



THE IMPACT OF INCLUSIVE LEADERSHIP ON ACHIEVING STRATEGIC COHESION-A SURVEY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE BAQUBAH MUNICIPALITY DIRECTORATE

Researcher: Haider Abdul Amir Hamoudi

hayderdiyala@gmail.com

College of Administration and Economics, University of Diyala

A.P.D Rahman Mahmoud Shehatha Al-Azzawi

Email: rahman@uodiyala.edu

College of Administration and Economics, University of Diyala

Article history:	Abstract:
Received: 26 th August 2025	The research aims to shed light on the impact of inclusive leadership as an explanatory variable with its dimensions (openness, availability, readiness, and accessibility) on achieving strategic cohesion as a dependent variable with its dimensions (organizational arousal, organizational casting, and organizational synergy), within the work environment of the Baqubah Municipality Directorate. The research problem was represented by the following central question: (To what extent does inclusive leadership contribute to achieving strategic cohesion?) To answer the research question and achieve its objectives, the descriptive analytical approach was adopted to analyze the relationships between the variables and their dimensions, and to describe the phenomenon under study quantitatively and qualitatively through collecting, organizing, and analyzing data. The research community was represented by the individuals working in the Baqubah Municipality Directorate, numbering (950) employees in the Baqubah Municipality Directorate. A random sample of (261) respondents was selected. The questionnaire was used as the main tool for collecting data, in addition to benefiting from official records and direct observation. The data was analyzed and the researcher conducted descriptive tests, scale construction tests, and relationship and influence hypothesis tests to enhance the credibility of the results. The research reached a set of results, the most prominent of which was the presence of an impact of inclusive leadership in all its dimensions on strategic cohesion, as a result of which a set of recommendations was formulated that are hoped to benefit those concerned in the researched district.
Accepted: 24 th September 2025	

Keywords: Leadership Inclusiveness, cohesion Strategic.

THE INTRODUCTION:

In light of the major challenges, continuous and rapid developments and changes facing public and private organizations at the global level, these organizations seek to achieve success and excellence in all their operations and activities. The low levels of cooperation and coordination between organizational units and the emergence of an environment characterized by disintegration, fragmentation and separation between the parts of the organization lead to poor utilization of available human and material resources, which hinders the achievement of internal integration in organizations, in addition to the decline in levels of motivation and organizational excitement. Therefore, employees feel disconnected from the general direction of the organization. Therefore, it is necessary for these organizations to adopt a coherent strategy that includes the formulation and implementation of effective plans, and to create efficient strategies that focus on achieving strategic coherence by achieving a balance between the organization's capabilities and the needs of society, in a way that ensures the achievement of its goals in providing its services and products. This requires the presence of a conscious, democratic and participatory leadership that cares for its subordinates, contains them and develops their sense of responsibility, which enables them to contribute and participate effectively in achieving goals. Inclusive leadership focuses on the leader's ability to provide a positive climate that enhances employees' belonging to the work environment and makes them feel that they are an important and valued part of the



group. Their individual contributions and self-confidence, the research problem focused on identifying the inclusive leadership practices in Baqubah Municipality Directorate and the extent of its ability to achieve strategic cohesion.

THE FIRST TOPIC

RESEARCH METHODOLOGY AND SOME PREVIOUS STUDIES

First: The general framework and research procedures, which include the following:

1. Research problem

Diagnosing the relationship and impact of inclusive leadership in achieving strategic cohesion is one of the most prominent points of the research problem. In order to diagnose it in detail, we pose the following questions:

- A.** What is the level of implementation of containment leadership in Baqubah Municipality Directorate?
- B.** What is the level of awareness of the concept of strategic cohesion among employees in the Baqubah Municipality Directorate?
- C.** What is the nature of the relationship between inclusive leadership and achieving strategic cohesion?
- D.** What is the nature of the impact of inclusive leadership in achieving strategic cohesion?

2. The importance of research

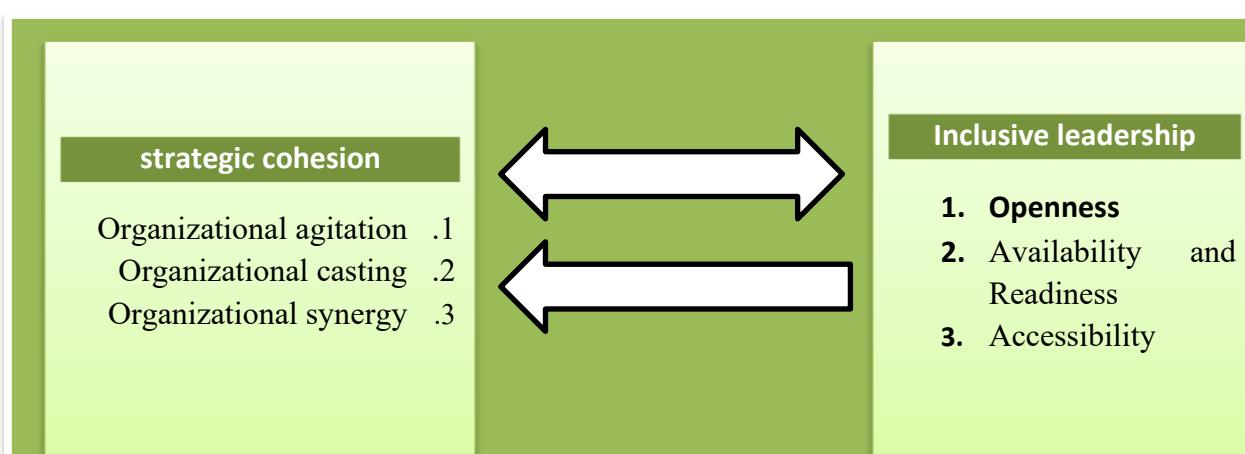
- A.** The importance of the studied variables, as this research focuses on and links between important modern variables in administrative thought, which are (inclusive leadership and strategic cohesion). (
- B.** The research is of great importance to the Baqubah Municipality Directorate in finding the appropriate ways to benefit from the dimensions of inclusive leadership in achieving strategic cohesion among the employees in the directorate under study.
- C.** The possibility of providing solutions to the problems facing the Baqubah Municipality Directorate through the results achieved through the applied aspect of the research.

3. Research objectives

- A.** Explaining the theoretical and intellectual framework of the research variables (inclusive leadership and strategic cohesion) with their dimensions.
- B.** b. Measuring the level and availability of inclusive leadership in achieving strategic cohesion in the Baqubah Municipality Directorate.
- C.** Building a model to reconcile the dimensions of inclusive leadership and the dimensions of strategic cohesion and testing it on employees in the Baqubah Municipality Directorate.
- D.** Identify the level of connection and influence between inclusive leadership and strategic cohesion.

4. Hypothetical research plan

This is done by presenting a clear picture of the research idea and showing the nature of the relationship and direction of influence between its variables, in order to measure the correlation and influence relationships between them, as shown in the following figure:



5.

He seeks Search Proof of assumptions The following:

- A. Association hypothesis : There is relationship correlation Moral Dhu indication Statistics between Leadership Inclusiveness Indicative Its dimensions and cohesion Strategic In Baqubah Municipality Directorate.
- B. hypothesis Impact : There is impact moral Dhu indication Statistics For leadership Inclusiveness Indicative Its dimensions in cohesion Strategic In Baqubah Municipality Directorate.

6. Methodology Search



The researchers followed the descriptive analytical approach, as they used description in collecting data, while analysis was concerned with determining the results and indicators of proving or denying the research hypotheses, as well as answering the research problem.

7. border Search

It included the time limits starting from 11/23/2024 until 7/2/2025, while the spatial limits were limited to the Baqubah Municipality Directorate within the geographical area of Diyala Governorate, while the human limits were represented by the individuals working in the Baqubah Municipality Directorate, whose number amounted to (950) employees.

8. Search tools

The Arab and foreign scientific references related to the research topic were used, as well as personal interviews with the target sample. The questionnaire was adopted as the main tool for collecting data from the researched sample, and was designed according to three axes. The first axis was allocated to personal information and consisted of (4) questions. The second axis was for the variable of inclusive leadership and consisted of (18) questions. The third axis was allocated to the variable of strategic cohesion with (18) questions. The questionnaire was subjected to arbitrators and tests of validity and reliability.

9. Research community and sample

The research community is represented by the Baqubah Municipality Directorate within the geographical area of Diyala Governorate. The research sample included (261) employees from various administrative levels in the directorate, and because its size is good for conducting statistical analysis, it is distributed naturally. Therefore, the results can be generalized to the individuals of the community in which it was taken.

10. Questionnaire validity

The apparent and content validity of the questionnaire were measured by presenting it to a group of arbitrators to improve its level and ensure that it achieved the objective for which it was designed, which implicitly means the validity of the scale's content. Based on the above, the procedures for constructing and arbitrating the questionnaire's paragraphs were considered an indicator of its validity.

11. Methods analysis Data and information

It is concerned with This is amazing Paragraph in statement Methods Statistics that We used it in Our research from Okay standing on group from Outcomes The mission, And then to treat Faces Palaces that Suffering From it Baqubah Municipality Directorate And that from during Two packages Two statistics They are : the package Statistics (SPSS: V.26) and the package Statistics (AMOS: V.24)

CHAPTER TWO

THE THEORETICAL FRAMEWORK OF THE RESEARCH

This research aims to understand the inclusive leadership and strategic cohesion to determine the paths of the field side, which are as follows:

First: The concept of inclusive leadership The concept

Represents Leadership element Basically in administration Organizations And someone Factors decisive in success Decisions or Its failure, so It is concerned with Specifically Vision And formulation Strategies And guidance individuals staff And motivate them And inspire them To ensure to implement Tasks Required including Achieves Objectives Desired, It is considered Leadership essence The process Administrative And an indicator on success The organization And its ability on superiority on Its competitors (Al-Janabi, 2022: 63) , So Then success any organized He depends In a way substantial on presence command Effective and that level Performance And excellence in Organizations Business today Related To what extent efficiency Its leaders (Daft, 2000: 502)

from District Other It was completed Addressing concept Leadership Inclusiveness in area education so to focus style Leadership Inclusiveness on an idea education staff, so Ryan (2006: 92) also explained : to that style Leadership Inclusiveness It was completed His study in area education western, where to focus on education staff from backgrounds ethnicity Miscellaneous With capabilities different He explained that Leadership Inclusiveness in education Requires approach Leader He depends on the job collective and equality, Pointing also to that The leader He should that He is leader educated Looking forward (Mahdi, 2020: 76) , Focused The idea on Those who They adopt approach Decentralization in take Decisions gesticulate It is necessary on that from Empowerment staff and managers on level Organizations, so It included This is amazing The idea re Restructuring Comprehensive For business Followed with Accreditation Methods innovative In addition to re identification For nature Relationships Professional inside Organizations And development this The concept Later To include Fields studies behavior Organizational and applications The process as become It is used as a means To understand Diversity inside Organizations And its management Effectively (Fuchs & Fuchs, 1994:15)

It is considered Leadership Inclusiveness Model Administratively It is estimated Diversity Single between staff And he is keen on Consideration Their opinions fairly as He seeks to create environment a job existing on equivalent Opportunities And participation fair To achieve Objectives Organizational (Li, 2020:394)



)Bhutto et al., 2021) believes that: Leadership Inclusiveness she Leadership that It works on to support staff And it shows openness Towards Their ideas and the environment surrounding And it continues with staff In a way continuous with Ela interest To their expectations and their interests, as progress to them Support necessary And allows openness Leaders And their presence And the possibility Access To them and interaction with staff In a way Encourage them on exploration Solutions Creative For challenges Environmental in environment the job.

I have Pointed all from Ye et al., 2019:469), (Teo et al., 2021) , (Rodriguez, 2018:9) to that Leadership Inclusiveness Represents One Forms Leadership relational, so It is considered This is amazing Leadership resource Organizational The value High It is Contribute Effectively in Strengthening Links emotional strong And building Relationships a personality Positive with staff in The organization from during adoption Behaviors Support needs Social and emotional And she calls to to provide environment Enable everyone from investigation prosperity It reflects this Approach The leader In appreciation big For diversity Welcome With contributions Individualism And participation Comprehensive in Operations take decision Which Helps in formation reality Organizational In ways Innovative

Boysen (2014) pointed out that: practices Leadership Relational form element Basically substantially For leadership Inclusiveness from during group from Factors It is represented by As follows : (Dezenberg , 2017:29)

1. Enhancement Transparency and openness Which Contributes in limit from Behaviors Negativity that may arise in Environments Characterized by Diversified
2. Clarification Differences Individualism And the collective that mostly what hinder investigation cooperation.
3. Mitigation from the focus on Patterns Authority and control With the aim of building community Supports Participation And strengthens it.

Second: Dimensions Leadership Inclusiveness

maybe measurement Leadership Inclusiveness from during three Dimensions It is represented by In (openness, availability, readiness, and accessibility) , And it can Briefly Its concept As follows:

1. **Openness :** openness Feature Leadership Represents capacity Cognitive Includes ability Spatial or Intelligence Verbal, so Includes this Dimension features Mission (Imagination And appreciation For beauty and feelings and actions and ideas and values It shows People who They own This is amazing The feature tendencies about thinking Innovative And creative, Please on Accept Trends Modern And other traditional, as that openness It is evident in sense The aesthetic and flexibility and authenticity and intuition And insight And speed Response and ability on Dealing with Positions mysterious And change (McCrae, 2007:6). Leadership also contributes Inclusiveness in Strengthening Motivation Internal For workers from during Its features Inclusiveness that pool between encouragement and support And openness, This is considered Type from Leadership response Positive Towards needs Different factors (Burgess, 2017:384)
2. **Availability and availability or Readiness (Availability) :** numbers individual To become qualified To seize Opportunities Leadership Futurism It is considered practical ongoing Aims to Direct it And motivate him In a way He can from development His condition Readiness And investment Opportunities that may come Later, It represents This is amazing The process phase precede Leadership actual And reflects approach proactively about investigation Goals . Who during this preparation feel workers in The organization With confidence And motivation To overcome on Obstacles that You face them, so Available For workers feeling Safely and openness And benefit from all Resources Available inside The organization, whether She was This is amazing Resources Financing or equipment or opportunities or until communication Social that this Feeling makes staff They think that investigation Their goals Professional maybe that It is done easily greater inside The organization (Ibrahim, 2023: 131) . Therefore, capacity The leader Inclusive on investigation Readiness Continuous Includes three Elements or Capabilities Basic She (Mahdi, 2020: 70:)
 - A. Competence : It means : possession The leader For trust Subjectivity and ability on command others Effectively.
 - B. Motivation : It refers to : to Motivation Internal that pays The leader about Leadership And work on investigation Objectives
 - C. Skill : It refers to to possession The leader For skills necessary To apply Leadership In a way practical And influential
3. **possibility Access (Accessibility) :** possibility access staff to The leader Inclusive Contribute in events Changes Positive in nature relationship Between them And between Leaders, Which Leads to building Links Distinctive Enhance from Their integration in Their work And motivate them about Performance Functional (Agger -Gupta & Harris, 2017:307) , as Leadership Inclusiveness focus on Facilitate Access to information, Which Enhances Interaction Active between The leader And the workers This Interaction Contributes in building Relationships Self quality High And response better between Both parties (Burgess, 2017:385). This Approach Motivates staff To be more Positive And satisfaction on Their work, so that Leadership Inclusiveness affect In a way positive on incentivize staff Self-directed from during Facilitate Access And availability Opportunities To interact, as Availability Leadership



Inclusiveness environment Support needs staff, And he is what It is considered element Basically To achieve Goals The organization . (Lin, 2018:718.) as Choi et al. (2017:5) explained that: Access to Leaders Inclusive It is evident in Their ability on Participation in discussions Open with staff, Which Allows opportunity To ask Ideas And discuss it free Without Barriers, It is considered this side necessary To support Leadership in adoption Ideas Innovative and investment In it, When feel workers That they Able on expression on Their opinions clearly Then that Enhances from Support them For leaders Inclusive in development And implementation This is amazing Ideas And suggestions.

Third: The concept of strategic cohesion (The concept)

I have My luck The concept of strategic cohesion With interest growing from before The book and researchers in area Management strategy, Especially in Context of the " strategy " As a practice " Although from Use Pioneers Management Strategy Terms Multiple For reference to this The concept, Such as (integration, Contact strategic, Compatibility, or Alignment strategy) except that essence The idea shadow centered around investigation harmony between various ingredients The organization (Al-Dumay, 2019: 75). Therefore, cohesion The strategist is preparing from Topics prominent in thought strategic, so Grants Organizations ability on investigation Goals Far away The term from during investigation Integration comprehensive between various Sections The organization and its members, including Guarantee the job In harmony To achieve Its objectives Shared (Al-Furaiji , 2020: 67)

Al- Dumaimi (2019 : 45) stated that: there three Trends Main in explanation concept cohesion Strategic so Focus Orientation the first on importance Dialogue Participatory And negotiation Interactive between the difference organizational in formulation cohesion strategic, And that from during Involvement staff in Operations Planning Strategic To limit from resistance Change And strengthening Commitment Organizational . As for Orientation the second He is exalted light on role Factors humanity and social in building cohesion, And that from during Meetings Participatory that Allows Negotiation on content Plans Strategy inside Organizations . In when indicates Orientation the third to concept Filling mystery, any create Meanings Shared Compatible inside The organization, Which Contributors in investigation cohesion Strategic

It is considered Leadership Supreme In organizations element Basic in Consolidation cohesion Strategic inside Organizations, so Contribute in Strengthening Channels Contact effective, And created environment a dialogue mutual between staff, to side adoption methodology clear To manage change, as Look Leadership Supreme to cohesion Strategic As a description frame Consensually subscriber between all Members, directs them about investigation Objectives organizational Specific (Lusiani & Langley, 2018:23.)

)Mahdi, 2024: 15) believes that strategic cohesion is a state of synergy and harmony between the various units of the organization, based on clarity of strategy, integration of roles, and effective communication in a way that enhances overall performance and leads to sustainable organizational prosperity. (Mahmoud, Muhammad, 2022: 66) indicated: Strategic cohesion is the organization's ability to create a state of internal consistency among its strategic and organizational components by harmonizing vision and objectives with available processes and components to ensure a unified approach toward achieving organizational excellence.

Al- Furaiji (2020: 71) stated that it is one of the... Methodologies Most Compatible with requirements success The organization in investigation Its objectives And strengthening Her ability on building feature competitive comparison In organizations The other, And that from during cohesion and integration And coordination And the connection, either (Ellis et al., 2012: 3) He pointed out that strategic cohesion is more Methodologies Compatible with requirements Programs Associated With strategy the job, via various Levels like Vision The message and goals It depends success The organization on bezel investigation Alignment Strategy between Its objectives and requirements environment the job.

Fourth: Dimensions of strategic cohesion

1. **Synergy Organizational** **Organizational synergy:** indicates Synergy Organizational to all Activities that Overlap In it Meanings function on Trend Meaning, Which Issued from various parts The organization, Which Depends on Communications Horizontal And the vertical, Communications Horizontal to speak between Units organizational in same Level Organizational With the aim of exchange knowledge and skills and experiences Which Enhances integration between Sections Different, But Communications Vertical It represents flows Communication that Issued from Management Supreme towards Levels The lowest carrier With her Tasks and responsibilities And duties Aims to directing the job And guarantee investigation Objectives Organizational (Lusiani & Langley, 2018:6)

as He knew him (Abd) The generous , 2021: 25) that Integration between group from Factors that It works together To achieve impact Exceeds total Its effects Individualism if a job all From it isolated on The other, He is



Represents entity Integrated Be In it The result Final For work Subscriber greater And stronger from results Efforts Single

2. **Casting Organizational Casting :** refers to concept Casting Organizational to bezel interconnectedness And integration between ingredients The organization from individuals and operations and structures organizational from Okay investigation harmony and consistency in the job Organizational . Related . Casting Organizational With ability The organization on create environment Characterized by By interaction Positive between Its components Different, Which Enhances Performance collective And reduces from Conflicts Interior And more from ability on investigation Objectives Strategy (Daft, R. L2020: 17)

It stands out role Culture organizational in to support various procedures inside The organization, Which Highlights Her relationship Document In concept Casting Organizational . from essential that Seeking Leadership Administrative to development culture Organizational Support Operations Change including maybe The organization from to implement Its strategies New Effectively, It requires that to provide environment a job flexible You can Response Fast For changes environmental, and that This is amazing Methods And its implementation It is considered worker decisive in investigation success Organizational (2016:124, Alshebli). So, if She was Culture organizational Characterized by By freezing, Then that may Affects negatively on Operations organizational that Seeking The organization to Implement it, Which It makes it difficult application Strategy outside border Culture Prevailing (2020:98, Morelli & Wang).

Fifth: The intellectual relationship between inclusive leadership and strategic cohesion

Facing Organizations Challenges complex via Her career organizational Hatred look on Its nature or Its size And often what Be Factors that Contributed in Her success And its superiority she The same that Leads to Its decline And its collapse, And that a result To focus it excessive on Reasons Her success Previous Which limits from Her ability on Adaptation with Changes and fluctuations environmental, Therefore He loses it Her ability on investigation cohesion Strategic

Scharmer & Kaufer (2013:172) confirmed that : Organizations Business Facing group from Challenges and changes Foreign Affairs whether on Level The economist and social and cultural And the politician or technological, To keep up This is amazing Transformations It is necessary on Organizations Adaptation With her To ensure Its survival And its continuity, so It is considered Change response Natural For transformations that Dates With it Organizations And he is Reflects Her ability on Adaptation And achieve balance Environmental with Variables surrounding With it as that events Change Represents essence Leadership, so that Leaders and subordinates together They play role in formation Their future Organizational Hatred look on Their locations Official, The leaders The real ones They own vision Comprehensive To the world They work about future better, But Leaders Inclusive They are They face Challenges Change from during Participation effective in situation And implementation Strategies like to set Objectives And planning Steps And provide Resources necessary To create Transformation Organizational.

Man is by nature object social He seeks to building Relationships And formation friendships, so It is considered His need To belong from basics His presence and instinct healthy that refuses isolation And the interruption on others, since that communication Represents tool Basic in building Relationships Humanity (Abu Al-Qambaz , 3:2002) , and in this The context indicated (2016:33, Bortini et al) to that communication Similar flash whatever It intensified darkness It is shines The road In front of you, It is considered communication from Skills Basic that He needs it The leader, so It is necessary attic possession ability on building Bridges communication between individuals The difference Different And strengthening spirit Dialogue and relationships Public To achieve Vision The desired as that Leaders Inclusive They focus on building Relationships Real between Members Their teams with Their awareness For barriers that may Leads to Exclusion some individuals So They seek to Empowerment their subordinates And strengthening Their approval on themselves via distribution Responsibilities And development Their skills and awareness these Leaders that trust And cooperation And listening The active And communication The active inside The organization And with Owners interest Externals It is considered Elements Basic To improve Performance And strengthening environment the job.

It revolves around Leadership Inclusiveness around building Relationships Allows investigation Objectives In a way verification Benefit Common and means That " work " with subordinates And not from During them , so focus Leadership Inclusiveness on Involvement individuals Instead from Control With them, Respect And appreciation Respond and endure Responsibility It is considered Basic To ensure success this style (Leader 2008:3) , Hollander), and starting from from this The concept should on Leadership interest In luxury staff and partners who Serve them The organization And he is what Requires development a personality The leader And polish His skills like thinking Al-Nazmi and ability on persuasion Intuition and insight And listening The active For others (Rojnik , 2016:10) .

THE THIRD TOPIC



THE PRACTICAL ANALYTICAL FRAMEWORK FOR THE RESEARCH

First : Measurement stability questionnaire

It means a guarantee consistency in collection Data and its analysis (Keith, 2017: 30) , For the purpose of measurement stability questionnaire after Distribute it on sample the study, It was completed Accreditation on Two tests, They represent in The following:

1. measurement quality Matching tool Search after Distribution : (Test Quantity : To make sure from bezel quality Model Search And matching it For data used In it, on Road (indicator ratio between square Kai And degree freedom and indicator Hassan matching) , so (Tigre , 2012: 233) pointed out that: if She was ratio For square Kai And degree freedom less From 5 dollars on acceptance form, And bigger 5 out of 5 refuse form, And in condition Being less From 2 dollars on match form completely For data, And after analysis Data in Table (1) shows that value square Kai It reached (7.47) and it is Moral And that Because value probability For testing (0.000) less from level Morale (50.0) Order that Indicates on quality Matching form, And the matter that confirms that also that rate square Kai to degree freedom It reached (0.028) and it is less From (2) and this It means that The tool used Matching completely For data used in the study Table (1): Results a test square Kai For quality Matching

chi- square	Degree of freedom df	valueP-	%
7.47	260	0.168	0.028

Source: Prepared by the researcher, based on the results of the statistical analysis of the questionnaire.

a test consistency Internal after Distribution : (Test Quantity) : To determine consistency Internal For paragraphs questionnaire And the extent Her expression on Variables topic Search (Aishour et al., 2017: 364) , Lost use a test alpha Cronbach And as He appears from Table (2) that all Transactions stability on level Axes Increase About 70% as well that it less from value Total For variables and the amount of 0.896 that Gives characteristic stability For scale Search To a degree High, And in times different

Table (2): Value stability For variables the study and its axes

Alpha value	Number of paragraphs	Main and sub-variables
0.625	6	openness
0.420	6	Availability and readiness
0.628	6	accessibility
0.832	18	Inclusive leadership
0.616	6	organizational agitation
0.617	6	Organizational casting
0.574	6	Organizational synergy
0.844	18	strategic cohesion
0.879	36	Overall questionnaire

. Source : Researcher, Depending on results Analysis statistician For questionnaire

Second: Descriptive analysis of the research sample's answers

measurement level variable Leadership Inclusiveness: measured variable Interpretive Leadership Inclusiveness from during three Dimensions (openness, Availability And readiness, possibility access) , According to a plan Search Hypothetical The model The Chosen One By measure variable Leadership Inclusiveness Please About (18) paragraphs And through Answers (261) views from staff in Directorate municipality Baqubah And it was done Describe it And its diagnosis according to The following:

Table (3): Ranking the importance of the main dimensions of the inclusive leadership variable according to the research sample's answers

Dimension order	relative importance	coefficient of variation	standard deviation	arithmetic mean	Dimensions	T
-----------------	---------------------	--------------------------	--------------------	-----------------	------------	---



2	80,432	12,940	0.52041	4.0216	openness	1
3	78,934	14,151	0.559	3.9467	Availability and readiness	2
1	80,528	12,208	0.492	4,026	accessibility	3
the first	79,822	12,254	0.489	Inclusive leadership	Inclusive leadership	

Source: The table was prepared by the researcher based on the outputs of the statistical program (SPSS: V.26)

As shown in Table (3), it has It happened Containment driving variable on importance The percentage reached (79.822%) I have a sample Search so He reached The middle Arithmetic For this Variable (3.991) and dispersion Its value is (0.489) of what Indicates on power homogeneity Good between Answers sample Search , if She was value Factors The difference is (12.254%) , which indicates that there is interest in the variable of inclusive leadership among the sample members, and thus we have answered on Question Sub the first The proposed in problem Search, Which text on : " What is the level of awareness of the research sample of the variable of inclusive leadership in the Baqubah Municipality Directorate ?" This indicates that there is interest on the part of the Baqubah Municipality Directorate in providing direct and facilitated communication channels between employees and management, which enhances the spirit of collective cooperation and participation in solving problems, achieving common goals, and achieving cohesion among employees in an effective manner, which reflects the efficiency of performance, as Achieve after (possibility Access on higher value response It reached (80.528%) with an arithmetic mean of (4.026) and a coefficient of variation of (12.208), which Indicates on deal sample Search on importance this Distance And its impact from Destination In their view, the dimension of (openness) came in second place if it obtained a response rate of (80.432%) with an arithmetic mean of (4.0216) and a variation factor of (12.940), while the dimension of (availability and readiness) came in second place if it obtained a response rate of (78.934%) with an arithmetic mean of (3.9467) and a variation factor of (14.151)

Measuring the level of strategic cohesion variable: Measure variable Respondent cohesion Strategic from during three Dimensions (excitement) organizational, Casting organizational, Synergy (Organizational) according to a plan Search Hypothetical The model The Chosen One By measure variable cohesion Strategic Please About (18) paragraphs And through Answers (261) views from employees in Directorate municipality Baqubah And it was done Describe it And its diagnosis according to The following:

Table (4): Ranking the importance of the dimensions of strategic cohesion according to the research sample's answers

Dimension order	relative importance	coefficient of variation	standard deviation	arithmetic mean	Dimensions	T
1	77.00	16,534	0.637	3,850	organizational arousal	1
3	75,868	16,608	0.630	3.793	Organizational casting	2
2	76,496	16.161	0.618	3.825	Organizational synergy	3
the second	75,952	15,706	0.596	3,798	strategic cohesion	

Source: The table was prepared by the researcher based on the outputs of the statistical program

.((SPSS: V.26

as Explained in Table (4) has been lost. It happened variable Strategic cohesion on importance Relative (75.952%) in Sample under Search so He reached The middle Arithmetic For this Variable (3.798) with dispersion Its value is (0.596) of what Indicates on power homogeneity Good between Answers sample Search , if She was value Factors difference It is (15.706%), and this indicates that there is interest in the strategic cohesion variable, and thus we are may He answered us on Question the second The proposed in problem Search Which text on (what level Perception staff For the concept cohesion Strategic in Directorate municipality " Baquba? " This indicates that employees of the Baqubah Municipality Directorate are aware of the importance of the concept of strategic cohesion in achieving effective performance. This reflects the existence of a good level of cohesion between the components of the organization, whether in terms of shared vision, coordination, or cooperation between departments. Achieve After (organizational excitement) on higher value response It reached (77.00 %) with an average of My account Its capacity is (3.850) and the coefficient is Difference (16.534) of what Indicates on deal sample Search on importance this Distance And its impact from Destination Their view, in It's time came After (organizational synergy) in rank Second if It happened



on rate response It reached (76.496 %) and an average of My account Its capacity is (3.825) and the factor is difference It reached (16,161), But After (organizational casting) happened on rate response It reached (75.868 .(%) and an average of My account Its value is (3.793) and the coefficient is difference It reached (16,608

Third: Testing research hypotheses

Hypothesis testing First (correlation) H1 : Which It states On (there is relationship correlation Moral between Leadership Inclusiveness and strategic cohesion) , As it becomes clear from Table (5) shows that Factors Association between Leadership Inclusiveness and strategic cohesion It reached (0.314) at level Significance (0.000) is less From (0.05) , This confirms sincerity hypothesis With the presence of relationship correlation between Leadership Inclusiveness and strategic cohesion, as Bent results a test hypothesis First Overall presence relationship correlation strong very Between strategic cohesion And leadership Inclusiveness in Sample shackle Search, as It becomes clear from Table (5) about presence relationship correlation Moral And positive between strategic cohesion And leadership Inclusiveness, so She was values All of them Moral being Its value probability sig Equal to (0.000) and less From 0.01 with 99% confidence that it Acceptable, But with regards For value Transactions Association She was Medium All of them so It reached (0.240 , 0.357 , 0.209) on Sequence, And with this The result It is achieved health The first hypothesis, With the presence of relationship correlation Moral between Leadership Inclusiveness and strategic cohesion .

Table (5) : Relationship Association between Leadership Inclusiveness and cohesion Strategic

Inclusive leadership	accessibility	Availability and readiness	openness	Variable	
				Pearson Correlation	strategic cohesion
.314**	.209**	.357**	.240**	Seg .(2-tailed)	
.000	.001	.000	.000		
261	261	261	261	N	

**Correlation is significant at the 0.01 level (2-tailed).

Source: The table was prepared by the researcher based on the outputs of the statistical program (SPSS: V.26)

a test hypothesis Second (correlation) H2 : Which states (there is a statistically significant moral effect of inclusive leadership in terms of its dimensions on strategic cohesion at the macro and micro levels at a level of significant significance). a ≤ 0.05). Note: from Table (6) The value of (B) which Represents value Transactions decline, so You can value Factors variable Independent (Leadership Containment) by (0.383) and This is amazing value Positive Meaning that there relationship Exponential strong what between Leadership Inclusiveness and cohesion strategic, Meaning that Availability command Inclusive in The organization The researched will Affects Positively in cohesion strategic, And whenever changed value Factors Leadership Inclusiveness It changes impact cohesion Strategic In the direction same if rose Value of (B) for variable Leadership Inclusiveness rises investigation cohesion strategic, and vice versa correct, It means that that it if change variable Independent represented By driving Inclusiveness degree one It changes variable The follower represented With (cohesion) Strategic) with a score of (0.383) which is change big This what Justify Impact The strong For leadership Inclusiveness in investigation cohesion strategic, And I reached Calculated value of (T) For the variable Independent (5.321) and value probability It reached (0.000) and it is less from level Significance The adult (0.05) and this guide on presence impact For leadership Inclusiveness in investigation cohesion Strategic

Accordingly, the hypothesis is accepted. The second (H2) which states : There is impact moral Dhu indication Statistics For leadership Inclusiveness Indicative Its dimensions in cohesion Strategic on Level kidney And partial when level indication Significant (a ≤ 0.05) , And it is So Availability The answer on question Search President The one who said (what level impact For leadership Inclusiveness in investigation cohesion Strategic in Directorate municipality Baqubah) and it became clear that ratio It reached (383.) rate Positive

Table (6) values Factors decline To influence Leadership Inclusiveness in cohesion Strategic

Model	Unstandardized Coefficients		Standardized Coefficients		T	.Sig
	B	Std. Error	Beta			
1 (Constant)	2,270	.289			7,845	.000



	Leadership Inclusiveness	.383	.072	.314	5.321	.000
--	--------------------------	------	------	------	-------	------

:a. Dependent Variable cohesion Strategic

Source: The table was prepared by the researcher based on the outputs of the statistical program (SPSS: V.26)

Table (7): represents table analysis Contrast

Model		Sum of Squares	Df	Mean Square	F	Sig.	R2
1	Regression	9.115	1	9.115	28,312	b 000.	099.
	Residual	83,383	259	.322			
	Total	92,498	260				

a. Dependent Variable: Strategic cohesion

b. Predictors: (Constant), Containment Leadership

Source: The table was prepared by the researcher based on the outputs of the statistical program (SPSS: V.26)

showed results analysis decline illustrated in Table (43) that Leadership Inclusiveness Explain what Its percentage is (9.9%) of Contrast in level cohesion strategic, as It becomes clear from Factors Selection $R^2 = 0.099$. And I reached value Factors (F (28.312 , And it is value function Statistically when level Significant (Sig = 0.000) , Which indicates to presence relationship impact Moral between variable Leadership Inclusiveness as a variable independent, And variable cohesion Strategic as a variable continued . This Indicates on that The model statistician user in Search appropriate To explain relationship between variables, and that results Sample no Come back to coincidence but rather to impact TRUE For leadership Inclusive, it indicates Results to that adoption Methods Leadership Inclusiveness inside Baqubah Municipality Directorate maybe that Contributes degree Note in Strengthening cohesion Strategic between staff, Which Enhances from lonliness Vision And work collective And belonging organizational, Although that rate Impact Live I reached Only about 9.9% , unless that This is amazing ratio It is considered Self indication in Environments the job complex, It indicates on presence role effective For leadership Inclusiveness in building climate Organizational coherent And interconnected Strategically.

THE TOPIC FOURTH CONCLUSIONS AND RECOMMENDATIONS

First : Conclusions

1. showed results Search that leaders in Directorate municipality Baqubah Own Dimensions Leadership Inclusiveness (openness, Availability And readiness, And the possibility Access (degrees) varying what Reflects Her consciousness Important this style The leader in create environment a job Inclusive Enhance Performance collective And reduce from Manifestations Dispersion inside Baqubah Municipality Directorate.
2. The results showed that the distance possibility Access in He came in first place The first at the level of dimensions of inclusive leadership in terms of the level of importance for the researched sample, what Reflects Care leaders Administrative in the Directorate of Baqubah Municipality presence The active And continuous between staff And preparation To present Support Support and facilitation Access To them, including Enhances from spirit Belonging And commitment Organizational structure of the directorate's employees.
3. occupied after openness Rank Second between Dimensions Leadership Inclusiveness at the level of inclusive leadership dimensions in terms of the level of importance for the researched sample, And he is what indicates to that leaders The administrative staff in the Baqubah Municipality Directorate is leaning to adoption practices transparent And participate Opinions including Enhances trust mutual And more from effectiveness communication inside Directorate
4. came after Availability and readiness in Rank Third, at the level of dimensions of inclusive leadership in terms of the level of importance for the researched sample. what Indicates Until the administrative leadership in the Baqubah Municipality Directorate ready To respond For needs staff And support them in confrontation Challenges, Which Contributes in to improve environment the job.
5. showed results Analysis Descriptive that level cohesion Strategic in Directorate municipality Baqubah He was morally, And he is what Reflects capacity leaders Administrative in the Directorate of Baqubah Municipality directing Efforts about investigation Goals unified in environment a job Characterized by By integration And harmony.



6. Contributed Leadership Inclusiveness in Strengthening culture Dialogue And participation And achieve balance between requirements individuals and goals The organization, And he is what Help in more cohesion Strategic And raise efficiency Performance At the level of Baqubah Municipality Directorate.
7. importance Leadership Inclusiveness in administration Organizations Service, since confirms Search present that pattern Leadership Inclusiveness appropriate degree big For organizations Service, especially that that Depends on Coordination Internal High and interaction Live with staff, like Directorate municipality Baqubah And Proven that this style Helps on confrontation Challenges Daily And achieve Objectives Strategy efficiently Bigger

Second: Recommendations

1. to publish culture Leadership Inclusiveness inside Directorate : From during to publish Concepts Leadership Inclusiveness between Leaders administrators on road Workshops the job and courses Training that focus on development skills Listening And accept Diversity And support Interaction Open between Leadership And the workers.
2. Anchoring Systems facilitate access staff to Leadership : From during the job on reduction barriers organizational Official between staff And the leader Administrators in The organization, And accreditation policy The door system " open " or construction Units To communicate Internal facilitate exchange Visions and ideas and proposals, Which Enhances from Synergy and harmony and cohesion inside The organization.
3. Strengthening presence Leaders in Sites the job Field In a way Permanent : from during Participation effective in various Activities Daily, Which Contributes in Strengthening cohesion Strategic And strengthening Links between Sections Different
4. to lift Readiness Leadership To confront Emergency And the problems : By preparing Leaders To deal with Emergency and challenges Surprise from during Programs simulation and positions Training Aims to Strengthening speed Response And support difference the job, Therefore to improve harmony and integration Functional

SOURCES

1. Ibrahim, Media Aras Mohammed Saeed, (2023) , " Integration relationship between Leadership Inclusiveness And independence Functional And its impact in Keep With employees Gifted " study Analytical For opinions sample from staff in Companies Contact in Iraq, thesis PhD philosophy, university Sulaymaniyah college Management and the economy, Iraq .
2. Abu The qambaz , Mohammed Hisham, (2002) , " Art communication with others ", library Light , Cairo.
3. Tighza , Amjad Bouzian, (2012) " Analysis Al-Amili exploratory Confirmatory : their concepts And their methodology . Edition First, house Al-Masirah Publishing and distribution And printing, Oman, Jordan .
4. Al-Janabi And peace complete Hashem, (2022) , " Leadership Enlightened And its role in investigation happiness organizational The role The mediator For happiness Organizational Study Analytical For opinions sample from Individuals staff in a company distribution Products Point - Branch Salah Religion, thesis PhD philosophy, university Tikrit college Management and the economy, Iraq .
5. Supportive, child Abbas Jabr, (2021) , " The Role of Leadership Food supplies in Strengthening cohesion Strategic For institutions Health , study His analysis damn from Angels Medical in hospital guarantor In the governorate Karbala Holy
6. slave The generous , on slave The guide (2021) , " Reality Dimensions cohesion Strategic in circle Ages Engineering " study condition in ministry Ages And housing , message Master's in university Tikrit , college Management and Economy , Iraq .
7. Aishur , Nadia Happy . And plums, slave Al-Rahman, (2017), " Methodology Search Scientific in the sciences Social : Guide The student in Research completion Sociologist . Foundation Hussein head mountain For publication and distribution, Constantine, Algeria .
8. Al-Fariji , Haider Running Mohsen, (2020) , " The role of Leadership Empowerment in Strengthening cohesion Strategic from during re engineering Operations Banking as a variable Interactive study Analytical For opinions sample from staff in Banks Commercial In the governorate Basra, university Kufa , college Management And the economy .
9. Mahdi , Mayada Hayawi , (2020) , " The Role of Diplomacy organizational And its impact Interactive in relationship between Leadership Inclusiveness And behavior the job not Civil Thesis PhD , college Management and the economy , to divide administration Business , university Kufa
10. Alshebli, A. (2016). Improving Capabilities and Strategic Fit in Governmental Agencies. The case of Abu Dhabi Government Infrastructure Sector (Doctoral dissertation). University of Wolverhampton.



11. Bhutto, T. A., Farooq, R., Talwar, S., Awan, U., & Dhir, A. (2021). Green inclusive leadership and green creativity in the tourism and hospitality sector: serial mediation of green psychological climate and work engagement. *Journal of Sustainable Tourism*, 29(10), 1716-1737.
12. Booyse L. (2014). The development of inclusive leadership practice and processes. *Diversity at work: The practice of inclusion*, 296-329.
13. Bortini, P., Paci, A., Rise, A., & Rojnik, I. (2016). Inclusive Leadership-Theoretical Framework. European Union. Retrieved December, 21.
14. Burgess, G. J. (2017). Unpacking Inclusivity: Lessons from Ubuntu Leadership', Breaking the Zero-Sum Game (Building Leadership Bridges.
15. Choi, S. B., Tran, T. B. H., & Kang, S. W. (2017). Inclusive leadership and employee well-being: The mediating role of person-job fit. *Journal of Happiness Studies*, 18(6), 1877-1901.
16. Daft, R. (2000). Management.5th edition, Thomson.southwestern, USA.
17. Daft, R. L. (2020). *Organization Theory and Design*. Cengage Learnin.
18. Dezenberg, M. E. (2017). Inclusive leadership's evolving context: Organizational climate and culture connect. Doctor of Philosophy, in Leadership and Change Program of Antioch University.
19. Ellis Braithwaite, R., Lock, R., Dawson, R., & Haque, B. (2012). Modelling the strategic alignment of software requirements using goal graphs. *arXiv preprint arXiv:1211.6258*. pp 1-7.
20. Fuchs, D., & Fuchs, L. S. (1994). Inclusive schools movement and the radicalization of special education reform. *Exceptional children*, 60(4),1-40.
21. Hollander E. P. (2008). *Inclusive Leadership The Essential Leader- Follower-Relationships*. The Pennsylvania State University.
22. Illahi, L., Aisanya. (2016). Inclusive leadership and well-being, The mediating role of authenticity and moderating role of cultures, Master Thesis Human Resource Studies Tilburg School of Social and Behavioral Sciences.
23. Keith, Allegra. (2017). "Engagement And Temporary Teams: Consideration For Value Engineering Study Teams And Facilitators". A Research Proposal In Partial Fulfillment of the Requirements for the Degree Master of Science in Organization Development, School of Business and Management Pepperdine University.
24. Lin, H. (2018). The Effect of Inclusive Leadership on Employees Procrastination. *Psychology*. 9(04). 714.
25. Lusiani, M, and Langley, A., (2018)." The social construction of strategic coherence: Practices of enabling leadership", journal Long Range Planning, Volume(3), Issue (4), (pp.1-23)
26. McCrae, R. R. (2007). Aesthetic chills as a universal marker of Openness to Experience. *Motivation and Emotion*, 31, 5-11.
27. O'Brien, S. (2019). The Effects of Inclusive Leadership on Employee Engagement in a Financial Services Organization in Dublin (Doctoral dissertation, Dublin, National College of Ireland).
28. Rodriguez, J. L. (2018). Inclusive leadership and employee engagement, The moderating effect of psychological diversity climate, Master of Science in Industrial Organizational Psychology.
29. Rojnik. I.(2016). Inclusive Leadership, The manual is subject to the licence: Creative Commons Attribution NoDerivatives Version 4.0 (CC- BY-ND, Reproduction is authorised provided that the source is acknowledged.
30. Ryan. J. (2006). Inclusive leadership and social justice for schools. *Leadership and Policy in Schools*, 5(1), 3-17.
31. Scharmer, C., & Kaufer K. (2013). *Leading from the Emerging Future. From Ego-System to Eco-System Economies*. San Francisco: Berrett- Koehler Publishers Inc.
32. Teo, S. T., Bentley, T. A., Nguyen, D., Blackwood, K., & Catley, B. (2021). Inclusive leadership, matured age HRM practices and older worker wellbeing. *Asia Pacific Journal of Human Resources*. Edith Cowan University, 270 Joondalup Drive.
33. Ye, Q., Wang, D., & Guo, W. (2019). Inclusive leadership and team innovation: The role of team voice and performance pressure. *European Management Journal*, 37(4), 468-480