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The Impact Of Mutual Leadership (Member Leader) On Six Sigma Analytical Study In A Group Of Government Departments

Asra Abdu al Salam Khalil

Baghdad, Iraq

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Abstract: This study examines the role of organizational justice, leadership behavior, employee participation in decision-making, and organizational support in enhancing job engagement and organizational performance. Drawing on descriptive and statistical analyses of questionnaire responses from employees in the Department of Religious Education, the study explores the organizational factors that contribute to employee commitment, efficiency, and continuous improvement. The findings indicate a generally positive orientation toward organizational loyalty, suggesting that employees demonstrate a favorable level of commitment to their institution. Organizational justice emerged as the most influential factor among the dimensions examined, followed by participation in decision-making, leadership behavior, and organizational support and self-affirmation. The findings also suggest that effective leadership practices and a supportive organizational environment contribute to employee engagement and improved job performance. Nevertheless, certain administrative limitations remain and require further attention. Based on these findings, the study recommends strengthening participatory management, encouraging teamwork, reducing communication barriers between management and employees, and expanding professional development programs. Greater emphasis on organizational support, employee empowerment, and continuous training may further improve institutional effectiveness and employees' capacity to contribute to organizational objectives. The study highlights the importance of integrating fair administrative practices with supportive leadership and employee participation to foster a more engaged, productive, and adaptable workforce.

Keywords: Organizational Justice, Engagement, Leadership, Employee, Performance.

Introduction:

The concept of mutual leadership in the field of Contemporary Studies has occupied most of the aspects and fields that are exposed to it in administrative work, a wide, comprehensive and multi-profile pile, including the leader, his followers, individual-to-individual relations and tweets with society (al-Ayashi :2016: 288)

The development and maturity of modern organizations is increasing with the competition in today's environment, it requires more attention .the closeness between members and the organization not only supports the stability of the organization in its working environment, but also increases the possibility of achieving its goals.(Salem :149:2017)

The Six sigma and its accessories are considered one of the most powerful tools for continuous improvement and prolonging the administrative process. the issue of quality has become one of the most important topics that have been focused on during the last decade ,organizations have been accelerating to upgrade the level of outputs and services (Amal bint Salama shaman, 2005p:89_90)

The Six sigma is not based on administrative processes, but is a sensory organization plan for the

purpose of reaching the disclosure of the truth and has an influential role in the mutual leadership of the member (2004: kwak&Anbari)

Keyword: leader-member, Sigma, reciprocal relationship

Research problem

The study aimed to measure the impact of mutual leadership (leader-member) in Six Sigma. To achieve these goals, most organizations are faced with sustainability and success through the incentives they provide to raise their performance level.

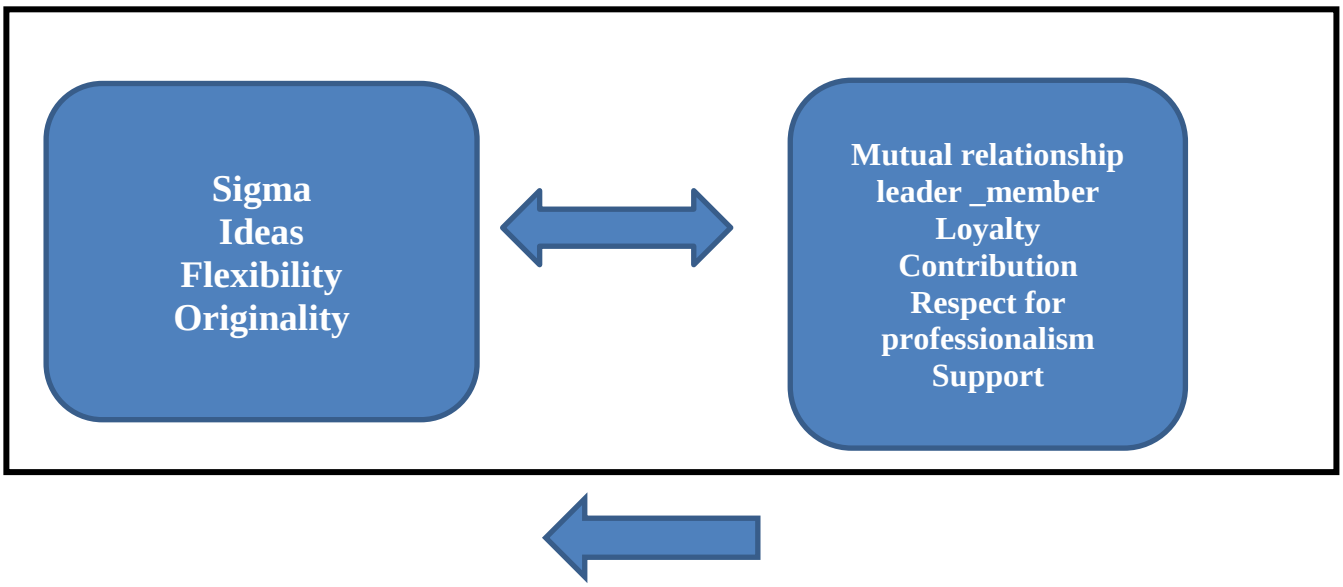
Research importance:

The importance of mutual leadership and its dimensions and work to spread awareness and organizational effectiveness of the private institution in light of accelerated transformations from the traditional perspective

Research objectives

1. The study aims to achieve several goals:
2. Building an integrated theoretical framework that includes the theory of the leader-member and organizational creativity
3. Getting to know the concept of reciprocal relationship by its Dimension
4. Reaching the concept and nature of organizational creativity
5. Coming up with results and recommendations in the subject area of study

THE HYPOTHESIS OF THE RESEARCH:



Source: from the work of the researcher with reference to :al-Hadi: Mohammed Jamal Mohammed Abdul: the impact of the reciprocal relationship (leader-member) on organizational creativity :2024: the Arab Journal of management with 44 August (August)

The hypothesis.

There is a statistically significant correlation between the reciprocal relationship (leader - member) and its Dimension (loyalty, contribution, respect for professionalism) and Sigma .

The first main hypothesis

First: the emergence of a significant correlation relationship between the removal of six Sikma and the mutual feed member

Four sub-hypotheses are derived from the hypothesis:

1. The emergence of a significant correlation relationship between the dimension of ideas and the mutual relationship of the member .
2. The emergence of a significant correlation between the dimension of elasticity and the reciprocal relationship of the organ
3. The emergence of a significant correlation relationship between the authenticity dimension and the mutual relationship of the member .

The second sub-hypothesis:

The presence of a significant moral effect of independent dimensions (ideas, flexibility, originality).The following sub-hypotheses branch off from them

1. The emergence of a significant influence relationship between the dimension of ideas and the mutual relationship of the member .

2. The emergence of a significant impact relationship between the flexibility dimension and the reciprocal relationship of the member .

3. The emergence of a relationship witha significant effect between the dimension of authenticity and the reciprocal relationship of the member.

Research methodology:

The construction of the leader-Member Exchange theory was first studied in (1972) with respect to metrics (saboor et al:2015:1)

) Dinesh dienesh and Leiden (liden 1986(are the ones who called for the construction of multiple dimensions . Such as the effect effect, loyalty effect, and the perception of contribution perspective (contributed) were then all suggested).

First: : theoretical framework of it variables of the :

of leader member exchange leadership:

Organizations need modern administrative systems to run their course and achieve their goals at the departmental level

We define leadership as a process characterized by the ability to influence the attitudes and value of followers, which facilitates activities and improves relationships . yuki :2006:22))

It is the ability to influence other people's thoughts, attitudes and behavior, which means that any person is able to direct them towards a common goal (Mahmoud: 2011: 37) .

Mutual leadership: mutual leadership is one of the management models that have received a lot of attention from researchers in the field of management, as it represents a new management style that helps rebuild relationships between superiors and subordinates in a way that achieves positive interaction . (Bass,1985,p27) .

Mutual leadership is also defined according to the practice of avalio as a leadership behavior that focuses on the manager and clarifying the goals of the work and the rewards that he will receive when achieving these goals successfully (atrophy Saleh and Ali:)2010 : p .524).

Development historical to theory leadership

The year (1910) is considered to be the first of the beginnings of modern, as research was conducted on it and the appropriate theory of leadership was found (Shin : 2017) .

A set of theories emerged, each of which focused on a specific aspect of mutual leadership, which Lai (2011:lai) pointed out . Hernon and ressiter (hernon &ressiter :2007)to the elements of reciprocal leadership

Conditional rewards: which is a mutual process between the leader and his subordinates through which efforts were exchanged

Conditional punishment :is a material or non-material punishment inflicted by the leader on the subordinate

description leader member exchange leadership:

Mutual leadership is based on mutually beneficial exchange with others through clear and conditional bases in which it clarifies what is required of the promoters in exchange for meeting their needs and desires, the basis of which is conditional reinforcement, that is, the acceptance by the promoters of the leader's promises of rewards and incentives, where attention is paid to production and taking into account the needs and desires of subordinates (Al-Zogby and blanket: 2014: 80).

The mutual leader sometimes follows the management style, excluding any intervention when necessary, and is based on the exchange between the leader and the dealers (Al-Ajmi :2010).

The leadership is concerned with the exchange of the two working roles and the requirements for completing the task . It is also based on the existence of mutual benefits and common promises between the leader and the employees, focusing on completing tasks and ensuring the commitment of employees (banking :2003) .

As for the exchange leader, he supports salaried employees in terms of legitimate criteria and desirability, focuses on gender and improving job satisfaction (al-Ajami : 2010) .

importment leader member exchange leadership:

Mutual leadership aims to encourage outstanding employees to encourage and improve their work, increase their organization, and push others to discriminate, improve job satisfaction, and meet the needs of employees, which means a high level of motivation (hadeeb :2018) .

The explanation of the dimensions will be limited to four of them, namely loyalty, contribution, respect for the profession and support, which were adopted within the scientific aspect of the research, as described as follows:

(lilies: et al: 2007:269-270)

Dimension leader member exchange leadership

Loyalty:: represents the expression of support of

members, i.e. providing support from each other to each other, committing themselves to the goals of their leader .

Contribution contribution: it expresses the extent of efforts related to the operations of the leader and the member and what achieves the goals, both explicit and implicit, represents the completion of tasks that go beyond the job description or work contract, and it is the extent of contribution to providing opportunities and resources available for such a time.

Professional respect professional respect: prepares the perception of the degree of reputation-building of work-related activities for each member

(six sigma) growth and development:

concept six sigma:

The 6 Sigma system relies on the increased analysis of statistical data and the identification of glitches and defects in procedures or products in order to work to address them permanently and try to reduce the percentage of errors to zero whenever possible.

six sigma definition:

Sigma six is defined as a quality improvement program aimed at reducing the number of defects in the production process (Khaled Saad Abdulaziz bin Said ,2004:p .43).

Some of them considered it a statistical approach, and some of them considered it an organizational or administrative blasphemy, and (rank: 2003:1) identified Sigma six as a letter of the Greek alphabet .

Sigma six as a goal: Sigma six seeks to reach perfection in producing a flawless product to reach customer satisfaction and achieve his needs and desires ,it puts the customer first and uses data and facts to reach a better result, where it seeks three main goals are to bring customer satisfaction, reduce waste of time . Here lies the role of the leader in the management of the organization and represents an opportunity for continuous improvement .(pande&holpp,2002: p3).

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Description	Target	
Making a small change in the organization and avoiding traditional methods, and here the role of the member leader in making this change is . highlighted	Radical transformation at work	1
Targeting the main strategy such as the speed in product development and the renewal of the capabilities of employees	Strategic development	2
Modifying high-cost domains and reducing process time	Problem solving	

(Neuman&Cavanagh:2000:p96) panda

level six sigma:

Where each level represents a certain degree of quality and the number represents 6 Sigma levels, the more the number accompanying Sigma, the higher the quality and the lower the level of defects (Maryam bint Mutaib Al-Harbi Fahda bint Sultan Al-Sudairi ’2021: P.:)



Sigma6	Approaching or exceeding the requirements of this standard
Sigma5	Significantly reduce errors and improve processes and databases
Sigma4	Using Sigma strength as a measure towards continuous improvement
Sigma3	Applications of wrong measuring tools
Sigma2	Testing and thinking about the Six Sigma philosophy
Sigma1	Making mistakes during measurements to distinguish the obstacles of operations and their source

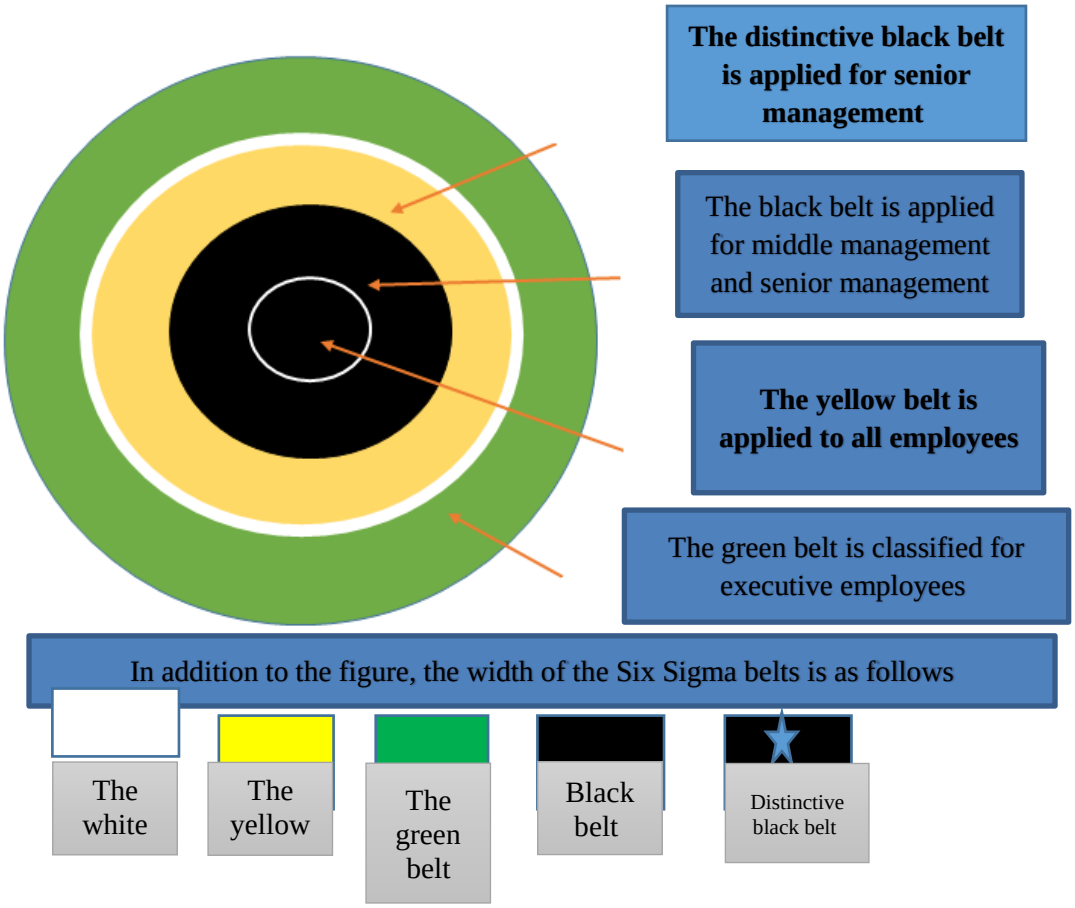
Source: hawerd P.S total quality management now applies to managing Talen, the journal of quality&participaction, summer:2008: p16

This approach has proven six of the basic approaches in quality and Development applied by institutions. this approach has proven to be highly effective, which can be used in the role of a member leader through almost twenty years in developing performance, reducing deviations, processes and errors, reducing costs and increasing quality

Team work sigma six:

The belt system is important and essential for the application of six Sikma,where the main black belt is on multiple teams and responsibilities

(2019 stankalla, chromjakova,&koval)



Second topic / practical aspect

This research will provide a test of the research metrics and hypotheses as follows:

The research relied on the Likert five-point scale in the sample answers for the resolution, the level of each variable will be between (5-1) with four levels and Table (1) shows this.

Table (1) shows the weighted average and the level of the answer		
Level of response	**Response scale**	**Weighted average**
Very weak	**I don't quite agree**	**From 1 to 1.80**
Weak	**Disagree**	**From 1.81 to 2.60**
Average	**Neutral**	**From 2.61 to 3.40**
Good	**Agree**	**From 3.41 to 4.20**
Very good	**I totally agree**	**From 4.21 to 5**

First: the test of honesty and constancy :

Cronbach's Alpha-cronbach's α coefficient has been used to measure reliability, which means that the scale must consistently reflect the structure, Table 2 shows Cronbach's Alpha-Cronbach's α coefficient .

coefficients) Alpha cronbach (Cronbach's α2Table	
50	**Sample size**
21	**Number of paragraphs**
0.929	**Cronbach's cornbrash's coefficient**
0.963	**Coefficient of statistical honesty**

From the above table, we note that the value of the coefficient of honesty and constancy(reliability)is equal to (0.929), and the value is acceptable in studies that use the questionnaire form. As for the level of sub-dimensional search resolution, the table shows the alpha kronbach coefficient(as follows

testing the significance of variables and dispersion 4Table No.						
variable names	variable dimensions	Variable symbols	T	Df	Sig.	Mean Difference
Loyalty	My direct boss encourages me and praises me in front of everyone	A3	23.52	50	.000	3.36
	My direct boss defends me in front of others in case I accidentally fall in line	A2	30.64	50	.000	4.20
	I want to work as long as possible	A1	43.48	50	.000	4.26
Respect for professionalism	Admire the professional skills possessed by my direct boss in his field	A5	21.13	50	.000	3.55
	Highly respect my direct boss's knowledge of specific functional areas and specific expertise	A4	32.71	50	.000	4.22
	There is direct respect between my direct managers at work	A6	31.16	50	.000	4.13
Contribution	Return the work to my immediate supervisor beyond the assigned functional areas	A9	35.35	50	.000	4.15
	He uses my direct boss and his influence to help me if necessary	A8	33.76	50	.000	4.06
	Participate in all decisions of the organization	A7	33.40	50	.000	0.12
Support	I always get positive support from my boss	A10	36.72	50	.000	3.89
	My direct boss understands my problems and needs	A11	43.81	50	.000	4.02
	I think the support I get is appropriate for temporary work	A12	38.98	50	.000	4.18
Ideas	I'm trying to learn new things	A13	39.42	50	.000	4.07
	Making the right decision at the right time	A14	29.18	50	.000	3.60
	Training courses provide skills and knowledge to enhance my work abilities	A15	36.88	50	.000	4.09
Flexibility	Work hard to achieve the goals assigned to me	A18	23.83	50	.000	3.49
	I seek self-development	A17	21.00	50	.000	3.31
	I have the ability to plan my future business	A16	23.17	50	.000	3.13
Originality	I have the ability to overcome difficult situations	A19	21.34	50	.000	3.20

	When I fail at work, I try again, and I don't succeed	A20	19.25	50	.000	3.02
	Completion of strange and unique works	A21	16.13	50	.000	2.73

We note that all the variables (main and Sub) have reached (.000) the level of moral Sig. That is, less than (0.05) , which is statistically acceptable, but the Mean Difference, the statistical dispersion and the statistical difference were in few proportions, and this, in turn, the acceptance of the model variables statistically and the consistency of the variables

Third: descriptive statistics

Descriptive statistics seeks to identify the reality of the reciprocal leadership (member) six Sikma according to the response of the sample studied in a group of service departments, and will be based on the arithmetic mean, which is the most important measure of centralism, the most famous and most important in various scales. Represents the value of the arithmetic mean, the standard deviation, and the standard line

And Table (1) shows this ,the levels of the weighted average and the level of the answer, the research was based on the Likert five-point scale in the sample answers in the questionnaire and Table (5) shows the results of descriptive statistics.

descriptive statistics results5Table						
variable names	dimensions variable	Variable symbols	df	Mean	Std. Deviation	Std. Error Mean
Loyalty	My direct boss encourages me and praises me in front of everyone	A1	50	4.44	0.69	0.09
	My direct boss defends me in front of others in case I accidentally fall in line	A2	50	4.25	0.97	0.13
	I want to work as long as possible	A3	50	4.27	0.73	0.10
Respect for professionalism	Admire the professional skills possessed by my direct boss in his field	A4	50	3.84	0.96	0.13
	I strongly protect my direct boss's knowledge of specific functional areas and specific expertise	A5	50	3.8	1.25	0.17
	There is direct respect between my direct managers at work	A6	50	3.55	0.98	0.13
Contribution	I took the work of my immediate superior beyond the assigned functional areas	A7	50	4.02	0.89	0.12
	He uses his direct boss's life and influence to help me if necessary	A8	50	3.89	0.79	0.11
	Participate in all decisions of the organization	A9	50	4.15	0.87	0.12

Support	Always get positive support from my boss	A10	50	4.31	0.90	0.12
	My direct boss understands my problems and needs	A11	50	4.02	0.68	0.09
	I think the support I get is appropriate for temporary work	A12	50	4.18	0.80	0.11
Ideas	I'm trying to learn new things	A13	50	3.4	0.77	0.10
	Making the right decision at the right time	A14	50	4.07	0.92	0.12
	Training courses provide skills and knowledge to develop my I'm trying to learn new things Making the right decision at the right time Training courses provide skills and knowledge to develop my work abilitieswork abilities	A15	50	4.09	0.82	0.11
Flexibility	Work hard to achieve the goals assigned to me	A16	50	3.13	1.00	0.14
	I seek self-development	A17	50	3.31	1.17	0.16
	I have the ability to plan my future business	A18	50	3.49	1.09	0.15
Originality	I have the ability to overcome difficult situations	A19	50	3.02	1.15	0.16
	When I fail at work, I try again, and I don't succeed	A20	50	3.02	1.16	0.16
	Completion of strange and unique works	A21	50	2.73	1.25	0.17

First : mutual leadership :

-1. the results related to the mutual leadership of the loyalty dimension showed that the highest value was at paragraph (my direct boss encourages me and praises me in front of everyone) (A1 with an account average (4.44), which is higher than the hypothetical average of (3) and at a good level and with a standard deviation (0.69), as the standard error reached (0.09), but the lowest value came at paragraph A2) (my direct boss defends me in front of others in case unintentional) and with an arithmetic mean of 4.25)) that the answers of the research sample are heading towards agreement on the content of this paragraph, as for the value of the standard deviation was (0.97), this indicates that

The presence of support and support by senior departments .

2-the results related to mutual leadership after respect for professionalism showed that the highest value was at paragraph (A4) (I like the professional skills possessed by my direct boss in his field of work) and the arithmetic mean (3.84), which is higher than the hypothetical average of (3) with a good level and with a standard deviation (0.69), reaching its standard error (0.13). As for the lowest value, it came at paragraph A5)) with an arithmetic mean (3.8) that the answers of the research sample are heading towards agreement on the content of this paragraph, as for the value of the standard deviation was (1.25) and the standard line (0.17), this indicates that the mutual advantage respects the professionalism possessed by the immediate superior.

3-the results related to the mutual leadership of the contribution dimension showed that the highest

value was at paragraph ((A8 with an arithmetic mean (4.15) with a good level and with a standard deviation and a standard line, respectively (0.87), (0.12), while the lowest value came at paragraph A9)) with an arithmetic mean (4.15) that the answers of the research sample are headed towards agreement to the content of this paragraph, the value of the standard deviation was (0.87) and the standard line (0.12) this shows that interoperability allows space for the employee to express his opinion and make decisions in the organization .

_4the results related to the mutual leadership in the dimension of support showed that the highest value was at paragraph ((A10 with an arithmetic mean (4.31) with a good level and with a standard deviation and a standard line, respectively (0.90), (0.12), while the lowest value came at paragraph A12) and with an arithmetic mean

(4.18) the answers of the research sample are oriented towards agreement on the content of this paragraph, as for the value of the standard deviation was (0.80) and the standard line was (0.11), this indicates the mutual advantage always gets positive support from the direct head in the organization .

- 5The results related to sikmasix after the ideas showed that the highest value was at the paragraph

((A15 with an arithmetic mean of (4.09), which is higher than the hypothetical mean of (3) and at a good level and with a standard deviation of (0.82), as the standard error of (0.11), the lowest value came at paragraph A13)) with an arithmetic mean of (4.03) that the answers of the research sample are heading towards agreement for the content of this paragraph, the value of the standard deviation was (0.82) and the standard line (0.11), this indicates sixalse also seeks to develop abilities and skills through training courses.

6.the results related to Sikma six after flexibility showed that the highest value was at paragraph (A16 with an arithmetic mean of 3.13, which is higher than the hypothetical mean of (3) with a good level and with a standard deviation of (1.00), as its standard error reached (0.14), but the lowest value came at paragraph (A18) with an arithmetic mean of 3.49) that the answers of the research sample are heading towards agreement on the content of this paragraph, but the value of the deviation the standard line was (1.09) and the standard line was (0.15), and this indicates sixalso gives the individual the ability to plan future actions and achieve the goals assigned to him.

7A the results related to Sikma six after the flexibility showed that the highest value was at paragraph (A16 with an arithmetic mean of 3.13, which is higher than the hypothetical average of (3), at a good level and with a standard deviation of (1.00), as its standard error reached (0.14), while the lowest value came at paragraph (A18) with an arithmetic mean of 3.49) the answers of the research sample the standard line was (1.09) and the standard line was (0.15), and this indicates sixalso gives the individual the ability to plan future actions and achieve the goals assigned to him.

To order the importance of the dimensions of the exchange rate, the arithmetic mean and the standard deviation were used, as shown in Table (7)

for the order of importance of dimensions 7Table (					
Order of dimensions	Paragraph	Standard deviation	Arithmetic mean	Dimensions of reciprocating drive	
The first	My direct boss encourages me and praises me in front of everyone	0.69	4.44	Loyalty	1
The second	Admire the professional skills possessed by my direct boss in his field	0.90	4.31	Contribution	2
The third	He uses his direct boss's life and influence to help me if necessary	0.82	4.09	Respect for professionalism	3
The fourth	Always get positive support from my boss	0.79	3.89	Support	4

for the order of importance of dimensions 8Table					
Order of dimensions	Paragraph	Standard deviation	Arithmetic mean	Dimensions of reciprocating drive	
The first	**Training courses provide skills and knowledge to develop my work abilities**	**1.09**	**3.49**	**Ideas**	1
The second	**I have the ability to plan my future business**	**1.28**	**3.33**	**Flexibility**	2
The third	**Completion of strange and unique works**	**1.14**	**3.31**	**Originality**	**3**

Fourth: correlation relations of model variables :

results of leadership interrelationships and Six Sigma6Table				
	السيجما			The dependent variable / The independent variable
For sekmaلsix (y)	OriginalityY(3)	FlexibilityY(2)	Ideas Y(1)	
0.438**	**0.440****	**0.325***	**0.426****	**Loyalty (x1)**
0.421**	**0.411****	**0.224**	**0.357****	**Professional respect (x2)**
0.421	**0.041**	**0.021**	**0.017**	**(X3) contribution**
0.083	**0.093**	**0.018**	**0.090**	**Support (x4)**
0.845**	**** 0.726**	**** 0.693**	**** 0.621**	**Mutual leadership member (x)**
0.0 1 Relatively good moral connotation **				

The results of correlations at the sub-level between the study variables indicated the following:

1. The independent variable loyalty achieved a positive correlation with a moral level (0.00) with the dependent variables ,respectively (loyalty, contribution, respect for professionalism, support) (0.426 , 0.357 , 0.017, 0.090) as a result, the correlational relations accept the first main hypothesis, which states that there is a moral correlation between the ideas and the elements of the mutual relationship of the member of the government departments under study .

2. The independent variable flexibility achieved a positive correlation with a moral level (0.00) with the dependent variables, respectively (loyalty, contribution, respect for professionalism, support) (0.35 , 0.224،0.0210.018،) the second main hypothesis is accepted, which states that there is a moral correlation between flexibility and the elements of mutual relationship that are members of the government departments under study .

3. The independent dimension of authenticity achieved a positive correlation with a moral level (0.00) with the dependent variables, respectively (loyalty, contribution, respect for professionalism, support), 0.440) 0.411, 0.41, 0.93(as a result, the correlations between authenticity and a moral relationship with a strong correlation coefficient, according to the foregoing, the hypothesis accepts authenticity and the elements of mutual

relationship that are members of the government departments under study.

analysis of the impact of the dimensions of reciprocal leadership in Six Sigma 7Table								
Semantics	Sig	Tabular value ((F	Calculated value ((F	Coefficient of determination)2R)	The value of the marginal slope coefficient ((β	Constant limit (value (α	The dependent variable	Reciprocal leadership
Moral	0.00	3.94	79.494	0.429	0.571	1.445	Six Sigma	Loyalty
Moral	0.00		40.877	0.589	0.613	1.462		Respect for the profession
Moral	0.00		60.970	0.365	0.554	1.547		Contribution
Moral	0.00		34.270	0.244	0.502	1.676		Support
N=5095 and the degree of confidence is %5 The level of significance is								

Table (7) shows the results of the influence of the independent variable represented by reciprocal leadership with its elements in the Six Sigma, and then presents the results in line with the ocalati hypotheses:

Table (7) shows that the value of (F) calculated in the reciprocal command and its dimensions with Six Sigma amounted to (79.494, 40.877,, 60.970 34.270), respectively, which is greater than the tabular (F) value of (3.94) at the indication level (0.05), that is, the reciprocal command and its dimensions positively affect Six Sigma at the indication Level (5%) with a degree of confidence (95%). Table (7) indicates the constant values(a) in the equation (1.445 , 1.462 , 1.547, 1.676), respectively, in the sense that when the dimensions of the reciprocal drive are equal to zero, the Six Sigma will not fall below this value. As for the values of the bet coefficient a (β) amounted to(0.571 , 0.5710.312، 2.043 ، 1.676 ، 1.547 ،) these are positive values (0.665) and this value is considered a descriptive measure used to explain and clarify the usefulness of the regression equation in estimating values, meaning that there is a (significant effect of job absorption) that meets its dimensions in the perceived organizational support within the research organization due to the influence of each on the other.

Conclusions and recommendations

First: conclusions

1. The results of the description and diagnosis indicated a greater interest in the element of loyalty in the circle under study, and this was evident through the direction of the answer, which tends towards agreement.

2. It appears from the theoretical presentation that the pivotal role is embodied in tasks and achievement better and continuously, so what is being accomplished today is supposed to be better than yesterday, and tomorrow is better than today

3. The statistical analysis shows the impact of the contribution to the sekma at the level to indicate the correct steps adopted by the company in order to outperform its competitors and adopt carefully selected strategies that distinguish it from its competitors .

4. The statistical analysis showed the importance of organizational justice first, then participation in decision-making in the first place, then the behavior of leaders in the third place, and finally support and self-affirmation

5. The researcher finds that the Department of religious education has elements of leaders who possess creative and interactive elements to bring employees to the degree of efficiency and career absorption, and therefore achieved a degree of organizational justice, but this does not mean that there are weaknesses and shortcomings in the Department

6. The researcher noticed that a precautionary measure was taken in filling out the questionnaire, but despite this, there was a response and cooperation from the staff

Recommendations

1 - - the need for the company to apply administrative concepts to departments such as activating the principle of participation, forming teams, teamwork and administrative decision-making in order to encourage creativity. Regulatory .

2-the need for the organization to lift restrictions and barriers between senior management and individuals

working at all levels in order to achieve competitive advantage.To achieve brainstorming and launch experiences and skills

3-in accordance with the guidelines of the study and its results, we believe that it is necessary to adopt the elements of career absorption by the employees and the organizational support realized by the senior management and combine all efforts to achieve the company's goals and directions better .

4-increasing and intensifying courses and workshops, whether inside the department or outside the department, because they support the employee first and increase the percentage of job absorption, as well as support the manager by providing conscious support

Reference

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