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ADAPTIVE LEADERSHIP AND ITS ROLE IN KNOWLEDGE SHARING

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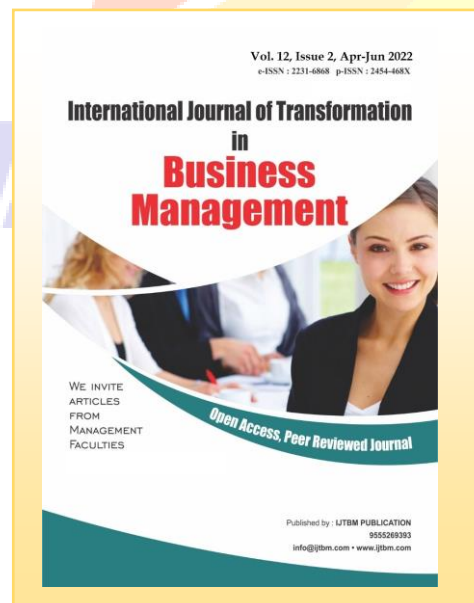
ABSTRACT

The current research aims to diagnose the extent of interest in adaptive leadership in Asiacell and its role in sharing knowledge In view of the importance of variables and their ability to adopt them, in light of the current stillness and the limited search for them as tools for professional planners in achieving their organizational excellence at the level of the Iraqi environment, as the intellectual dilemma and the field problem were launched mainly from the lack of studies, so that the current research adopts the descriptive analytical method based on the questionnaire as a survey tool for Data and information related to the research changes, its dimensions and paragraphs, as well as its support with structured interviews to diagnose the research problem, to analyze the primary data through descriptive statistics (arithmetic mean, standard deviation, coefficient of variation, percentages, frequencies) and testing hypotheses using appropriate statistical methods for inferential statistical analysis (factor). Pearson correlation, simple linear regression, multiple regression, path analysis) and checking data quality through (normal distribution, confirmatory factor analysis, structural modeling method, and exploratory factor analysis), after collecting data from (358) observations from the company's leaders, as they were A random sample of a population that includes (4,300) company leaders from employees of the Asia Company in Iraq, and The current research has dealt with a number of statistical methods through (SPSS V.26) and (AMOS V.25), and the statistical analysis concluded the most prominent result represented by the effect of adaptive leadership on knowledge sharing.

Keywords: *Adaptive leadership, knowledge sharing.*

THE RESEARCH PROBLEM

The Intellectual Controversy of the Research Dilemma

The issue of adaptive leadership, attention to it, and its measurement is one of the important topics that attract specialists and researchers in the field of administrative and organizational thought to study it in depth. Adaptive leadership among writers and researchers in the field of management sciences, but the urgent need for organizations for more studies, especially as they are characterized by scarcity in the applied field, especially Arab and Iraqi ones in particular, and their positive role in improving the excellence of organizations, especially service organizations.

Field Research Problem

The topic of adaptive leadership has received wide attention in recent times, and has attracted great interest by many researchers, writers, and specialists in the field of organizational behavior and organization science, and from this point of view and the recommendations of previous researchers, the researcher headed towards studying the problem with a systematic scientific framework, and identifying and accurately

diagnosing it in the mobile communications company (Asia Cell), because of its direct effects on its distinction, and the possibility of advancing its reality by increasing its ability to adapt and respond flexibly to complex environmental changes and the rapid technological development in the generations of communications and Internet services, through the sharing of knowledge adopted by its leaders, to achieve individual and team goals and organization at the level The year, and achieving future growth in its services makes its desired distinction, represented by survival, growth, prosperity and distinction over others after being at the top of the sector.

Procedural Fees

1-Adaptive leadership is the practice of mobilizing people to meet difficult challenges and thrive. It embraces the complexity and ambiguity of situations, actively seeking innovative solutions through organizational learning, creative problem-solving, experimentation, and collaboration.

Distinguishing between adaptive and technical challenges: The adaptive leader's ability to distinguish between adaptive or technical problems, the first of which is likely to change in habits, values, beliefs, assumptions and what requires him to learn, train and experiment, and the second can be successfully solved through formal tasks and

possession of formal strength and application of his expertise and specialization in Acquisition of technical skills, use of computers and software, and access to high technology.

Self-use: The organization's leaders know their own limits and the extent of their impact on its members, and because they have a high self-awareness that they invest in the service of constructive positive change and what prevents them from deviating from its path.

Generating a cohesive environment: The ability of the organization's leaders to adhere to individuals and stakeholders, in a manner that provides the safety and protection necessary to address difficult issues, and to create a space for them to discuss various issues and ideas and work to solve them, and to engage in the most conflicting of them and turn them into understandings that are finally resolved to give everyone a safe distance.

Organizing difficulties: Emergency changes at the individual, collective, and organizational levels that are precisely directed to meet the adaptive challenges, by strengthening the capabilities of his subordinates to generate a great deal of endurance of work pressures, generate a spirit of achievement and prepare for any change to bypass emergency situations and

to ensure the maintenance of work continuity efficiently, effectively and productively.

Giving the responsibility of work: Leaders have the necessary awareness to recognize the need of individuals to authorize the authority to complete work, solve simple problems and eliminate red tape, while retaining broad powers and the possibility of withdrawing them from those who are empowered with those responsibilities and authority in decision-making.

Identification of stakeholders: The company's leaders have the ability to identify the different individuals and groups that are affected by the expected change, as well as determine the degree of impact, whether positive or negative, on stakeholders and what they may gain or lose.

Protecting the voices of the leadership without the authority: to listen and giving freedom to the voice of opponents and their leaders, listening to their concerns and working on their participation in the planning and decision-making processes, and providing the opportunity for their involvement in change in the various adaptive activities adopted by the organization.

2.Knowledge sharing: is the process by which the knowledge that individuals possess is converted into a form that can be understood and used by other individuals.

Individual dimension: Exchanging knowledge individually or personally with co-workers, which increases their ability to perform current and future tasks.

The organizational dimension: Acquisition, organization, use and exchange of knowledge, experience and skills within the organization, in a way that makes them available and easily accessible to all its members at the appropriate time.

The technological dimension: is its ability to own information technology, computers, software, advanced communication systems and modern automation methods that contribute to increasing knowledge sharing in them.

Research Assumes:

The main hypothesis: a statistically significant effect of the dimensions of adaptive combined (distinguishing between adaptive and technical challenges, self-use, generating a unified environment and inviting stakeholders, difficulties, granting responsibility, identifying appeal and loss, protecting the regulation of voices without authority) on knowledge sharing and its dimensions: (individual dimension) organizational dimension, technological dimension:

1.The dimensions of adaptive leadership combined in the individual dimension have a significant effect.

2.The dimensions of adaptive leadership combined in the organizational dimension have a significant impact

3.The dimensions of adaptive leadership combined in the technological dimension have a significant effect.
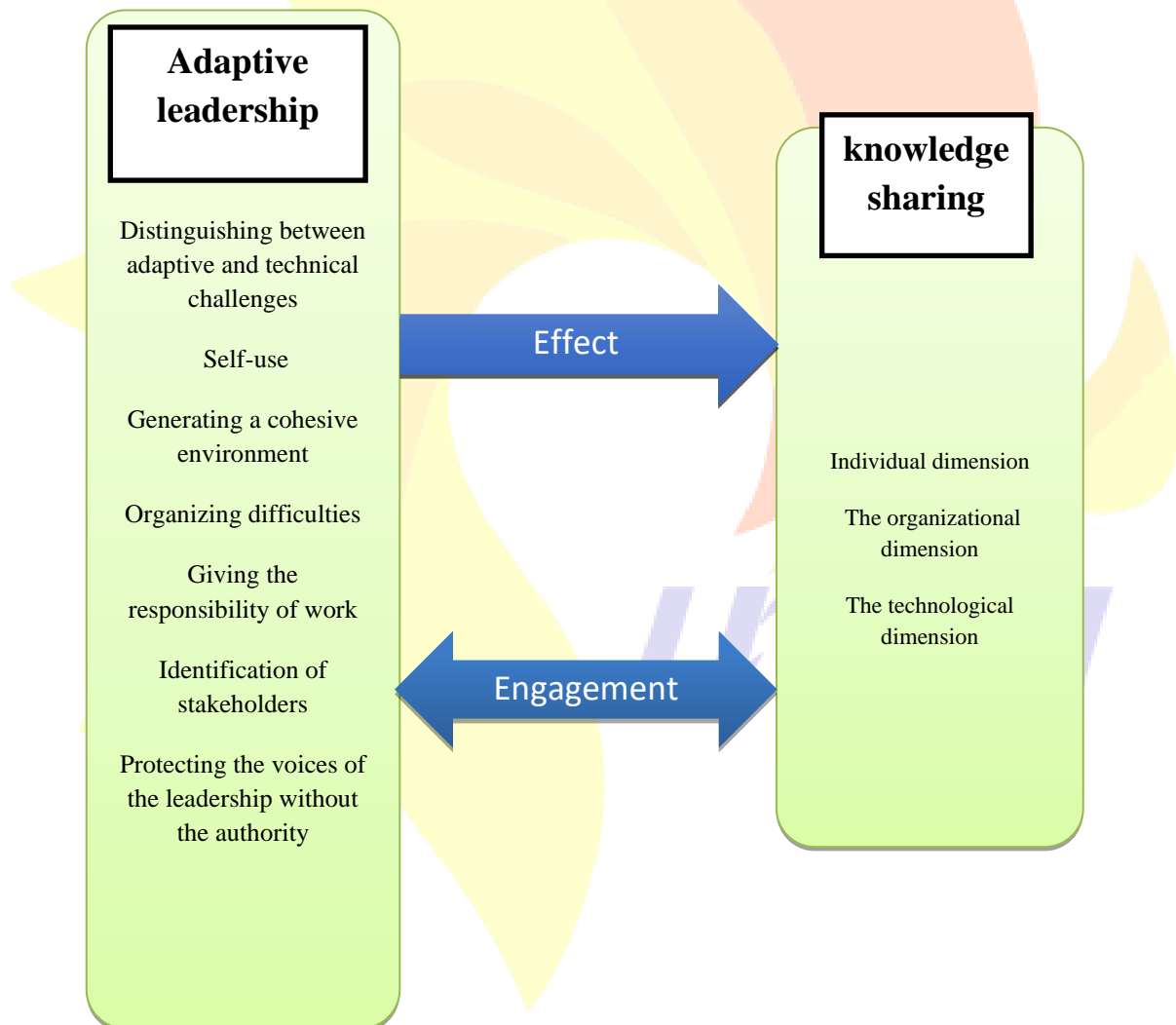
RESEARCH HYPOTHESIS

Adaptive leadership

Distinguishing between adaptive and technical challenges

Self-use

Generating a cohesive environment

Organizing difficulties

Giving the responsibility of work

Identification of stakeholders

Protecting the voices of the leadership without the authority

Effect

Engagement

knowledge sharing

Individual dimension

The organizational dimension

The technological dimension

Figure (1) The hypothesis of the research

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The concept of Adaptive leadership:

Adaptation is defined as the deliberate decision-making carried out by the members of the organization, which leads to observable actions aimed at reducing the distance between the organization and its economic and organizational environments(Andrew,2020:2), The term adaptation is used in many ways, ranging from simply proactive and reactive behaviour, to a more specific denotation of an organizational reaction to environmental forces or demands(Gianpaolo,2012:5), The meaning of the leader being adaptive, he defined (Lieutenant, 2011: 24) the meaning of adaptability embodied in the ability to recognize changes in the environment, determine what are the critical elements of the new situation, and how changes can be made to meet the new requirements. It is an effective positive change in response to a changing situation. Adaptable leaders examine the environment and identify key characteristics of the situation, and are aware of the performance requirements in a changing environment. Highly adaptable leaders feel comfortable entering unfamiliar environments, have the right mental framework to adapt and function properly, and seek to apply new or modified skills and competencies.

Adaptive Leadership Philosophy:

Adaptive driving revolves around the following:(Debra et,al., 2017 : 1)

1.Link organizational change to the basic values, capabilities and dreams of the individuals who participate in and are affected by the change as well.

2.Generate an organizational culture that embraces and honors diversity of opinions and uses this collective knowledge to effect change.

3.Understand that the learning processes associated with change can be painful for individuals to bear, so they use knowledge of how change will occur to anticipate and address concerns that may hinder change.

4.Understand that large-scale change is a gradual process that requires patience, persistence, and long-term commitment.

The importance of adaptive driving:

Adaptive leadership during a crisis refers to the leadership's ability to face complex situations that require rapid change, during which the current authority is insufficient. Therefore, adaptive leadership refers to a type of action whose actions are based on broad, systematic thinking. A leader leads his operations with many people to reach together to achieve their goals. Therefore, adaptive leadership does not refer to a single

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leader with authority, but rather to a system that responds to changes in its environment. Anyone can work to promote systemic change and take the position of adaptive leadership, but this process involves risks. For the person driving change. (Heifetz et al,2009:14).

The importance of adaptive leadership lies in bridging the gap between the world, the organization and the self as it is and should be. Admittedly, bridging the gap proves to be difficult because the nature of adaptive work requires a change in path to new learning, insight and direction. (JOSHUA M, 2020:4-5)

The importance of adaptive leadership lies in managing adaptive challenges or problems that cannot be resolved by applying "existing technical knowledge or routine behavior" using adaptive leadership. Timely actions to improve the situation quickly in response to anticipated needs. Adaptive leadership revolves around anticipating future trends, needs and options; It therefore needs to build collective understanding and support for action and adaptation to allow for continuous learning, modification of responses as necessary, accountability, transparency in decision-making processes and openness to challenges.

Adaptive driving features:

The following traits of adaptive leadership were selected based on the literature on complexity theory, organizational learning, leadership development theory, and adaptive leadership. Adaptive leaders must possess the following knowledge and skills: (Northouse,2016 :32)

1.Strategic thinking.

2.Organizational knowledge and interdependence.

3.The ability to regulate personal feelings.

4.Comfort with uncertainty and ambiguity.

5.Listening and Communication Skills.

6.Dispute Resolution.

Knowledge Sharing:

Knowledge sharing is divided into tacit sharing and explicit knowledge sharing. The process of tacit knowledge sharing includes the process of team members sharing personal experience, developing basic knowledge and professional knowledge. The characteristics of explicit knowledge sharing is that team members exchange ideas and knowledge in an encrypted form(Huang,2014:2014)

For the management of organizations, it must focus on sharing knowledge because knowledge sharing is a vital aspect in

modern organizations, and better inclusion will lead to the improvement of organizations and their effectiveness. Sharing knowledge also increases the self-knowledge of other individuals. Likewise from the perspective of organizations as a whole, sharing knowledge with other groups can also increase the performance of these groups. The sharing of knowledge among group members plays a vital role in the effectiveness of organizations. The successful group can also benefit from the different talents and ideas of the group members and can play its role in the effectiveness of the organizations(Muhammad, 2015:23).

Factors Influencing Knowledge Sharing:

Knowledge management has received great attention due to its importance in providing companies with a competitive advantage, and it is clear through the literature of management thought of knowledge, that there are many factors that make knowledge sharing within organizations of great importance, when there is limited participation, skills and experience of employees are not invested as it should, And because organizations do not know what the employees already possess, let alone when individuals leave the organization, this consumes their knowledge. Knowledge exchange refers to the willingness of individuals in the organization to share with

others the knowledge they have acquired (Neurink, 2013:11) .

For the purpose of achieving competitive advantages and creating a more open climate for work relations, (Bellefroid, 2012:23) presented a set of influencing factors that include the following:

1.The nature of knowledge: knowledge can exist in an implicit or explicit form, as this value has a great impact on the individuals who share it.

2.Motivation to participate: Motivational factors can be divided into internal and external factors:

a. internal factors. It includes the perceived power associated with knowledge and reciprocity resulting from sharing

b. External factors. Include relationship with people and rewards for participation

3.Opportunities for participation: can be both formal and informal:

a. formal opportunities. It includes training programs, structured work and teams, and technology-based systems that facilitate knowledge sharing.

b. Informal opportunities: These include personal relationships and social networks that facilitate learning and knowledge sharing.

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4.Work environment culture: the knowledge culture is reflected in the values, principles and practices of the organization and these values determine the practices of the organization, as the success of knowledge management depends on the existence of a knowledge culture that supports that process,

the factors described above are important for understanding the way in which knowledge is exchanged between individuals and all these factors Affected by the culture of the work environment, As shown in the figure below:
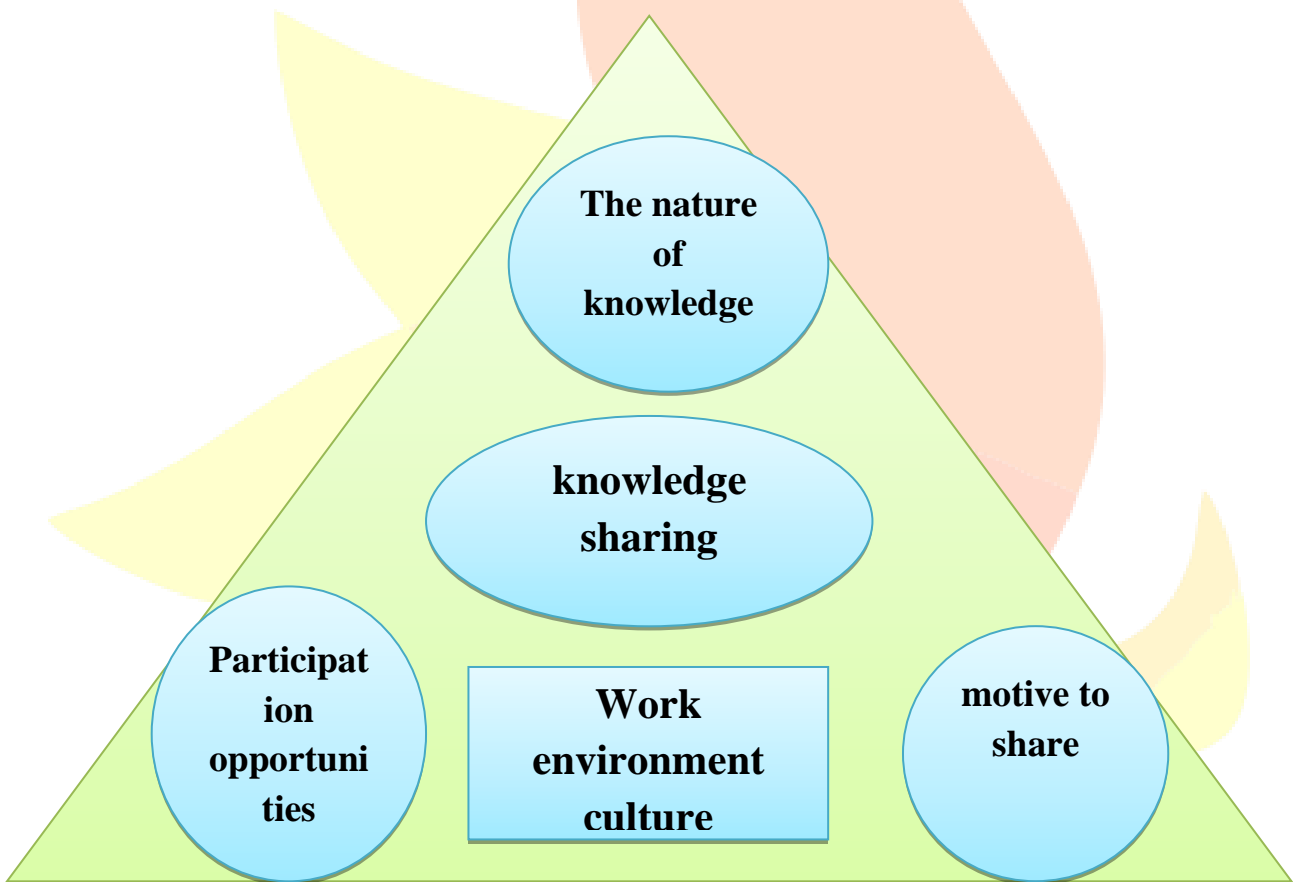

Figure (2) Cognitive Sharing Factors

<u>**Source:**</u> *Bellefroid; Bart، (2012)،"**The New Way Of Knowledge Sharing** "،Master Thesis ،Business Informatics ،Utrecht University ،Institute Of Information And Computing Sciences Center Of Organization And Information.P23.*

Dimensions of knowledge sharing:

1- The individual dimension: the study focused on individual factors as one of the conducive factors to knowledge sharing.

Individual factors are one of the most important promoters of knowledge sharing work in organizations. These factors include awareness, personality, motivation, self-

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efficacy of knowledge and enjoyment of helping others, among others(Atif,2015:9).

2- The organizational dimension: the organizational dimension includes all the processes of acquiring, organizing, reusing, and transferring knowledge based on experience that falls within the organization and making knowledge available by others in all business through the support of senior management, and many studies have proven that knowledge sharing is necessary Because

it enables organizations to improve their level of performance, and reduce redundant training and learning efforts.

3- The technological dimension: Organizations that focus on enhancing knowledge sharing within organizations tend to offer data sharing platforms through which individuals can exchange their ideas and information electronically and which can also be accessed by other individuals(Naeem,2019:261).

Application side:

Table (1) results of the descriptive analysis and the arrangement of the variables and their dimensions according to the relative coefficient of variation.

Table (1)

order	effect size	T-test	relative importance	coefficient of variation	standard deviation	mean	Variables
the first	0.251	40.859	70.8	7.09	0.251	3.54	adaptive driving
1	0.337	68.512	84.4	7.98	0.337	4.22	Distinguish between adaptive and technical challenges
6	0.473	13.551	66.8	14.16	0.473	3.34	self use
2	0.315	20.534	68.8	9.15	0.315	3.44	Generate a cohesive environment and invite stakeholders
3	0.435	42.628	79.6	10.92	0.435	3.98	Organizing difficulties
4	0.353	5.884	62.2	11.35	0.353	3.11	Giving responsibility for work
5	0.473	28.290	74	12.78	0.473	3.70	Identifying stakeholders and

							their losses
7	0.486	3.666	61.8	15.72	0.486	3.09	Protecting the voices of leaders without authority
The second	0.332	53.579	78.8	8.42	0.332	3.94	knowledge sharing
3	0.480	36.154	78.4	12.21	0.479	3.92	individual dimension
2	0.410	36.855	76	10.78	0.410	3.80	organizational dimension
1	0.272	76.747	82	6.63	0.272	4.10	technological dimension

Source: SPSS V.28 program output.

Table(2) The effect of adaptive leadership and its combined dimensions on knowledge sharing (n = 358

knowledge sharing							independent variable
F	T	Sig	A R²	R²	β	α	
	3.119	0.002			0.156		Distinguish between adaptive and technical challenges
	4.291	0.000			0.163		self use
101.827 (0.000)	4.592	0.000	0.748	0.753	0.277	0.779 (0.002) (3.195)	Generate a cohesive environment and invite stakeholders
	3.749	0.000			0.146		Organizing difficulties
	1.432	0.153			-0.068		Giving responsibility for work
	5.694	0.000			0.168		Identification of stakeholders
	0.465	0.642			0.015		Protecting Leaders' Voices

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CONCLUSIONS:

The interest of the telecommunications company in organizing difficulties and improving the level of its adaptive leadership as a whole, as a result of its managers helping their subordinates to prioritize dealing with various challenges, resulting from their ability to read the faces of their interlocutors during meetings and deliberations, while the surveyed company showed its ability to self-use in a way that does not meet the ambition In improving adaptive driving practices, the mobile communications company, on the other hand, showed interest in the individual, organizational and technological dimension.

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