THE EFFECT OF AMBIDEXTROUS LEADERSHIP ON CONFLICT MANAGEMENT STRATEGIES, BY MEDIATING EFFECTIVE COMMUNICATION

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ABSTRACT

The research aims to measure and analyze the impact of skillful leadership in choosing the appropriate strategy for each situation to manage conflicts within the General Company for Copper and Mechanical Industries / Anbar, through the use of effective communication. The main research problem was to propose a leadership style that helps to achieve a balance between continuity and change at the same time to help Iraqi organizations in their public and private sectors in managing administrative conflicts and using them for the benefit of organizations and reaching appropriate decisions through the use of an effective method of communication between individuals and subordinates and vice versa.

The analytical descriptive approach was used in the presentation, analysis and interpretation of the data, and the questionnaire was adopted in collecting information as a main tool, in addition to the personal interviews that took place with some sample members. The study sample reached (140) persons from managers and employees of the General Company for Copper and Mechanical Industries / Anbar, and the final valid forms reached (136) respondents, and using a set of statistical methods (SPSS/AMOS) to test the hypotheses, the set of results showed the validity of the hypothesis of the influence of skillful leadership in a way Direct in conflict management strategies and its value increases through effective communication. This research reached a set of conclusions, the most important of which is that the company in question possesses a group of employees who have experience and competence, but it has only a small number of holders of higher degrees, as well as the upper and middle management is responsible for distributing tasks to individuals and following up on the extent of their commitment to them. A set of recommendations has been put in place, the most important of which is the necessity of attracting holders of higher degrees and according to the needs of the company in question, in addition to well-trained competencies and not being satisfied with individuals within the company and giving greater powers to individuals working within the company to act in an independent manner, which makes them more proficient in the performance of their work, with continuous monitoring of workflows To take the appropriate corrective steps when mistakes occur within the work, and it is also recommended to exchange information and viewpoints between the parties to the conflict to solve the causes of the conflict, avoid its occurrence and adopt alternatives in the event of problems facing individuals.

Keywords: ambidextrous leadership, effective communication, conflict management strategies.

I. INTRODUCTION

The skillful leadership is one of the most important topics in the world of management, as it has become the criterion that determines the success of any organization. Adept, efficient leadership and information is the cornerstone for the success of all measures and actions taken to manage the conflict, starting from predicting its occurrence and defining the dimensions of the conflict, through planning and coordination processes, setting policies, then presenting alternatives, choosing the most appropriate, decision-making and the way to deal with them. With reference to the foregoing, the current research problem has been formulated in a manner based on a review of a set of field facts in order to determine the knowledge gap for the current research variables. For effective communication Therefore, the research problem lies in answering the following main question (Is there an effect of skillful leadership in choosing a conflict management strategy using effective communication).

Research Importance:
The research derives its importance from the importance of the variables it deals with and the scientific and practical implications that the research results produce. Therefore, the most important thing that the research represents for the research organization and for organizations similar to its work can be clarified as follows:

1. The issue of conflict management strategies has become one of the most prominent topics that have attracted the attention of researchers and practitioners at the present time, after conflicts have multiplied and conflict management strategies adopted to confront conflict by skillful leadership using effective communication.

2. Contributes to the current research of the organization in question in discovering its strengths and weaknesses and the impact of the conflict on its position among organizations and its ability to raise the reality of administrative and industrial work to internal and external environment variables by studying the relationship and influence between research variables.

3. The organized study helps on how it will confront the conflict in a way that enhances its market position by defining the appropriate strategy for its management.

Search Objectives:

1. Determining the reality of leadership in the General Company for Copper and Mechanical Industries / Anbar and the availability of skillful leadership characteristics in it.

2. Measure and analyze the company's ability to face potential conflicts and what is the strategy adopted in it.

3. Studying the level of influence of ambidextrous leadership in choosing the appropriate conflict management strategy.

4. Knowing the level of influence in the skillful leadership of effective communication, which helps it choose the appropriate strategy to manage the conflict.

Hypotheses to Search:

Hypotheses are researching the relationship between the research variables, i.e. the study of correlation and influence, and deducing the degree of correlation and influence between all the variables:

1. The first main hypothesis: There is no significant correlation between the dimensions of ambidextrous leadership and effective communication in general in the organization in question.

2. The second main hypothesis: There is no significant correlation between effective communication and the dimensions of conflict management strategies in the organization in question.

3. The third main hypothesis: There is no significant correlation between the dimensions of skillful leadership and conflict management strategies in the organization in question.

4. The fourth main hypothesis: There is no significant effect of statistical significance between skillful leadership and effective communication.

5. The fifth main hypothesis: There is no significant effect of statistical significance for effective communication in conflict management strategies.

6. The sixth main hypothesis: There is no significant effect of statistical significance of skillful leadership in conflict management strategies.

7. The seventh main hypothesis: There is no significant effect of statistical significance for skillful leadership in conflict management strategies with its dimensions through effective communication mediation.

Statistical methods:
The Statistical Package for Collective Sciences (SPSSV.25) program was used for the purpose of data analysis and extraction of results, as well as the AMOS V.21 program).

The approved statistical tools: Arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, simple linear regression, Sobel Test.

Theoretical framework for research

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Ambidextrous Leadership Definition:

There are many concepts presented by researchers for ambidextrous leadership, but there is a basic concept that has been focused on, which is “Leadership is the product of interaction between the leader and individuals” (Ismail, 2019: 14), (Silva, 2016: 2). The main idea ambidextrous leadership is that the activities of innovation and creativity that are characterized by complexity must be matched by leadership approaches of equal complexity, and for this reason, the theory of ambidextrous leadership requires interaction between its leadership behaviors, which are complementary to each other (Mezher, 2017: 47), may influence Leaders indirectly influence their subordinates in creating a culture or environment that is beneficial for exploration and investment. Thus, we need to know what type of culture or climate is appropriate (Rosing, et al, 2010:200), ambidextrous leadership (Awan, et al, 2018: 401) can be defined as the interaction between the two complementary leadership behaviors that open and close both the investing and exploratory forces. It is also a leadership style that promotes better exploration, investment, and therefore innovation (Martínez-Climent, et al, 2019:2).

Dimensions ambidextrous leadership:

Open leadership behaviors can blunt the conflicts and discussions caused by over-delegation, while closed leadership behaviors (enabling leadership behaviors) can relieve constraints placed on individuals through directive leadership (Li, et al, 2020:2). Leadership behaviors are considered complementary to each other, meaning that an individual leadership style cannot satisfy all the different needs simultaneously because each corresponds to the innovation requirements that the other cannot fulfill (Rosing, et al, 2011:957). Leadership behaviors are classified into two types of behaviors that are used by brilliant leaders, which are open leadership behaviors and closed leadership behaviors, which will be clarified as follows:- (Rosing, et al, 2010:198-199)

Open leadership behaviors to promote exploration: - The leader needs to create an open atmosphere for the purpose of generating and exploring new ideas, so it may be a good way to express the leadership behaviors necessary for exploration as shown in Figure (1-2) and that one of the basic requirements for creativity is to increase diversity. Different methods lead to creativity and in order for people to have the ability to explore they need to know from them to actually experiment with ideas. (Shon, 2019: 9)

Closed Leadership Behaviors to Promote Investment: The leader takes actions that reduce variance and overlap and sets procedures and rules that monitor goals and take corrective actions. Closed leadership behavior allows workers to do things in a specific way and only the leader supervises (Dawood, 2019: 55) that switches flexibly between these two types of Behaviors in order to be good leaders (Wang et al, 2020: 17) Effective leadership requires the integration of different leadership behaviors, which is a requirement of organizational dynamics that may be difficult to fulfill at the same time (Abu Zeid, 2019: 562).

Effective Communication Definition:

All human interactions are forms of communication in the business world and that is why nothing can be achieved without effective communication with employers, employees, suppliers and customers. A two-way process that requires effort and skill on the part of both sender and receiver (Lunenburg, 2010:6) Effective communication in global organizations includes the right mix of “easy” and “hard” information gathering, superior interpersonal communication and appropriate use of ICTs (52: 2018, Nwabueze& (Mileski ).

Effective communication skills:

It means the creative and acquired abilities of the human being, which he uses in order to complete the communication process when he is in the sending or receiving state (Al-Tayeb, 2016: 9). A person’s success in life depends on the ability to communicate effectively. Studies have shown that 85% of success is attributed to communication skills, and only 15% of it is attributed to mastering work skills. In order to communicate with others brilliantly, we must master the basics of communication and build the main component of effective communication, which is Gaining credibility and trust with others, and from this point of view, effective communication skills can be divided into the following: (Saadat, 2016: 62).

1. Speaking skill: This skill is one of the aspects of verbal communication, which are spoken language symbols that transmit our thoughts and feelings to others through direct communication and talking (Zad, 2019: 44).

2. Listening skill: It is one of the linguistic reception skills that require interaction with the speaker. This interaction may take place face to face through dialogues, seminars or conversations, and interaction may take place remotely through telephone conversations (Zad, 2019: 45).
3. **writing skill:** It is also one of the aspects of communication, as writing is classified among the methods that people use in communicating with others, as well as enhancing and confirming oral communications (Zad, 2019: 46) (Abdul Mawla, 2013: 80).

**Conflict Management Strategies Definition:**

Given the importance of conflict management in different organizations, researchers have attached great importance to conflict management to achieve better effectiveness for the organization by designing multiple models for how they manage conflict. Therefore, conflict management strategies varied according to the level at which it occurs, and these strategies range from relatively positive to relatively negative strategies (Al-Faqawi, 2017: 23). Conflict management strategies have contributed to achieving positive results in this field by developing ways to address conflict (Ali and Al-Yasiri, 2007: 125) Modern administrative thought considers conflict as an inevitable phenomenon that cannot be eradicated from the organization. Conflict is to reduce it and then eliminate it. As for conflict management, it is a series of steps that begin with diagnosing the conflict to determine the appropriate strategies with it (Marzouk, 2011: 31). Traditional theories relied on limited means, including power or strength in confronting the conflict and reducing its intensity, based on assumptions that were prevalent at the time (Al-Ashwal and Al-Shawsh, 2018: 53).

**Dimensions of conflict management strategies:**

**Competing Strategy:** The process of competition represents the desire of each of the conflicting parties to meet his demands and achieve his expectations and hopes at the expense of the interests of others, meaning his desire to employ the organization’s resources to meet his demands without indifference to the interests and demands of the rest of the organization’s members (Hafeez, 2018: 19) means competition Standing up for one's rights or a position that one thinks is right or just trying to win (Nasr, 2020: 15) a model of conflict management that relies on a high degree of persistence and a very low level of cooperation. (Madalina, 2016: 810).

**Compromising Strategy:** This strategy seeks to gain time so that the conflicting parties calm down and the conflict eases between them, and includes settling secondary points of disagreement, provided that the essential points are left to remain or their danger decreases over time (Al-Qaryouti, 2000: 259). Agreeing with the other that each side give up something of value to reach a mutually satisfactory agreement (Langton, et al, 2016: 316).

**Collaborative strategy:** achieving benefit for all while being convinced of the importance of common interests, and the manager can as a healer of conflict between his subordinates, especially when he perceives their tendency to cooperate, encourages them to do so and requests a meeting with them to determine the nature and causes of the conflict between them to reach appropriate solutions by themselves (Marzouk, 2011: 35) There is no assumption in this strategy that one of the parties will lose as a result of a gain that the other will achieve. This strategy requires collecting the largest possible amount of data and facts that show the importance of the change to be made (Al Louh, 2008: 57). The best resolution is defined as a creative conflict resolution that is not created by one person. Given this positive conflict resolution, one might consider conflict management through cooperation as the best method (Madalina, 2016: 810).

**Accommodating strategy:** in which the manager acts as if he believes that the conflict will pass over time, and this method can be resorted to if the conflict is based on the different personal characteristics of the parties to the conflict (Marzouk, 2011: 36) This includes the adopted tactics to neutralize the root cause of the conflict And to ensure that all members are calm to be on the same side. It is appropriate when there is a need to bridge a gap or when members have a mutually important goal. (Adekunle, et al, 2019: 24). Arrangements are recommended to manage conflict by waiving when necessary reasonable positions, developing performance and maintaining a state of understanding that includes adaptation, altruism, and obedience to commands for their own benefit (Madalina, 2016: 810).

**Avoidance strategy:** It is the desire to withdraw from or suppress the conflict (Kodikal, et al, 2014: 3) One of the parties does not pursue their own fears or the fears of the other parties. Withdrawal and repression (72: Valentine, 2001) The individual realizes the existence of the conflict and wants to Avoiding it or withdrawing from it. Avoidance may be the most appropriate pattern for a solution, through a behavior that combines extremism and a tendency to achieve the goals of the other party at the expense of the interests and objectives of the organization. This strategy depends on ignoring the conflict and its causes (Yasin, 2010: 28).

**Practical framework for research**

**Statistical description, data analysis and interpretation of results:**
By describing the answers of the researched sample about the research variables and their interpretation in the light of the information and data collected by answering the questions of the questionnaire, as the results of the variable consisting of the dimensions of skillful leadership as an independent variable are presented and described, conflict management strategies as a dependent variable (accredited) and effective communication as an intermediary variable for the General Company for Mechanical Industries Al-Nahasiyah / Al-Anbar - Al-Amriya District.

Describe the responses of the research sample about the independent variable, ambidextrous leadership:

After analyzing the data of the independent variable, the ambidextrous leadership with its dimensions (open driving behaviors, closed driving behaviors), the results showed that the arithmetic mean of the total variable is equal to (3.62) and this indicates that the level of agreement is very high in the researched sample, and the standard deviation reached (0.39) from Through the result, it is clear that there is homogeneity and harmony between the research sample, where the coefficient of variation reached (10.77) and the relative importance reached (72.43).

Describe the responses of the research sample about the effective communication variable:

After analyzing the data for the three-dimensional effective communication variable (speaking skill, listening skill, writing skill), the results appeared with a total average of the variable equal to (3.64), and this indicates that the level of agreement in the researched sample is very high, and the standard deviation reached (0.41) through The result is clear that there is homogeneity between the research sample, where the coefficient of variation reached (11.26) and the relative importance reached (72.76).

Describe the responses of the research sample about the variable of conflict management strategies:

After analyzing the data for the adopted variable, conflict management strategies with its dimensions (competition strategy, settlement strategy, cooperation strategy, absorption strategy, avoidance strategy), the results showed that the arithmetic mean of the total variable is equal to (3.47) and this indicates that the level of agreement in the sample surveyed The standard deviation reached (.30). Through the result, it is clear that there is homogeneity and harmony between the research sample, where the coefficient of variation reached (8.65) and the relative importance reached (69.48).

Test the correlation between the research variables:

In this topic, the main and sub-correlation hypotheses are tested, which is the basis for the establishment of this topic, by finding the correlation relations between the current variables of the research, based on the ready-made statistical program (SPSS V25), and the following is a detailed explanation of each hypothesis:

The first main hypothesis: the relationship of ambidextrous leadership to effective communication.

Where the first null hypothesis was launched, which states (there is no significant correlation between the dimensions of skillful leadership and effective communication overall in the organization in question) after the value of the correlation coefficient between skillful leadership and effective communication was calculated, where the value of the correlation between them reached (0.547) a positive direct relationship And it is significant when calculating its (t) value of (7.56) and when comparing it with the tabular value (t) at the degree of freedom (134) and the level of significance (0.05) amounting to (1.960). This means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is no A significant correlation relationship between the dimensions of skillful leadership and effective communication in general in the organization under study).

<table>
<thead>
<tr>
<th>independent variable</th>
<th>dependent variable</th>
<th>Effective Communication</th>
<th>speaking skill</th>
<th>listening skill</th>
<th>writing skill</th>
</tr>
</thead>
<tbody>
<tr>
<td>open driving behaviors</td>
<td>correlation coefficients</td>
<td>.440**</td>
<td>.49**</td>
<td>.360**</td>
<td>.252**</td>
</tr>
<tr>
<td>t values of the correlation coefficient</td>
<td>5.67</td>
<td>6.506</td>
<td>4.467</td>
<td>3.014</td>
<td></td>
</tr>
<tr>
<td>P-value</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.003</td>
<td></td>
</tr>
<tr>
<td>closed driving behaviors</td>
<td>correlation coefficients</td>
<td>.518**</td>
<td>.557**</td>
<td>.390**</td>
<td>.263**</td>
</tr>
<tr>
<td>t values of the</td>
<td>7.01</td>
<td>7.763</td>
<td>4.902</td>
<td>3.155</td>
<td></td>
</tr>
</tbody>
</table>
The second main hypothesis: Effective communication linkage and conflict management strategies.

Where the first null hypothesis was launched, which states (there is no significant correlation between effective communication and conflict management strategies in the organization in question) after the value of the correlation coefficient between skillful leadership and effective communication was calculated, where the value of the correlation between them reached (0.426) a positive direct relationship and that it Significant when calculating the value (t) of it (5.450) and when comparing it with the tabular value (t) at the degree of freedom (134) and the level of significance (0.05) of (1.960). This means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is no relationship Significant correlation between effective communication and conflict management strategies in the researched organization.

Table (2) values of the correlation between the dimensions of effective communication and conflict management strategies.

<table>
<thead>
<tr>
<th>independent variable</th>
<th>conflict management strategies</th>
<th>Competing Strategy</th>
<th>Compromising Strategy</th>
<th>Collaborative strategy</th>
<th>Accommodating strategy</th>
<th>Avoidance strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speaking skill</td>
<td>correlation coefficients</td>
<td>.425**</td>
<td>-.195*</td>
<td>.482**</td>
<td>.345**</td>
<td>.449**</td>
</tr>
<tr>
<td></td>
<td>t values</td>
<td>5.435</td>
<td>2.301-</td>
<td>6.368</td>
<td>4.254</td>
<td>5.816</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>.000</td>
<td>.023</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>Listening skill</td>
<td>correlation coefficients</td>
<td>.348**</td>
<td>-.169*</td>
<td>.303**</td>
<td>.278**</td>
<td>.410**</td>
</tr>
<tr>
<td></td>
<td>t values</td>
<td>4.296</td>
<td>1.984-</td>
<td>3.680</td>
<td>3.350</td>
<td>5.203</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>.000</td>
<td>.049</td>
<td>.000</td>
<td>.001</td>
<td>.000</td>
</tr>
<tr>
<td>Writing skill</td>
<td>correlation coefficients</td>
<td>.223**</td>
<td>-.144</td>
<td>.224**</td>
<td>.132</td>
<td>.343**</td>
</tr>
<tr>
<td></td>
<td>t values</td>
<td>2.648</td>
<td>1.684-</td>
<td>2.661</td>
<td>1.541</td>
<td>4.227</td>
</tr>
<tr>
<td></td>
<td>P-value</td>
<td>.009</td>
<td>.094</td>
<td>.009</td>
<td>.124</td>
<td>.000</td>
</tr>
<tr>
<td>Effective Commu-</td>
<td>correlation coefficients</td>
<td>.426**</td>
<td>-.217*</td>
<td>.432**</td>
<td>.324**</td>
<td>.512**</td>
</tr>
</tbody>
</table>
The third main hypothesis: the relationship of skillful leadership with conflict management strategies

Where the third null hypothesis was launched, which states (there is no significant correlation between skillful leadership and conflict management strategies in the researched organization). Calculating its (t) value of (5.357) and when comparing it with the tabular value (t) at the degree of freedom (134) and the level of significance (0.05) of (1.960). This means rejecting the null hypothesis and accepting the alternative hypothesis which states (there is no correlation with Moral significance between skillful leadership and conflict management strategies in the studied organization.

The fourth main hypothesis: the effect of skillful leadership on effective communication

The test was conducted for the fourth major null hypothesis, which states that (there is no significant effect with statistical significance between the dimensions of skillful leadership and effective communication in general) through the use of simple regression analysis and in light of the hypothesis, the data was analyzed and on the basis of this analysis a simple regression equation was formulated between an independent variable (ambidextrous leadership) and its symbol (X) and a dependent variable (effective communication) and symbolized by (Z) and the table shows the results of the model of the influence of the independent variable skill leadership and its dimensions in the dependent variable effective communication according to the simple linear regression model.

The fifth main hypothesis: The effect of effective communication and its dimensions on conflict management strategies

From the table, we note the effect of effective communication (as an independent variable) on conflict management strategies (as a dependent variable). It is noted that the regression coefficient is significant, where its value was (β = 0.250), when the value of (t = 5.036), which is greater than the tabular value, which amounted to (1.960). At the degree of freedom (134) and its significance level (0.05), this means that changing one unit of effective communication leads to a change in conflict management strategies by an estimated rate of (25%). It is also noted that the calculated value of F for the effect model is (F = 25.361), which is greater than the tabular value (3.94), which is significant, and that the sign reached (Sig = 0.000), which is less than the value of alpha (α = 0.05), and that the coefficient of determination reached its value (β = 0.250) which shows that the independent variable (effective communication) explains (15.9%) of the dependent variable (conflict management strategies) and that the remaining percentage (84.1%) is due to other variables that were not included in the tested model, and according to the results The table rejects the null hypothesis (the fifth main hypothesis) and accepts the alternative sub-hypothesis that (there is a significant, statistically significant effect of effective communication on conflict management strategies).

The sixth main hypothesis: The effect of skillful leadership and its dimensions on conflict management strategies

From the table, we notice the effect of skillful leadership (as an independent variable) on conflict management strategies (as a dependent variable), and it is noted that the regression coefficient is significant, with its value (β = .294) when the value of (t = 5.36) is greater than the tabular value, which amounted to (1.960). At the degree of freedom (134) and its significance level (0.05), this means that changing one unit of effective communication leads to a change in conflict management strategies by an estimated rate of (25%). It is also noted that the calculated value of F for the effect model is (F = 28.73), which is greater than the tabular value (3.94), which is significant, and that the sign reached (Sig = .000), which is less than the value of alpha (α = 0.05), and that the coefficient of determination reached its value
which shows that the independent variable (effective communication) explains a percentage (17.7%) of the dependent variable (conflict management strategies) and that the remaining percentage (82.3%) is due to other variables that were not included in the tested model, according to The results of the table The null hypothesis (the sixth main hypothesis) is rejected and the alternative sub-hypothesis is accepted that (there is a significant and statistically significant effect of the dimensions of ambidextrous leadership on conflict management strategies).

II. CONCLUSIONS:

1. The Copper and Mechanical Industries Company / Anbar depends on males more than females, meaning there is no balance between the workforce due to the fact that most of the work requirements and procedures require some physical capabilities, because most of the company’s factories are concentrated in the manufacture of heavy equipment, which requires high effort. It also has experienced and efficient employees as a result of its reliance on long experiences. The company also relies heavily on bachelor’s degree holders and a small number of graduate degree holders, and varying percentages for both diploma and preparatory certificate holders, and this diversity of certificates added scientific and practical capabilities that can be used to develop a product or open a new production line.

2. Each of the upper and middle management distributes tasks to individuals within the departments equally or fairly, and also follows up on the extent of compliance by the individuals working in the departments with the rules and procedures.

3. The senior management of the General Company for Copper and Mechanical Industries / Anbar does not seek to achieve the personal goals of the managers. Rather, the managers seek to achieve the goals of the company as a whole.

4. There is a correlation between the independent variable (ambidextrous leadership) and its dimensions, and the intermediate dependent variable (effective communication) and its dimensions, and the results were direct, meaning that there is a correlation between the variables of ambidextrous leadership and effective communication, whose value ranges between strong and weak.

5. There is a direct positive effect of ambidextrous leadership and conflict management strategies, and there is also a positive indirect effect that mediates the relationship between ambidextrous leadership and conflict management strategies, and this effect is the result of the effective communication variable and its dimensions in conflict management strategies.

**Recommendations:**

1. The necessity of attracting the holders of higher degrees of doctorate and master’s degrees, according to the need, within the administrative joints of the General Company for Copper and Mechanical Industries / Anbar for the purpose of benefiting from them and their experiences in solving problems and developing workflow.

2. The need to attract well-trained competencies to do business and not be satisfied with individuals within the organization who have experience, because experiences are acquired through workflow and there is no novelty in them.

3. The necessity of integrating skillful leadership behaviors, i.e. the flexible use of open and closed leadership behaviors in the upper and middle management of individuals working in the company.

4. Taking into account brevity in speeches and avoiding vocabulary that is difficult for individuals to understand, since there are differences in the educational and cultural level of individuals within the company.

5. Encouraging individuals to work in a team spirit, which would increase their efficiency.

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