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## **The behavior of the security leader and its impact on achieving strategic initiatives within the framework of (path-goal) theory**

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### **ABSTRACT**

This research aims to test the impact of leadership behavior according to the (path-goal) theory on strategic initiatives by surveying the opinions of an intentional sample of (125) officers and civil servants working in the Traffic Directorate of the Holy Karbala Governorate. In order to process data and information, the researchers used statistical software such as Excel; and SPSS. Some conclusion where reached that there is an impact of leadership behavior according to the (path-goal) theory in strategic initiatives.

### **1- Research problem**

Suffer Governmental organizations, including the Holy Karbala Traffic Directorate from weakness in a adoption Strategic initiatives, Perhaps the frequent absence of such initiatives, A result of The difficulty of putting forward the strategic initiative in that organizationat And if it is raised, it will be met with many criticisms, because the current situation necessitates working in one style, and thus it becomes difficult for the success of these initiatives in that organization.. Leadership style can play a roleessenceOh there is a solution the problemVia Its effect on the process Promote, advance and adopt initiatives Strategy, there are some roles that leaders take that hinder the strategic initiative or be the main reason for it , As well as standing up to initiatives and preventing their success, Therefore, the senior management must choose the most appropriate leadership role that is consistent with the proposed initiatives and works to make them successful, so that the leadership role in them is supportive and complementary to the strategic initiatives., Therefore, the research

problem can be summarized in the following question: What is the impact of the leadership behavior of security leaders in the Holy Karbala Traffic Directorate within the framework of the path-goal theory in achieving strategic initiatives?

## **2- Importance search:**

lies the importance search in being yIt took place in a governmental organization - the Holy Karbala Traffic Directorate - Iraq, which is considered one of the governmental organizations that serve a wide segment of citizens, whether at the level of Karbala or other governorates. Accordingly, the practical importance is reflected in the researchers' attempt to test the relationship between leadership styles according to the (path-goal) theory with strategic initiatives in order to reach the leadership styles most influential in achieving the strategic initiative in a governmental organization that includes a large number of workers from different groups and serves a segment a large number of society, and ultimately achieve the development of this organization in a positive way. Note that the strategic initiatives have not been addressed in any Arab or local research in the field of organizational work, which constitutes a qualitative addition to local and Arab knowledge.

## **3- goals search:**

The research aims to achieve, among other things, the most important:

1-Determine the nature of the effect The behavior of the security commander according to Theory (path - goal) in strategic initiatives in the Karbala Traffic Directorate.

2-Providing recommendations that contribute to upgrading each of the leadership styles and strategic initiatives in the Karbala Traffic Directorate.

## **4- Research Hypotheses:**

represent hypotheses search statement for the topic Which he is cuff search and clarification for relationships the influence between variables and dimensions search as well Attempt to answer About questions that It was completed put it up in a Problem search. and have included The research is a basic hypothesis

(H0) The behavior of the security commander does not affect the theoretical framework (path - goal) in strategic initiatives.

(H1) Influences the behavior of the security commander within a theoretical framework (path - goal) in strategic initiatives.

## **5- justifications Selection Location search**

that from most important reasons Selection Traffic Directorate in the holy province of Karbala as a field to study, he is Because role the subject and distinguished What the Directorate does to serve the public good ,where that For this Directorate Importance big being prepared One of the directorates responsible for maintaining order, peace and community security, and it has a major role in the million visits, such as the fortieth visit of Imam Hussein (peace be upon him) and other events that take place throughout the year, And that from During Contribute in a Eliminating the traffic congestion that occurs as a result of the gathering of millions of visitors at the same time inside the governorate on occasions, as well as supervising traffic and traffic within the governorate and the external roads leading to the city, In addition to managing the process of transferring the ownership of wheels between citizens, as

well as issuing a driver's license to those whose abilities qualify them to drive on the roads after conducting the test for them and other services.

## **6- Community and sample search**

The study community that the researcher dealt with was the Traffic Directorate of the Holy Karbala Governorate, by distributing (145) forms to a random sample of (110) officers and (69) administrative staff. (The number of valid forms for analysis reached (100), i.e. a recovery rate of (69%), and the reason was the Corona pandemic and the irregular working hours in the mentioned directorate.

### **First: driving**

You know driving as Future-oriented self-action that aims to change and improve a situation or self (Robbins, 2005:23) also know It is influencing the behavior of groups and directing them towards achieving the desired goals (Yukl,2006:3) see Rost,2008:94)) driving as A process that helps an individual to demonstrate sovereignty and influence people to achieve common goals, explained (Barling, 2011: 183) The concept of leadership is An individual's ability to maintain the motivation of other individuals and motivate them to contribute and direct their efforts to achieve organizational goalsThe concept of leadership can be explained as How a leader influences subordinates, encourages and leads them to contribute to the effectiveness and success of the organization of which they are members (Olowoselu et al ,2019: 448), and know her Drewniak, et.al, 2020: 401)) A combination of certain personal traits and skills that help leaders motivate and persuade others to manage certain skills. These include enthusiasm, aptitude for leadership, honesty, virtue, self-confidence, cognitive skills, and understanding of the managing entity.

### **1- The importance of leadership**

Leadership plays a very important role in influencing the performance of employees, especially towards creativity, which has become an urgent necessity that imposes its condition on the organization in the current era, which no longer has any other option, either for the organization to be creative or to fail in the face of competing organizations, as can'tn For any organization to continue under the policy of stability and stagnation, rather, adaptation, creativity and innovation must be achieved, and this can only be achieved in the presence of an administrative leadership that has a renewed view of what is going on around it from time to time. , Add to That leadership style can improve positive relationships with employees, enhance service performance, and also help improve the organizational climate. Moreover, it can also be considered as a vital management toolNSEssentially, practicing good leadership enhances job satisfaction, reduces absenteeism at work, and enhances individual efficiency. AndLeadership is also positive and significantly important in predicting the attitudes, motivations and performance of subordinates in the organization. (Kozak and Uca, 2008: 117)

The importance of leadership lies in the fact that the leader is the one who defines the goals of the group, declares and interprets them, and he who plans the methods of work and strives to coordinate among them and organizes the relations between the members of the group, and the leader is the one who links the group's activity to other groups, Leadership is also the link represented in the force that directs energies in a coherent manner that ensures the communication of employees between the reality of

the organization and its future image, and supports positive behavior and reduces negatives, that is, it acts as the captain of the ship, as it controls work problems and draws the necessary plans to solve them, and the leadership keeps pace with the surrounding changes and employs them. To serve the organization and develop strategies to move individuals towards higher goals

## **2- Driving dimensions according to the (path-goal) theory.**

The (path-goal) theory of leader effectiveness classifies leadership styles into four styles, as follows:

### **a- guiding pattern:**

The leader gives the subordinates detailed instructions on how to perform their duties and does not allow them to participate in the decision making. This style describes a leader who gives his followers directions about their tasks, what is expected of them, how to do it, and how long it will take to accomplish the task. The leader sets clear performance standards and makes clear rules and regulations for followers. (2013: 21, Murdoch). Directive leadership distinguishes leaders who make subordinates aware of what is expected of them, give specific guidance as to what must be done and how it should be done, make the group understand their role of work, the leader also clarifies work schedules to be performed, maintain clear performance standards and direct group members to follow set rules and regulations ((House & Mitchell, 2007:241. added (House, 2012: 211) that directive leadership is appropriate with new or inexperienced employees in the organization and in situations that require immediate action. The directive style of leadership is also seen as controlling, aggressive, orderly and descriptive which dictates to the subordinates the responsibilities for their work and behaviour.

### **NS- Supportive or supportive style:**

It is based on understanding the problems of subordinates to meet their needs. Supportive leadership is represented by a friendly, easy-going leader who seeks to meet human needs and other demands. Leaders who use supportive behavior do their best to make work enjoyable for subordinates and followers. Additionally, support leaders treat their followers as equals and respect them for their standing. (2013: 22 Murdoch). Leaders who follow supportive leadership are friendly and show concern for the status, needs, and well-being of subordinates. These leaders have a caring attitude and seek personal or work-related issues that workers face, and take steps to make the work more satisfying. and enjoyment. (Lunenburg, 2011: 6). A supportive leader acts responsibly, creates a friendly atmosphere, acknowledges the achievements of subordinates in a rewarding manner, and also shows great respect for subordinates, and they follow a haphazard policy of treating everyone as equals, and remain concerned about their well-being. These leaders also learn by observing the results of others and how they respond to their decisions. (Vandegrift & Matusitz, 2011:350).

### **NS- poster style:**

It is based on the participation of subordinates in making decisions before implementing them. It refers to leaders who invite subordinates or subordinates to participate in decision-making. The co-leader consults with the subordinates, gets their ideas and opinions and makes decisions about how the group or organization should progress. 2013: 23), Murdoch). Participatory leaders are those who consult and involve subordinates in decision-making, defend their suggestions, and consider the

employee's best interest before reaching the final decision. (Huang et al, 2010: 122). Co-leaders are those who share responsibilities with group members. It also motivates subordinates who become self-directed and build on a creative team, maintaining team cohesion and a sense of ownership among participants. ((Lam et al, 2015: 836))

### **NS- Achievement-oriented style:**

It is based on motivating subordinates to achieve high performance goals, to put them in front of the challenge by providing high expectations and self-confidence. It has characteristics that make the leader ask his subordinates to perform the work to the highest possible standards. This leader sets high standards of excellence among his subordinates and strives for continuous improvement. Leaders show great confidence in their subordinates and their ability to achieve ambitious and challenging goals. These leaders tend to set difficult goals for subordinates, expect them to perform at their best, strive for continuous improvement in performance, and demonstrate a high level of confidence that group members will take responsibility. (House & Mitchell, 2007: 241)

Leaders who follow this style consistently focus on excellence in performance and at the same time demonstrate greater confidence that subordinates will be able to meet high standards of performance excellence..The (Path-Goal) theory sees that the leader may use the four styles in different situations, up to the effect and direction of the behavior of subordinates towards the goals. The following figure shows the components of the (Path-Goal) theory. (House,2012: 214)

### **Second: strategic initiatives**

The researchers dealt with the issue of strategic initiatives as one of the important topics in strategic management, and their point of view differed about its concept. (Burgelman, 1983: 241)

and know Brown and Gill, 2006: 4)) Strategic initiatives are an integrated set of programs and projects managed in a coordinated manner aimed at building core capacity or differentiating commercial capacity.

pointed ((Nag et al, 2007: 935 to strategic initiatives as the central building blocks of the theory and practice of strategic management, which includes evaluating the external environment and internal capabilities of the company, allowing management to realistically define the company's goals and exploit external opportunities, reduce the impact of potential threats, and develop internal capabilities, and include " A wide range of strategic plans and objectives including new product development, corporate projects, acquisitions, and strategic renewal efforts. Likewise pointed out (Lechner and Floyd, 2007:10) refers to strategic initiatives as coordinated undertakings (formal or informal) to develop or renew capabilities associated with competitive advantage and above-average performance. Strategic initiatives are defined as a set of discretionary projects and programs outside the day-to-day operational activities of the organization, which are designed to help the organization achieve target performance. (Kaplan & Norton,2008:12) The researchers knew (Lechner & Kreutzer, 2011:283) Strategic initiatives are temporary, coordinated undertakings to improve or expand an organization's capacity base that have the potential to significantly affect its development and performance. Moreover, they represent an important link between a company and its external environment. Strategic initiatives can be referred to as discrete proactive undertakings launched through ideas, composed of groups and

working to enhance or modify the current strategy of the company (Marx, 2012: 2) Strategic initiatives are smart value-focused processes that enable senior executives to provide strategic direction to empowered management (2017:256 Davies,)

### **Importance Strategic initiatives**

Strategic initiatives have become so important in the strategy development process that they are used not only to exploit external opportunities and internal competencies, but also to explore new opportunities and renew efficiencies (Pettigrew et al, 2006:16), current or projected competition may force a company to discover new markets and opportunities for competitors. As a result, organizations resort to strategic initiatives to implement systemic change more quickly and reap benefits more Faster (Tushman et al, 1996:8). And This leads to strategic initiatives being considered the main point of strategic renewal research. Rather, the main objective of strategic renewal is to implement new initiatives such as new products, new markets, new technologies or processes. new ((McGrath et al, 1995: 260.

. added Lechner & Kreutzer, 2011:285-286)) What distinguishes the essence of strategic initiatives is that they:

- \*Strategic initiatives are not a temporary organizational task but are designed to last until they achieve their purpose or stall due to failure or changing priorities. Eventually, the initiative may become part of the foundation of the organization (if it is established as a new business unit), but this is not considered a defining element.

- \*Strategic initiatives require a coordinated effort from a loose group to a closely related team. (who are these representatives and what hierarchical positions they occupy) are less relevant and more empirical questions, initiatives can be pursued by upper or middle level managers or lowest or groups who are they. When unfold inside organizations passing by the time, frequently what be The Visible initiatives across levels.

- \*Strategic initiatives do not replicate the actions of the same organization, but rather map out new areas and renew or expand existing structures, practices, and routines.

- \*Strategic initiatives require changing the organization's resource base (ie utilizing existing resources, creating new resources, accessing external resources and releasing resources) in order to update existing capabilities or add new capabilities.

- \*Strategic initiatives are not small projects but rather large projects that have characteristics such as high risk, major investment needs, partial irreversibility, and exposure to a high degree of internal and external risks and uncertainty.

In addition, initiatives require allocating a large amount of the company's resources to existing or new capabilities, whether in terms of time commitments to managers and employees or in terms of financial or technical nature, but if the main initiatives fail, there will be a significant impact on the company's development and performance, Based on these five distinguishing elements, we define strategic initiatives as temporary, coordinated undertakings to renew or expand the capabilities of an organization that has the potential to significantly influence its development and performance (Lovas and Ghoshal, 2000:879).

### **dimensions Strategic initiatives**

Perhaps the most difficult task, as for researchers in the field of strategic initiatives, is the task of determining the dimensions that these initiatives consist of, due to their diversity, complexity, and overlap with many topics related to various administrative

sciences, which led to the emergence of more than one entry or classification to try to understand them (Nag et al, 2007:943). In an attempt by the researcher that To investigate the dimensions of strategic initiatives, a to In fact, strategic initiatives belong to one basic element, which is to provide everything that is new in a specific field of work. Therefore, the researchers adopted the dimensions of creative work behavior as they are closely related to the content of strategic initiatives, as follows: -

#### **A- Explore opportunities:**

Innovation and creativity usually begin when there is a discrepancy between real performance and expected or potential performance, as it is initially a separate stage that includes activities such as recognizing the problem and thinking in some way about how to improve the business and it presents many suggestions for innovations such as new products, services or processes de Jong, 2007:25))

The exploration of opportunities by individuals is through their search for the idea to improve current business, technology, products, services and work relationships, and the extent to which they distinguish opportunities to make positive improvements in their work, managers, or even with the organization's customers, as well as directing attention and attention to non-routine issues at work

Oukes, 2010:29))

There are sources of opportunities that can be discovered by leaders in the organization, as they represent the beginning of the emergence of strategic initiatives, including: (Drucker, 1985:35)

- MAhAnd Unexpected (success, failure, or external events)
- Difference or contradiction i.e. the gap between what isAnd Reality and what ought to be
- Process needs in response to problems or failures
- Changes in existing industrial structures or markets such as the growth fast, and re retail, and closeness Technologies discrete.
- changes in demographics (NSChanges in population traits such as rates newborns, and collection scientific, and workforce training)
- New knowledge, whether scientific, technological, social, or the combined combination of the three types.

One of the necessities that must be paid attention to is that it is imperative for leaders in organizations to create a work environment that allows subordinates to be creative and innovative in their work so that they have an internal motivation to explore and develop

Seetge, 2012:14))

#### **B- Generating the initiative:**

The behaviors of subordinates related to the idea generation stage are an essential part of strategic initiatives, as they include subordinates searching for new working methods, techniques or tools, generating original solutions to problems, and finding new ways and methods to carry out work. Oukes, 2010:29)The important thing to note is that possible new ideas must be achievable (Messmann, 2012:11)

The initiative generation stage is a necessary condition for strategic initiatives and a proactive state in exploring opportunities. The main key for this stage is the collection and reorganization of existing information and concepts to solve problems and improve performance, as gathering skills and reorganizing concepts is one of the best

behaviors for strategic initiatives. (Jong,2007:26)

He pointed out ((Kirkman et al., 2004:177 Having the skill of collecting and reorganizing concepts is one of the best indicators of creative achievement, as is the behavior of the continuous improvement process that includes seeking feedback, discussing failures, and experimenting.

### **C- Promotion of the initiative:**

It is the stage of endorsement and advocacy of the initiative, where resources and support for the initiative are collected, observed and trying to win the support of others and their participation in achieving it, as it is in the interest of the organization and its benefit. (Janssen, 2004: 202)

This stage begins after unveiling the stage of exploring opportunities and generating the initiative, as it generally requires a change in the current ways of doing business, and because every attempt is subjected to resistance at the beginning of its emergence, it requires building alliances with individuals who support the initiative, mobilizing resources and selecting suitable individuals to engage in the process, as well as About the willingness to take risks because most ideas are notn It is clear whether its benefits will exceed the cost of its development and implementation or notNijenhuis, 2015:14)) Therefore, this stage requires the initiator's involvement in social activities to find friends who are supporters and supporters of the initiative, or to build an alliance with supporters who provide the necessary strength and authority to achieve it.Amo, 2005: 58))

added (Agbim et al., 2013:2The promotion of the initiative is the stage of seeking to adopt the idea, in which the decision is made to accept or reject the idea in preparation for gathering the necessary resources of time, effort and material capabilities to develop and implement the idea.

### **W- Implementation of the initiative:**

It is the stage in which the actual implementation of the adopted strategic initiative is finally within the work role of the individual, group, work team or organization as a whole so that the organization can obtain real results through this stage and use it to enhance its competitive gains (Janssen, 2004:202)

The implementation phase of the initiative requires great efforts from individuals working in the organization to transform ideas into practical reality and to regulate behaviors such as developing new products or processes, testing and modifying them when necessary. (de Jong & den Hartog, 2010: 25)

In addition, it involves testing and modifying the initiative model when there is a need to do so and converting new ways of doing things into part of work routines. (Nijenhuis, 2015: 15)

Self-efficacy plays an important role in implementing initiatives, as it is linked to the individual's awareness that change can be successfully implemented in the given cases. jon,2007:28 )The implementation of initiatives requires initiating the implementation of major changes in the organizational structure or processes, and the application of new ideas often indicates taking the initiative to implement ideas.Dr Adequate consideration of these ideas or not crownedDr Even work initiative, personal initiative results from the behavior associated with the individual's endurance of activities and self-initiative to work and exceed what is officially required in the given jobs, in addition to that individuals with friendly and open personalities have distinguished



creative performance due to their acceptance of the impact of information and improvement of creativity, as well as that Conscious people are his achievementsNS Oriented and have a strong sense of responsibilityNS. (Hsieh et al., 2011:38)

**C- Feed back:**

Feedback is an interactive process that aims to provide the organization with the information necessary to evaluate the quality of its performance

(Eraut,2006:111) This information is either internal, such as internal control or evaluation systems, or external, such as evaluation institutions and external evaluators, and is provided in response to the organization's request when a new initiative or event occurs.

Hattie et al, 2007:81)The information provided by feedback is divided into two important types, the first is positive information in the form of providing advice and advice to promote the initiative, and the second type is negative information in the form of signals about the presence of deviations and the need to take the necessary measures to correct them. Armstrong, 2009: 105))

The stage of feedback is very important because the information and data resulting from it can be used to take appropriate corrective measures. In addition, individuals feel at this stage that their opinions are appreciated by the management, which increases their motivation by expressing their opinions about the initiatives that are proposed in the future, in addition to the fact that Involving experts from outside the organization to express their opinions about the new initiative, which enables the organization to benefit from their advice in dealing with problems, if any. (Roongrerngsuke & Cheosakul,2002:52)

In general, feedback provides valuable information on how the organization can deal with complex environments and provide it with a competitive advantage, creativity and innovation. To evaluate its services or new initiative(Iyer&Miller, 2008:811).

**Table (1) The values of the reliability and validity coefficients for the dimensions of the research variables**

NS	the scale	Values Cronbach alpha
1	<b>The behavior of the security leader</b>	<b>0.89</b>
2	<b>Strategic initiatives</b>	<b>0.95</b>

**Source: prepared the two researchers**

I was baptized the two researchers In conducting the test on the use of the simple regression coefficient (Simple Regression Analysis), and the influence power of the independent variables in the dependent variable will be measured through the calculated (B) values of the multiple regression coefficient, and the significance of this effect is measured through the calculated value (t) of the regression coefficient, and the level of morale. The parameter (F) to fully measure the significance of the regression model, and the coefficient of determination (R2 .) was used) which measures the explanatory power of the independent variables in the variable approved, and from during the statistical programSPSS V.23). The second main hypothesis states the following:

(H0) The behavior of the security commander does not affect the strategic initiatives.  
 (H1) The behavior of the security leader influences strategic initiatives.  
 Four sub-hypotheses were derived from the hypothesis, as follows:  
 1- (H0) Directive behavior does not affect strategic initiatives.  
 (H1) Directive behavior influences strategic initiatives.  
 2- (H0) Supportive behavior does not affect strategic initiatives.  
 (H1) Supportive behavior influences strategic initiatives.  
 3- (H0) Participatory behavior does not affect strategic initiatives.  
 (H1) Strategic behavior influences strategic initiatives.  
 4- (H0) Achievement-oriented behavior does not influence strategic initiatives.  
 (H1) Achievement-oriented behavior influences strategic initiatives.  
 shows table (2) The results of the first sub-impact hypothesis test

**Table (2) Test the first sub-effect hypothesis**

independent variable / dependent variable	guiding behavior		Values calculated t	Values calculated f	R2
	α	β			
Strategic initiatives	2.26	0.48	7.25**	52.65**	0.35

**Source: Prepared by the researchers**

\*\*Signal level (1%).

It is evident from the above table that: Increasing the behavior of the leaders of the Karbala Traffic Directorate directive by one unit, improves strategic initiatives by (0.48), which is a positive and moral effect at the level (1%) because the value of (The calculated t) amounted to (7.25), which is a significant value at the mentioned level. Also, the calculated (f) value, which measures the significance of the regression model as a whole, amounted to (52.62), which is a significant value at the (1%) level. Also, the coefficient of determination (R2) reached a value of (0.35), meaning that the guiding behavior explains 35% of the changes that occur in the strategic initiatives. The regression equation will be as follows

$$\text{Strategic initiatives} = 2.26 + 0.480 \text{ directive behavior}$$

The researchers inferred the rejection of the null hypothesis (H0) and accepting the presence hypothesis (H1) for the first sub-hypothesis, meaning (the directive behavior of the security leader affects strategic initiatives)

**Shows table (3) The results of the second sub-hypothesis test results**

independent variable / dependent variable	supportive behavior		Values calculated t	Values calculated f	R2
	α	β			
Strategic initiatives	2.72	0.38	6**	36**	0.27

Source: Prepared by the researchers

**\*\*Signal level (1%).**

The above table shows the following: Whenever the supportive behavior of the leaders of the Karbala Traffic Directorate increases by one unit, the strategic initiatives improve by (0.38), which is a positive and moral effect at the level (1%) because the value of (The calculated t amounted to (6), which is a significant value at the mentioned level. The calculated (f) value, which measures the significance of the regression model as a whole, amounted to (36), which is a significant value at the level of (1%). Also, the coefficient of determination (R2) reached a value of (0.27), meaning that the supportive behavior explains (27%) of the changes that occur in the strategic initiatives. The regression equation will be as follows

$$\text{Strategic initiatives} = 2.72 + 0.38 \text{ supportive behavior}$$

The researchers inferred the rejection of the null hypothesis (H0) and accepting the presence hypothesis (H1) for the second sub-hypothesis, meaning (the behavior supporting the security leader affects strategic initiatives)

shows table (4) Third sub-hypothesis test results

**Table (4) Third sub-hypothesis test**

independent variable / dependent variable	participatory behavior		Values calculated	Values calculated	R2
	$\alpha$	$\beta$	t	f	
Strategic initiatives	1.74	0.61	10.25**	105**	0.52

Source: Prepared by the researchers

**\*\*Signal level (1%).**

The above table shows the following: If the leaders of the Karbala Traffic Directorate are interested in enhancing their participatory leadership behavior by one unit, the strategic initiatives will improve by (0.61), which is a positive and moral effect at the level (1%) because the value of (The calculated t was (10.25), which is a significant value at the mentioned level. Also, the calculated (f) value, which measures the significance of the regression model as a whole, amounted to (105), which is a significant value at the level of (1%). The coefficient of determination (R2) was (0.52), meaning that the participatory behavior explains (52%) of the changes that occur in the strategic initiatives. The regression equation will be as follows

Strategic initiatives = 1.74 + 0.61 participatory behavior. The researchers inferred the rejection of the null hypothesis (H0) and accepting the presence hypothesis (H1) for the third sub-hypothesis, meaning (the participatory behavior of the security leader affects strategic initiatives)

**shows table (5) Fourth sub-hypothesis test results**

independent variable / dependent variable	Achievement-oriented behavior		Values calculated t	Values calculated f	R2
	$\alpha$	$\beta$			
Strategic initiatives	2.15	0.52	7.73**	59.78**	0.38

Source: Prepared by the researchers

\*\*Signal level (1%).

It is evident from the above table that: The attention of the leaders of the Karbala Traffic Directorate in enhancing their achievement-oriented leadership behavior by one unit, improves strategic initiatives by (0.61), which is a positive and moral effect at the level (1%) because the value of (The calculated t was (10.25), which is a significant value at the mentioned level. Also, the calculated (f) value, which measures the significance of the regression model as a whole, amounted to (105), which is a significant value at the level of (1%). The coefficient of determination (R2) was (0.52), meaning that the participatory behavior explains (52%) of the changes that occur in the strategic initiatives. The regression equation will be as follows

$$\text{Strategic initiatives} = 1.74 + 0.61 \text{ achievement-oriented leadership behavior}$$

The researchers inferred the rejection of the null hypothesis (H0) and accepting the presence hypothesis (H1) of the fourth sub-hypothesis, meaning (the achievement-oriented behavior of the security leader affects strategic initiatives)

After the researchers tested the sub-hypotheses emanating from the second main hypothesis, he decided to test the second main hypothesis and the table

**Shows (6The results of the second main effect hypothesis test**

independent variable / dependent variable	The behavior of the security leader		Values calculated t	Values calculated f	R2
	$\alpha$	$\beta$			
Strategic initiatives	1.34	0.72	10.73**	115.20**	0.54

Source: Prepared by the researchers

\*\*Signal level (1%).

The above table shows the following: The interest of the leaders of the Karbala Traffic Directorate in enhancing their leadership behavior in general by one unit, improves strategic initiatives by (0.72), which is a positive and moral effect at the level (1%) because the value of (The calculated t was (10.73), which is a significant value at the mentioned level. Also, the calculated (f) value, which measures the significance of the regression model as a whole, amounted to (115.20), which is a significant value at the level of (1%). Also, the coefficient of determination (R2) was (0.54), meaning that the behavior of the security leader explains (54%) of the changes that occur in the strategic initiatives. The regression equation will be as follows

Strategic initiatives = 1.34 + 0.72 achievement-oriented leadership behavior

The researchers inferred the rejection of the null hypothesis (H0) and accepting the presence hypothesis (H1) for the second main hypothesis, meaning (the behavior of the security leader affects strategic initiatives).

The researchers arranged the influence and explanatory power of the independent variables in the dependent variable, and the explanatory power, according to the following table:

**Table (7)Arranging the influence and explanatory power of the independent variables in the strategic initiatives**

The dimension	The order of the influence force		order of explanatory power	
guiding behavior	0.48	the third	0.35	The second
supportive behavior	0.38	the fourth	0.27	the fourth
participatory behavior	0.61	the first	0.52	the first
Achievement-oriented behavior	0.52	The second	0.38	the third

**Source: Prepared by the researchers**

**The most important conclusions**

The most important conclusions reached by the research from the reality of the company included the research sample, which can be displayed in the imagethe following: -

a-all patterns the behavior the leader According for the theory(path-Target) applied in a Directorate passage Karbala Holy and this is Means diversity mission that practice it.

b-that the pattern the pattern sharing and style Tawjihi are the most influential in strategic initiatives and this is signify On need Affiliate Circle for direction continuous, and surely Orientation Leader He is Toward Investigation Larger Saucepan Maybe from Objectives.

c-Practice leaders workers in a Directorate passage Karbala Holy more from pattern in a that One from okay Investigation Goals directorate, and this is Relies On Situation Which face them.

d-over there desire big and passion I have Affiliate Directorate to apply Initiatives The strategy and its dimensions that she (exploration opportunities, generation The initiative, promotion for the initiative, Implementation of The initiative, nutrition reverse) in a Directorate passage Karbala Holy.

e- The leaders take into account the feelings of the employees in the directorate, as they avoid hurting their feelings in any way and strive to maintain strong relationships with them..

f-The leaders in the directorate do not skimp on any kind of support for the workers, both in terms of information and available capabilities, and this is what constitutes a strong motivation for them to achieve

g-The directorate’s employees believe that there is no integrated work from the first time, so there is an urgent need for feedback that shows the strengths and weaknesses in implementing the initiative and giving it up.

### **Recommendations**

Building" On Conclusions that It was completed reach to her in a Paragraph Previous Complete Show sentence from Recommendations necessary for the company a sample search.

a-The need to work on adopting and implementing new ideas, in addition to exploring opportunities that would advance and improve the reality of the investigated directorate.

b-recommend the two researchers strengthen the pattern sharing as long that it the most impressive in a generation Initiatives from During:-

- Approval Policy The Door open.
- Accept Ideas Whatever she was simple and not neglect it.
- Building Relations good With subordinates.
- Holding continuous monthly or weekly seminars that include dialogues between leaders and subordinates about new businesses and the possibility of developing existing businesses

NS- Encouraging the researched directorate with the subject of providing new services in innovative ways. There must be innovative ways and means that this directorate is interested in to raise its development level.

NS- The need for the directorate in question to focus on making the directorate's work electronically and making use of the internet in order to deliver the crisis services electronically in order to avoid momentum (especially in the current period witnessing the outbreak of a deadly and rapidly moving epidemic) and to provide good service

NS - There must be attention to the internal processes of thinking and planning, as follows:

- Creating the appropriate conditions for creativity by providing an appropriate climate of freedom in presenting ideas.
- Motivating employees to come up with new and innovative ideas by allocating financial and moral rewards for each new idea.
- The services provided must be new and innovative based on advanced information technology.
- Gaining the confidence of citizens must be through the applicable directorate

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