



## The Impact of Soft Leadership Skills on Organizational Longevity: An Analytical Research at the Ministry of Higher Education and Scientific Research

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Received: 7/12/2024

Accepted: 16/2/2025

Published: 1/6/2025



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### Abstract:

The research studies the effect of soft leadership skills on organizational longevity within the Ministry of Higher Education and Scientific Research. The study seeks to diagnose the effectiveness that leadership competency may have in communication, initiatory capability, training, and team building for the sustenance of institutional performance and adaptability. Using a descriptive-analytical approach, data were collected using a structured questionnaire from 120 administrative leaders. The questionnaire was adapted from validated scales, while the analysis was conducted through SPSS and AMOS software. There was a statistically significant positive association with some of the soft skills of leadership towards organizational longevity, with communication, training, and team-building skills considered to exert the maximum influence. The results also revealed that the study model accounted for 74% of the variance in organizational longevity, clearly indicating the strategic importance of non-technical leadership traits in building resilience, innovativeness, and long-term success of an institution. These findings imply that the development of soft leadership skills should hence be embedded in leadership development and organizational strategy. This research contributes to the continuing discourse on public-sector leadership and provides useful recommendations to promote institutional sustainability in higher education systems. Focusing on soft leadership as a process of transformation, this study tries to inform policy and practice in managing higher education.

**Keywords:** Soft Leadership Skills, Organizational Longevity, Ministry of Higher Education and Scientific Research, Public Sector Leadership.

## 1. Introduction:

In recent years, soft leadership qualities have been brought up a lot. They speak to the fundamental abilities of a leader, such as how to interact with people, communicate with them, take initiative, work in a team, and employ leadership behaviors that define his connections with others. These abilities also support hard skills, including professionalism, knowledge, experience, specialty, and task-performance abilities. (El-Tabal, 2020).

According to (Alaboody, 2024), soft leadership is a leadership style that prioritizes non-traditional means of inspiring, motivating, and directing. Persuasion, negotiation, gratitude, acknowledgment, motivation, and teamwork are the main traits of soft leadership, according to (Raoji, 2021). If they possess and cultivate these qualities, better leaders can lead this global society established in the digital age. The sociological concept of "soft skills" refers to interpersonal and emotional intelligence. These abilities include time management, crisis management, friendliness and optimism, communication, and language proficiency—all of which define social interactions (Veleva, 2020).

In recent years, soft leadership qualities have been brought up a lot. They speak to the fundamental abilities of a leader, such as how to interact with people, communicate with them, take initiative, work in a team, and employ leadership behaviors that define his connections with others. These abilities also support hard skills, including professionalism, knowledge, experience, specialty, and task-performance abilities. (El-Tabal, 2020).

Soft leaders look for cooperation and synergy. They steer clear of confrontational stances. Through discussion and persuasion, they consider several choices to reach a win-win conclusion (Rao, 2022).

Soft leadership has also been defined by (Mohammed Amash & Kawaz, 2024) as a set of practices related to communication, negotiation, influence and persuasion, critical thinking, cooperation and teamwork, professional ethics and values, or training and development that leaders adopt to encourage the effective achievement of goals.

Organizational longevity refers to the ability and potential of an organization to use its resources in a better way, pattern, and style than the institutions that compete with it in the market. It also refers to its ability to accomplish work according to specified standards, thus making its business sustainable (Evans et al., 2018).

It also refers to the steps followed in the process of integration that occurs in the performance of the organization's aspects efficiently, which prompts employees to make wiser decisions regarding perceptions of economic well-being and achieving social development for workers, thus producing comprehensive and complete sustainability (Mohd Zawawi & Abd Wahab, 2019).

Additionally, organizational longevity is defined by (Dalal & Hussen, 2023) as an organization's capacity to adjust to shifting conditions that last throughout time.

Organizational longevity of an organization can be seen in organizational growth, productivity, survival skills, agility, adaptability, and organizational learning capabilities. Organizational longevity has been defined as the organization's ability to survive and continue to exist in the face of governmental, economic, and social developments, setbacks, and potential organizational deaths (Darna et al., 2018).

The concept of Organizational longevity has become one of the concepts that have received the attention of researchers in recent periods, especially organizations that seek to survive for an extended period, as the organization must adapt to environmental variables and developments to improve its organizational performance and maintain its competitive position in the market (Hamid et al., 2020).

The importance of Organizational longevity is summarized in its role in enhancing the ability of organizations to achieve their goals of survival, growth, and continuity, in addition to innovating modern methods to protect the organization from environmental, financial, and social risks (D. F. Hussein & Shaker, 2022). Organizations that seek to achieve Organizational longevity are characterized by a set of characteristics, including providing a suitable work environment for managers that enables them to find innovative solutions to the problems they face at work, as well as transforming them into opportunities that can be used, in addition to involving workers in formulating strategies that contribute to achieving organizational development (Taneja et al., 2016).

Some organizations may succeed in surviving for a long time while practicing their work, while other organizations may fail to survive and reach the stage of sudden disappearance and collapse (Galadanchi & Bakar, 2018).

When organizations disappear, managers and owners ask about the reason or mistake that led to the collapse. For example, organizations may disappear and vanish due to limited materials and the ability to adapt to changing environmental and technological developments (Weitzman, 2014).

The increasing interest in soft leadership skills is an important strategic step for organizations, as it enhances the ability of individuals to adapt to changing challenges with flexibility and creativity, which contributes to achieving outstanding performance and sustainable success. The current research problem emerged from the current need of the Ministry of Higher Education and Scientific Research, which requires activating soft leadership skills among employees to achieve Organizational longevity. The research problem can be formulated by asking about the extent of the ability of the Iraqi Ministry of Higher Education to diagnose the reality of soft leadership skills and organizational longevity and whether soft leadership skills have an impact on achieving organizational longevity. The research represents a modest contribution to academic studies in soft leadership skills and Organizational longevity. The importance of the study is highlighted by its role in clarifying the value of these variables for the Iraqi Ministry of Higher Education from a cognitive perspective and in achieving Organizational longevity in general. The current study also provides a knowledge base to address environmental challenges and update work methods, enhancing the Ministry's ability to excel and achieve Organizational longevity. The study also aims to diagnose the impact of soft leadership skills on Organizational longevity in the Iraqi Ministry of Higher Education and Scientific Research.

## **2. Literature Review and Hypothesis Development:**

The study conducted (Ajeel, 2018) aimed to identify the level of banking institutions' adoption of soft leadership dimensions and organizational commitment. The results indicated that increased organizational commitment among employees aligns with adopting soft leadership dimensions.

The study's goal (Al-A'wasa, 2018) was to investigate how soft leadership techniques affected the Jordanian Customs Department's creative organizational atmosphere. Communication, leadership ability, development, training, cooperation, reasoning, creative problem-solving, planning, teamwork, and organization are the aspects of soft leadership that were examined. The Jordanian Customs Department's organizational climate of innovation was found to be positively impacted by soft leadership methods in a statistically meaningful way. A statistically significant positive correlation was also discovered between the Jordanian Customs Department's organizational climate of creativity and soft leadership methods.

The study (Abood & Tari, 2019) examined the relationship between soft leadership in its dimensions—vision, communication, and emotional intelligence—and closing the organizational identity gap that developed in organizations by enhancing social capital in its dimensions—trust, connection, cooperation and interdependence, and participation. The study's most important findings were that soft leadership had no direct impact on organizational identity and that social capital was essential in bridging the gap in organizational identity.

The goal of (Mahmoud, 2021) study was to ascertain how soft skills and organizational longevity relate to one another in the health sector. The study examines two critical factors—soft skills and organizational longevity—that impact an organization's ability to succeed and endure. A work environment that can keep up with the latest developments in organizational work and accomplish its objectives in a way that guarantees high performance through soft skills and enhances the sustainability and continuity of the health organization is made possible by the accumulation of knowledge. According to the study, soft skills affect an organization's longevity.

The purpose of the study by (Hussein & Taher, 2021) is to examine the link and influence of knowledge sharing as a dependent variable and soft leadership abilities as an independent variable as perceived by Fallujah University professors. Soft leadership abilities are crucial in determining the degree of information sharing among Fallujah University faculty members, as demonstrated by the results, which also demonstrated the validity of the association and influence at the level of the main and sub-variables examined.

A study conducted (Marangon, 2022) in the education sector sought to investigate the relationship between leadership style and organizational longevity. The study focused on public school principals in New Jersey. According to the survey conducted by the study, the results indicated a significant relationship between the principal's leadership style and the organization's longevity.

The study conducted by (Werneskog & Jacobsson, 2023) identified that some soft skills help increase the quality and practice of leadership. In addition, it was realized that increasing the soft skills of leadership impacts the organization's economic side and employees' physical health.

A study by (Al-Zayadi, 2023) addressed the relationship between the contradictory leadership style and Organizational longevity in the health services sector. The results of the study indicated that contradictory leadership negatively affects Organizational longevity.

Based on the above, the research hypotheses :

H 1.1 There is a significant effect of Collaboration and teamwork skills on organizational longevity at the significance level (0.05)

H 1.2 There is a significant effect of communication skills on organizational longevity at the significance level (0.05)

H 1.3 There is a significant effect of Training skills on organizational longevity at the significance level (0.05)

H 1.4 Initiative skills have a significant effect on organizational longevity at the significance level (0.05).

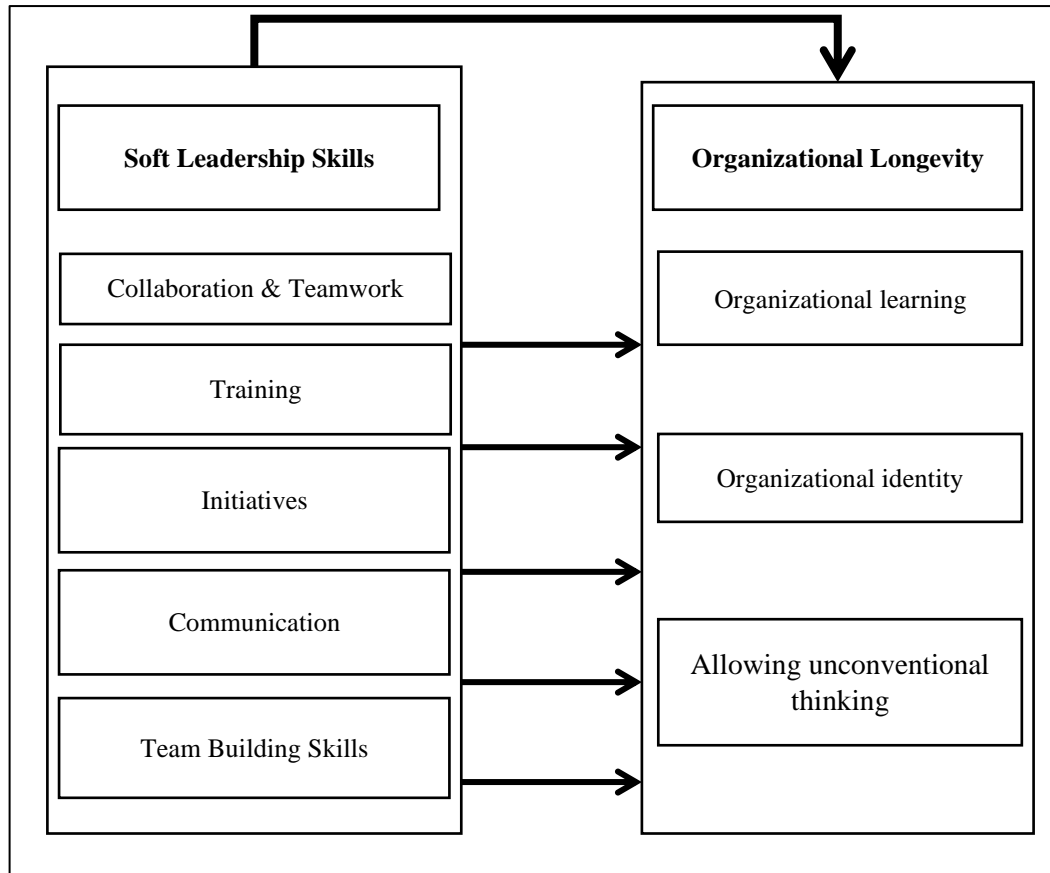
H 1.5 There is a significant effect of Team Building Skills skills on organizational longevity at the significance level (0.05).

### **3. Methodology:**

This study used a slightly modified version of the original questionnaire developed by (Sadq, 2019) to measure soft leadership skills, and (Weitzman, 2014) to study Organizational longevity. (36) items were included in the questionnaire, of which (21) were for soft leadership skills and (15) for Organizational longevity. The selection of the dimensions of the current study can be justified as being the most comprehensive and consistent with the place where the research is applied. A five-point Likert scale was used, where the respondent was asked to indicate the extent of his agreement/disagreement with the items. The descriptive analytical approach was used in the research, which describes the research topic using a correct scientific methodology and depicts the results reached.

In order to test the hypotheses of the study and achieve its objectives, the researcher selected a sample of employees in the Ministry of Higher Education and Scientific Research using the Morgan table method for small samples. The sample included senior and middle management in the Ministry under study, which were represented by the Director General, Assistant Director General, Head of Department, Assistant Head of Department, and Head of Division), considering that these administrative positions are the closest to the research topic.

The research community was (150) individuals, and the research sample was (120). Cronbach's alpha coefficient was used to measure the internal consistency of the models used. Deviation and surface coefficients were also relied upon to verify how much the data conformed to the normal distribution, an essential condition for many statistical tests. In addition, the multicollinearity test was conducted to detect the relationship between the different dimensions of the independent variable. The sample size adequacy test was also used to evaluate the suitability of the sample size for the analysis. A review of all these tests was conducted to ensure the validity and strength of the conclusions drawn from the statistical analysis, which enhances the reliability of the study's final results. The SPSS V.28 and AMOS V.28 programs were used to conduct the analysis, and Figure (1) shows the nature of the relationship between the research variables.



**Figure 1:** Hypothetical diagram of research

**Source:** Prepared by the researcher

#### 4. Results:

Cronbach's alpha coefficient was used to measure the stability of the study tool (questionnaire) and determine its internal consistency, in addition to evaluating its degree of reliability in obtaining the same results when reused repeatedly and at different time periods with the same level of confidence, as the value of Cronbach's alpha coefficient must be equal to (0.70) or higher for the tool to be considered to have acceptable internal consistency (Gray & Kinnear, 2012). Table (1) displays the results of the measurement tool stability test for Cronbach's alpha values for each of the tool's dimensions, allowing a clearer understanding of the level of stability for each component.

**Table 1:** Consistency results using Cronbach's alpha

Scale	Cronbach's alpha	Standard
Communication Skills	0.851	≥ 0.70
Initiative Skills	0.838	
Training Skills	0.828	
Team Building Skills	0.854	
<b>Soft Leadership Skills</b>	0.878	
Organizational learning	0.837	
Organizational Identity	0.879	
Allowing unconventional thinking	0.900	
<b>Organizational Longevity</b>	0.911	

Source: SPSS V.28 outputs

The results of table (1) show that the values of Cronbach's alpha coefficient for the main variables and their sub-dimensions ranged between (0.811-0.911), which is greater than (0.70), and these values are considered acceptable and reliable, and this indicates the existence of appropriate internal consistency for the variables and dimensions studied, as these results also show that the study scales enjoy a high level of stability, which allows the possibility of repeating the scale and obtaining similar results. Thus, other statistical tests can be conducted based on these results.

The researcher employed the split-half test to ensure the scale was stable. This method yielded a split-half coefficient using the Cotman coefficient of 0.924 and a Spearman-Brown coefficient of 0.926 for the questionnaire. These findings show that the scale is highly stable, making it dependable for use in various situations and at various times. As a result, the researcher can confidently use this tool in her research.

**Table 2:** Split-half test

Cronbach's alpha	Part one	Value	0.948
		No. of paragraphs	21
	Part tow	Value	0.939
		No. of paragraphs	15
	Total number of paragraphs		36
Relationship between models			0.862
Spearman-Brown coefficient		The lengths are equal.	0.926
		The lengths are not equal.	0.926
Cotman's Partition-Half Coefficient			0.924

Source: SPSS V.28 outputs

Since the "Kaiser-Meyer-Olkin (KMO)" criterion states that a sample must have a value greater than 0.50 in order to be deemed sufficient, the sample size adequacy test was used to evaluate the study sample size's adequacy as a fundamental step for conducting confirmatory factor analysis. Furthermore, the "Bartlett test" demonstrates relationships between the variables because, to be considered morally significant, the significance level for these relationships must be less than 0.05. Given that the "Chi-Square" value is significant, which indicates the acceptance of the previously mentioned correlation coefficients, acceptable correlations between the questionnaire questions are also confirmed, as indicated in table (3).



**Table 3:** Sample size adequacy test

Main variables	No. of paragraphs	KMO	decision	Bartlett	Sig	Decision
Soft Leadership Skills	21	0.904	The sample size is sufficient	1369.031	0.000	significant
Organizational Longevity	15	0.890		835.336	0.000	significant

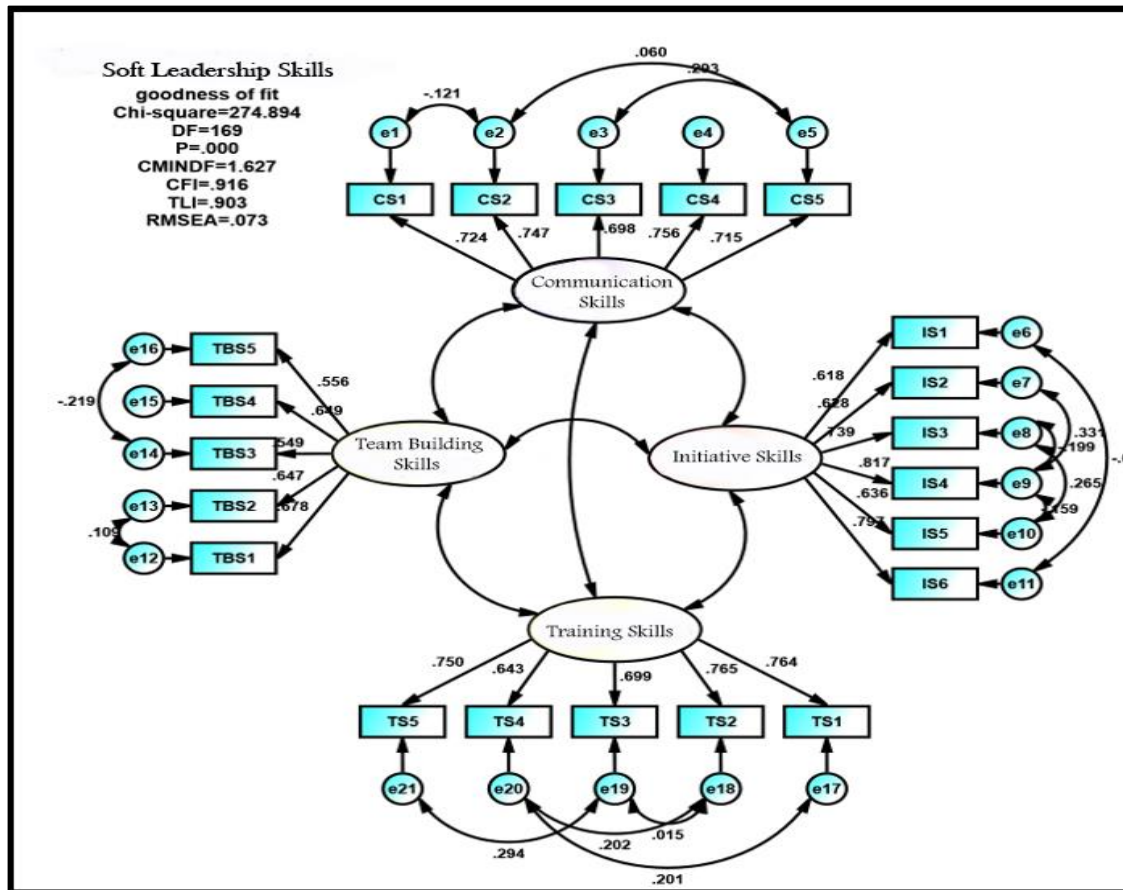
**Source:** SPSS V.28 outputs

According to the analysis results in table (3), the study variables (soft leadership skills, Organizational Longevity) had (KMO) test values of (0.904 0.892) that were higher than the significance level (0.05) and by the Kaiser classification, were deemed good values. As we can infer from the previous results, the sample size was adequate and suitable, which is a good indicator for carrying out further statistical analyses; the results also demonstrated that the values of the (Bartlett's) test for the study variables (soft leadership skills, Organizational Longevity) reached (1369.031, 1081.741) respectively at the significance level (0.000), which is smaller than the significance level (0.05). This suggests that the correlation matrix results are not a unit matrix. Since the soft leadership skills variable was assessed using four fundamental dimensions—communication, initiative, training, and team building—and a total of twenty-one paragraphs, it was referred to as an independent variable. Both the extracted conformity quality indicators for the variable and the values of the standard estimates for each paragraph are displayed in Figure (2). Table (4) shows the extracted conformity indicators to confirm that the soft leadership skills variable paragraphs include four sub-dimensions. This shows that all indicators fall within the established standards, indicating that the data collected from the questionnaire and the assumed structural model for the soft leadership skills variable scale are in harmony.

**Table 4:** Quality of fit indicators for the soft leadership skills variable

No	Indicator	extracted value
1	Chi-square $\chi^2$	274.894
2	Degree of freedom (DF)	169
3	The ratio between $\chi^2$ and the degree of freedom DF	1.627
4	Comparative fit index (CFI)	0.916
5	Tucker-Lewis index (TLI)	0.903
6	Root mean square error of approximation (RMSEA)	0.073
Decision and interpretation: Within the established criteria		

**Source:** SPSS V.28 outputs



**Figure 2:** Confirmatory factor analysis of soft leadership skills after modification  
Source: SPSS V.28 outputs

The results shown in table (5) showed that the estimated standard values for all paragraphs of the variable "soft leadership skills" ranged between (0.817- 0.549), which are good percentages. The standard values (CR) for all paragraphs were recorded between (8.307 and 5.143), which is greater than the standard critical value (CR), which reached (1.96). Moreover, the significance level values for all paragraphs of the variable "soft leadership skills" were at (0.000), which is less than the significance level (0.05). This indicates that all paragraphs of the variable are significant, which is considered a good and sufficient indicator for adopting the model in subsequent statistical analyses.



**Table 5:** Results of confirmatory factor analysis of soft leadership skills

Paragraphs	Path	Dimensions	Standard estimates	Critical values	Significance level sig	decision
CS1	<---	Communication Skills	0.724			
CS2	<---		0.747	7.087	0.000	Influential
CS3	<---		0.698	6.922	0.000	Influential
CS4	<---		0.756	7.486	0.000	Influential
CS5	<---		0.715	6.994	0.000	Influential
IS1	<---	Initiative Skills	0.618			
IS2	<---		0.628	5.647	0.000	Influential
IS3	<---		0.739	6.328	0.000	Influential
IS4	<---		0.817	6.757	0.000	Influential
IS5	<---		0.636	5.651	0.000	Influential
IS6	<---		0.797	6.622	0.000	Influential
TS1	<---	Training Skills	0.764			
TS2	<---		0.765	8.307	0.000	Influential
TS3	<---		0.699	7.427	0.000	Influential
TS4	<---		0.643	7.591	0.000	Influential
TS5	<---		0.75	8.132	0.000	Influential
TBS1	<---	Team Building Skills	0.678			
TBS2	<---		0.647	6.452	0.000	Influential
TBS3	<---		0.549	5.143	0.000	Influential
TBS4	<---		0.649	6.016	0.000	Influential
TBS5	<---		0.556	5.198	0.000	Influential

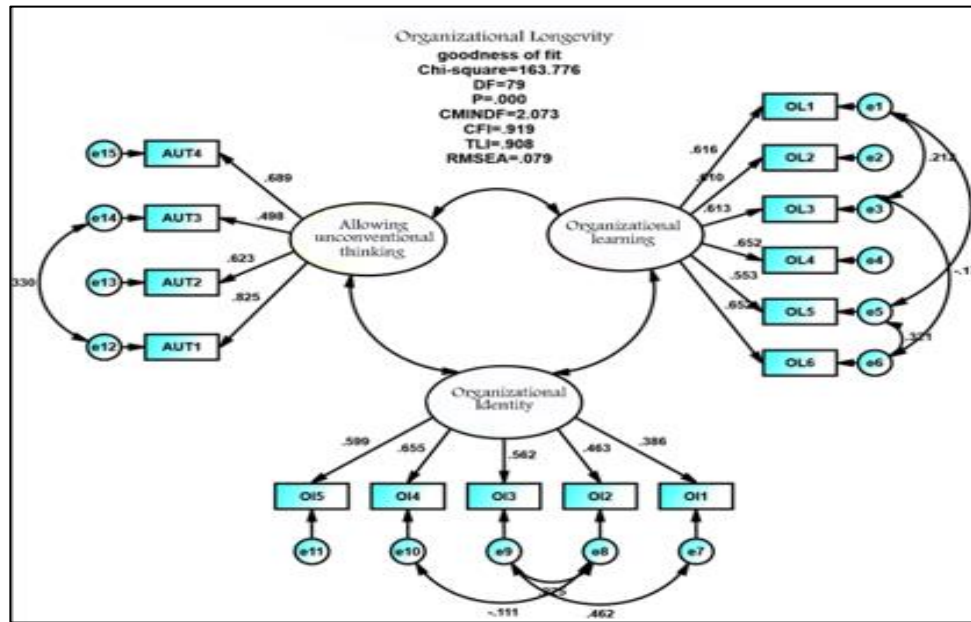
**Source:** SPSS V.28 outputs

Throughout fifteen paragraphs, three sub-dimensions—organizational learning, organizational identity, and permitting unconventional thinking—were used to measure the Organizational Longevity variable as a dependent variable. Both the extracted conformity quality indicators for the variable and the values of the standard estimates for each paragraph are displayed in Figure (3). Table (6) shows the extracted conformance indicators, and all seem to fall within the specified ranges, ensuring that the Organizational Longevity variable questions cover three sub-dimensions. This finding suggests that the assumed structural model for the Organizational Longevity variable scale and the data gathered from the questionnaire are in harmony.

**Table 6:** Quality of conformity indicators for the Organizational Longevity variable

No	Indicator	extracted value
1	Chi-square $\chi^2$	163.776
2	Degree of freedom (DF)	79
3	The ratio between $\chi^2$ and the degree of freedom DF	2.073
4	Comparative fit index (CFI)	0.919
5	Tucker-Lewis index (TLI)	0.908
6	Root mean square error of approximation (RMSEA)	0.079
Decision and interpretation : Within the established criteria		

**Source:** SPSS V.28 outputs



**Figure 3 :** Confirmatory factor analysis of the Organizational Longevity variable after adjustment  
**Source:** SPSS V.28 outputs

The standard estimated values for each paragraph of the "organizational sustainability" variable ranged between (0.386 and 0.825), which are good ratios, according to the results displayed in Table (7). All paragraphs' standard values (CR) were higher than the standard critical value (CR), which was 1.96, with values ranging from 3.814 to 8.071. Furthermore, the significance level values of the "organizational sustainability" variable for each paragraph were 0.000, below the significance level of 0.05. It is regarded as a good and sufficient indicator for implementing the model in further statistical analyses since it shows that every paragraph of the variable is significant.

**Table 7 :** Results of confirmatory factor analysis of organizational sustainability

Paragraphs	Path	Dimensions	Standard estimates	Critical values	Significance level sig	decision
OL1	<---	Organizational learning	0.616			
OL2	<---		0.61	5.921	0.000	Influential
OL3	<---		0.613	6.7	0.000	Influential
OL4	<---		0.652	6.248	0.000	Influential
OL5	<---		0.553	4.984	0.000	Influential
OL6	<---		0.652	6.242	0.000	Influential
OI1	<---	Organizational Identity	0.386		0.000	Influential
OI2	<---		0.463	3.814	0.000	Influential
OI3	<---		0.562	5.447	0.000	Influential
OI4	<---		0.655	4.405	0.000	Influential
OI5	<---		0.599	4.275	0.000	Influential
AUT1	<---	Allowing unconventional thinking	0.825		0.000	Influential
AUT2	<---		0.623	7.133	0.000	Influential
AUT3	<---		0.498	4.908	0.000	Influential
AUT4	<---		0.689	8.071	0.000	Influential

**Source:** SPSS V.28 outputs

By analyzing the results of the responses of the researched sample, it became clear that the results of the analysis referred to in table (8) showed that the variable of soft leadership skills achieved an "arithmetic mean" of (3.737) with an evaluation level of (good) and a standard deviation of (0.484). This variable also achieved a test value (t) of (7.631) at the level of (0.000), which is less than the significance level of (0.05), indicating that the agreement on this variable was real and statistically significant. Based on these results, senior management should continue to develop soft leadership skills among its leaders through training programs and workshops, as this can enhance team performance and increase teamwork effectiveness. Individuals' opinions should also be considered, and any potential weaknesses should be addressed to improve the organizational environment and increase employee satisfaction. The results also indicate the importance of enhancing the work environment that supports the development of soft leadership skills. If the Ministry aims to achieve superior performance, it is essential to enhance effective communication, build positive relationships between leaders and their subordinates, and enhance motivation and negotiation skills. It is helpful to conduct periodic surveys to regularly assess soft leadership skills. These surveys can provide valuable information about progress and identify areas that need further development. The results generally show the importance of soft leadership skills as a key element in the Ministry's success. Enhancing these skills will help achieve its goals more effectively and enhance innovation and creativity in the work environment. By adopting a comprehensive approach to leadership development, the Ministry can improve overall performance and promote a culture of teamwork. At the sub-dimensions level, the results showed that the highest value was for the dimension of "communication skills" with a mean of (3.828), a level of (good) and a deviation of (0.574), and a coefficient of variation of (15.00). This dimension came in second place regarding the arrangement of the variable's dimensions. This dimension also achieved a test value of (t8.173) of (0.000) at the level of (0.000), which is less than the significance level of (0.05), indicating that the agreement on this dimension was real and statistically significant. The lowest value was for the dimension of "training skills," with a mean of (3.668), a level of (good), a deviation of (0.594), and a coefficient of variation of (16.19). This dimension came forth regarding the arrangement of the variable's dimensions. This dimension also achieved a test value of (t) of (4.950) at the level of (0.000), which is less than the significance level (0.05), indicating that the agreement on this dimension was real and statistically significant.

**Table 8:** Summary of the dimensions of soft leadership skills variable

No.	Dimensions of soft leadership skills variable	Mean	Standard deviation	Coefficient of variation%	t	Sig	Dimensions arrangement
1	Communication Skills	3.828	0.574	15.00	8.173	0.000	2
2	Initiative Skills	3.729	0.576	15.44	6.263	0.000	3
3	Training Skills	3.668	0.594	16.19	4.950	0.000	4
4	Team Building Skills	3.722	0.515	13.83	6.844	0.000	1
	soft leadership skills	3.737	0.484	12.94	7.631	0.000	

**Source:** SPSS V.28 outputs

At the overall level of the organizational sustainability variable, the results of the analysis referred to in table (9) generally show that the organizational sustainability variable achieved an "arithmetic mean" of (3.699) with an evaluation level of (good) and a standard deviation of (0.478). This variable also achieved a test value (t) of (6.851) at the level of (0.000), which is less than the significance level of (0.05), indicating that the agreement on this variable was real and

statistically significant. The results indicate that the level of availability of the "organizational sustainability variable" was generally good.

The Ministry is working hard to invest in all available capabilities to adapt to the surrounding environmental changes while seeking to balance continuous development and maintaining internal stability. This approach contributes to ensuring the continuity of effective performance. It enhances the Ministry's ability to achieve its strategic goals in the long term, which ensures the sustainability of its success and prosperity in the face of challenges. In addition, this focus on organizational sustainability demonstrates the Ministry's ability to respond flexibly to changes and challenges it may face, whether internal or external. By adopting policies and strategies that enhance continuity of performance and innovation, the Ministry can enhance its values and effectively achieve its vision. In addition, these efforts contribute to building a stable work environment that enhances institutional loyalty and employee commitment to achieving common goals, which supports organizational sustainability and strengthens the Ministry's position in the long term. At the sub-dimensions level, the results revealed that the highest value was for the dimension "Allowing unconventional thinking," with a mean of (3.710), a level of (good), and a deviation of (0.526), and a coefficient of variation of (14.17). This dimension came in third place in terms of the order of the variable dimensions. This dimension also achieved a test value (t) of (6.470) at the level of (0.000), which is less than the significance level of (0.05), indicating that the agreement on this dimension was real and statistically significant. The lowest value was for the dimension of "Organizational Learning," with a mean of (3.692), a level of (good) a deviation of (0.521), and a coefficient of variation of (14.12). This dimension came in second place in terms of the order of the dimensions of the variable, as this dimension achieved a test value (t) of (6.131) at the level (0.000), which is less than the significance level (0.05), indicating that the agreement on this dimension was real and statistically significant.

**Table 9:** Summary of the dimensions of the organizational sustainability variable

No.	Dimensions of Organizational Longevity variable	Mean	Standard deviation	Coefficient of variation%	t	Sig	Dimensions arrangement
1	Organizational learning	3.692	0.521	14.12	6.131	0.000	2
2	Organizational Identity	3.695	0.509	13.79	6.344	0.000	1
3	Allowing unconventional thinking	3.710	0.526	14.17	6.470	0.000	3
Organizational Longevity		3.699	0.478	12.93	6.851	0.000	

**Source:** SPSS V.28 outputs

The following is an explanation of the hypotheses testing the influence between the dimensions of soft leadership practices and organizational sustainability:

#### **4.1 There is a significant effect between the variable of soft leadership skills on Organizational longevity**

Organizational longevity =  $0.556 + 0.841$  (soft leadership skills)

The extracted (F) value recorded a value of (309.266), which is greater than its tabular counterpart of (3.94), at a significance level of (0.05). This indicates the validity of the hypothesis and provides sufficient support to accept the first main hypothesis, which is that there is a significant effect between soft leadership skills and organizational longevity. The results of testing the hypotheses of the effect between cooperation and teamwork skills the phenomenon in table (10) showed that the hypothesis was valid.

This indicates that soft leadership skills play a fundamental role in enhancing the continuity and sustainability of Organizational longevity. That is, the more the Ministry seeks effective soft leadership, the more able it is to adapt to changes in the external environment, whether economic or technological. This enhances its ability to survive and excel and thus enhances Organizational longevity.

The soft leadership abilities variable may explain seventy-two percent of the variations in organizational lifespan. Additionally, the results showed that at the allowed significance level (0.05), the extracted (t) value for ( $\beta$ ) totaling (17.586) is bigger than its tabular equivalent equal to (1.984). This shows that the significance of ( $\beta$ ) for the variable of soft leadership qualities is stable. The value of ( $\beta$ ), which represents the soft leadership skills variable's influential power, also shows that an increase of one unit in the variable will result in an 84% rise in organizational lifespan.

#### **4.2 There is a significant effect of the communication skills dimension on Organizational longevity**

Organizational longevity =  $1.570 + 0.556$  (communication skills)

The extracted value of (F) recorded a value of (95.032), which is greater than its tabular counterpart of (3.94) at a significance level of (0.05). This indicates the validity of the hypothesis and provides sufficient support to accept the hypothesis that there is a significant effect between the dimension of communication skills in Organizational longevity, as noted by the results of testing the hypotheses of the effect between the communication skills dimension in the variable of Organizational longevity and the phenomenon in table (10).

Strengthening organizational communication skills positively impacts its ability to survive and thrive in the workplace. Communication skill development is essential to enhancing organizational longevity because it must be incorporated into the Ministry's administrative and development strategies. Additionally, the communication skills dimension was able to explain 44% of the changes in organizational longevity. Additionally, the results demonstrated that, at a significant level, the extracted value of (t) for ( $\beta$ ) of (9.748) is higher than its tabular equivalent of (1.984). Since the value of ( $\beta$ ), which shows the communication skills dimension's influential power, suggests that increasing the dimension by one unit will result in a 55% increase in organizational longevity, the approved (0.05) indicates the stability of the significance ( $\beta$ ) of the communication skills dimension.

#### **4.3 There is a significant effect between the dimension of initiative skills on Organizational longevity**

Organizational longevity =  $1.598 + 0.563$  (initiative skills)

According to the results of the hypotheses test of the relationship between the initiative skills dimension and the organizational longevity variable, which are displayed in table (10), the extracted (F) value obtained a value of (100.707), which is higher than its tabular counterpart of (3.94) at a significance level of (0.05). This suggests that the hypothesis is valid and that there is enough evidence to accept the hypothesis that there is a significant relationship between the initiative skills dimension and organizational longevity, i.e., improving initiative skills within the Ministry is a key component of attaining organizational longevity.

Because the initiative skills dimension was able to explain (45%) the changes in organizational longevity, investing in training leaders and staff on initiative skills can favor the Ministry's success and continuity. At the approved significance level of 0.05, the results also showed that the extracted (t) value for ( $\beta$ ) of 10.035 is greater than its tabular counterpart of (1.984). This signifies the validity of Morale ( $\beta$ ) for the initiative skills dimension, as it is evident from the value of ( $\beta$ ), which indicates the influential power of the initiative skills dimension, that an increase of one unit in the dimension will result in a 56% increase in organizational longevity.

#### 4.4 There is a significant effect of the training skills dimension on Organizational longevity

Organizational longevity =  $1.315 + 0.650$  (training skills)

According to the results of the hypotheses test of the relationship between the training skills dimension in the Organizational longevity variable and the phenomenon in table (10), the extracted (F) value recorded a value of (220.428), which is greater than its tabular counterpart of (3.94) at a significance level of (0.05). This suggests that the hypothesis is valid and that there is enough evidence to accept the hypothesis that there is a significant relationship between the training skills dimension in Organizational longevity and that training skills are crucial for improving the institution's continuity and prosperity.

Since the training skills component was able to explain (64%) the changes in organizational longevity, this effect indicates that enhancing training skills inside the Ministry has a direct and beneficial impact on its capacity to maintain effective performance and long-term survival. The findings also showed that, at the permitted significance level (0.05), the extracted (t) value for ( $\beta$ ), which is 14.847, is higher than its tabular counterpart, which is 1.984. The value of ( $\beta$ ), which shows the training skills dimension's influential power, makes it evident that increasing the dimension by one unit will result in a 65% increase in organizational longevity, indicating the stability of the significance of ( $\beta$ ) for the training skills dimension.

#### 4.5 There is a significant effect of the team-building skills dimension on Organizational longevity

Organizational longevity =  $1.066 + 0.708$  (team building skills)

The results of the hypothesis test of the relationship between the dimension of team building skills and the variable of organizational longevity and the phenomenon in table (10) show that the extracted value of (F) recorded a value of (163.265), which is greater than its tabular counterpart of (3.94) at a significance level of (0.05). This indicates the validity of the hypothesis and provides enough support to accept the hypothesis, which states that there is a significant effect between the dimension of team-building skills and organizational longevity and that team-building skills directly contribute to the long-term continuity and prosperity of the Ministry.

This means that improving the ability of leaders to build effective and cohesive work teams enhances the Ministry's ability to continue achieving its goals and adapting to surrounding changes, as the team building skills dimension was able to explain (57%) of the changes that occur in Organizational longevity. It is also noted from the results that the extracted (t) value for ( $\beta$ ) amounting to (12.778) is more significant than its tabular counterpart amounting to (1.984) at the approved significance level (0.05). This indicates the stability of the significance of ( $\beta$ ) for the team building skills dimension, as it is clear from the value of ( $\beta$ ), which indicates the influential power of the team building skills dimension, that increasing the dimension by one unit will lead to an increase in Organizational longevity by (70%).



**Table 10:** Analysis of the impact of the dimensions of the soft leadership skills variable on Organizational longevity

Dependent variable	Dimensions of soft leadership skills variable			(t)	(R)	(R <sup>2</sup> )	Adj	(F)	Sig	
							( <sup>2</sup> R)			
Organizational Longevity	Communication skills	(α)	1.57	7.107	0.67	0.45	0.44	95.03	0.000	
		(β)	0.56	9.748						
	Initiative skills	(α)	1.6	7.541	0.68	0.46	0.46	100.7	0.000	
		(β)	0.56	10.04						
	Training skills	(α)	1.32	8.088	0.81	0.65	0.65	220.4	0.000	
		(β)	0.65	14.85						
	Team building skills	(α)	1.07	5.124	0.76	0.58	0.58	163.3	0.000	
		(β)	0.71	12.78						
	Soft Leadership Skills	(α)	0.56	3.083	0.85	0.72	0.72	309.3	0.000	
		(β)	0.84	17.59						
	Table value of (F) = 3.94 /// Table value of (t) = 1.984 /// N =120									
	Number of accepted null hypotheses = 0				Number of acceptable alternative hypotheses = 5					
Decision and Interpretation: Reject all null hypotheses and accept alternative hypothesis.										

Source: SPSS V.28 outputs

#### 4.6 There is a significant effect between the dimensions of soft leadership skills combined on Organizational longevity

Organizational longevity = 0.560 + 0.130 (communication skills) + 0.091 (initiative skills) + 0.332 (training skills) + 0.291 (team building skills)

The results of testing the hypotheses regarding the combined influence of the soft leadership skill dimensions on the organizational longevity variable are displayed in Table (11). It is observed that the extracted value of (F) reached the estimated model (86.466), which is higher than the tabular value of (F) of (2.46). We accept the alternative hypothesis, which states that soft leadership abilities substantially impact organizational longevity and reject the null hypothesis in light of the prior findings.

This suggests that soft leadership qualities effectively and fundamentally impact an organization's lifespan. The findings also showed that the various aspects of soft leadership skills may account for 74% of the changes in organizational lifespan.

By using the (Stepwise) method for testing the effect of dimensions and testing the extent of their effect on the model, and after deleting the non-influential dimensions, as shown in Table (2), the model ultimately depends on the dimensions (communication skills, training skills, team building skills), as the extracted (F) value for the new estimated model achieved (113.265). It is certainly greater than the tabular value of (F) of (2.70), which indicates the strength of the study model, as it is clear from the values of the (t) test for the dimensions in general (communication skills, training skills, team building skills) with values of (3.287, 6.376, 4.611) respectively, which are greater than the tabular value of (t) of (1.984), which indicates the stability of the significance of the marginal tendency for the dimensions (communication skills, training skills, team building skills), as it is clear from the values of ( $\beta$ ) that increasing the dimensions (communication skills, training skills, team building skills) by one unit will lead to an increase in (Organizational longevity) by (16%, 36%, 29%, respectively), as for the initiative skills, the results showed that there is no significant effect in the model. The results indicate that soft leadership skills, especially communication skills, training skills, and team-building skills, have a

positive moral effect on Organizational longevity, which means that improving these skills among ministry leaders enhances the long-term sustainability and prosperity of the organization. On the other hand, the initiative skills dimension had little significant impact in this context, which may indicate that individual initiative alone is insufficient to enhance Organizational longevity without clear organizational support or framework.

**Table 11:** Analysis of the impact of the dimensions of soft leadership skills combined on Organizational longevity

Dimensions of soft leadership skills	Multiple Linear Regression Model			Multiple Linear Regression Model Using Stepwise Method			
	( $\beta$ )	(t)	Sig.	( $\beta$ )	(t)	Sig.	Dimensions entry order
Communication Skills	0.13	2.284	0.02	0.168	3	0.001	3
Initiative Skills	0.091	1.514	0.13	---	---	---	---
Training Skills	0.332	5.418	0	0.366	6	0.00	1
Team Building Skills	0.291	4.544	0	0.297	5	0.00	2
(F)	86.466			113.265			
(R) Multi	0.866			0.863			
(R <sup>2</sup> )	0.75			0.745			
(R <sup>2</sup> ) Adj	0.742			0.739			
) $\alpha$ (	0.56			0.607			
Sig.	0			0			
F tabular	2.46			2.7			
t tabular	1.984			1.984			

Source: SPSS V.28 outputs

## 5. Conclusion:

The leadership of the Ministry of Higher Education and Scientific Research has shown increasing interest in soft skills and has directed its efforts towards improving communication skills in line with its current and future visions. It has also highlighted the challenges facing the communication process, focusing on dialogue and exchanging views on various issues to reach solutions that ensure the satisfaction of all parties. Therefore, the researcher recommends adopting modern mechanisms to improve communication skills and raise soft leadership skills. It was found that the leadership of the Ministry relies on adopting initiative skills when seeking to improve the level of soft leadership skills by creating an appropriate environment for decision-making, in addition to adopting objective standards and staying away from personal considerations as much as possible. Therefore, the researcher recommends adopting dialogue and discussion to bring viewpoints closer together on various issues and ensure solutions that satisfy all parties. The leadership of the Ministry has shown a clear direction towards enhancing its soft skills, by directing training efforts towards developing employees' capabilities and evaluating them continuously with objectivity, fairness, and accuracy. The Ministry's leaders have relied on their leadership skills to enhance soft leadership skills, so it is important to focus on proactive initiatives instead of waiting and responding to events reactively and therapeutically.

It became clear that the Ministry's leaders rely on cooperation and teamwork to enhance their soft skills by providing an appropriate environment for joint cooperation in solving problems, considering its members' technical and physical needs, and working to meet them.

Therefore, it is necessary to adopt flexible procedures through which the Ministry achieves its goals away from specific job responsibilities.

The Ministry's leadership emphasized Organizational longevity, which is one of the main goals that the organization aims for in order to continue, so it is important to bear responsibility for the results of the new initiatives that it adopts with responsibility and interest.

We note that the "Organizational longevity variable" was generally good, as the leadership is working hard to invest all available capabilities to adapt to the surrounding environmental changes while striving to achieve a balance between continuous development and maintaining internal stability, as it contributes to the direction in ensuring the continuity of effective performance, and enhances the Ministry's ability to achieve its strategic goals in the long term, which ensures the sustainability of its success and prosperity in the face of challenges.

#### 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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