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Leadership Patterns and their Impact on Organizational Behaviour at Tikrit University

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Abstract

The purpose of this study is to explore the role of leadership models on organizational behavior at the University of Tikrit as they positively affect organizational behavior. The study sample consisted of 180 employees at the University of Tikrit, and Use descriptive analysis methods. A questionnaire was used as a tool for research and data collection, and the statistical program SPSS was used to analyze the research questionnaire. The study found that leadership models and their impact on organizational behavior have statistically significant effects at the significant level (0.05).
The researcher explained that leadership styles play Plays a vital role in improving employee organizational behavior at Tikrit University and thus contribute to improving the university's performance and enhancing students' academic achievement.
Keywords: leadership styles, assertive leadership, democratic leadership, motivational leadership, organizational behavior

Introduction

When it comes to organizational behavior at Tikrit University, the leadership styles followed by leaders have a significant impact on how employees interact and behave in a business context. Therefore, understanding the impact of leadership styles on organizational behavior can lead to improving the work climate and enhancing the overall performance of employees. Leadership styles generally define the approaches and methods that leaders use to guide and influence their team members. Among the common leadership styles used by leaders at Tikrit University, the researcher finds that proactive leadership requires leaders to be proactive and innovative leaders. They motivate employees to innovate and achieve continuous improvement at work (Walid, 2016). Directive leadership Leaders who follow this pattern focus on guiding employees and clearly setting goals and expectations. Operations are effectively directed and organized under the supervision of these leaders. Motivational leadership Leaders use this style to motivate and motivate employees by highlighting achievements, providing rewards, and promoting teamwork and collaboration. Quiet leadership is characterized by leaders who follow this style of calmness, confidence, and safety. They treat employees gently and encourage them to be independent and innovative at work. The leadership styles

followed by leaders greatly influence employees' organizational behaviors. For example, studies show that motivational leadership increases employee enthusiasm and organizational commitment, while repressive or authoritarian leadership may lead to negative behavior or increased resignation (Fatna, 2019). Therefore, fostering effective and inspiring leadership management at Tikrit University can lead to fostering positive organizational behavior and achieving the organization's goals more effectively.

Search problem:

The research problem in this context can be varied and includes several aspects. One of the common problems faced by the researcher when conducting research on leadership styles and their impact on organizational behavior at Tikrit University is the problem of data collection.

Compiling data on leadership styles and organizational behavior requires the ability to access a sample representing employees at Tikrit University and to obtain accurate information about those patterns and behaviors. You may encounter the following challenges in this regard:

1. It can be difficult to access a representative sample of employees at Tikrit University, especially if there are legal or institutional constraints that prevent access to employees or their groups.

2. It may sometimes happen that some study participants give dishonest answers or falsify information, and this may affect the accuracy of the results and recommendations based on that data.

3. Collecting data and conducting surveys or interviews requires considerable time and effort. Scheduling and managing research time effectively can be challenging, especially if there are deadlines or strict time limitations.

4. Identifying leadership styles and measuring organizational behavior needs to use tools and metrics with proven reliability and truthfulness. Variables must be measured correctly, and the validity and confidence considerations of the studied sample must be ensured.

To address these problems, the researcher carefully planned the elements of scientific research, used high-quality tools, provided sufficient time to carry out the study, and used appropriate analysis techniques. In addition, it may also be useful to employ multiple research methods.

When facing a scientific problem to achieve the stated goals, you may encounter some questions that need to be answered or clarified. Some possible questions that you can encounter are:

1. What leadership styles are used at Tikrit University?
2. What are the factors influencing the choice of leadership styles at Tikrit University?
3. How does leadership style affect organizational behavior at Tikrit University?
4. Are there differences in the impact of leadership styles on organizational behavior at Tikrit University between different departments or colleges?

Research hypothesis:

When leaders with effective and inspiring leadership styles are adopted, it leads to enhanced organizational behavior among employees and their orientation towards achieving organizational goals, effective collaboration, enhancing participation, pride in work, and raising the level of performance. Through this, hypotheses are determined.

1- There is a statistically significant effect between leadership styles on that dimension. (assertive leadership, democratic leadership, motivational leadership) and organizational behavior

Research Objectives

The research objectives in the study of leadership styles and their impact on organizational behavior at the University of Tikrit can be identified as follows:

1. The research aims to identify leadership styles prevalent among leaders at Tikrit University such as assertive leadership, democratic leadership or motivational leadership.

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2. The research aims to understand how leadership styles at Tikrit University affect employees' organizational behavior, such as the level of organizational commitment, institutional engagement, and job satisfaction.

3. The research aims to analyze possible factors that influence the relationship between leadership styles and organizational behavior at Tikrit University, such as cultural factors, structural factors or social factors.

4. Based on the findings and analysis, the research aims to provide practical recommendations to enhance organizational behavior at Tikrit University, such as developing training programs for leaders or promoting organizational culture.

The importance of research:

The importance of studying leadership styles and their impact on organizational behavior at Tikrit University is represented in several points:

1. Understanding the ways in which leadership style influences employee behavior in the organization helps us understand. By examining this relationship, we can improve our understanding of how to encourage engagement, organizational commitment, and high performance by adopting effective leadership styles.

2. The study of leadership styles affecting organizational behavior at Tikrit University can contribute to enhancing organizational control and encouraging organizational units and individuals to work in concert toward achieving the goals of the institution.

3. By understanding the leadership styles that stimulate collaboration and interaction among employees at Tikrit University, the best levels of coordination and communication can be achieved, and trust and team spirit can be fostered.

4. Studying the impact of leadership styles on organizational behavior at Tikrit University can provide evidence supporting leadership efficiency in achieving enterprise goals and improving overall performance and organizational continuity.

5. With a better understanding of the relationship between leadership and organizational behavior, the necessary interventions and improvements at Tikrit University can be directed based on research-based findings and recommendations, contributing to improving organizational performance and enhancing satisfaction and stability in the university environment.

Research Methodology:

It is the framework that determines how to collect and analyze data, test hypotheses, and infer results within the framework of a specific scientific problem.

In this case, the researcher defined the independent variable as "leadership styles," as it was included in this context through specific patterns such as assertive leadership, democratic leadership, and motivational leadership. These variables can be identified through the use of questionnaires or interviews to measure the preferences and perceptions of leaders at Tikrit University regarding their leadership styles. For the dependent variable, it can be defined as "organizational behavior."

Previous studies:

- **Previous studies related to leadership styles**

1- Asma Mansour's study entitled (2021) Leadership Styles and Their Relationship to Organizational Change Management in the Algerian Institution, a Case Study of the Bureau of Promotion and Real Estate Management Institution.

The study aimed to identify the relationship between leadership styles and organizational change management at the Diwan of Promotion and Real Estate Management in the Valley State. To achieve the objective of the study, it designed a questionnaire that included (31) items as a main tool to collect data from the research sample consisting of (52) respondents, in light of this, data was collected and

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analyzed, and hypotheses were selected using the statistical analysis program for social sciences (SPSS25). After conducting the analysis of the research data and its hypotheses, then reached a set of conclusions, the most important of which is the prevalence of the democratic style in the institution. The study also highlighted the existence of a statistically significant positive relationship between the democratic style and the management of organizational change, and that the management of organizational change is fundamentally affected by the democratic style, as 53.40% of the change is in management.

2- A study entitled (2020): The impact of parental leadership on Performance human resources: a study applied to it in comparison between Algeria and Malaysia. "

This study aims to identify the impact of patriarchal administrative leadership in its dimensions (benevolent leadership, ethical leadership, authoritarian leadership on the performance of human resources as a comparative applied study between the University of Batna | Algeria, and the University of Ternjan, Malaysia The importance of this research stems from the lack of Arab studies dealt with between the impact of parental leadership on human resources performance in both East Asia and the Arab environment, which constituted a new addition to the literature that studies this topic, and it has been in this context to rely on The Cheng Chou & Far" Parental Leadership Scale, which is widely used in foreign studies in East Asia, while in terms of human resource performance, a new scale was built based on theoretical literature. I found that the level of parental leadership practice at the University of Batna 1 in Algeria was average compared to the University of Tern next to Malaysia, in addition to having a statistically significant impact of parental leadership on human resource performance at the University of Trangan in Malaysia more than at the University of Batna 1 in Algeria.

- **Previous studies related to organizational behavior**

1- Shaibani Fawzia's (2010-2011) study "The Role of training programs in bringing about change in organizational behavior among security sector Workers", aims to determine the role of training programs in bringing about change in organizational behavior among security sector workers, and used the descriptive approach, the study sample 109 security sector assistant The researcher also used questionnaires as a tool to collect information. The researcher's main findings:

- Security agents Considered a very high correlation between organizational behavior training programs and cases of increased motivation and career tenure.

- Need to identify general principles of the educational process, select appropriate principles, and apply them to appropriate situations.

- The design of training programs must be based on determining training needs and on a sound and scientific basis.

2- Study of Bouazza Hafiza (2012-2013), "Human resource management and its role in activating the decision-making process in sports management in Messila," The objective is to comprehend the function of human resource management in facilitating the decision-making process of sports management, recognize the significance of the decision-making process in sports management and its correlation with diverse functions of human resource management, and underscore and elucidate it. The influence of human resource management factors on the decision-making process in sports management, as well as the impact of continuous training factors on human resource management in decision-making, highlight the primary challenges in sports management. The process of decision-making in human resource management within the field of sport management. Using a descriptive approach, the researcher conducted a sample survey of the interests of 15 employees of the Msira State Youth and Sports Authority and used a questionnaire as a tool to collect information.

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The primary discoveries underscore the crucial significance of human resource management in furnishing pertinent information to initiate the decision-making process in sports management.

The first topic: the theoretical framework

Administrative leadership styles

Corporal leadership style There have been many different opinions about the concept of leadership style, "defined by (visit) as a set of behaviors that emerge in the leader in his influence on others with him towards the goals of the field of management to classify administrative leadership styles into three basic styles: Organization leadership, "It is also an expression of those components contributing to the leader's behavior with others and the way in which he performs his work Leadership styles: Most foreign and Arab references are unanimous in assertive leadership, democratic leadership, and motivational leadership. (Siham, 2015)

1: Assertive Leadership

Assertive leadership is a strong and consistent leadership style that is characterized by strength, determination, and impact. An assertive leader is a strong leader who challenges and inspires the team to reach the common goal with strength and achieve success. It is a leadership style that is applied when there is a need to make difficult and quick decisions and direct a strong vision for the team. (Seifuddin, 2016)

Assertive leadership has several distinctive features, including:

1. A determined leader makes quick and firm decisions based on available information and remains consistent in his vision and goal.

2. A determined leader has a clear vision and is ready to direct, and faces challenges with confidence and determination.

3. A determined leader seeks to adhere to ethical principles and values and reinforces them in his team.

4. A determined leader motivates and inspires team members to achieve their full potential and achieve shared success.

5. A determined leader cares about the feelings and opinions of team members and promotes effective communication.

On the other hand, assertive leadership requires a balance between strength and sensitivity, where the leader must be assertive but also respectful, listen to others, and consider their needs. Assertive leadership has significant benefits in achieving common goals and achieving success in the work environment. (Mohammed, 2015) It can enhance trust, discipline, and effectiveness and achieve continuous improvement. However, assertive leadership must be applied wisely and with respect for others.

2: Democratic Leadership

The style of democratic leadership depends on human relations and participation, and the delegation of authority, it depends mainly on human relations between the leader and his subordinates that are based on satisfying their need and finding cooperation among themselves and solving their problems ... etc., and also depends on the participation of subordinates in some leadership tasks such as problem-solving and decision-making, and therefore depends on the delegation of authority to subordinates who it believes are able, by virtue of their competence and experience, to exercise it. (Audio, 2005)

3: Motivational Leadership

It is a leadership style that focuses on motivating and inspiring team members to achieve their highest potential and achieve shared success. A motivational leader aims to create a positive and motivating environment that encourages the team to work hard and dedication. It is a leadership style

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that focuses on developing team skills, promoting the achievement of goals effectively, and involving all members in the decision-making process. Motivational leadership has several distinctive features, including (Ahmed, 2014)

1. The motivational leader has effective communication skills and good listening, which promotes positive interaction and communication among team members.

2. The Motivational Leader strives to develop and improve the skills and abilities of team members and provides the support and guidance needed for their personal and professional growth.

3. A motivational leader takes into account the needs and desires of team members and works to build positive relationships and trust with them.

4. A motivational leader builds a collaborative and empathetic environment where he encourages trust and collaboration among team members.

5. A motivational leader uses a range of techniques to motivate the team and achieve achievement, such as setting clear goals and offering rewards and recognition when achieving outstanding performance.

Research shows that motivational leadership leads to increased team satisfaction, higher engagement, and engagement in tasks. This leadership style also fosters creative thinking, innovation, and positive competitiveness within the team.

Ultimately, motivational leadership is a leadership style that strengthens and empowers the team and achieves success by motivating and guiding team members toward achieving their common goals. Thanks to this leadership style, achievement, and sustainable development are achieved in the work environment. (Jassim, 2017)

Second: Organizational Behavior

- Organizational behavior encompasses the actions and behaviors displayed by individuals as they carry out their work and professional duties within an organization. Organizational behavior encompasses various factors that impact the manner in which individuals engage with one another and their work setting. Comprehending organizational behavior facilitates the examination, administration, and enhancement of both group and individual performance within a company. The source cited is Ahmed (2005).

- **The importance of organizational behavior**

In the 21st century, the role of organizations continues to expand and their continued pursuit of development and growth expands their responsibilities and interests and contributes to the achievement of organizational goals that were not previously among their priorities. Modern organizations seek to continue and sustain in the global environment that is characterized by competitiveness and rapid change, and the university, a social organization, exists to achieve certain goals and satisfy the needs of society through a group of colleges, departments, and individuals who work in them, it studies the fields of various sciences and contributes to the service and building of societies with what they offer Various forms of service in the areas of counseling and continuing education. The university also contributes to the development of scientific and research achievements and to building and developing the surrounding environment through the role of its qualified outputs with scientific and specialized knowledge (Al-Madhoun, 1995). Organizational behavior is the interest in explaining and controlling personal attitudes, such as: B. Personal attitudes towards the current management style, job satisfaction or dissatisfaction, employee attitudes towards promotion policies, etc. The study of organizational behavior implies an interest in explaining and controlling individual behavior in organizations, such as: performance, decision-making, collaboration, coordination, commitment to business goals, organizational conflict, absenteeism, innovation, etc. (Aref, 2001).

- **Elements of organizational behavior**

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Individuals: They represent the important element within the organization so that it affects and is affected by it, and they work as individuals and groups, whether formal or informal. these individuals are changing and evolving cases; Their personalities, feelings, thoughts and motivations vary. (Al-Madhoun, 1995)

Organizational structure: clarifies the types of positions and their interrelationships and levels. Often, multiple issues arise that require coordination, collaboration, and decision-making to achieve the organization's goals. It also determines the formal relationships of individuals within the organization.

- Technology: is the way in which employees in an organization use various machines and certain technological methods in their work. The technology used affects productivity, affecting workers and their work behaviour, as well as the costs and returns of their work (Aref, 2001).

- Environment We find what distinguishes our contemporary world is the increase in the sizes of organizations and entry into internal and external competitions as these

Organizations have an internal environment and another external, where the internal environment is their own. In contrast, the external environment is specific to society, and this is in terms of the political, educational, cultural Economic aspects of society, therefore we note that the external environment has a greater impact on the employees of an organization than the internal environment, it affects their behavior and trends, affects working conditions, as well as the achievement of goals and affects the level of competition. (Aref, 2001).

The third topic: the applied side

Description of the research population and its sample

The leadership of the University of Tikrit conducted a purposive sample test to test research hypotheses based on questionnaires developed for this purpose, with the number of questionnaires distributed reaching 180

Demographic analysis of the study sample members

The following is a description of the study sample:

***Gender**

Table 1 shows the frequency distribution of the variable (sex)

gender	Iteration	Percentage
male	100	56%
Female	80	44%
Total	180	100%

Source: Researcher preparation based on Excel

Table (1) illustrates the method of categorizing the sample based on gender (male or female) using the data provided in the table. The researcher posits that the predominant gender within the sample is male, specifically accounting for 56% of the total. This implies that out of the 180 individuals, 100 of them reflect the complete sample population at the University of Tikrit. Out of the entire sample of 180, the ladies accounted for 80%, with a total of 80. This gender representation is deemed significant as it includes two sorts of individuals and adds importance to the responses provided.

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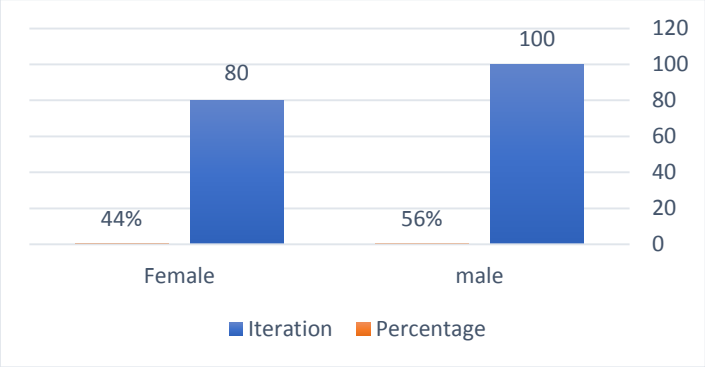


Figure 1 Frequency distribution and percentage of sex variable

Table (2) shows the frequency distribution of the variable (years of experience)

Years of Experience	Iteration	Percentage
Less than 5 years	15	8%
5-10 years	39	22%
11-15 years old	46	26%
More than 15 years	80	44%
Total	180	100%

Source: Researcher preparation based on Excel

Table (2) illustrates the arrangement of the sample based on years of experience. The data in the table reveals that the majority of the sample, comprising 44%, consists of individuals with experience. This indicates that a total of 80 out of 180 people, representing the entire sample, hold leadership positions at the University of Tikrit.

Among the entire sample of 180 individuals in leadership positions at the University of Tikrit, there were 15 individuals with less than 5 years of experience, accounting for 8% of the total. This proportion is regarded satisfactory as it includes individuals from two different categories, which adds significance to their responses.

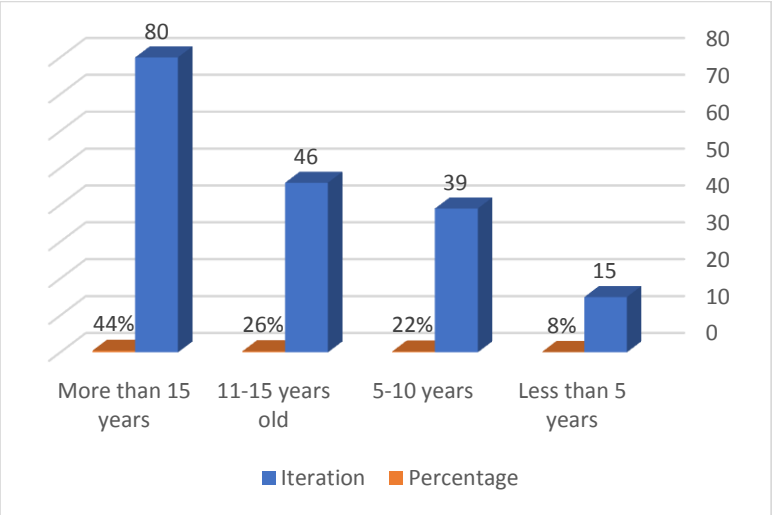


Figure 2 shows the frequency distribution and percentage of the years of service variable

Likert pentameter:

Given that the variable representing the options (strongly agree, agree, neutral, disagree, strongly disagree) is on an ordinal scale, with values assigned as follows: strongly agree = 5, agree = 4, neutral = 3, disagree = 2, strongly disagree = 1, the researcher proceeded to calculate the range. The range was determined by subtracting the lowest value (1) from the highest value (5), resulting in a range of 4. Next, the length of each category was calculated by dividing the range by the number of categories (5),

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yielding a value of 0.80. Therefore, the first category of arithmetic mean values ranges from 1 to 1.80, and so on for the remaining categories. The remaining arithmetic averages will be presented in the following table, which illustrates the approach for understanding the values of arithmetic averages.

Table 3 Arithmetic mean values

Level	Order	Weighted average	Grade
Strongly disagree	1	1 to 1.80	Very weak
Disagree	2	1.81 to 2.60	Weak
medium	3	from 2.61 to 3.40	Mild
I agree	4	3.41 to 4.20	High
Strongly agree	5	from 4.21 to 5	Very high

Study Tool:

It is a questionnaire divided into two dimensions, as shown in Table (4)

Table (4) illustrates the study tool

Axis Number	Axis Name	Number of ferries
A- Driving Styles		
1	Assertive leadership	3
2	Democratic Leadership	3
3	Motivational Leadership	3
B- Organizational Behavior		10

- **Measurement of resolution stability:**

It refers to the ability of the questionnaire to show the same results when it is reapplied to the same individuals again. Through the use of the Croach Nabach alpha scale, the resolution was finalized before distribution.

Table 5 Alpha Crew Nbach coefficient

scaling	Alpha Crowe Laboratories
Assertive leadership	0.826
Democratic Leadership	0.811
Motivational Leadership	0.798
Driving Styles	0.879
Organizational Behavior	0.810

Source: Researcher preparation based on the SPSS program

- **Internal consistency of resolution variables:**

For When testing and ensuring the validity of the questionnaire, reliance was placed on the internal consistency of the passages on the study variables. The values of moral association express the credibility presented by these passages. As shown in the table 6.

- **Emotional intelligence**

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Table (6) Correlation coefficients for paragraphs related to emotional intelligence

#	Paragraphs (leadership styles)	Correlation coefficient	Significance value
Assertive leadership			
1-	The leader makes decisions categorically and firmly.	0.681**	0.000
2-	The leader gives clear and specific guidance to the team.	0.367**	0.000
3-	The leader expects high performance and adherence to standards.	0.482**	0.000
Democratic Leadership			
4-	The team leader participated in making important decisions.	0.379**	0.000
5-	The leader encourages dialogue and collaboration among team members.	0.463**	0.000
6-	The leader surveys the opinions of others before making decisions.	0.487**	0.000
Motivational Leadership			
7-	The leader motivates team members and encourages them to excel.	0.433**	0.000
8-	The leader knows the skills and abilities of team members and uses them effectively.	0.476**	
9-	The leader provides a supportive and motivating environment for team members.	0.594**	

Source: Researcher preparation based on SPSS outputs

The results in Table (6) indicate that there are statistically significant Pearson correlation coefficients between all paragraphs and degrees, with a significance level of 0.05. The upper limit of the Pearson coefficient is 0.681**, and the minimum value is 0.367**. This demonstrates the degree of internal consistency of all paragraphs (leadership style) and highlights the sincerity of the internal consistency of the paragraphs.

- **Organizational Behavior**

Table 7 Correlation coefficients for paragraphs related to organizational behavior

#	Paragraphs (organizational behavior)	Correlation coefficient	Significance value
1-	Adhere to the standards, norms and policies of the organization in which you work	0.537**	0.000
2-	Demonstrate the desire to work systematically and accomplish tasks effectively in the organization	0.421**	0.000
3-	Organizational behavior expresses respect and cooperation with your co-workers	0.612**	0.000
4-	Organizational behavior seeks to improve the quality of work and develop the organization by proposing ideas and improvements	0.565**	0.000
5-	Organizational behavior maintains the confidentiality of information and data about the organization and its customers	0.467**	0.000

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6-	Shows discipline in compliance with the schedule and discipline in job duties	0.461**	0.000
7-	Organizational behavior can be adopted to carry out the required tasks without the need for constant monitoring from supervision.	0.549**	0.000

Source: Researcher preparation based on SPSS outputs

Based on the findings presented in Table (7), it is evident that all Pearson's correlation coefficients between paragraphs and degree are statistically significant at a significance level of 0.05. The highest value observed for Pearson's coefficients was 0.612**. The minimum value observed was 0.421**, indicating that all paragraphs exhibit a high level of internal consistency in terms of "organizational behavior". This finding supports the genuineness of the internal consistency within the paragraphs.

Description and diagnosis of research variables:

This section presents the description and diagnosis of the study variables, starting with a preliminary analysis of the data related to the study variables and then coding and classifying them for processing using frequency distributions, percentages, arithmetic means, and standard deviations.

Describe and diagnose driving pattern variables.

Table (8) shows the researcher's access to the axis of leadership patterns at the University of Tikrit.

1- The pattern of (assertive leadership) on the lowest arithmetic mean (3.57) is available. Exercise relative interest is 71%, and The consistency of the sample opinions and the homogeneity of their answer levels are only one standard deviation (0.895). In contrast, this axis obtains a relative difference coefficient (25%). 3 paragraphs measure the dimensions of the paragraph's reception (decisions made by leaders are firm and decisive.) on an arithmetic mean (3.55), and a standard deviation (0.966) exerted a relative interest of 71%, as the paragraph obtained a coefficient of difference of 27%. In the paragraph (the leader gives clear and specific guidance to the team), it got the highest arithmetic mean (3.63), and with a standard deviation of 0.861, it got attention a score of 73%, and a difference factor of 24%. Where the paragraph (the leader expects high performance and adherence to standards) got the lowest arithmetic mean value (3.46) and standard deviation (0.859) as he got attention by (69%) and a coefficient of variation of 24%.

2- The pattern of (democratic leadership) got the highest arithmetic mean among the rest of the patterns, as it reached (3.78) with a standard deviation of (0.907), with an interest rate of 71%, and a coefficient of difference of 25%, as the dimension was measured by three paragraphs, as the paragraph occurred (the leader participated in the team in making important decisions.) on an arithmetic mean (3.73) and a standard deviation (0.934), as it obtained a percentage of importance of (75%) and a coefficient of difference of 25%, while the paragraph (the leader encourages dialogue and cooperation between team members) got the highest arithmetic mean of (3.93) and a standard deviation of (0.925) and the relative importance reached (79%) with a difference factor of 25%, as the paragraph came (the leader surveys the opinions of others before making decisions.) with the lowest arithmetic mean, as it reached (3.68), with a standard deviation of (0.859), and with relative importance (74) with a coefficient of variation of 23%.

3- The special style (motivational leadership) got an average for the arithmetic mean, as it reached (3.61) with a standard deviation of (0.919), as its relative importance reached (72%), with a difference factor of 25%, as three paragraphs measured the dimension, as the paragraph (the leader motivates team members and encourages them to excel) got an arithmetic mean of (3.77) and a standard deviation of (1.024), as its relative importance reached 75%, with a difference factor of 27%.

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In contrast, paragraph (The leader knows the skills and abilities of team members and uses them effectively) He got the highest arithmetic mean, as it reached (3.81) with a standard deviation (0.837) and a relative importance of (76%) and a difference factor of 22%, and the paragraph (the leader provides a supportive and motivating environment for team members) got the lowest arithmetic mean, as it reached (3.25) and a standard deviation of (0.895), with a relative importance of 65%. and a coefficient of variation of 24%.

Table 8 Frequency Distribution, Percentage, Arithmetic Mean and Standard Deviation of the Driving Styles Axis

Variables	Paragraphs	Arithmetic mean	Standard deviation	Materiality	Coefficient of variation
Assertive leadership					
X1	The leader makes decisions categorically and firmly.	3.55	0.966	71%	27%
X2	The leader gives clear and specific guidance to the team.	3.63	0.861	73%	24%
X3	The leader expects high performance and adherence to standards.	3.46	0.859	69%	24%
Rate		3.57	0.895	71%	25%
Democratic Leadership					
X4	The team leader participated in making important decisions.	3.73	0.934	75%	25%
X5	The leader encourages dialogue and collaboration among team members.	3.93	0.925	79%	25%
X6	The leader surveys the opinions of others before making decisions.	3.68	0.862	74%	23%
Rate		3.78	0.907	76%	24%
Motivational Leadership					
X7	The leader motivates team members and encourages them to	3.77	1.024	75%	27%

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	excel.				
X8	The leader knows the skills and abilities of team members and uses them effectively.	3.81	0.837	76%	22%
X9	The leader provides a supportive and motivating environment for team members.	3.25	0.895	65%	24%
Rate		3.61	0.919	72%	25%

Source: Researcher preparation based on the SPSS program

Describe and diagnose organizational behavior variables

Table (9) shows that the researcher identified the organizational behavior axis of Tikrit University using the available arithmetic mean (3.68), exercising 74% relative interest, as well as consistency and homogeneity of sample opinions. Response level with one standard deviation (0.853). In contrast, this axis obtains a relative difference coefficient (23%). 7 Paragraph Measurement Axis and Paragraph (Organizational Behavior aims to improve the quality of work and develop the organization by proposing ideas and improvements)) on the highest arithmetic mean, reaching (4.15), with a standard deviation (0.931), with relative importance of (83%) and a difference factor of 26%, while the paragraph (organizational behavior expresses respect and cooperation with your colleagues at work). The lowest arithmetic mean is (3.53) and with a standard deviation (0.851) as it exercises relative interest (71%) and a coefficient of variation (23%).

Table 9 Frequency Distribution, Percentage, Arithmetic Mean and Standard Deviation of the Organizational Behavior Axis

Variables	Paragraphs	Arithmetic mean	Standard deviation	Materiality	Coefficient of variation
X10	Adhere to the standards, norms, and policies of the organization in which you work	3.64	0.731	73%	20%
X11	Demonstrate the desire to work systematically and accomplish tasks effectively in the organization	3.56	0.827	71%	23%
X12	Organizational behavior expresses respect and cooperation with your co-workers	3.53	0.851	71%	23%
X13	Organizational behavior seeks to improve the quality of work and develop the organization	4.15	0.931	83%	26%

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	by proposing ideas and improvements				
X14	Organizational behavior maintains the confidentiality of information and data about the organization and its customers	3.75	0.843	75%	23%
X15	Shows discipline in compliance with the schedule and discipline in job duties	3.54	0.835	71%	23%
X16	Organizational behavior can be adopted to carry out the required tasks without the need for constant monitoring from supervision	3.58	0.955	72%	26%
Rate		3.68	0.853	74%	23%

Hypothesis test:

- **The role of leadership styles at Tikrit University and their organizational behavior.**

Table (10) shows the correlation coefficient between leadership styles and organizational behavior.

Correlations					
		Organizational Shlock	Assertive leadership	Democratic Leadership	Motivational Leadership
Pearson Correlation	Organizational Behavior	1.000	.478	.365	.545
	Assertive leadership	.488	1.000	.375	.641
	Democratic Leadership	.355	.375	1.000	.393
	Motivational Leadership	.565	.641	.393	1.000
Sig. (1-tailed)	Organizational Behavior	.	.000	.000	.000
	Assertive leadership	.000	.	.000	.000
	Democratic Leadership	.000	.000	.	.000
	Motivational Leadership	.000	.000	.000	.
N	Organizational Behavior	180	180	180	180

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	Assertive leadership	180	180	180	180
	Democratic Leadership	180	180	180	180
	Motivational Leadership	180	180	180	180

Source: Researcher preparation based on the SPSS program

Table (10) Displays the correlation matrix between variables of a regression model.

1- The correlation coefficient between organizational behavior and confident leadership is (.488), with a significant value of less than 0.01. Researchers conclude there is a weak positive relationship between organizational behavior and assertive leadership.

2- Correlation coefficient between risk spirit and trust value (.355) with a significant level less than 0.01 Researchers concluded that there is a weak positive relationship between organizational behavior and democratic leadership

3- The correlation coefficient between risk spirit and cognitive leadership is (.565), The significance value is less than 0.01. Researchers concluded that there is an average positive relationship between organizational behavior and motivational leadership.

That is, there is a correlation between leadership styles in their dimensions (assertive leadership, democratic leadership, motivational leadership) and organizational behavior.

Table (11) shows the summary of the model

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	War m up	Sig. F Change
1	.567	.364	.361	.637	.364	106.194	3	177	.000
a. Predictors: (Constant), Leadership Styles									
b. Dependent Variable: Organizational Behavior									

Source: Researcher preparation based on SPSS program

Table (11) shows the Pearson correlation coefficient between organizational behavior and leadership style dimensions (assertive leadership, democratic leadership, motivational leadership), where the average value was (.567a) with a value of the determination coefficient (.364) and the value of the adjusted coefficient of determination (.361), meaning that the dimensions of leadership styles (assertive leadership, democratic leadership, motivational leadership) explain 36% of the variation in organizational behavior.

Table (12) shows the regression significance test between leadership styles and organizational behavior.

ANOVA						
Model		Sum of Squares	Push	Mean Square	F	Sig.
1	Regression	140.650	3	43.513	106.194	.000b
	Residual	258.489	177	.406		
	Total	389.048	179			
a. Dependent Variable: Organizational Behavior						

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b. Predictors: (Constant), Assertive Leadership, Democratic Leadership, Motivational Leadership

Table (12) shows the analysis results of the regression significance of the Innova test. It is found that the value of sig is (0.000), which is less than 0.001 here. The researchers concluded that the regression was significant and therefore there was an effect between leadership styles (assertive leadership, democratic leadership, motivational leadership) and organizational behavior and organizational behavior can be predicted from the dimensions of leadership)

Table 12 shows the regression coefficients

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.780	.148		4.462	.000
	Assertive leadership	.164	.065	.167	4.725	.000
	Democratic Leadership	.142	.059	.171	4.173	.000
	Motivational Leadership	.469	.071	.386	8.357	.000
a. Dependent Variablen: Organizational Behavior						

Table (12) shows the following:

1- Non-standard regression coefficient (B) where it reached the dimension (assertive leadership) (.164) while the standard regression coefficient (Beta) for the dimension of assertive leadership is (.167) value (t) of (4.725) with a level of significance less than 0.01, meaning that the dimension (assertive leadership) has a significant impact on organizational behavior with a moral level of less than 0.01.

2- The unstandardized regression coefficient (B), where the dimension (democratic leadership) reaches (.142), while the standardized regression coefficient is (Beta) is (.171), and its value (t) is (4.173) and a moral level of less than 0.01, meaning that the dimension (democratic leadership) has a significant impact on organizational behavior with a significant level of less than 0.01

3- The non-standard regression coefficient (B), in which the dimension (motivational leadership) reaches (.469), while the standardized regression coefficient (Beta) is (.386), and its value (t) is (8.357), the moral level is relatively is less than 0.01, indicating that this dimension (motivational leadership) has a significant impact on organizational behavior, and the significance level is less than 0.01

Hence, the researcher inferred that there is a significant effect between leadership patterns and organizational behavior with a significant level of less than 0.01

Conclusions:

The researcher was able to reach some conclusions about leadership patterns

1- Assertive Leadership:

A- Assertive leadership can contribute to the achievement of organization and discipline at Tikrit University.

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B- Assertive leadership can be effective in situations that require quick and decisive decision-making.

C- Determined leaders at Tikrit University must adopt a parallel approach that combines seriousness, rigor and their ability to listen and meet the needs of members of the organization.

2- Democratic Leadership:

A- Democratic leadership at Tikrit University may enhance member participation, participation in decision-making, and commitment to decisions made.

B- Democratic leadership can lead to effective communication, enhanced trust, and enhanced motivation and creativity.

C- Democratic leaders at Tikrit University must adopt an approach that allows members to express their opinions and participate in decision-making effectively.

3- Motivational Leadership:

A- Motivational leadership at Tikrit University can lead to increased job satisfaction, motivation, commitment, and individual performance.

B- Motivational leadership can especially be effective in motivating and developing academic and research staff.

C- Motivational leaders at Tikrit University should set an example inspire members, and foster team spirit and collaboration.

Recommendations:

The researcher directed some recommendations for the role of leadership styles:

1- Assertive Leadership:

A- Apply assertive and effective leadership styles to deal with sensitive issues and strike a balance between rigor and justice.

B- Provide guidance, clarity, and goal setting for members to enhance performance and organizational commitment.

C- Encourage effective communication and open channels to hear various opinions and observations from members.

2- Democratic Leadership:

A- Encourage broad participation and develop mechanisms to accommodate and respect the opinions and suggestions of members.

B- Developing an environment that encourages innovation and creativity and providing the necessary support to achieve new ideas.

C- Involve members in decision-making and provide appropriate recognition and rewards to enhance organizational behavior and productivity.

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