THE RELATIONSHIP OF ADMINISTRATIVE LEADERSHIP WITH CONTINUOUS IMPROVEMENT A FIELD STUDY IN THE GENERAL DIRECTORATE OF EDUCATION IN KARBALA GOVERNORATE.

Ammar J. Jameel1, anwarabdellah mejbel2, Hayder A. Hussein3

1, 2, 3 Directorate of Education Karbala
1 Email: amrjasd82@gmail.com
2 Email: anw8080@gmail.com
3 alabdyhydr814@gmail.com

ABSTRACT

The study aimed to know the relationship and the impact between the administrative leadership represented by (building good relationships, positive motivation, a culture of creativity and innovation, and the variable of continuous improvement. To achieve the objectives of the study, the data was collected through a questionnaire form and distributed to (85) employees. Statistical results the arithmetic mean, standard deviation, Pearson correlation coefficient and simple linear regression of the variables. One of the most important conclusions is that continuous improvement is considered one of the basic pillars of operations in institutions because it is important to add value to improve performance and productivity, and the most important proposals were to focus on continuous improvement, which is the comprehensive culture that does not concern the side One, but all processes, activities and tasks, as well as a methodology for solving problems, raising productivity, eliminating waste, and developing suggestions in a beautiful and appropriate way, contributing to technological development and getting rid of red tape and complexity.

Keywords: Administrative Leadership, Continuous Improvement

Objectives of the study

- Learn about managerial leadership practices, patterns and functions.
- Identify the concepts and implications of the approaches to continuous improvement.

The importance of studying

- Recognize the role played by the administrative leadership in adding improvements to the administrative processes.
- Administrative leadership is the effective tool directed towards adding improvements to processes, supporting employees, instilling a spirit of loyalty and achieving justice.
- Effective administrative leadership is able to understand the internal and external environment to apply continuous improvement methodologies.

the study Problem

The problem of the study centered on knowing the relationship between administrative leadership and continuous improvement, which is one of the basic elements in supporting and supporting institutions in adding improvements to reach the best services by adding continuous improvements to performance. So, we ask some questions

1- Do the leaders in that organization have the ability to add continuous improvements to achieve the best performance?
2- What is the nature of the relationship between the prevailing administrative leadership and improvement methodologies (building good relationships, positive motivation, a culture of creativity and innovation, and the dimension of continuous improvement).

3- What is the nature of the effect between administrative leadership and the continuous improvement methodology (building good relationships, positive motivation, a culture of creativity and innovation, and the dimension of continuous improvement).

4- How do we employ continuous improvement in organizations by relying on the Deming wheel.

**Study hypotheses**

1) There is a significant correlation between administrative leadership and continuous improvement.

2) There is a significant correlation between building good relationships within the organization and continuous improvement.

3) There is a significant correlation between positive motivation and continuous improvement.

4) There is no significant correlation between the culture of creativity, innovation and continuous improvement.

**Management leadership concept**

Definition of Leadership: There are many definitions of leadership, including: Dobbins & Pettman defined leadership as: "It is the ability to motivate the community and push them to struggle and give in order to achieve common goals, get the best performance, and make things happen to get the intended results. Leadership can be defined as: that process that has an impact on the behavior of others and pushes them towards achieving certain goals (Abdul Maqsoud Muhammad 2006, p. 67).

The administrative leadership is also known by Konter and Adoneil: -It is the process of influences exercised by the manager to persuade and motivate subordinates to make effective contributions to achieve the best performance (Shaheen: 2003, p. 264).

Another definition of administrative leadership is: “It is the ability to influence the behavior of individuals and groups, coordinate their efforts, and direct them to achieve their intended goals.

Osama Khairi, Administrative Leadership, Dar Al-Rayya for Publishing and Distribution, Amman, I, 1 2013, p. 16.

The relationship between the individual and the group around a common concern and acting in a directed and unified manner (Najm 2012)


2) Patterns Leadership

Leadership has a set of styles that differ according to the different types of personalities and roles, and this varies according to the temperament of each person.

   Leadership style based on the leadership behavior followed This style was mentioned in an empirical study by Lewin, Lippit and White and it was in the late 1939's where it clarified and showed that there are three styles of leaders and each behavior has a specific style and according to the organizational loyalty to them, and the leadership was mentioned and classified into three groups:

   A) Authoritarian dictatorial leadership This type of leadership depends on authoritarian opinion, blind wonderment, and taking decisions in a manner of intimidation and coercion.

   In this style, most decisions are made by themselves rather than allowing or listening to subordinates to make any decision. This type is known as motive leaders who have the ability to reward and punish followers.
**B) Autocratic leadership** There is a group of scholars who called it passive leadership and relies on intimidation and threats as well, but it is better than leadership and relies on centralization and is less authoritarian and takes decisions without the participation of workers, but it can convince their employees and the leader here and here uses the method of reward and punishment and focuses on production and neglects relationships. Humanity and does not take into account the needs of the followers, and the autocratic leadership has patterns, including:

1) Strict autocracy depends on punishment and intimidation and with strict decisions and emphasizes production because it believes it is the center of communications, information and powers and pretends to be friendly.

2) A friendly autocrat is less hard-line and uses praise and compliments along with light punishment to ensure loyalty to carry out decisions.

3) The maneuvering autocrat, who is less strict and takes the decision by restriction, but it deludes the followers that they participated in the decision-making (Abasra 2009 pp. 152-153).


**C) Democratic leadership** is the one that shows great interest in subordinates, and this type is concerned with positive motivation and a clean atmosphere, and the decision is collective and the satisfaction of desires without intimidation or domination, and it is the best type of leadership (Abasra: 2009 pp. 153, 152). It is also considered to be a participatory leadership between subordinates and employees, and it is characterized by the absence of hostility between workers, participatory decisions, and subordinate acceptance of the leader. 2007 p. 308).

**D) The chaotic and lax leadership.** This leadership is characterized by giving complete freedom to the individual in making decisions, as he does not try to organize work and does not conduct discussions. We can summarize its advantages:

1. A neutral who does not participate in decisions except at a minimum and shows willingness to help and leaves the individual and the group and is superficial in dealing.

2. Individuals freely choose their co-workers.


3) **Careers Leadership Administrative**

The administrative leader has a set of functions which are planning, organizing, coordinating, controlling and directing the implementation because leadership is the behavior in directing individuals to work jobs to achieve the desired goals. (Al-Ajami: 2008, p. 38).

Factors affecting the selection of the administrative leader's style (Al-Sorn: 2001, p. 155).

1) Factors related to the leader himself, which are personal factors, qualities, characteristics, attitudes, confidence, abilities and values he believes in.
2) Factors that relate to subordinates the subordinates differ in decisions in terms of capabilities, experiences, values, trends, tendencies for independence and willingness to assume responsibility, and these differ from one leader to another.

3) Factors related to the organization Every organization has its own culture, a certain standard, its rules and its climate and it usually imposes restrictions on the behavior of a particular leader.

4) Factors related to the environment: The institution is surrounded by a set of factors and variables, which challenge and impose restrictions on the behavior of the leader, such as economic and basic conditions, competition, developments, and continuous changes.

5) Factors that relate to the position of the situations and certain behaviors, including according to the situation, the reaction of the other party because it is outside the scope of its potential.

Theoriesmanners Leaders at Explanation Leadership Administrative

These theories explain what the leader's roles within the organization, or what patterns or behaviors he relies on, and we will review one of the theories

First, the administrative network theory

Blake et Mouton developed the administrative network and stated that it is based on two dimensions, the first is the horizontal dimension, and this dimension is concerned with and related to production, while the second dimension is concerned with the human resource by focusing on the importance placed by the leader in human needs, and that the leadership style is determined by the combination of these two dimensions, human and production.

A) Administrative Style (1-9) In this style, the leader is concerned with production and little attention to the human element. It is assumed in this model that there is a contradiction between the needs for production and the human needs, and the managers are considered authoritarian and focus on the interest in work only without taking into account the human element.

B) The administrative style (1-9) This style is concerned with the human element and shows little interest in production with a focus on human needs. It is called the style of social leadership and communication is informal.

C) The administrative pattern (1 to 1). This shows that there is a weak interest between the aspect of human resource and production, and is concerned with personal interest. This pattern is called full and loose management, and communications are in a narrow range.

D) The administrative pattern (5-5) This pattern is considered integrated in accordance with the previous patterns and represents the middle in the administrative network. This pattern seeks to balance between the human element and production, and it is called the balanced model.

Administrative Style (9-9) This style is concerned with both sides, the human resource, production, and it is called the team leader style, in which there are reciprocal communications, and decisions and taking them are the responsibility of all, and communications are mutual, and there is an active participation between workers and leaders (Al-Tajm: 2003 191 / 193 / 194).

Second: The Great Man Theory

He is the great leader who possesses talent, individual ability, and a charismatic personality. It stemmed from the military and political leaders. They considered the leader to be a great man for his extraordinary abilities that God gave him. He enjoys the loyalty of many numbers voluntarily without coercion. This leader is characterized by absolute freedom of will and has the ability to chart the historical course of the current and future situation through struggle and have the ability to control to face crises according to their vision (The Blind: 2013).

Third: The Behavioral Entrance Theory in the Interpretation of Administrative Leadership (Hafez 2015 pp. 310 - 311)

The theory of behavior deals with two important dimensions to determine the leadership model, which are the powers and the amount of freedom it gives to subordinates. This theory has produced three important and clear models, namely: -

www.turkophysiotherrehabil.org
1) A dictatorial leader with absolute power.

2) an authoritarian democratic leader.

3) A dynamic leader, any medium or variable.

**Leader's Personal Characteristics:**
There is a difference between a leader and a manager or president in many aspects, which we explain as follows

1. Democracy and the involvement of subordinates in decision-making.

2. Rely on proven facts in making judgments.

3. The ability to adapt to different surrounding conditions and situations.

4. Creating a good climate for creativity, innovation and appreciation of modern ideas.

5. Achieving justice and equality among employees.

6. The future vision and the ability to supervise and plan.

7. Initiative and delegation of authority in line with the capabilities of subordinates.

8. Good example, high ability to communicate and intelligence.

9. Administrative and technical skills.

10. Taking responsibility as well as courage and concern for the interests of the followers.

Atef Jaber Taha Abdel Rahim, Psychological Behavioral Introduction to Capacity Development) Cairo: University House, 2009, pg. 422.

### I. THE SECOND TOPIC

**First: Continuous improvement**
The roots of continuous improvement go back to Japan, which means change for the better. Continuous improvement was adopted in industrial companies, and its purpose was to continuously reduce production costs and achieve a competitive advantage by relying on continuous and gradual improvements, as well as making simple adjustments and reforms in the processes and activities that apply to production units. It is to reduce costs and amounts spent in the year according to the agreed rates, and in order to achieve these goals, we must focus and take into consideration things that when conducting continuous improvement on operations, we pay attention to reducing the costs of activities to have no value and the costs of loss, waste and damage that would reduce the manufacturing period of products It contributes to achieving the desired goals (Hilton, 2005:234).

Whereas (144: 2007: Mclancy) referred to the concept of continuous improvement as those continuous improvements in cost vocabulary by studying the stages of product manufacturing in a way that affects and is reflected in reducing costs of units produced or services provided.

Toshiba is one of the leading industrial companies that relies on the principle of continuous improvement along with targeted cost techniques in 1946 and Toyota in 1951 in order to maintain the competitive advantage and competitive position of the company. The required goals and the most important of these goals is to achieve profits at the lowest costs, and this philosophy is one of the basics of continuous improvement in all aspects of production and service operations, starting from design through production operations and ending with sending the final product to the markets (Al-Jubouri: 2008, 254).

Or it is one of the methods used in managing strategic costs, which is itself one of the administrative methods that managers and employees must abide by and its aspects related to cost, type and time (Al-Tikriti, 2008: 377)

**Second: The goals and mechanisms of continuous improvement work**
The goal of continuous improvement is to reach the highest and best levels of efficiency in production and services by conducting continuous improvement of all production processes of the company or service, and the difficulty of achieving the goals requires the following (Al-Rikabi, 2004: 97).

1) The use of benchmarking techniques, through which the best applications and practices in industries are searched between competing companies in a manner that leads to achieving the best performance and which is the essence of the continuous improvement process.

2) Control and control of operations through the application of some measures such as reducing the percentage of spoilage and reducing turnover time in the business and the product in addition to the use of control maps.

3) Improving operations efficiently, effectively and amenable to modification in addition to the ability to search for sources of problems that would hinder the completion of operations.

4) Continuous examination of all activities and operations that do not add value in order to reduce or eliminate them.

5) Anticipate customers' needs for incremental improvements to achieve satisfaction.

Third: - Implications of applying continuous improvement

clarifies the following aspects:(Al-Jilawi and Muhammad, 2016: 3)

1- Improving the quality of products.
2- Enhancing customer value.
3- Reducing the total costs.
4- Increase productivity.
5- Reducing the production cycle time.
6- Improving the profitability of the production line.
7- Reducing unnecessary storage.

The purpose of the processes that can be improved, and reaching the ultimate goal is true perfection, which is difficult to achieve but is always required.(Heizer & Render: 2008: 198).

(Nonxuba: 2010: 29) pointed out that the main objective of continuous improvement is to continue to specify and eliminate all activities that would add little or no value to the products. Continuous quality improvement has emerged as one of the topics that keep the organization in continuous growth and a competitive work environment. The scientist Juran emphasized that a great effort was made in the field of continuous improvements. He also mentioned that quality is achieved through the results of continuous improvement of operations. He also identified and emphasized a set of steps that the organization can adopt in improving its operations and reducing defects, which are as follows: Mishra: 2006: 18).

Fourth - Steps to improve operations

Creating awareness of the need and opportunities for improvement.

Setting clear goals for improvement.

3- Creating the organizational structure to lead the improvement process.

4- Providing appropriate training.

5- Adopting the project approach to solve the problem.

6- Discrimination and reporting progress.

7- Appreciation and promotion of success.
8- Announcing the results.
9- Keeping records related to changes.
10- Building the annual improvement cycle for all the organization's operations.

Fifth: The three continuous improvement approaches (Ben Aishawy: 2013: 76):

1- Course) PDCA Deming.
2- Juran Quality Trio.
3- Kaizen method.

We will explain the entrances in detail and as follows:

1- Course) PDCA Deming and Shohart:

It is the input that considered improvement as the necessary value in the work in order to increase customer satisfaction, which is often understood and expressed using a wheel ) Deming) To improve systems and processes(Reid & Sanders: 2010: 150 As shown in Figure No. (6) as follows:

![Diagram of PDCA cycle](Image)

Figure 1 illustrates the continuous improvement of the Deming Wheel.


This form consists of the letters PDCA), which means (Al-Obaidi: 2014: 46):

1- The letter (P) is the plan of improvement.
2- The letter (D) is Do and start the change.
3- The letter (C) is to check the results of improvement.
4- The letter (A) is working to maintain success or start over.

In other words, the continuous improvement processes are carried out through the cycle called (PDCA), which is: Krajewski (1996: p152).

1. Plans: by selecting the team for the appropriate process for the activity, method, mechanism or policy necessary for improvement.
2. Do (Do): It means carrying out and reviewing the plan.
3. Check: by subjecting the process to a test to determine its validity or not.
4. Do (Act): If the test results are successful, the work is implemented. In this process, all workers are involved in preparing and implementing the quality plan, where the role of each of them is determined in coordination with the roles of others (Al-Tawil 2001: 17).

B - Juran Triple Entrance to Quality:
Refer to (Ishaiwi: 2013: 77-78) that the process of continuous improvement, from Juan’s point of view, consists of the following:

1) Planning: Planning begins with improving operations and focusing on the external customer in terms of (identifying and diagnosing who the customers are, identifying all the real needs and requirements, developing the characteristics of the product that meets all their needs, determining what processes are needed to produce a specific product and converting plans into operational processes.

2) Quality Control:

The process of quality control is the focus of testing and comparing results related to improvement because it is the basic requirements of customers, discovering and diagnosing deviations and trying to correct them, using feedback.

Backwards.

3) Quality Improvement:

This process aims to reach the highest and best levels of performance from the current levels. It also includes the work of the work teams and supporting them with the necessary resources and means to perform the tasks assigned to them.

C- Kaizen method:

The Japanese word for continuous improvement is (Kai) and for change for the better (Zen), hence the word (kaizen) which denotes the process of continuous improvement of the organization.

In order to achieve kaizen, it is necessary to go through five steps, which are (Ben Yahya: 2011: 26):

The first step: is the process of evaluating the prevailing conditions (sorting): it is defined as the process of selecting and keeping things that can be used and getting rid of things that cannot be used.

The second step: Arranging things After the implementation of the first step, things are properly organized and arranged to avoid wasting time in searching for them.

The third step: cleaning the workplace: it means that the workers start cleaning work for their workplace, and cleanliness has an important impact on the improvement process.

Fourth step: Personal hygiene: This stage means the personal hygiene of the worker or employee for the purpose of making his public appearance fit and appropriate when performing his duties.

Step Five: Order and Discipline: There must be an imposition of order and discipline within the organization or company in order to be able to achieve the goals of continuous improvement.

And (Alessandro: 2011: 31) believes that total quality can be achieved by the following:

A. Internal Quality Improvement: The goal is to prevent defects in internal processes and this leads to cost reduction.

B. Improving external quality: the goal is to increase customer satisfaction, which leads us to increase the market share and also leads to increased profits. It is also possible to rely on the system for submitting proposals and preparing a form.

Delivering ideas that were implemented using the Kaizen strategy

<table>
<thead>
<tr>
<th>The serial number of the proposals (.............)</th>
<th>Name of proposal submitter ........................................</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature of the highest official</td>
<td>Signature of the line</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Delivery Date 2020/ /</td>
<td></td>
</tr>
</tbody>
</table>
Clarify the situation before Kaizen before the proposal

Clarification of the situation after the proposed kaizen improvement

Clarification and mention of benefits in a 60 word essay

Notes provided by the line official

The figure was prepared by the researcher

Elements of Continuous Improvement


Continuous improvement is called 5s because it consists of five words that start with the letter L in Japanese and as follows:

1) Straighten means how to transfer the necessary paragraphs when needed and get rid of unnecessary paragraphs, which means excluding traditional methods of education and the use of modern methods.

2) Order in Set: It means putting things in their correct places, ie, arranging the means of displaying the lecture.

3) Clean shine: It means providing a suitable environment for work, which helps to improve the quality of performance, that is, providing modern means of learning (laptops, display screens), which facilitates the presentation of the lecture well.

4) Standardize: to ensure that equipment and machines remain in good working condition to avoid frequent holidays, i.e. follow-up and maintenance of modern learning methods to ensure that the lecture proceeds as required without sudden interruptions.

5) Training and discipline to sustain: It means making all of the above a part of the daily behavior of the worker, and this requires the commitment of the administration and workers to the rules of work, that is, training the teachers to use modern means in the presentation of the lecture (Al-Jubouri, 2008: 273).

The working sides

Alpha Cronbach Internal consistency scale

Side shows the interpretation coefficient alpha Cronbach. This explains that questions the questionnaire on a high consistency which is acceptable to the proportion was

<table>
<thead>
<tr>
<th>T</th>
<th>Phrase</th>
<th>Arithmetic mean</th>
<th>standard deviation</th>
<th>The level of the answer</th>
<th>Relative importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The leader provides a working atmosphere and makes them feel like one family</td>
<td>2.66</td>
<td>1.075</td>
<td>Moderate</td>
<td>5</td>
</tr>
</tbody>
</table>

Cronbach's Alpha

945

Table (1) shows the arithmetic means, standard deviations, answer level, and the relative importance of the dimensions of building good relationships within the organization (n = 85)
There is an atmosphere of cooperation and brotherhood between management and workers (4.035, 8514, very high, 2).

I get a lot of respect from the management of the institution (3.823, 1.025, High, 3).

The management of the institution creates a suitable environment for work (4.058, 980, very high, 1).

Leader cares complaints staff to serve the interests of the founder (3.223, 1.218, High, 4).

The overall rate of the dimension of building good relationships within the organization (3.56, . 6405).

Paragraph (4) (the institution's administration creates a suitable environment for work) obtained the highest arithmetic averages (4.058) with a standard deviation of (.980) and a "very high" response level. While the special paragraph (1) (the leader provides a suitable atmosphere for work and makes them feel that they are one family) got the lowest arithmetic averages of (2.66).

Table (2) the arithmetic mean, standard deviations, the level of the answer, and the relative importance of the dimensions of positive motivation

<table>
<thead>
<tr>
<th>T</th>
<th>Phrase</th>
<th>Arithmetic mean</th>
<th>standard deviation</th>
<th>The level of the answer</th>
<th>Relative importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Driving depends on a variety of motivations</td>
<td>3.352</td>
<td>934</td>
<td>Too high</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>The motivational process is related to outstanding performance</td>
<td>3.306</td>
<td>1.371</td>
<td>High</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>The organization maintains efficiency through motivation</td>
<td>3.317</td>
<td>1.236</td>
<td>Too high</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>The foundation cares for people with expertise and participates with them in decision-making</td>
<td>3.317</td>
<td>1.302</td>
<td>Too high</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>The organization creates an appropriate environment</td>
<td>3.152</td>
<td>1.34</td>
<td>High</td>
<td>4</td>
</tr>
</tbody>
</table>

The overall rate of the positive stimulus dimension (3.289).

positive stimulation. It is noted in this table that paragraph (1) of the special (leadership depends on various stimuli) obtained the highest arithmetic averages, which amounted to (3.352) and with a standard deviation of (.934). very high”. While the special paragraph (2) (the stimulation process is related to outstanding performance) got the lowest arithmetic averages of (3.306).

Table (3) the arithmetic mean, standard deviations, the level of the answer, and the relative importance of the dimensions of the culture of creativity and innovation

<table>
<thead>
<tr>
<th>T</th>
<th>Phrase</th>
<th>Arithmetic mean</th>
<th>standard deviation</th>
<th>The level of the answer</th>
<th>Relative importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>There is a tendency in the leadership towards creativity and innovation</td>
<td>3</td>
<td>1.354</td>
<td>High</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Standards and procedures help create an environment that encourages creativity and innovation</td>
<td>3.082</td>
<td>1.302</td>
<td>High</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>The administration supports and stimulates the spirit of creativity and innovation</td>
<td>3.117</td>
<td>1.084</td>
<td>High</td>
<td>3</td>
</tr>
</tbody>
</table>
The administration provides a good atmosphere that helps to develop training and create a spirit of competition.

<table>
<thead>
<tr>
<th></th>
<th>The overall average for the dimension</th>
<th>3.12</th>
<th>1.008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The culture of creativity and innovation</td>
<td>3.12</td>
<td>1.008</td>
</tr>
</tbody>
</table>

Arithmetic averages, standard deviations, minimum and maximum answer, answer level, and the relative importance of the answers of the study sample, a trend after the culture of creativity and innovation. It is noted in this table that paragraph (4) of the special (administration provides a good environment conducive to development, training and creating a spirit of competition) has obtained the highest arithmetic averages, which amounted to (3.247) and with a standard deviation of (1.290), and this shows the consistency and harmony of the answers of the study sample towards this paragraph, and within the response level "Very high". While paragraph (1) (there is a tendency in the leadership towards creativity and innovation) got the lowest arithmetic averages of (3.000).

Table (4) the arithmetic mean, standard deviations, the level of the answer, and the relative importance of the dimensions of continuous improvement.

<table>
<thead>
<tr>
<th>T</th>
<th>Phrase</th>
<th>Arithmetic mean</th>
<th>standard deviation</th>
<th>The level of the answer</th>
<th>Relative importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Foundation takes care of the most qualified and experienced</td>
<td>2.800</td>
<td>1.173</td>
<td>Too high</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>The organization pays attention to effective and quality training</td>
<td>2.917</td>
<td>1.292</td>
<td>very high</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Methods and materials modern training of</td>
<td>3.105</td>
<td>976</td>
<td>very high</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>The Foundation supports continuous development and generation of ideas</td>
<td>2.752</td>
<td>1.184</td>
<td>High</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Foundation minimizes wasted time</td>
<td>2.764</td>
<td>1.201</td>
<td>High</td>
<td>9</td>
</tr>
<tr>
<td>6</td>
<td>The foundation reduces the waste of public money</td>
<td>2.776</td>
<td>1.183</td>
<td>High</td>
<td>8</td>
</tr>
<tr>
<td>7</td>
<td>The organization has an effective and successful suggestion system</td>
<td>2.705</td>
<td>1.183</td>
<td>Moderate</td>
<td>11</td>
</tr>
<tr>
<td>8</td>
<td>The Foundation is interested in studying and resolving citizens' complaints</td>
<td>2.800</td>
<td>1.279</td>
<td>Moderate</td>
<td>12</td>
</tr>
<tr>
<td>9</td>
<td>The organization is concerned with the employees’ participation in the decision making and empowering them and using their energies effectively</td>
<td>2.741</td>
<td>1.103</td>
<td>Moderate</td>
<td>13</td>
</tr>
<tr>
<td>10</td>
<td>The organization and the employees take care of the cleanliness of the workplace</td>
<td>2.517</td>
<td>1.287</td>
<td>Moderate</td>
<td>14</td>
</tr>
<tr>
<td>11</td>
<td>The organization is interested in improving the quality of service or product</td>
<td>3.494</td>
<td>1.097</td>
<td>very high</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>The organization makes decisions based on facts</td>
<td>3.023</td>
<td>1.154</td>
<td>very high</td>
<td>3</td>
</tr>
<tr>
<td>13</td>
<td>The institution is interested in statistical analyzes to improve operations</td>
<td>2.976</td>
<td>1.164</td>
<td>very high</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>The organization reduces the routine of work as permitted by law</td>
<td>2.917</td>
<td>1.2</td>
<td>very high</td>
<td>5</td>
</tr>
</tbody>
</table>

Table 4: The arithmetic mean, standard deviations, the level of the answer, and the relative importance of the dimensions of continuous improvement.
Arithmetic means, standard deviations, minimum and maximum answer, answer level, and the relative importance of the answers of the study sample, a trend after continuous improvement. It is noted in the table above (the institution is interested in improving the quality of the service or product) that it obtained the highest arithmetic averages, which amounted to (3.494) and with a standard deviation of (1.097), and this shows the consistency and harmony of the study sample’s answers towards this paragraph, and within the “very high” answer level. While paragraph (1) of the special (the institution and employees take care of the cleanliness of the workplace) got the lowest arithmetic averages amounted to (2.517).

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building good relationships within the organization</td>
<td>3.5600</td>
<td>.64054</td>
</tr>
<tr>
<td>Positive motivation</td>
<td>3.2894</td>
<td>.98489</td>
</tr>
<tr>
<td>The culture of creativity and innovation</td>
<td>3.1200</td>
<td>1.00816</td>
</tr>
<tr>
<td>continuous improvement</td>
<td>2.8782</td>
<td>88007</td>
</tr>
<tr>
<td>The sum of the first variable</td>
<td>3.3231</td>
<td>79426</td>
</tr>
</tbody>
</table>

Table (5) shows the arithmetic mean and standard deviations for all dimensions.

It is noted through the results contained in the table that after building good relationships within the institution, it ranked first in the degree of relative importance and according to the answers of the study sample. The lowest after was the share of the continuous improvement dimension. In general, the general arithmetic means of the variable building good relationships within the institution was (3.5600) with a general standard deviation of (.64054).

<table>
<thead>
<tr>
<th>Vocabulary</th>
<th>Correlation coefficient</th>
<th>Statistical significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>continuous improvement</td>
<td>.718 **</td>
<td>0</td>
</tr>
<tr>
<td>Building good relationships within the organization</td>
<td>.460 **</td>
<td>0</td>
</tr>
<tr>
<td>Positive motivation</td>
<td>.650 **</td>
<td>0</td>
</tr>
<tr>
<td>The culture of creativity and innovation</td>
<td>.769 **</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher, depending on the program spss v22

The table above shows Pearson's correlation coefficients between continuous improvement and the dimensions of administrative leadership, and all of them came with strong and positive relationships, except for building good relationships within the organization, which was a moderate positive relationship.

After (Culture of Creativity and Innovation (769**)) the highest values and (building good relationships within the institution (460**)) at least, and all transactions were statistically significant at the level of significance of 0.1%

Table (7) shows the simple linear slope between building administrative leadership in its dimensions and continuous improvement

<table>
<thead>
<tr>
<th>variable</th>
<th>R</th>
<th>R2</th>
<th>R</th>
<th>F</th>
<th>F indication</th>
<th>B</th>
<th>Values T</th>
<th>indication T</th>
<th>Inflation factor variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explanatory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In order to know and clarify the type of relationship between the administrative leadership in its dimensions and continuous improvement, where the simple regression equation was used, the table above shows the Pearson correlation coefficient between the dependent variable and the independent variable, which reached a high value of 0.718 with a value of the adjusted coefficient of determination 0.514, meaning that the variables explain 51% of the variance and the standard error of the estimate is 0.616, which is considered a measure of the accuracy of predictions, as we note that the value of the sig is 0.000, which is less than 0.01 and the value of beta is statistically significant whenever the administrative leadership has improved in its dimensions. We have obtained an increase in continuous improvement.

Table (8) illustrates the simple linear regression between building good relationships within the organization and continuous improvement

<table>
<thead>
<tr>
<th>The explanatory variable</th>
<th>R</th>
<th>R2</th>
<th>F</th>
<th>F indication</th>
<th>B</th>
<th>Values T</th>
<th>indication T</th>
<th>Contrast magnified</th>
<th>Standard error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive variable</td>
<td>0.67</td>
<td>.818a</td>
<td>0.666</td>
<td>168.47</td>
<td>.000b</td>
<td>-1.026</td>
<td>308</td>
<td>0</td>
<td>0.459</td>
</tr>
</tbody>
</table>

In order to know and clarify the type of relationship between building good relationships within the organization and continuous improvement, where a simple regression equation was used, the table above shows the Pearson correlation coefficient between the dependent variable and the independent variable, where it reached a high value of 0.818a.0 with a value of the adjusted coefficient of determination of 0.67, meaning that the variables explain what its value 67% of the variance obtained and the standard error of the estimate is 0.296, which is considered a measure of the accuracy of predictions. We note that the sig value is .000b, which is less than 0.01 and the value of B is statistically significant. The better the relationships within the institution, the greater the continuous improvement.

Table (9) illustrates the simple linear regression between positive stimulation and continuous improvement

<table>
<thead>
<tr>
<th>The explanatory variable</th>
<th>R</th>
<th>R2</th>
<th>F</th>
<th>F indication</th>
<th>B</th>
<th>Values T</th>
<th>indication T</th>
<th>Contrast magnified</th>
<th>Standard error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive variable</td>
<td>0.86</td>
<td>.929a</td>
<td>0.86</td>
<td>520.53</td>
<td>.000b</td>
<td>7.63</td>
<td>0</td>
<td>0</td>
<td>296</td>
</tr>
</tbody>
</table>

In order to clarify and know the type of relationship between positive stimulation and continuous improvement, where the simple regression equation was used, the table above shows the Pearson correlation coefficient between the dependent variable and the independent variable, where it reached a high value of R. The variance obtained and the standard error of the estimate is 0.296, which is a measure of the accuracy of predictions. We note that the value of the sig is .000b, which is less than 0.01 and the B value of 0.859 is statistically significant. The greater the improvement and the greater the positive stimulus, the greater the continuous improvement.
Table (10) illustrates the simple linear approach between the culture of creativity, innovation and continuous improvement.

<table>
<thead>
<tr>
<th>The explanatory variable</th>
<th>R</th>
<th>R2</th>
<th>R</th>
<th>F</th>
<th>F indication</th>
<th>B</th>
<th>Values T</th>
<th>indication T</th>
<th>Contrast amplification factor</th>
<th>Standard error</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsive variable</td>
<td>0.88</td>
<td>.936a</td>
<td>0.87</td>
<td>588.9</td>
<td>.000b</td>
<td>1.02</td>
<td>10.26</td>
<td>0</td>
<td>0</td>
<td>0.281</td>
</tr>
</tbody>
</table>

In order to know and clarify the type of relationship between the culture of creativity, innovation and continuous improvement, where the simple regression equation was used, the table above shows the Pearson correlation coefficient between the dependent variable and the independent variable, where it reached a high value of R. From the variance obtained and the standard error of the estimate is 0.281, which is a measure of the accuracy of predictions, we note that the value of the sig is .000b, which is less than 0.01 and the B value of 1.022 is statistically significant. The greater the culture of creativity and innovation, the greater the continuous improvement.

II. CONCLUSIONS

1) The essence of the leadership process is to influence the behavior of individuals to maintain the positive effects and the ability to improve and develop the performance of employees.

2) By building good relationships within the organization, it contributes greatly to adding improvements and working in a team spirit to get to reach the outstanding performance.

3) Positive motivation is very important and is in the interest of institutions because it contributes to encouraging the capabilities and energies of employees and providing all that is new in adding the required improvements.

4) Promoting a culture of creativity and innovation is one of the foundations for improvement to develop solutions and present appropriate ideas for problems in a creative and innovative way.

5) Continuous improvement is one of the basic pillars of operations in organizations because it is important to add value to improve performance and productivity.

Suggestions and recommendations

1) Focusing on continuous improvement, which is the comprehensive culture that does not concern one aspect, but all processes, activities and tasks, as well as a methodology for solving problems, raising productivity, eliminating waste, and developing suggestions in a beautiful and appropriate way, contributing to technological development and getting rid of red tape and complexity.

2) Paying serious attention to administrative leaders because they are the main axis in following up on inputs, processes and outputs.

3) Leadership is responsible for spreading good values and beliefs that are in line with developments in the environment.

4) Through continuous improvement processes and methodologies, it is necessary to raise the level of the human element with regard to and upgrade its performance in order to achieve the objectives of the institution.

5) Through wise, effective and efficient administrative leadership, we can provide a good working environment and environment conducive to creativity and innovation, in order to develop products or services.

6) Teamwork helps to make good decisions, which encourages the addition of continuous improvements.

REFERENCES


Foreign sources