VERIFICATION OF ENLIGHTENED LEADERSHIP BEHAVIORS AND THEIR IMPACT ON ORGANIZATIONAL SILENCE: THE MEDIATING ROLE OF COHESION OF KNOWLEDGE WORK TEAMS: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF ADMINISTRATIVE LEADERS IN THE DIRECTORATE OF AGRICULTURE OF AL DIWANIYA

Sahar Jabbar Rahman
University of Al Qadisiya - College of Administration and Economics - Department of Business Administration – Iraq,
E-mail: Saharjabark55@gmail.com

Article history:		Abstract:
Received:	September 3rd 2022	The current study aims at ascertaining the impact of the behavior that causes informed leadership on organizational silence through the cohesion of the Knowledge teams and on the basis of the literature that focused on the importance of enlightened leadership in a sample of the administrative leaders in the Directorate of Agriculture of Al-Diwaniya, who number 143. Therefore, the study used a number of statistical methods that contributed to determining the essence of the results the study aspires to know about, and perhaps the most prominent of these methods are the arithmetic mean, the standard deviation, the inflation factor, the Pearson correlation factor, and the effect factor. In order to extract results, two packages were used for analysis (SPSS.V.27). Amos.V.26), the results showed that enlightened leadership behaviors (role models, developer, serving, changed, vision, The results also showed that there was an indirect impact of informed leadership through the cohesion of the knowledge teams in the organizational silence, which contributed to improving the mechanisms and capabilities of the administrative leadership at the Directorate of Agriculture in Diwaniya.
Accepted:	October 3rd 2022	
Published:	November 6th 2022	

INTRODUCTION

The success of the organizations of all their activities is the result of the efforts of both leaders and subordinates because they are partners in achieving success, and the workers always need the support and guidance of leaders. This necessitates the presence of leaders capable of assuming the management of organizations and performing roles that encourage efficient and effective action. Enlightened leadership has become the philosophy that reflects the practices and roles of the leader and expresses his capabilities and capabilities to set a clear vision for the Organization, which is done through sound planning, efficient work, and serious implementation and supervision. In order to move beyond the current and projected situation to achieve that vision of the future, enlightened leadership can achieve greater and better results and outputs as it can play many roles that enable it.

Theoretical background and hypothesis development

Enlightened leadership represents: a combination of growth and development processes that can be achieved as quickly as possible in the Organization, without harm to staff, and this is achieved by looking into the future in order to ensure continuity in progress and success. This is because continuous development and change is through developing the self-awareness of employees and making them feel part of it (May,2022). The enlightened leadership represented by Swierczek & Jousse,2014 saw it as a chaotic state of balance between the working people and the investment of continuous internal spiritual practices of empathy and balance on organizational wisdom. He argued that the enlightened leadership follows a philosophy based on the underlying skills to make the organization more distinctive and thus more capable of succeeding and continuing in competition, as leaders are the link between the workers and the organization's plans and visions to achieve its goals and keep pace with changes. The role of leaders is to direct and put into place all the capabilities and potential of the Organization toward the realization of the strategic vision. Abdullah, 2019:199, explained that enlightened leadership is a set of behaviors and roles that inspire others, represented in

wisdom, openness and dedication, instilling a spirit of cooperation, serving the employees, encouraging them to offer everything new, being able to change, diagnosing deviations, having strategic lenses, planning, and effective performance. This, in turn, leads to the building of a sustainable culture capable of facing the crises faced by organizations.

Enlightened leadership can be measured in six dimensions: Example, developer, serving, Muhafir, vision, And connected) the example refers to a set of behavioral skills that can influence the work of others by emulate leader behaviors by which he can guide them toward achieving the goal (Sealy& Singh,2010,284). The evolving leader is developing the organization through leadership decisions that can begin with simplifying procedures, improving methods of work, and sufficient organizational flexibility to overcome difficulties and problems to improve the quality of work (Kashkosha, 2022:60). In the past, he has been a member of the team, and has been a member of the team, and he has always been a member of the team, and he has always been a member of the team, and he has always been a member of the team, and he has always been a member of the team, and this leads to a cultural integration among the team members, which in turn raises the ideals and values within the organization. Leaders who are giving high value to others at the expense of their own interests in order to understand, empathize with, and foster a sense of belonging to the organization, while the changing leader adopts a new idea or behavior and adapts to environmental variables (Abdullah, 2019:200). According to Al-Obaidi et al., 2018:120), the visionary leader is one of the most important themes of successful leadership in today's organizations, which is to be distinguished by a vision that reflects his ability to clearly and precisely perceive the future through the perception of challenges, A connected leader is highly capable of communicating with individuals in the workplace (Jasim et al.,2022:13). In view of the argument presented in advance, enlightened leadership is a set of behaviors and roles that address issues in the workplace by investing the leader's abilities to serve and develop staff skills, change their behavior, provide a clear long-term vision, and continuously communicate in the fulfillment of the Organization's aspirations to be a reality.

The organizational silence: reflects the nature of employees' reluctance to speak and give their opinions on various issues in the organization, starting at the individual level and moving on to the group, and the organizational silence indicates the circumstances in which employees withhold potentially valuable information about the organization they are part of. (Abdel Rahman et al., 2022). (Sulphey, 2020:282) argued that organizational silence pointed to the

motive for withholding or expressing ideas, information and opinions about work-related improvements. (Harmanci Seren & Yildirim,2018:1440) defined the regulatory silence as a deliberate withholding of knowledge and opinions by employees to improve their work and organization. Labrague& de los Santos, 2020:2196) explained organizational silence as situations in which staff, intentionally or unintentionally, booked information that might be of value to their organization. Organizational silence is often represented in three dimensions (silence of acquiescence, defensive silence, and social silence) and the above can be said to represent a deliberate withholding of information within a regulatory framework, which is either by an individual or a group, as emphasized (Peters,2019).

Finally, the coherence of the task forces indicated: a dynamic process reflected in the team's tendency to stick together and remain cooperative in pursuit of the organization's goals, and to meet the emotional needs of team members (Worley, 2019:2). (Khan, 2018:5) argued that the cohesion of defined teams represents how team members hold together by knowing their personal connections in order to achieve team goals. sánchez et al.,2018:2) pointed out that the coherence of teams indicates the tendency of team members to stay together as a result of positive relationships with other members and shared commitment to the team's mission, so the cohesion of teams of knowledge was measured by four dimensions (individual attractiveness to group-social, individual attractiveness to group-task, and Group integration – task, group integration – social), individual team attractiveness – socially indicative of individual attractiveness to the team, while team integration refers to each member's perception of the team as a whole, each divided into task cohesion, which is how the team acts as a unit to achieve the team's shared goals. The second category is social cohesion, which represents how team members integrate at the meeting level (Mullin, 2016:94). (Bonny,2018:747) explained that team cohesion is usually managed when the team has accomplished a task, so the extent to which coherence is relatively constant or changes dynamically while the team is performing to reach a goal, When team thinking is varied, especially in terms of developing and implementing strategies and plans in order to reach task goals, which means that a team's rapid completion of the task contributes to a better assessment of team performance. (Khan, 2018:24-25) believes that team cohesion enhances team trust and mutual support for team members and improves team performance as a whole, and social solicitation is the way managers organize groups for common purposes. Warner, 2017:27-28, noted that task cohesion is present when team members work well together and agree on what and how team success can be achieved, and task

cohesion has a great relationship to organizational performance and success. This makes it imperative for Managers to create a work environment that promotes leadership behaviors toward acceptance of team objectives and promotes team work in order to achieve high performance expectations, and Managers must actively improve behaviors for high expectations in order to ensure greater coherence toward the tasks required.

In view of the above, it can be said that the task forces' knowledge coherence refers to a mechanism for improving the interrelationship and relationships of staff within the Organization through better knowledge of their personal ties in order to achieve the objectives of the Group.

Based on the foregoing, the following hypotheses may be formulated:

1. There is a statistically significant correlation between informed leadership, organizational silence and the coherence of task forces.

2. There is an indirect effect on Knowledge coherence of task forces between informed leadership and organizational silence, and Figure 1 illustrates the study hypothesis
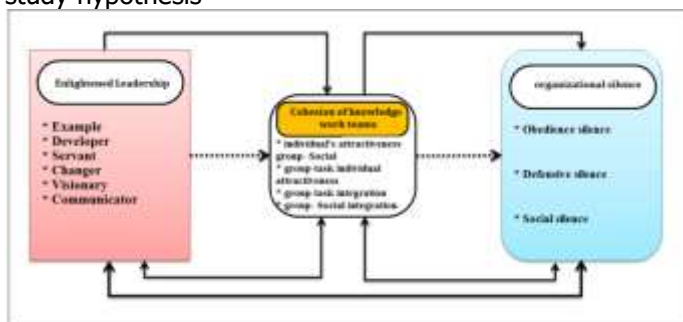

Figure 1 Study hypothesis Chart

Methodology of study
1. Study problem
The service sector is witnessing a fierce competition between its organizations, which are no longer confined to local companies, but international companies are turning their eyes to work in Iraq and enter into competition with state-owned national companies in light of such fierce competition witnessed by the Iraqi service sector. It has become necessary for the Directorate of Agriculture to give high priority to modern leadership concepts that address organizational silence and ensure that they address (silence of compliance, defensive silence, social silence) through the intermediary role of the Knowledge cohesion of the task forces in the competitive environment in which they operate.
Enlightened leadership is a type of organizational leadership based on ideas and principles linked to reflective values and spiritual ideals, and today organizations are in dire need of enlightened leaders

who manage organizations in ways that go beyond being the exercise of power.

The problem of research is the lack of a clear vision of the enlightened leadership style and its relation to the handling of organizational silence, as many see that informed leadership has an important role to play in achieving the Knowledge cohesion of the task forces. This is why the study problem arises in verifying informed leadership behaviors and their impact on organizational silence through the role of the Knowledge cohesion of the teams?

The following sub-questions follow:

• How aware are the administrative leaders of the enlightened leadership style of its dimensions (role model, improved, serving, changing, vision, And caller)?.

• How far is the administrative leadership aware of the dimensions of the organizational silence (silence of acquiescence, defensive silence, social silence)?

• What is the degree to which the administrative leadership is aware of the cohesion of the Knowledge teams?.

• What is the relationship between informed leadership and organizational silence and the Knowledge cohesion of teams?

2. Objectives of the study
The aim of the study is to achieve a set of objectives:

• To recognize the extent to which management leaders are aware of the enlightened leadership style (role model, developer, serving, changing, vision, And caller).

• A statement of the level of awareness of the administrative leadership of the organizational silence by its dimensions (silence of acquiescence, defensive silence, and social silence).

• To identify the extent to which management leadership is aware of the Knowledge cohesion of the task forces.

• Measuring the strength of the correlation and the impact between informed leadership and organizational silence and the cohesion of Knowledge teams.

3. The importance of study
The importance of the study derives from several scientific and practical considerations, the most important of which are:

• Describe the real-world role that the enlightened leadership style plays in reducing organizational silence through the mediating role of Knowledge cohesion of task forces, and understand the direct and indirect effects among them on the performance of organizations.

• The current study helps to establish the proper basis for understanding the practical dimensions and implications of leaders' practices as symbols that form the basis for the presence of modern leaders capable of

making informed decisions at all levels within organizations.

4. Study Standards

After explaining the problem, importance and objectives of the study, it is possible to create a hypotic chart that illustrates the relationship between the variables involved in the analysis of the nature and type of relationship, and therefore these variables were represented in the following:

• **Independent variables**: Include Enlightened Leadership (ENLE), and it was measured based on six dimensions: example (ENA), developer (ENB), servant (ENC), changer (END), visionary (ENE), communicator (ENF) with (4) dimensions for each, by adopting a scale (Metwally, 2022).

• **The dependent variable**: It was represented in organizational silence (ORSI), and it was measured based on three dimensions represented by Obedience silence (ORA) (10) paragraphs, defensive silence (ORB) (13) paragraphs, and social silence (ORC) (8 paragraphs) by adopting a scale (Huang et al., 2018; Abdel Rahman et al., 2022).

• **Intermediate variable**: Cohesion of knowledge work teams, measured through four dimensions (individual's attractiveness group-Social with 5) items, group-task individual attractiveness with 4 items, group-task integration with 5 items, group- Social integration with 4 items) The standard (Paskevich et al., 1999) was adopted; Carron et al.,1985).

5. Sample study

The sample of the study was represented in a group of administrative leaderships in Al-Diwaniya Agriculture Department where 150 questionnaire forms were distributed and after sorting the data, it was revealed that the number of data suitable for analysis reached 143 questionnaire forms, which equals 95% response rate, and the stability of resolution ability was measured against its suitability for the intention. It was found to have a stability rate (Kronbach Alpha) of 0.914 for the enlightened leadership variable, 0.914 for the regulatory silence variable, and 0.911 for the coherence of the teams of knowledge, which indicates the consistency and compatibility of the survey tool with the opinions and requirements of the considered sample.

RESULTS

Study sample description

The results of table 1 show that the highest arithmetic mean is represented in the enlightened leadership variable by 3.67 and a dispersion factor of 0.405, which means that the Directorate recognizes the importance of investing the enlightened leadership in improving its practical reality, as this type of leadership has the high

capabilities to tackle problems and improve the harsh reality of the Directorate. This is the result of the ability of managers to serve the workplace in the department with an average account (3.84) and a low standard deviation of 0.563.

The change in organizational silence came second among the other variables with an arithmetic mean of (3.55) and a standard deviation equal to (0.431), which means that the studied sample is interested in improving its ability to handle defensive silence by motivating the staff to express their opinions on every decision that may be in the interest of the organization, and this is a compromise Arithmetic (3.59) and standard deviation of (0.435).

In conclusion, the change in the cohesion of the customary task forces came with a high accounting mean of 3.41 and a standard deviation of 0.508, which means that the Directorate is interested in improving its ability to hold its teams together in order to contain the organizational silence and encourage the employees to express their opinions.

Table (1) Computational milieus and standard deviations of study paragraphs and variables

No.	Mean	S.D
ENA1	3.68	1.039
ENA2	3.52	0.948
ENA3	3.28	1.247
ENA4	3.67	1.005
ENA	**3.54**	**0.716**
ENB1	3.88	0.868
ENB2	3.87	0.988
ENB3	3.83	1.009
ENB4	3.79	0.992
ENB	**3.84**	**0.577**
ENC1	3.54	1.086
ENC2	3.82	0.885
ENC3	3.82	0.893
ENC4	4.17	0.839
ENC	**3.84**	**0.563**
END1	3.69	0.936
END2	3.79	0.926
END3	3.56	1.167
END4	2.93	1.105
END	**3.49**	**0.593**
ENE1	2.54	0.991
ENE2	4.17	0.847
ENE3	3.78	0.922
ENE4	3.83	0.988
ENE	**3.58**	**0.521**
ENF1	3.41	1.056
ENF2	3.87	0.97
ENF3	3.9	0.932
ENF4	3.77	1.005
ENF	**3.74**	**0.587**

Enle	**3.67**	**0.405**
ORA1	3.59	0.906
ORA2	3.15	1.034
ORA3	3.43	0.868
ORA4	3.59	1.023
ORA5	3.61	1.007
ORA6	3.36	1.147
ORA7	3.62	0.925
ORA8	3.9	0.894
ORA9	3.83	0.919
ORA10	3.8	0.833
ORA	**3.59**	**0.507**
ORB1	3.78	1.051
ORB2	3.57	0.953
ORB3	3.78	0.857
ORB4	3.74	0.94
ORB5	3.57	0.844
ORB6	3.83	0.822
ORB7	3.82	0.869
ORB8	3.34	0.813
ORB9	3.35	0.898
ORB10	3.18	0.99
ORB11	3.58	0.996
ORB12	3.66	0.822
ORB13	3.52	1.013
ORB	**3.59**	**0.435**
ORC1	3.52	0.91
ORC2	3.21	1.067
ORC3	3.41	0.995
ORC4	3.73	0.942
ORC5	3.5	0.963
ORC6	3.36	1.071
ORC7	3.46	0.977
ORC8	3.64	0.899
ORC	**3.48**	**0.659**
ORSI	**3.55**	**0.431**
Coa1	3.52	1.013
Coa2	3.5	0.918
Coa3	3.21	1.067
CoA4	3.41	0.995
CoA5	3.45	1.13
COA	**3.42**	**0.703**
CoB1	3.33	1.012
Cob2	3.57	1.091
Cob3	3.27	1.2
Cob4	3.47	1.149
COB	**3.41**	**0.736**
COC1	3.35	0.882
COC2	3.08	1.055
CoC3	3.57	0.975
COC4	3.67	0.829
CoC5	3.49	1.006
COC	**3.43**	**0.571**

COD1	3.5	1.047
CoD2	3.41	0.98
Cod3	3.04	1.201
COD4	3.5	1.02
COD	3.36	0.665
COET	**3.41**	**0.508**

Test hypotheses

The results of Table 2 show that there is a direct and meaningful correlation between informed leadership and organizational silence and the cohesion of the knowledge teams, as this relationship has achieved a benchmark weight (0.482). This means that an improvement of one standard weight in informed leadership through the cohesion of teams contributes to an improvement of 48.2% in organizational silence. The standard error of 0.057 means that informed leadership through team cohesion contributed to explaining (0.650) the issues that lead managers to remain silent and not to justify their opinions on decisions and reactions to the central administration.

Table (2) Standard outcomes of the mediating role for the task forces' coherence between informed leadership and organizational silence

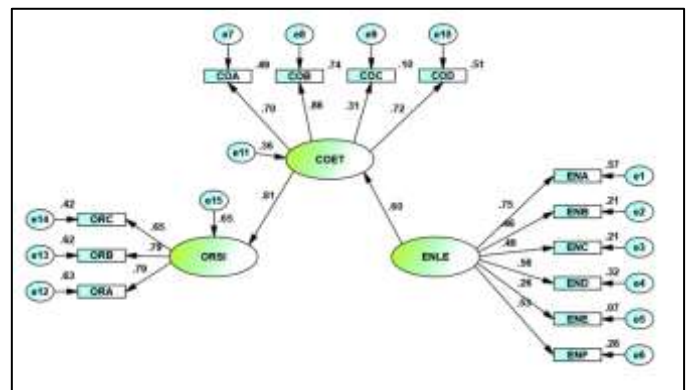|		path			Estimate	S.E	C.R	R²	P
ENLE	-->	COET	-->	ORSI	0.482	0.057	8.456	0.650	***

Figure 2. The structured Standard Model of the Intermediate role for the knowledge-based cohesion of task forces between informed leadership and organizational silence

DISCUSS RESULTS
1.   **Results**
•   The results showed a high level of organizational silence among the workers of the Directorate of Agriculture in Diwaniyah
•   The results showed a positive impact of the knowledge cohesion of teams between informed leadership and organizational silence.

- The results showed the Directorate's interest in encouraging leaders to participate in expressing their opinions on the decisions taken within the Department
- The results of the study showed the Directorate's interest in improving its capabilities through the cohesion of the task forces in order to contain the organizational silence and improve its management vision and position through informed leadership.

2. RECOMMENDATIONS

- The Directorate should provide the staff with the opportunity to express their opinions and offer suggestions and encourage them to do so
- The need to ensure that employees are involved in decision-making and delegated responsibilities and powers to develop staff skills through team cohesion and enhanced informed leadership to contain organizational silence.
- The need to pay attention to and motivate staff financially and morally to exert more efforts to improve the administrative performance of the Directorate.
- The need to strengthen the relationship between staff and senior management in order to reduce the gap between them in order to improve the cohesion of the task forces on a regular basis.

REFERENCES

1. Abdel Rahman, Bougherza, Hadid, & Youssef. (2022). Organizational silence and its impact on job alienation among administrative staff at Muhammad Siddik Bin Yahya University - Jijel. Revue des Sciences Humaines & Sociales, 8(2), 168-186.
2. Abdullah, R, 2019, Informed leadership behaviors and their role in the effective management of organizational crises: an analytical study of the opinions of a sample of workers in the Presidency of the University of Sulaymaniyah, Scientific Journal of Cihan University - Sulaymaniyah, Volume 3, Issue 1.
3. Al-Obaidi.I, Al-Fatlawi.M &Al-Hakim, Laith, 2018, symbolic capital and its reflection on enlightened leadership: a case study in the Musayyib District Education Directorate, Arab Journal of Management, Volume 38, No. 1.
4. Bonny, J. W. (2018). Preliminary Evaluation of a Brief Team Cohesion Manikin Scale. In Proceedings of the Human Factors and Ergonomics Society Annual Meeting (Vol. 62, No. 1, pp. 747-751). Sage CA: Los Angeles, CA: SAGE Publications.
5. Harmanci Seren, A. K., Topcu, İ., Eskin Bacaksiz, F., Unaldi Baydin, N., Tokgoz Ekici, E., & Yildirim, A. (2018). Organisational silence among nurses and physicians in public hospitals. Journal of clinical nursing, 27(7-8), 1440-1451.
6. Huang, D., Chen, S., Zhang, G., & Ye, J. (2018). Organizational forgetting, absorptive capacity, and innovation performance: A moderated mediation analysis. Management Decision, 56(1), 87-104.
7. Jasim, E. O., Ali, A. R. N., & Al-Mofraje, S. A. (2022). Employing Innovative Organizational Capabilities In Developing Innovative Work Behavior: Applied Study On A Sample Of Faculty Members In Islamic University-Iraq. World Bulletin of Management and Law, 9, 12-16.
8. Kashkosha, N.M. (2022). The impact of enlightened leadership in supporting the organizational identity by applying it to the employees of the Insurance Holding Company. The Scientific Journal of Economics and Commerce, 52(1), 45-90.
9. Khan, I. (2018). Does Team Mindfulness Predict Project Team Performance? The Role of Team Cohesion and Effective Team Leadership (Doctoral dissertation, CAPITAL UNIVERSITY(.
10. Labrague, L. J., & De los Santos, J. A. (2020). Association between nurse and hospital characteristics and organisational silence behaviours in nurses: A cross-sectional study. Journal of Nursing Management, 28(8), 2196-2204.
11. Metwally Hassan Kashkosha, n. (2022). The impact of enlightened leadership in supporting the organizational identity by applying it to the employees of the Insurance Holding Company. The Scientific Journal of Economics and Commerce, 52(1), 45-90.
12. Mullin, E. M. (2016). Heterosexist attitudes and team cohesion in women's collegiate athletics. Journal of Intercollegiate Sport, 9(1), 90-105.
13. Peters, R. (2019). Employees' Perception of the Relationship Between Organisational Silence and Communication Climate in a South African Retail Environment: An Exploratory Case Study (Doctoral dissertation, University of Johannesburg (South Africa)).
14. Sánchez, J., Zornoza, A., Orengo, V., Peñarroja, V., & Chamakiotis, P. (2018). Team Feedback Intervention and Team Learning in Virtual Teams: A Moderated Mediation Model of Team Cohesion and Personality. In IFIP International Conference on Human Choice and Computers (pp. 136-148). Springer, Cham.
15. Sealy, R. H., & Singh, V. (2010). The importance of role models and demographic context for senior women's work identity development. International Journal of Management Reviews, 12(3), 284-300.
16. Sulphey, M. M. (2020). Elucidation of the concept of organisational silence. Middle East Journal of Management, 7(3), 282-297.
17. Swierczek, F. W., & Jousse, D. (2014). Adam Smith as Bodhisattva? A metta analysis of global leadership. Journal of Management Development.
18. Warner, M. R. (2017). Coaching Styles and Team Cohesion in High School Male Student-Athletes. Masters of Science, In The Graduate School, Eastern Illinois University Charleston, Illinois.
19. Worley, J. T. (2019). The Relationship Between Peer-Servant Leadership, Team Cohesion, And Social

Identity in Intercollegiate Athletes, A Master's Thesis presented to the College of the Graduate Program in Exercise and Sport Sciences Ithaca College.