimensions (Role models, developer, Servants, Communicators, Visionaries, changer).

#### **2.5.1.1 Role models:**

Role models have been described as a set of skills and behaviors that can influence others' work, with the ability to mimic their personal traits and guide them towards the desired goal, while encouraging the establishment of effective social relationships (Al-Hakim et al., 2018). Additionally, they mentioned that role models are primarily seen in two ways: as positive examples to follow (positive role models) or as negative examples to avoid (negative role models). When someone is referred to as a positive role model, it is interpreted as someone worth emulating, while a person with poor role model qualities may be viewed negatively (Grande et al., 2022). Subordinates look up to their leaders who set the standards for acceptable and unacceptable behaviors in the workplace, playing a role in creating or changing the work environment, including aspects like task design, structure, individual roles, and group roles (Dietz et al., 2020).

#### **2.5.1.2 Developer:**

The developmental leader enhances the organization through leadership decisions, which can begin with streamlining procedures, improving work methods and processes, and organizational flexibility to overcome obstacles and issues while improving work quality. These enable individuals to transcend the apparent limitations of their current roles and transition between operational and strategic modes within the contextual framework of the environmental and organizational culture (Rahman, 2022). It is also defined as an integrated and communicators process aimed at enhancing the organization's performance, involving planning and coordination by top management, to simplify administrative and organizational processes, as well as incorporating creative solutions to address the organization's challenges and increase its capacity for innovation and change (Ionescu and BOLCAŞ, 2019).

### **2.5.1.3 Servants:**

The servant leader is viewed as a servant to others first and foremost, in addition to their central role within the group. They provide support and resources without expecting appreciation from them. Through servant behaviors, they emerge as central figures in the group's sustainability and are motivated to attain leadership positions. Perhaps, they weren't initially enthusiastic about becoming leaders, but they assume this role in response to the group and their success (Smith et al., 2004). Moreover, as noted by Saeed and Abd (2019), servant leadership is a leadership style where the leader prioritizes serving others over personal interests. They help others achieve growth and provide opportunities for material and emotional aspirations, while working towards the organization's goals. This includes generating value through active service to their community, participating in local activities, and encouraging followers to volunteer for community service, which is reflected in innovative performance, citizenship behavior, and creativity. This contributes to creating a social network and generating opportunities for professional growth that leaders can use to align the organization's purposes and goals with the broader goal of serving the community (Mutia and Muthamia, 2016). Furthermore, Hassan and Raheemah, (2021) defined it as a complex process of understanding and practice in which the interests of group members are prioritized over the leader's desires and interests with the aim of enhancing and developing team members.

### **2.5.1.4 Communicators:**

This passage discusses communication as the process of exchanging information between individuals, involving the transfer of ideas and information, both verbally and non-verbally. It also mentions various indicators, including message content, delivery method, and the message source (Seth, 2022). Additionally, it highlights that organizations that establish secure communication spaces are considered the heart and essence of organizational change processes, as they have the ability to address issues and seize opportunities with greater consensus. In contrast, organizations, where employees feel insecure, can shape social connections among individuals and enhance self-relationships through effective dialogue patterns, by listening, understanding others, creating psychological safety, and involving them in collaborative dialogue systems (Agger-Gupta and Harris, 2017).

### **2.5.1.5. Visionaries:**

The leader is one of the pillars of successful leadership in today's organizations, and they must have a keen vision, particularly one that reflects their ability to perceive the future clearly, by envisioning and anticipating future challenges and setting possibilities for overcoming them. This requires the skill and art of connecting the present with the future through an understanding of the vision around them, as vision is the mental image of the desired future. Vision arises from the leader's sensory perception and a comprehensive analysis of the current situation, directing their attention toward achieving realistic and achievable results in the future. As noted by Jaqua, (2021), the visionary leader must possess qualities and attributes that empower them to fulfill their role, which can only be achieved through acquiring knowledge, behavioral, managerial, and technical skills, as well as personal qualifications that enable the leader to efficiently manage the organization and its subordinates. Additionally, visionary leaders cannot work effectively in isolation; they require the support of their followers to achieve their goals. They need commitment from their followers (Al-Taie and Al-Tamimi, 2017).

#### **2.5.1.6 Changer:**

This passage discusses the impact of change on an organization's ability to achieve results that align with either environmental (external context) or organizational (internal context) developments. This can be accomplished through either adapting to changes (adaptive measures) or by establishing and implementing supportive actions for the transition brought about by these practical changes at the core of the organization (Soparnot, 2011). As defined, it is "a change in the fundamental aspects of an organization's process, including fundamental aspects such as structure, technology, culture, leadership, purpose, or personnel in any organization. These changes can be either secondary or primary, including restructuring a single department throughout the entire organization (Gerwing, 2016).

#### **2.6 The Concept of Organizational Sustainability:**

The concept of sustainability has become important due to structural changes in organizations. Organizations can manage the transition towards sustainable practices that lead to stability, adaptability, and long-term survival by interlinking economic, social, and environmental aspects while maintaining communication with the organization's employees (Khalil, 2017). Sustainability is described as a business strategy that primarily focuses on identifying available resources and efficiently allocating them to meet current and future needs for sustainable business growth, while considering the economic and social environment. Organizations have become aware of implementing sustainability extensively in their administrative, technical, and technological operations, taking into account a comprehensive mechanism for business sustainability (Magd and Karyamsetty, 2021). It was defined as the possession of organizations of leadership, talent, visions, and necessary change strategies to address the sustainable challenges facing the organization today, as a key factor in the organization's ability to maintain its position (Srisathan et al., 2020).

#### **2.6.1 Dimensions of Organizational Sustainability:**

##### **2.6.1.1 Direction:**

The direction has been described as the economic significance that should be given to organizations, the ability to envision the future, and find the best way to achieve it (Santos et al, 2012). As Muhammed et al., (2016) pointed out, direction includes the general framework that guides the organization in its course, defines its future image, and in making decisions at all administrative levels. Therefore, direction can be defined as the intellectual framework for the organization's work, including the vision that organizations seek to achieve.

##### **2.6.1.2 Posture:**

Many organizations have begun to adopt codes of conduct that define ethical expectations and positions that arise within organizations by providing Communicators clarification by leaders and applying ethical work codes aimed at enhancing the organization's reputation (David, 2011). It is necessary for management behavior to be ethical in order to gain credibility and respect for the organization, instill positive attitudes and behaviors that promote a culture of performance and innovation, and ensure the development of a balanced economy and society, as well as the continuity and sustainability of organizations (Al-Shaiba et al, 2019).

##### **2.6.1.3 Organization :**

one of the main activities and a key to aligning different systems is considered, so the organization must obtain the necessary flexibility and stability to regulate many systems and face expected strategic repercussions. This makes it possible to develop a new form of organizational performance in a relational context, as well as significant complexities requiring simplicity, leading to the alignment of economic complexities with organizational simplicity (Papanikos, 2011). The organization has multiple contexts for dealing with various organizations, information systems, support techniques, and alignment between strategies, organizational dimensions, responsibilities, and performance (Areia et al., 2020).



#### 2.6.1.4 Behavior:

The behavior of managers and employees in the organization generally determines the overall performance of the organization in interacting with stakeholders. The organization creates an image in the environment through its behavior, and the extent of its reputation in the competitive market depends on the quality of the work it manages (Maljugić and Taborosi, 2022). It was defined by Al-Taie and Rauf (2018) as a comprehensive philosophy for work in educational institutions that establishes a system in administrative practices based on a set of behaviors aimed at providing distinctive educational services by improving the processes of learning and teaching and using measures to avoid errors as much as possible, rather than discovering them.

#### 2.6.1.5 Evaluation:

Strategic and organizational flexibility requires what is known as a permanent 'alert system,' both internally and externally, the ability to analyze and assess market expansion in order to identify potential opportunities and threats. It also involves conducting a qualitative analysis of organizations, enabling them to assess the feasibility of making changes. Furthermore, the sustainability of organizations in the current market context depends on their organizational and adaptive capabilities. Organizations must find the right balance and pace to alternate between parametric and urgent demands (Papanikos, 2011). As also noted by Barro and Cuevasi, (2022), it is the degree to which a specific organization can assess emerging threats and address every aspect to respond quickly and effectively to avoid system failures and unwanted events".

### 2.7 The descriptive analysis of research variables:

#### 2.7.1: Statistical analysis of the research:

Statistical Description of research variables

It was found that organizational sustainability had the highest relative coefficient of variation among the two variables, with a value of (10.5%), which indicates its availability and practice in second place, with a very high arithmetic mean (4.37), as the researcher noted that the colleges of the University of Baghdad enhanced organizational sustainability by investing in the situation while the dimensions were The others (organization, orientation, behavior, evaluation) are directed at improving them, while enlightened leadership came in first place, obtaining a relative coefficient of variation (10.4%), in light of practice and with a very high level of arithmetic mean (4.32), while the contribution of role models in strengthening leadership became clear. Enlightened leadership, while the communicator, developer, servant, changer, and visionary were directed to improving enlightened leadership in the colleges of the University of Baghdad, as shown in the results of Table (1).

**Table 1:** Describing dimensions of the research variables

Variables	Mean	S.D	C.V	Relative importance	Priority
<b>Enlightened Leadership</b>	4.32	0.451	10.4	86.5	the first
Role Model	4.49	0.476	10.6	89.9	1
Developer	4.35	0.587	13.5	86.9	3
Servants	4.25	0.590	13.9	85	4
Communicators	4.40	0.512	11.6	88	2
Visionaries	4.18	0.599	14.3	83.7	6
Changer	4.27	0.600	14.1	85.4	5
<b>Organizational Sustainability</b>	4.37	0.461	10.5	87.4	the second
Direction	4.36	0.546	12.5	87.2	3

Posture	4.40	0.525	11.9	88	1
Organization	4.40	0.547	12.4	88	2
Behavior	4.36	0.553	12.7	87.3	4
Evaluation	4.33	0.560	12.9	86.6	5

Source: Outputs from (SPSS V.28)

### 2.7.2 Hypothesis testing of the research:

It is clear from the data in Table 2 Enlightened leadership has achieved a strong direct correlation (0.738) with organizational sustainability with a probability value of (0.000). Any increase in interest provided by the colleges of the University of Baghdad in enlightened leadership is one unit through possessing a conscious and critical mind, cognitive repertoire, and collective goodness, as well as gathering penetrating insight and behaviors. The distinction of an individual from others, which results from continuously serving his followers in order to develop them and achieve the goals of the college in the present and future. This increase will necessarily lead to its interest in the ability to consciously employ its resources in a better way to outperform its competitors, so that it can sustain its business and perpetuate it in a way that enhances a vision and strategy that serves society. It increases his well-being, in addition to providing quality services that respond to the various needs of stakeholders in a strong manner that is equal to the value of the correlation coefficient between them and vice versa. At the level of the relationship of enlightened leadership with the dimensions of organizational sustainability, the enlightened leadership was able to find a strong direct correlation with the attitude (0.703), and the enlightened leadership achieved a strong correlation with the attitude (0.712), and the enlightened leadership achieved a strong correlation with the organization with a value of (0.712). 0.605 is strong, and enlightened leadership achieved a strong direct correlation (0.577) with behavior, and enlightened leadership achieved a strong positive correlation (0.524\*\*) with evaluation, with a probability value of (0.000) for all tests, which is less than the probability value (0.05). That is, the colleges of the University of Baghdad were able to employ enlightened leadership in improving the level of organizational sustainability in a strong way, and from all of the above, the first main hypothesis is **refused because** (enlightened leadership is morally linked to organizational sustainability and its dimensions).

**Table (2)** Correlation matrix of enlightened leadership and its dimensions with organizational sustainability and its dimensions.

Dimensions	Direction	Posture	Organization	Behavior	Evaluation	Organizational Sustainability
Role Model	0.577**	0.510**	0.393**	0.391**	0.412**	0.527**
	0.000	0.000	0.000	0.000	0.000	0.000
Developer	0.577**	0.510**	0.483**	0.426**	0.361**	0.558**
	0.000	0.000	0.000	0.000	0.000	0.000
Servants	0.592**	0.540**	0.488**	0.514**	0.420**	0.605**
	0.000	0.000	0.000	0.000	0.000	0.000
Communicators	0.634**	0.700**	0.583**	0.555**	0.572**	0.721**
	0.000	0.000	0.000	0.000	0.000	0.000
Visionaries	0.458**	0.499**	0.536**	0.444**	0.379**	0.548**
	0.000	0.000	0.000	0.000	0.000	0.000
Changer	0.613**	0.678**	0.430**	0.451**	0.402**	0.608**
	0.000	0.000	0.000	0.000	0.000	0.000

Enlightened Leadership	0.524**	0.577**	0.605**	0.712**	0.703**	0.738**
	0.000	0.000	0.000	0.000	0.000	0.000

Source: Researchers according to SPSS results

### 2.7.3 Testing the impact of enlightened leadership on organizational sustainability:

It is clear from the data in Table 3, the interpretation of the test of the impact of enlightened leadership on organizational sustainability, it was revealed that the value of (F) calculated for the model is (51.956), which is greater than its tabulated value (3.950) at the probability value (0.05) at the degree of freedom (159), in addition to the presence of an explanation factor of (0.573). ), and a modified interpretation factor (0.562), as it was able to distinguish the dimensions of (enlightened leadership combined), which is represented by the possession of a conscious and critical mind, cognitive repertoire, and collective goodness, in addition to gathering penetrating insight and behaviors that distinguish the individual from others and resulting from continuously serving his followers in order to develop them and achieve the goals of the college. In the present and future, by explaining (56.2%) of the changes occurring in organizational sustainability, which is represented in consciously employing and managing the college and its resources in a better way to outperform its competitors, so that it can sustain and perpetuate its work in a way that enhances its vision and formulates a strategy that serves the community and increases its well-being. In addition to providing quality university services that respond to the various needs of stakeholders, while the remaining percentage (43.8%) is attributed to other variables that were not included in the tested model, as the interpretation model is an acceptable model that can be adopted in explaining the improvement that occurs in organizational sustainability attributable to leadership styles. Taken together, these results lead to the refused of the second main hypothesis because (the dimensions of enlightened leadership combined have a significant effect on organizational sustainability). While it was found that there was a direct positive effect of the servant dimension on organizational sustainability of (0.154) with a probability value of (0.006) and a calculated (T) value of (2.799), as well as an effect of the communicator dimension of (0.367) with a probability value of (0.000) and a calculated (T) value. (4.490), and there is an effect of the visionary dimension of (0.106) at the probability value (0.042) and the calculated (T) value (2.050), which is more than its tabulated value (1.975) at the degree of freedom (159) and the probability value (0.05), while the colleges could not The research sample includes employing (role model, developer, changer) in improving organizational sustainability, which makes it dependent on (50%) of the model, while the remaining percentage constitutes a disruption of its resources.

**Table (3):** The impact of enlightened leadership dimensions on organizational sustainability

Enlightened Leadership	Organizational Sustainability						
	A	B	R <sup>2</sup>	A R <sup>2</sup>	T	P	F
Role Model	1.208	0.037	0.537	0.562	0.525	0.601	51.956
Developer		0.068			0.898	0.370	
Servants		0.154			2.799	0.006	
Communicators		0.367			4.490	0.000	
Visionaries		0.106			2.050	0.042	
Changer		0.106			1.788	0.076	

Source: Researchers according to SPSS results

### 3. Discussion of results:

1. Through the results obtained by the research, most of the organizations studied have distinguished leaders in leading their organizations according to modern management methods. These leaders also work to exchange information between themselves and their subordinates and instill confidence with them..
2. Leaders scored very high on enhancing their enlightened leadership. They showed a moral interest in enhancing the competence of their subordinates. Their goal was to gain the trust and respect of beneficiaries of university services, develop their self-awareness and mental abilities, and enable them to overcome academic challenges in their work.
3. The university has embraced a servant leadership style, resulting in high scores on central tendencies. Their interests range from good to excellent in maintaining good relationships with subordinates, ensuring their excellence at work by supporting them in achieving positive changes in their performance and participating in volunteer and service activities that increase and enhance the value of society in some way. processing.
4. The colleges relied on continuous behavior that promotes enlightened leadership, and showed an interest in creating a dialogic environment that encourages active listening and constructive participation, and enhances communication to uncover and resolve the sources of disputes and disagreements.
5. The team adopted leadership behaviors with an improved vision at a high rate, and this indicates a moderate interest in directing the college towards developing a clear and innovative vision that gains the trust of those involved in the study.
6. Leaders adopted change behaviors at a very high rate, and this indicates a relative interest ranging from high to good in adopting a vision that enhances collective commitment to continuous improvement plans.
7. They focus their attention on organizational sustainability as a key driver of development, and show a strong focus on encouraging innovators. To continuously contribute their ideas and visions, as well as find ways to communicate effectively with various stakeholders to achieve their future vision. This approach motivated them to examine their current capabilities and evaluate their preparedness to meet future needs.
8. The university has moved towards adopting a position that enhances organizational sustainability, and there is a noticeable interest in promoting ethical values and supporting their practice, in addition to enhancing ethical behavior within the organization by consolidating those values.
9. The University of Baghdad has implemented organizational procedures to guide faculty members towards enhancing organizational sustainability. These results reflect the university's rise in implementing flexible organizational structures that support environmental developments and enhance its ability to adapt.
10. As an expression of its commitment to enhancing organizational sustainability, one university showed interest in developing sustainable behaviors, and also witnessed a noticeable increase in the generation of innovative ideas and proposals to improve the quality of services and provide high-quality services in line with modern scientific and technological developments.

### 4. Conclusions:

At The very high interest in leadership is evident from the colleges of the University of Baghdad they instill the spirit of initiative and in their followers, enhancing their cognitive productivity and developing their reflective thinking, thereby increasing their ability to provide creative knowledge-based solutions.

Also The leaders of the colleges of the University of Baghdad have shifted towards adopting a developmental approach, improving the level of enlightened leadership by enhancing personal competence to gain the trust and respect of the beneficiaries of their academic services.

The colleges of the University of Baghdad have embraced a high level of servant behavior due to the interest of their leaders in maintaining good relationships with their followers to ensure they are in the best possible state during their work.

The colleges of the University of Baghdad have adopted a communicators behavior based on improvement through their enlightened leadership and the establishment of a dialogical atmosphere that encourages everyone to listen and participate constructively, making decisions based on the information provided by available communication systems.

Its University leaders have adopted visionary behavior as a framework to enhance enlightened leadership practices by establishing a clear vision for undertaking bold, innovative, and trustworthy actions by their constituents, making it convincing to achieve the university's goals.

College leaders at the University of Baghdad have embraced transformative behavior by adopting a vision that emphasizes collective commitment to communicators improvement plans and fostering informal working relationships that motivate them morally and build a brighter future.

The interest of the colleges of the University of Baghdad in enhancing their organizational sustainability is evident through encouraging their talented individuals to engage in communicators idea and vision contribution, as well as involving stakeholders in the goal-setting and decision-making processes.

You should They have demonstrated a strong commitment to evaluation, investing in enhancing their organizational sustainability through communicators presence in the working environment and closely monitoring task completion processes. The colleges of the University of Baghdad also tended to improve their organizational sustainability by adopting enlightened leadership in general, and its dimensions of changer, servant, and communicator, as well as adopting and employing developer, servant, communicator, and changer in improving orientation. She relied on continuity and change in improving her approach to the situation. It also resorted to the communicator and the visionary to improve the level of organization. The server and communicator were adopted to improve behavior It also adopted the servant and the communicator in improving behavior.

#### **Authors Declaration:**

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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## تأثير ممارسات القيادة المستنيرة في الاستدامة التنظيمية : بحث تحليلي في كليات جامعة بغداد

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### مستخلص البحث:

يهدف البحث الحالي إلى دراسة علاقة القيادة المستنيرة – ممثلة بالقدوة، المطور، الخادم، المتصل، صاحب الرؤية، والمغير – كمتغير مستقل، بالاستدامة التنظيمية – والتي تشمل التوجيه، والسلوك، والتنظيم، والتوجيه، والتقييم. كمتغير تابع لدى عينة من القيادات الجامعية في جامعة بغداد. ومعرفة مدى اهتمام الكليات بمتغيرات البحث وأبعاده. تكمن المشكلة في الفهم المحدود واستخدام القيادة المستنيرة لتحقيق الاستدامة في بيئة الكلية. ويتساءل البحث: هل للممارسات القيادية المستنيرة تأثير على الاستدامة التنظيمية في كليات جامعة بغداد؟ ما نوع العلاقة بينهما؟ واستخدم الباحث المنهج الوصفي التحليلي في إجراء البحث، واختار عينة طموحة بلغت 160 مستجيباً من المناصب القيادية مثل عمداء الكليات ومساعديهم ورؤساء الأقسام. وكانت الأداة التحليلية الأساسية هي الاستبيان. تم جمع ما مجموعه 160 استبياناً صالحاً للتحليل الإحصائي. كما استخدم الباحث المقابلات الشخصية والبرامج الإحصائية المختلفة بما في ذلك SPSS V25 لاستخراج البيانات الأولية. وباستخدام الأساليب الإحصائية الوصفية والاستدلالية، بما في ذلك اختبار الصدق والثبات، والتحليل العامل التوكيدي، وحساب المتوسطات والانحرافات المعيارية، ومعامل ارتباط بيرسون، توصلت الباحثة إلى عدة استنتاجات. وكانت إحدى النتائج الرئيسية هي الاتجاه العام للكليات في جامعة بغداد نحو تعزيز استدامتها التنظيمية من خلال اعتماد قيادة مستنيرة ومبتكرة وموجهة نحو الخدمة وتحسين التقييم.

**المصطلحات الرئيسية للبحث:** القيادة المستنيرة، الاستدامة التنظيمية.