

The Relationship between Leadership Styles with Organizational Flexibility on Gaza Municipality

Mohammed Abed Eshteiwy

Professor of Business Administration participating in Al-Quds Open University

Received: 12 February 2020; Revised: 15 March 2020;
Accepted: 3 April 2020; Publication: 16 May 2020

Abstract: The study aims at clarifying the relation between the leadership styles and achieving organizational flexibility from the viewpoint of the employees in Gaza municipality, where the researcher chose a class sample with the number of its number of employees (136), represented in two classes (administrative, technical), which are 678, from the total study community of 1400. In order to achieve the objectives of the study, the researcher used the analytical descriptive approach and relied on the identification as a key data collection tool, and the study produced a number of results, the most important of which were:

- The Gaza municipality practices the pattern of democratic leadership to a large extent (69.95%), practices the autocratic leadership to a moderate degree (63.24%), and the non-interference leadership to a moderate degree (57.84%), and the dictatorial leadership pattern (56.91%) was moderate as well.
- The organizational flexibility of the Gaza municipality has been achieved to a moderate degree, with a ratio of 61.99 with no correlation.
- The absence of a correlation between the exercise of the dictatorial leadership pattern and organizational flexibility.
- There is a positive correlation between command patterns (autocratically-democratic-non-interference

The study recommended:

- The exercise of the dictatorial leadership pattern has been reduced to the lowest level, since there is no link between it and the achievement of organizational flexibility in the municipality.
- To promote the reality of organizational flexibility in the municipality by touching on the needs of the beneficiaries and by exercising the leadership pattern until it is compatible with its achievement) and the overall degree of organizational flexibility.

Key words: Organizational Flexibility-Leadership styles.

INTRODUCTION

Human nature imposes a comparative factor in responding to variables within the ecosystem in which individuals live, and its needs and requirements may fluctuate according to the stations of their human life

cycle, which necessitates the existence of organized actors working to meet those needs. The entity of the municipalities has not been separated from the general environment in which they operate, and the rapid and parallel state of change of the multifaceted environment imposes a continuing dynamic reality, in the context of the achievement of a competitive balance on the one hand and the satisfaction of the beneficiaries on the other. This requires that municipalities be flexible to adapt to the changing requirements and needs of their customers, which requires leadership patterns that are able to cope with this adjustment and with the dynamic environment, employ all their capabilities and train their personnel to achieve the best outputs and in accordance with requirements and satisfactions. This is what emphasized by (Al-Qrioti, 2000:186), where he pointed out that there are many models and styles of leadership, and these methods identify the factors that relate to the positions of the leaders themselves, their personalities and experiences, on the one hand, the nature of the groups they lead, the scientific level of their members, the style of their personalities, and the nature of the working environment on the other.

The problem of study: Gaza Strip, like the rest of the Palestinian areas, is in a state of discrepancy, especially under the practices of the Israeli occupation and its blockade of the strip in more than one field, which makes the municipalities almost continuously ready for any aggression that can be practiced on the strip at any moment. This makes the municipality operate in a volatile environment in terms of services to be provided to the beneficiaries, and through the search of several workers in the Gaza municipality, it has seen a marked difference in their direction when it comes to the capacity of the municipal administration to deal with the needs and requirements of the beneficiaries of its services. They point out that the pattern of leadership practiced within the municipality varies from time to time, which helps to determine the level of service provided, in accordance with the requirements and needs of the beneficiaries. He indicated (**khadra, et al., 1995: 257**) that there are four styles of leadership: Autocratic leadership, and dictatorial leadership and non-interference leadership

In response to the major question, the following sub-questions were to be answered:

1. Is there a statistically significant correlation between leadership patterns and organizational flexibility from the perspective of Gaza municipal workers?
2. How far are organizational flexibility from the point of view of Gaza municipal workers?

3. What is the relationship between leadership patterns and organizational flexibility from the point of view of Gaza municipal workers?

To answer the third major question, the following sub-questions had to be answered

- what is the relationship between the pattern of dictatorial leadership and organizational flexibility from the point of view of Gaza How far are organizational flexibility from the point of view of Gaza municipal workers?
 - What is the relationship between the autocratic leadership pattern and organizational flexibility from the perspective of Gaza municipal workers?
 - What is the relationship of the democratic leadership style to organizational flexibility from the perspective of Gaza municipal workers?
 - What is the relationship between the non-interference leadership style and organizational flexibility from the point of view of the Gaza municipality?
4. Is there a statistically significant correlation between leadership patterns and organizational flexibility from the perspective of Gaza municipal workers?
 5. Are there statistically significant differences in the sample's responses to the relationship of leadership patterns to organizational flexibility in the Gaza municipality according to variables (gender-age-scientific qualification-years of service)

STUDY OBJECTIVES

This study aims at:

1. To identify the nature of the procrastination patterns in the municipality of Gaza.
2. Clarification of the reality of organizational flexibility in the Gaza Municipality.
3. To indicate the relationship of the leadership patterns practiced in the municipality of Gaza and their relationship to organizational flexibility from the point of view of municipal workers.
4. Explore statistically significant differences in the sample individuals' examined responses to the relationship of command

patterns to organizational flexibility from the perspective of Gaza municipal workers.

THE IMPORTANCE OF THE STUDY

First, the scientific importance of the study is that it highlights the content of the various leadership styles.

- The study linked two variables (leadership patterns, organizational flexibility), which were not followed by previous local studies as the researcher knows.
- It constitutes a scientific framework that researchers can benefit from when conducting studies on the same subject matter.

The practical importance of the study is

- To determine the reality of the practice of the various leadership styles in the municipality, and to indicate which of them is the best that the municipal administration can care for and promote in the coming period.
- Indicates a number of strengths and weaknesses that can be considered when making any subsequent decisions.
- Leadership concepts are defined in their various styles to make the adjustment by the municipality to the optimal leadership pattern.

Study limits

1. **Objective limit:** The objective limit is to indicate the relationship of the various leadership patterns practiced in the Gaza municipality and their relationship to organizational flexibility in the Gaza municipality from the point of view of their employees.
2. **Place limit:** the terms of the study was applied at Gaza municipality which located at the center of Gaza strip -Al Zaytoon .
3. **Time limit:** The terms of study were applied in the first quarter of the 2019/2020 academic year.
4. **Human limit:** The terms of study were applied to all workers in the Gaza municipality (**professionals-administrators**) except for service workers.

Terminology of study

The term “**leadership style**”: As you know (Al Omyaan, 2010:27) it is the behavior of the leader so that he can gain the cooperation of his group and

convince them that achieving the aims of the organization is achieving their goals.

The researcher defines it as the sum of the activities and procedures that the official follows in the work to influence the workers' behavior and make them cooperating with him to achieve the municipal goals

Organizational flexibility:(Yaghobi& Ahmardeh,2011:14) defined it as the Organization's continuing ability to cope with sudden events and emergency crises that occur beyond expectations, in order to survive and thrive in an economic environment of continuous and unexpected change. And the ability to deal with these changes and provide consumers with appropriate services and goods.

As for the researcher, it is defined by the measures as the municipality's ability to adapt to the environmental variables and adapt its full abilities to provide services that are suitable for the environmental changes

Previous studies

First studies of independent variable (leadership patterns)

A study was carried out (**for alayayda, 2019**) to identify the role of leadership patterns in activating the decision-making process at the sports institution, where the study community included all employees of the Directorate of Youth and Sports of Al-Musayla, registered for 2019, and the number of 30 individuals. The study was applied to a short sample in a comprehensive survey, using the descriptive approach, the results showed a great role for the democratic leadership style, and a very weak role for the autocratic and chaotic leadership in activating the decision-making process in the sports institution. The study (**Al-Banna, 2017**) aims at identifying leadership patterns and their relationship to creative behavior among internal security personnel, where the study followed the descriptive analytical approach, and the study community is made up of all 970 employees, of whom a random sample of 275 was selected. The results have shown that the dominant pattern of leadership in the internal security system is the ideal command pattern of 72.2%. The patterns of leadership (**democratic, autocratic, social, and cumulative**) came in sequence with the following ratios: (70.7%) (69%) (63.8%) (51.1%). It also showed that the degree of creative behavior is available (70%), and confirmed that there is a positive relationship between driving patterns and creative behavior. In the same context (**Debun, my will, 2018**), I aimed to identify the reality of contemporary management leadership patterns (**transformational-ethical-leadership with emotional intelligence**) and their support for the

organizational citizenship behavior of promotion and real estate management staff - Bagdaya, where the study was based on the descriptive approach using resolution as a key data collection tool. The study community is one of the approximately 132 administrative and technical staff members. The study applied to a sample of 66 employees, the results of the study showed that the model of transformative leadership was superior, followed by moral leadership, emotional intelligence leadership, and finally the pattern of reciprocal leadership, and showed a high degree of employee citizenship behavior. A significant impact of transformative, ethical and emotional-intelligence leadership patterns on the behavior of regulatory citizenship. There is a near-absence of the influence of a pattern of reciprocal leadership on the behavior of regulatory citizenship.

As part of the selection of action strategies, a study was conducted (Moftah, Sunsi, 2018) to illustrate the impact of leadership patterns on the choice of change strategy. The study community may be represented by the administrative staff of (7) NIIC companies of (860), and the study applied to a sample of (205) company directors. The study used the resolution as a data collection tool. The results of the study found an impact of leadership patterns on organizational change strategy, and showed that there is more than one pattern of practice in those companies, but the dominant pattern is the dominant pattern, and that the strategy of participation, strength and coercion is the most commonly used in In the field of education and the identification of staff competencies, a study was conducted **(Saadallah, Fadel, 2017)** aimed at demonstrating the relationship between the prevailing leadership patterns of physical education and sports sciences and their teaching competencies, and the study was applied to a sample of 65 teachers, based on the descriptive approach of the relational relations method. The study found that there are three styles of leadership practiced at the university those companies, This is the democratic pattern, autocratic style and free style, and all of them are of a moderate (often) level, as demonstrated by the good level of teaching competencies of the teachers in question, and it was clear that there was a positive correlation between the democratic leadership style and the level of pedagogical competencies, but the negative correlation between free and bureaucratic leadership styles and teaching competencies. In order to demonstrate the relationship between leadership patterns and functional satisfaction, **Tetteh, 2016** undertook a study aimed at demonstrating the impact of different leadership patterns on the job satisfaction of the communications company in Ghana, where the study was based on the analytical descriptive approach and the identification as a data collection tool, and was applied to 400 employees. The results have shown a positive relationship between the

transformative leadership pattern of **(individual consideration—motivations of inspiration—intellectual motivation)**. The study, “Arzi&Farahbod, 2014,” aims to explore the impact of leadership style on job satisfaction of Iranian hotel workers.

The quantitative measurement method was followed in the study, and its vocabulary was applied to 121 hotels in Iran, where the results found a clear relationship between functional satisfaction and the type of leadership used, which were essential elements in influencing the effectiveness of the organization, and that reward and reward leadership had a clear impact on job satisfaction, They are essential elements in influencing the effectiveness of the Organization, and leadership by reward and reward has had a clear impact on career satisfaction. In the same field, he conducted a study (Al-Shunty, 2017) that aimed at identifying the level of organizational commitment and leadership in Palestinian ministries, and indicating the impact of job satisfaction on them, as the study depended on the analytical descriptive approach and the identification of a data collection tool. Its vocabulary has been applied to a simple random sample of 365 workers to represent the total community of 4838 employees. The results have shown that the trends of the two research toward organizational commitment have been moderate, that the first dominant leadership pattern in Palestinian ministries is the transformative leadership pattern, followed by the reciprocal leadership pattern, and that the results have shown a direct relationship between leadership patterns and organizational commitment, and that job satisfaction is mediating the relationship between transformative leadership and organizational commitment. It is not mediated between reciprocal leadership and organizational commitment.

Second studies on the dependent variable (regulatory flexibility)

In terms of the medical environment, the study (Wad, 2016), which aims at demonstrating the impact of the regulatory environment on the application of the flexibility of work within medical interests, was based on the quantitative descriptive approach to describing and measuring the phenomenon in question. The unrated “exploratory” interviewer was used with the incumbents of some key functions, the observation method was used without participation, and the resolution was used as a data collection tool. The results showed that interest in the organization of work in organizations with flexible environmental characteristics leads to the adoption of the advantages of the flexibility of work to develop and keep pace with competition, as well as to reduce the dimensions of occupational stress to which employees may be exposed. **In the educational**

environment, a study (Mulla suggests 2019) aimed at exploring the role of core capabilities in promoting organizational flexibility, where the study was applied to a random sample of 64 workers at the head of Mosul University, and was based on the identification of a data collection tool. The findings found a correlation between core capabilities and organizational flexibility through good activation and best practices, **In the field of municipal work, a study (Zaidi and Khzraji, 2016)** was conducted to illustrate the role of organizational flexibility and its implications for responding to higher performance requirements, with a sample of 154 municipal sector employees, a study tool adopted, and researchers used the analytical descriptive approach. The study found a relationship between organizational flexibility and responsiveness to meet high performance requirements, and there is a role for organizational flexibility and its implications for responding to high performance requirements, by adapting municipalities and contributing to the development of high performance among workers. **A number of studies have been carried out that have demonstrated the importance of organizational flexibility in organizations in the international environment, including the Shalenoler 2015 study**, which aims to demonstrate the impact of organizational flexibility and its components of structural changes, the flexibility of the process and the information system on strengthening services, and based on the analytical descriptive approach, the identification has been used as a tool for data collection. It was applied to a sample of 147 employees. The findings concluded that regulatory flexibility helps to increase the overall value of the service provided by adapting it to the wishes of the target consumers. Practical flexibility also helps to modify and address the value creation mechanism, organizational flexibility helps to increase customer satisfaction by improving the integration of inputs resulting from enhanced empowerment and communication. The study **(Joanna, 2015)**, which related the practice of entrepreneurship as a precondition for managing a highly efficient and flexible organization, also provided reasons for organizations' interest in entrepreneurship, its determinations and impact on its efficiency and effectiveness, was based on the analytical descriptive approach, and the resolution was used as a data collection tool. Distributed to a sample of 214 employees. The results showed that entrepreneurship was a unique feature that should exist at all organizational levels, and that interest in projects within the organization was a strategic option for flexible organizations wishing to increase the efficiency of their operations, and to achieve such projects in organizations, the human potential within them must be fully utilized.

THEORETICAL FRAMEWORK

What leadership styles are

The definitions of leadership patterns have been numerous by the many thinkers and theories who have taken care of the leadership element as one of the most important elements of the success of the organizations, where **(for al ayayda, 2019, 14)** defined the leadership style as the leader's repeated behavior to influence others and guide their behavior in order to achieve certain goals. In defining the leadership patterns that can be practiced in organizations, he indicated **(Hadra, et al., 1995: 257)** that there are four types of leadership: Autocratic leadership, dictatorial leadership, democratic leadership and non-interference leadership.

1-Autocratic leadership: (Moftah, Al-Sannousi, 2018:216) sees that the leader takes from his official authority a tool to control and pressure subordinates to force them to get the job done, so he concentrates all powers in his hand, and keeps himself doing every small or big job in the organization. He issues his orders and instructions that deal with the details, insist on obedience of his subordinates, follows the tightly supervised style of his subordinates for his lack of confidence, and focuses on the interest in achieving work and preserving his status, and sometimes attributes every achievement in the organization to himself. In the same context, Awwad, 2016:193 described authoritarian autocratic leadership as having control over subordinates and using his authority as a tool to carry out the work, and does not give any attention to human relations in dealing with subordinates.

It is clear from the fact that the source of the leader's authority over his subordinates is his official position, through which he exercises the state of judgment, control, control and control over the employees.

2- Dictatorial leadership style: Explain (Al-Dahan, et al., 2019: 193) what a dictatorial leader is that he is characterized by the centrality of absolute power and accomplishes his actions through threats and coercion and the use of the principle of fear, and he always threatens reward and punishment for his subordinates, and for fear of punishment subordinates behave a certain behavior to satisfy That leader.

In the same direction, **(Mohymeed, 2015: 142)** quoted **(Al-Badri, 2001:53)** as saying that the dictatorial leadership depends on the principle of tyranny, extremism and fanaticism for individual decisions, using in this framework the imposition, coercion, coercion and intimidation to force others to do

and carry out their actions whether they express their feelings or ambitions or not. In addition, they do not permit the boycott, objection or rejection of such decisions, where the role of members is to implement only those decisions.

It appears that the dictatorial leader may not be efficient at the technical and administrative level, imposing his power and influence by threatening, intimidating and intimidating to carry out his orders and filling his lack of personality.

3-Democratic leadership: He knows it (Al Dahan, et al., 2019: 194) as the leadership that creates a kind of responsibility for subordinates and tries to participate in decision-making, the Democratic leader shares power with the group and takes their opinion on most of its decisions. (Beni Hani, Amira, 2016:182) have stated that a leader through a democratic pattern reaches consensus through participation, always taking the opinion of individuals and paying for contributions and commitment through participation and listening to good and bad ideas alike.

In the light of this, the democratic leader does not make individual decisions and does not impose them on the workers, but he shares them, listens, consult them and listens to their opinions and orientation before making any decision.

4- Non-interference command pattern: According to what was reported (moftah, Al-Sannousi, 2018: 127) according to Al-Tayyeb, 1999, this type of leadership is predominantly chaotic and negative, as this type of leadership is not governed by specific laws, policies, guidelines or procedures for workers. This may be because the leader is unable to make decisions, or is not aware of the problem involved, so he leaves things going in the organization without direction or leadership, which is characterized as the least efficient and productive type, since his group members do not respect his personality. Their members are often frustrated, lost and unable to act, often relying on themselves that require the intervention of the leader. This shows that there is a state of intellectual and practical separation between the leader and the work, and this may result in a lack of leadership capabilities and capabilities in the leader, which makes him repudiate and move away from interfering in the management of matters.

Organizational flexibility: Defined by (Skipper, 2005:55) as the Organization's ability to adapt to turbulence and exploit unexpected opportunities, an organization with higher levels of flexibility is more able to respond to unforeseen events. (Mulla suggests, 2019:228) he

pointed out that organizational flexibility was centered on dynamism and continuity, so it was not a static situation, and could be defined as the Organization's ability and ability to achieve the highest possible response to environmental changes. (Bouckra, 2017:19) has extended even further, considering that organizational flexibility is not only the capacity and potential of the Organization to respond to changes and developments surrounding it, but also the ability to anticipate these future and abrupt changes and to limit their impact on the Organization's achievement of its goals.

Study procedures

First: The study curriculum: The researcher used the analytical descriptive approach, which depends on studying the phenomenon in question (**the relationship of leadership styles to organizational flexibility**), analyzing its data, and indicating the relationship between its components, the opinions they present, the processes they contain, and the effects they cause. It is a form of structured scientific analysis and interpretation to describe a specific phenomenon or problem and quantify it by collecting, classifying, analyzing and subjecting disaggregated data and information on the phenomenon or problem.

Second: The study community

By referring to the personnel Department, the researcher gets the number and segments of the municipal employees, where the total study community in all 1400 employees in the municipality is represented by workers. The researcher has chosen "the municipality of Gaza" in a way that is meant to be the largest of the main municipalities in the Gaza Strip and which offer many specialized services. The number of real-world community vocabulary (678) was approximately (48%)

Third: Sample study

The study's vocabulary was applied to a class sample, based on the comprehensive survey of the 678 (**technicians, administrators**) community classes, with the exception of the 722 (Service) employees. The study tool was distributed to (30%) the real community vocabulary, but only (136) singles were recovered, i.e. 20% of the total real community vocabulary for the study

The number of males (103) was higher than the number of females (33), owing to the nature of the municipal work, which is based on many field activities in which the male component is needed. The researcher also found

that the highest percentage of workers are in the age group (20-under 35) and the number (56) by (41%), because the state of political change that took place after the Palestinian division in 2007 created opportunities to appoint a new youth cadre in the municipality.

This is compared to the 45-year-olds (30) (22.1%). In terms of the qualification, the largest number of the Bachelor's degree campaign (54) was 39.7%, which is the best degree according to the researcher on which the municipality is based, but the lowest number of secondary school students (12) was found to be (808%), according to the researcher, as old employees in the municipality. This was followed by the number of the Al-Dabblum campaign (28-20.6%), the master's campaign (30-22.1%), and then the PhD campaign (12-8.8%), and the researcher believes that these percentages of the higher grades campaign indicate the interest and support of the municipality and its adoption of the scientific skills

The distribution of sample members by number of years of service was the highest number of employees (10-less than 15/30%) and the highest number of employees (15-less than 20/28%). This is why the researcher says that the municipality is largely dependent on the experienced-old workers, given the nature of the specialized and professional activities offered by the municipality to the beneficiaries of its services, and this does not mean that the municipality has not appointed new employees, as the percentage of new recruits after the political change in the Gaza Strip reached 41.1%.

Fourth: The study tool: The researcher built the two measurements, the number of paragraphs of the leading pattern scale (24) paragraphs, and the organizational flexibility scale (11) paragraphs, where each paragraph was given a weight listed according to a five-step scale (very OK, OK, neutral, opponent, very opponent), and the following weights were given (5, 4, 3, 2, 1). The grade of the sample study is limited to (24, 120) degrees for the standard of the leadership styles and (11, 55) for Organizational flexibility.

Measure truthiness

In his initial form, the researcher presented the standard to a number of specialized professors working in Palestinian universities, who expressed their opinions and observations on the relevance of the scale paragraphs, the extent of the paragraphs belonging to the scale, and the clarity of their language formulations, and in light of those opinions, some paragraphs were excluded and others modified.

A—leadership pattern scale

Table 1
Shows the correlation coefficient of each paragraph of the leading patterns with the overall degree of the dimension

<i>Dimension</i>	<i>Correlation coefficient</i>	<i>Dimension</i>	<i>Correlation coefficient</i>	<i>dimension</i>	<i>Correlation coefficient</i>	<i>Dimension</i>	<i>Correlation coefficient</i>
1	0.628**	The second dimension: Autocratic driving style	0.595**	The third dimension: The pattern of democratic leadership	0.781**	Dimension 4: The driving style is non-interference	0.383*
2	0.533**		0.552***		0.686**		0.689**
3	0.680**		0.494**		0.843**		0.485**
4	0.725**		0.573**		0.858**		0.762**
5	0.807**		0.500**		0.746**		0.810**
6	0.813**		0.710**		0.716**		0.797**

**the tabular at the degree of freedom (28) and at the level of an indication (0.01) = 0.463

*the function of the tabular at a degree of freedom (28) and at an indication level (0.05) = 0.361

The preceding table shows that the correlation coefficients between each dimension paragraph and the overall degree of its paragraphs are a function at an indication level (0.01), and the correlation coefficients ranged between (0.485-0.858), so the scale clauses are true for what they have been measured.

B. Organizational resilience scale

Table 2
Shows the correlation coefficient of each regulatory flexibility paragraph with the overall scale score

<i>c</i>	<i>Correlation coefficient</i>	<i>c</i>	<i>Correlation coefficient</i>
1	0.743**	7	0.525**
2	0.788**	8	0.690**
3	0.393**	9	0.780**
4	0.687**	10	0.643**
5	0.666**	11	0.767**
6	0.489**		

** the tabular at the degree of freedom (28) and at the level of an indication (0.01) = 0.463

** The tabular at the degree of freedom (28) and at the level of an indication (0.05)=0.361

The preceding table shows that the correlation coefficients between each paragraph of the scale and the overall degree of its paragraphs are a function

at an indication level (0.01), and the correlation coefficients ranged between (0.505-0.850), so the scale clauses are true for what they have been measured

Stability of the two measurements

The researcher used the method Alpha Cronbach, to find the stability factor for the two measurements, where he obtained the value of the alpha coefficient for each of the two measures and the table (3) shows this:

Table 3
Clarifies the parameters of alpha carnbach for each of the two measurements

<i>The measurement</i>	<i>Number of paragraphs</i>	<i>Alpha Cronbach coefficient</i>
The first dimension: The pattern of dictatorial leadership	6	0.793
The second dimension: Autocratic leadership style	6	0.585
The third dimension: The pattern of democratic leadership	6	0.862
The fourth dimension: The driving style is non-interference	6	0.735
Total grade of organizational flexibility	11	0.815

The previous table shows that the stability factor for the leading patterns ranged from (0.735-0.862) and for the **organizational resilience scale (0.815)**, this indicates that the two measurements have a high degree of stability that the researcher can be assured to apply to the study sample. The approval scores have been calculated by a five-step scale as follows

Table 4
The five-step scale

<i>Degree</i>	<i>arithmetic average</i>		<i>Relative weight</i>	
	<i>from</i>	<i>to</i>	<i>From</i>	<i>To</i>
Too little	1.00	1.79	20.00	35.99
Little	1.80	2.59	36.00	51.99
Medium level	2.60	3.39	52.00	67.99
High	3.40	4.19	68.00	83.99
High level	4.20	5.00	84.00	100.00

The outcome of the study with the explanation

The answer to the first main question, which states: **“What is the truthiness of applying the leadership patterns from the point of view of workers in the Gaza municipality?** To answer this question, the researcher used repetitions, averages, percentages, and the following table shows the question:

Table 5
Shows the repetitions, averages, standard deviations, and relative weight of each dimension of the scale as well as its order

<i>Paragraph</i>	<i>Average</i>	<i>Standard deviation</i>	<i>Relative weight</i>	<i>Order</i>
The first dimension: The pattern of dictatorial leadership	2.846	0.798	56.91	1
The second dimension: Autocratic leadership style	3.162	0.584	63.24	2
The third dimension: The pattern of democratic leadership	3.498	0.761	69.95	3
The fourth dimension: non-interference leadership style	2.892	0.764	57.84	4

It is clear from the previous table that the democratic pattern was ranked first in relative weight (69.95%) and it is largely followed by the autocratic pattern, which came second in relative weight (63.24%) and is moderate, followed by the pattern of non-interference, which came third in relative weight (57.84%) and is moderate. The dictatorial pattern came in fourth place with a relative weight (56.91) and is moderate. The researcher sees a state of convergence in the percentage of the employees' responses toward the nature and reality of the leadership patterns applied in the municipality, but according to the researcher's view there is a reference to the existence of a state of satisfaction and acceptance by the workers in the democratic leadership style. The researcher attributes this result to a state of harmony, especially at the level of political trends between the municipal administration and the employees, which all people refer to when achieving the goals of the established municipality.

The answer to the second key question, which states: **"How far is organizational flexibility from the point of view of the Gaza municipal workers?"**

It is clear from the previous table that **the highest of the paragraph** in the dimension was paragraph (2), which stipulates that "the municipality improves its services to meet the needs of the beneficiaries", which ranked first with a relative weight of (72.65%) and is to a large extent. **The lowest of the paragraph** of the dimension was paragraph (4), which stipulates that "the municipality has the necessary ingredients to continuously improve its services", which is ranked last, with a relative weight of (66.18%) and is to a moderate extent. The researcher sees that there is a contradiction between the two products, how does the municipality improve its services to meet the needs of the beneficiaries and at the same time the municipality

Table 6
Shows the frequencies, averages, standard deviations, and relative weight of
each item of organizational flexibility, as well as their order

<i>Paragraph</i>	<i>Average</i>	<i>Standard deviation</i>	<i>Relative weight</i>	<i>Order</i>
The municipality responds quickly to the needs of the beneficiaries	3.588	1.132	71.76	2
The municipality has improved its services to meet the needs of the beneficiaries	3.632	0.972	72.65	1
Municipal employees adapt to the requirements of the beneficiaries	3.456	0.918	69.12	4
The municipality has the ingredients to continuously improve its services	3.309	1.065	66.18	11
The municipality trains its workers to increase their skills and provide excellent service	3.574	1.093	71.47	3
The municipality takes into account the exceptional circumstances surrounding the beneficiaries	3.412	1.022	68.24	7
The municipality has technology to help meet the needs of its beneficiaries	3.441	0.964	68.82	6
The municipality attracts the best qualifications to provide the best services	3.456	1.134	69.12	4
The municipality modifies the characteristics of the service as required by the beneficiaries	3.353	1.085	67.06	8
The municipality offers multiple services that are compatible with diverse needs	3.338	1.097	66.76	9
The municipality changes its plans according to the services to be provided	3.338	1.013	66.76	9
The total grade of dimension	3.099	0.476	61.99	

does not possess the necessary ingredients to continuously improve its services, while the total degree of the distance got a relative weight of (61.99%), which is moderate. The researcher attributes this result to the existence of a conflict in the attitudes and knowledge of the municipal employees toward their ability to match the requirements and needs of the beneficiaries of their services, which the researcher estimated that there is a margin of absence for the workers in order to find plans and decisions

The answer to the third major question, which states: What is the relationship between leadership patterns and organizational flexibility from the point of view of Gaza municipal workers? To answer the second major question, the following sub-questions had to be answered:

1-What is the relationship between the pattern of dictatorial leadership and organizational flexibility from the point of view of workers in the Gaza municipality?

Table 7
Shows the frequencies, averages, standard deviations, and relative weight of each paragraph of the dictatorial leadership pattern as well as its order

<i>Paragraph</i>	<i>The average</i>	<i>The standard deviation</i>	<i>Relative weight</i>	<i>Arrangement</i>
The manager makes his own decisions without consulting the staff	3.206	1.236	64.12	1
The manager is more concerned with the work than with the humanity of the staff	2.868	1.046	57.35	4
The manager is strict with punishment to control the workers	3.059	0.987	61.18	2
The manager restricts the freedom of employees when they carry out their tasks	2.926	1.196	58.53	3
The manager directs his orders without clarifying the employees "execute and do not discuss"	2.382	1.116	47.65	6
The manager is threatening the staff to direct them in order to control them	2.632	1.141	52.65	5
The total grade of dimension	2.846	0.798	56.91	

It is clear from the previous table: **The highest of the paragraph in dimension** was paragraph (1) which stipulates that the director makes his own decisions without consulting the employees, "the first place with a relative weight of (64.12%) and is to a moderate extent. **The lowest of the paragraph of the dimension** was paragraph (5), which stipulates that the director directs his orders without clarifying the employees "implemented and not discussed", which ranked the last place with a relative weight of (47.65%) and is of a minority degree, while the total degree of distance obtained a relative weight of (56.91%), which is moderate. The researcher attributes this result to the fact that the municipal administration is working to achieve goals and policies directed through many of its implemented activities based on specific references, and often leaves no margin for staff to work hard or participate in them.

2-What is the relationship between the pattern of autocratic leadership and organizational flexibility from the point of view of the workers in the Gaza municipality?

Table 8
Shows the repetitions, averages, standard deviations, and relative weight of each paragraph of the autocratic driving style as well as its order

<i>Paragraph</i>	<i>Average</i>	<i>Standard deviation</i>	<i>Relative weight</i>	<i>The arrangement</i>
The manager makes the decisions himself and tries to persuade the employees	3.338	1.110	66.76	2
The manager considers the staff not to be sufficiently responsible	2.941	1.087	58.82	5
The manager monitors the performance of the staff to ensure that their work is correct	3.515	0.981	70.29	1
He exaggerates the punishment even if the mistake was small	2.956	0.995	59.12	4
Constantly seeks the success and effort of the staff	3.324	1.095	66.47	3
It reduces the value of employees' proposals unlike his personal view	2.897	1.117	57.94	6
The total grade dimension	3.162	0.584	63.24	

The above table shows that **the highest paragraph of the dimension** was paragraph (3), which read **“the manager monitors the performance of employees to ensure the health of their work”**, which ranked first with a relative weight of (70.29%) and is largely. **The lowest paragraph of the dimension** was paragraph (6), which read “underestimates the value of the workers' proposals before their own opinion”, which was ranked last in relative weight (57.94%) and is to a moderate degree. The total degree of distance has been given a relative weight of (63.24%), which is to a moderate extent, according to the researcher, this result shows that the municipal administration is able to pass its decisions that are to be implemented by persuading the workers despite their lack of participation and consultation. This is due to the fact that a large number of workers and the municipal administration are in compliance with a common intellectual reference.

3-What is the relationship between the pattern of democratic leadership and organizational flexibility from the point of view of the workers in the Gaza municipality?

The above table shows that **the highest paragraph of the dimension** was paragraph (2), which read **“the manager delegates some of his powers to the employees”**, which ranked first with a relative weight of (76.18%) and is to a great extent. The researcher believes that this result contradicts with the result obtained from the first question, where the paragraph “the manager makes his decisions alone without consulting the workers” ranked first with a relative weight of (64.12%), and is moderate in the first place. **The**

Table 9
Shows the repetitions, averages, standard deviations, and relative weight of each paragraph of the democratic leadership style

<i>Paragraph</i>	<i>Average</i>	<i>Standard deviation</i>	<i>Relative weight</i>	<i>Order</i>
The manager joins the workers of putting work plans	3.750	1.147	75.00	2
The manager delegates some of his powers to the staff	3.809	0.947	76.18	1
The manager encourages the creativity and innovation of the staff	3.544	1.067	70.88	3
The manager constantly praises the staff for their efforts	3.426	0.994	68.53	4
The manager is helping to solve the workers' problems by himself	3.191	1.007	63.82	6
The manager encourages the team work style among the staff	3.265	1.200	65.29	5
The total grade of the dimension	3.498	0.761	69.95	

lowest paragraph of the dimension was paragraph (5), which read: **“The manager contributes to solving the problems of the employees himself”**, which was ranked last with a relative weight of (63.82%) and is to an average degree. The total degree of distance obtained a relative weight of (69.95%) and is largely. The researcher attributes this result to the existence of a state of conformance and consent by the employees according to the percentage mentioned in the practice of democratic leadership despite the indication of a state of uniqueness and lack of consultation

4-What is the relationship between the non-interference leadership style and organizational flexibility from the point of view of the workers in the Gaza municipality?

It is clear from the previous table that **the highest paragraph in the dimension** was paragraph (1), which stipulates that **“the director shall be free to determine the activities and decisions of employees”**, which is ranked first with a relative weight of (66.18%) and is to an average degree. **The lowest paragraph of the dimension** was paragraph (6), which read **“the manager ignores any disputes between employees”**, which took the last place with a relatively low weight (50.29%). The total degree of distance obtained a relative weight of (57.84%) and is moderate. From the researcher's point of view, this result shows that a number of employees feel the interest of the municipal administration in giving them a margin to determine their activities in work and in interfering in solving disputes between them. The researcher attributes this to the degree to which the

Table 10
The frequencies, averages, standard deviations, and relative weight of each paragraph of the driving style show non-interference and order

<i>Paragraph</i>	<i>Average</i>	<i>Standard average</i>	<i>Relative weight</i>	<i>Order</i>
The manager gives employees the freedom to determine activities and decisions	3.309	1.065	66.18	1
The manager is escaping of resolving the problems	3.059	1.153	61.18	2
The manager is supervising the staff and does not punish them when they are wrong	2.794	0.904	55.88	4
A manager is interested in meeting his/her requirements at the expense of the needs of the staff	2.956	1.095	59.12	3
The manager wasting time working in marginal work	2.721	1.286	54.41	5
A manager ignores any disputes that arise between employees	2.515	1.109	50.29	6
The total grade dimension	2.892	0.764	57.84	

employee is close to the municipal administration, whether at the administrative level or intellectual and reference level.

The answer to the fourth key question of the study, which states: Is there a statistically significant correlation between leadership patterns and organizational flexibility from the perspective of Gaza municipal workers? The investigator used the Pearson correlation coefficient and the following table shows this:

Table 11
The Pearson correlation coefficient shows between leadership patterns and organizational flexibility from the point of view of Gaza municipal workers

	<i>Overall degree of organizational flexibility</i>	<i>Significance level</i>
The first dimension: The dictatorial leadership style	0.101	Does not have a Statistical function
The second dimension: Autocratic leadership style	0.175*	Statistical function at 0.05
The third dimension: The democratic leadership style	0.504**	Statistical function at 0.01
Dimension 4: The non-interference leadership style	0.213**	Statistical function at 0.01

*N the tabular at a degree of freedom (134) and at a level of significance (0.05) = 0.154

*R the tabular at a degree of freedom (134) and at an indication level (0.01) = 0.208

It is clear from the previous table that there is no statistically significant correlation between dictatorial mode and organizational flexibility, which is a logical consequence from the researcher's point of view, as it is attributed to the fact that the practice of dictatorial leadership makes workers imperfect and puts them in case of carelessness about the results of their work imposed on them. They do not care about the level of satisfaction of their beneficiaries.

There is a positive correlation with statistical significance at the level of an indication of **0.01 between the autocratic and democratic pattern, non-intervention, and the overall degree of organizational flexibility from the point of view of the Gaza municipal staff**. The researcher believes that these results are logical as well, as the three leadership styles (**autocratic, democratic and non-interference**) achieve the satisfaction of the employees, and if the employees are satisfied, they made themselves an integral part of the municipality's work, its decisions and the results of its work. On the other hand, they were concerned with the satisfaction of the beneficiaries of the services provided by the municipality, considering that the satisfaction of the beneficiaries and the fulfillment of their changing needs and requirements reflect the exercise of organizational flexibility and the actual success of the municipality's work, by giving them the freedom to participate in decision-making. It is informed by the logic of persuasion and the freedom to express their potential and creations by identifying the needs and requirements of the beneficiaries

The answer to the fifth key question, which states: Are there statistically significant differences in the sample's responses to the relationship of leadership patterns to organizational flexibility in the Gaza municipality according to variables (gender-age-scientific qualification-years of service)? To answer this question, the following sub-questions had to be answered:

1-Are there statistically significant differences in the sample's responses to the relationship of leadership patterns to organizational flexibility in the Gaza Municipality attributable to the gender variable(male, female) and the researcher used the T-Test (c) test and the following table shows the results:

The previous table shows that the value of the "T" calculated is less than the value of the "T" tabular in the dictatorial style and the democratic style, and they express two conflicting content, either hard, hard, hard, and disloyal, or soft, lenient, lenient and caring for others, which indicates that there are no statistically significant differences attributable to the gender variable. The researcher attributes this result to the fact that the two styles

Table 12
Shows the standard averages and deviations and the value "c" of the two measurements is attributable to the gender variable (male, female)

	<i>The variable</i>	<i>The number</i>	<i>The average</i>	<i>Standard deviation</i>	<i>Value of "t"</i>	<i>Value of the significance</i>	<i>Level of significance</i>
The first dimension: The dictatorial leadership style	male	103	2.794	0.779	1.322	0.188	Does not have Statistical function
	female	33	3.005	0.848			
The second dimension: Autocratic leadership style	male	103	3.100	0.585	2.197	0.030	Have a statistical function at 0.05
	female	33	3.354	0.546			
The third dimension: The democratic leadership style	male	103	3.429	0.792	-1.877	0.063	Does not have Statistical function
	female	33	3.712	0.620			
The fourth dimension: the non-interference leadership style	male	103	2.803	0.735	2.459	0.015	Have a statistical function at 0.05
	female	33	3.172	0.797			
The total grade of organizational flexibility	Male	103	3.333	0.696	3.293	0.001	Have a statistical function at 0.01
	female	33	3.796	0.728			

*The value of the "T" tabular at the degree of freedom (134) and at the level of an indication (0.05) = 1.96

*The value of the "T" tabular at the degree of freedom (134) and at the level of an indication (0.01) = 2.58

of leadership mentioned are the same reaction to them by males and females, because of the clear results and impact of their practices

It is also clear that the calculated value of "T" is greater than the value of "T" tabular in the autocratic pattern, non-intervention, and the overall degree of organizational flexibility, indicating statistically significant differences attributable to the gender variable. **(Male, female) the differences were in favor of females.** The researcher attributes this result to the fact that workers are more vulnerable in terms of their satisfaction than they do with the applied leadership pattern, which means that males may have more margin for controversial thinking than female emotion.

2. Are there statistically significant differences in the sample's responses to the relationship of leadership patterns to organizational flexibility in the Gaza municipality attributable to the life variable (20- under 35, 35- under 45- under 60)? In response to this hypothesis, the researcher used the one-way ANOVA method of analysis.

Table 13
Source of contrast, sum of squares, degrees of freedom, average of squares, value of "f", and level of significance are attributable to the age variable

<i>The dimension</i>	<i>The contrast source</i>	<i>Sum of squares</i>	<i>Degrees of freedom</i>	<i>The average of squares</i>	<i>The value of "f"</i>	<i>The value of significance</i>	<i>The level of significance</i>
The first dimension: The dictatorial leadership style	Between the groups	1.194	2	0.597	0.936	0.395	Does not have a Statistical function
	Within groups	84.841	133	0.638			
	Total	86.035	135				
The second dimension: Autocratic leadership style	Between the groups	1.945	2	0.973	2.929	0.057	Does not have a Statistical function
	Within groups	44.163	133	0.332			
	total	46.108	135				
The third dimension: The pattern of democratic leadership	Between the groups	.820	2	0.410	0.704	0.497	Does not have a Statistical function
	Within groups	77.457	133	0.582			
	total	78.277	135				
The fourth dimension: the non-interference leadership style	Between groups	8.034	2	4.017	7.543	0.001	At 0.01
	Within groups	70.829	133	0.533			
	total	78.863	135				
The total grade of organizational flexibility	Between groups	2.559	2	1.280	2.462	0.089	Does not have a statistical function
	Within groups	69.115	133	0.520			
	total	71.674	135				

Wrap the tabular at a degree of freedom (2,133) and at an indication level (0.01) = 4.75

Wrap the tabular at a degree of freedom (2,133) and at an indication level (0.05) = 3.06

The previous table shows that the value of the "P" calculated is less than the value of the "P" tabular at a level of significance (0.05) **in the dictatorial, autocratic, democratic, and total degree of organizational flexibility**, i.e. there are no differences of statistical significance attributable to the life variant. The researcher attributes this result to the fact that the three mentioned patterns require a state of mental, emotional, and even muscular interaction from workers when they are practiced toward them regardless of their age.

The value of the calculated P is greater than the value of the tabular P at an indication level (0.05) **in the pattern of non-intervention**, i.e. differences of statistical significance attributable to the life variable.

To know the differences, the researcher used the test of Shaifa al-Badi and the following table shows this:

Table 14
The Chevy test in dimension 4: The non-interference driving style is attributed to the life variable

		<i>From20-less than 35</i>	<i>From35-less than 45</i>	<i>From45-less than 60</i>
		2.673	3.215	2.792
from 20-less than 35	2.673	0		
from 25-less than 45	3.215	*0.543	0	
From45 -less than 60	2.792	0.119	*0.424	0

The above table shows differences between ages 20-under 35 and ages 35-under 45 for ages 35-under 45, ages 35-under 45, and ages 45-under 60 for ages 45-under 60. Differences in other ages were not clear. The research finds that this result shows that the older the workers, the more they are convinced that the administration will not interfere with their business, and that they will be given greater freedom to complete their work, due to their knowledge and professional maturity that will allow them to accomplish their work in the best possible results without the management's involvement.

3. Are there statistically significant differences in the sample's responses to the relationship of leadership patterns to organizational flexibility in the Gaza municipality attributable to the variable of the scientific qualification (secondary, diploma, Bachelor, Master, PhD)? In response to this hypothesis, the researcher used the one-way ANOVA method of analysis.

Table 15
Source of contrast, sum of squares, degrees of freedom, average squares, value of "a", and level of significance are attributable to the variable of the scientific qualification

<i>Dimension</i>	<i>Source of contrast</i>	<i>Sum of squares</i>	<i>Degrees of freedom</i>	<i>The average of squares</i>	<i>The value of f</i>	<i>Value of significance</i>	<i>Significance level</i>
The first dimension: The dictatorial leadership style	Between groups	4.426	4	1.107	1.776	0.137	Does not have a Statistical function
	Within groups	81.609	131	0.623			
	total	86.035	135				
The second dimension: Autocratic leadership style	Between groups	.751	4	0.188	0.542	0.705	Does not have a Statistical function
	Within groups	45.357	131	0.346			
	total	46.108	135				
The third dimension: The democratic leadership	Between groups	12.009	4	3.002	5.935	0.000	Statistical function at 0.01
	Within groups	66.268	131	0.506			
	total	78.277	135				
The fourth dimension: non-interference leadership style	Between groups	1.976	4	0.494	0.842	0.501	Does not have a Statistical function
	Within groups	76.887	131	0.587			
	total	78.863	135				
Total grade of organizational flexibility	Between groups	10.461	4	2.615	5.597	0.000	Statistical function at 0.01
	Within groups	61.213	131	0.467			
	total	71.674	135				

*F at the table degree of freedom (4,131) and at an indication level (0.01) = 3.47

*F at the table degree of freedom (4,131) and at an indication level (0.01) = 2.43

The previous table shows that the value of the "f" calculated is less than the value of the "f" tabular at a level of connotation (0.05) in the dictatorial, autocratic and non-intervention pattern, i.e. there are no statistically significant differences attributable to the variable of the scientific qualification. The researcher attributes this result to the fact that the scientific qualification, the cognitive role and the participation of the employees are very limited in front of these leadership styles when they

are practiced, as the dictatorial leader and the autocratic leader do not allow any of the employees, whatever their scientific qualifications are different, to participate in the organized reality industry in the municipality. The pattern of non-interference leaves the leader without regard for any given municipality's data and abilities, leaving things to go uncontrolled, and there is no place and no influence on the well-informed qualifications.

The previous table shows that the calculated value of "P" is greater than the value of "P" tabular at an indication level (0.05) in the democratic pattern and the overall degree of organizational flexibility, i.e. there are differences of statistical significance attributable to the variable of the scientific qualification. The researcher attributes this result to the fact that the concept of democracy, demand, and the concern for granting rights needs advanced cognitive awareness. To see the direction of the differences, the researcher used the test of Shaifa al-Badi and the following table shows this:

Table 16
The Shaiffi test in dimension 3 shows: The pattern of democratic leadership is attributed to the variable of the scientific qualification

	<i>High school</i>	<i>Diploma</i>	<i>Baccalaur eate</i>	<i>Master's degree</i>	<i>Doctorate</i>	
	2.667	3.571	3.451	3.656	3.972	
High school	2.667	0				
Diploma	3.571	0.905*	0			
Baccalaureate	3.451	0.784*	0.121	0		
Master's degree	3.656	0.989*	0.084	0.205	0	
Doctorate	3.972	1.306*	0.401	0.522	0.317	0

The previous table shows differences between the secondary and diploma campaign for the diploma campaign, the secondary and bachelor's degree in favor of the bachelor's degree, the secondary and master's degree in favor of the master's degree, and the secondary and doctoral degrees in favor of the doctorate, and the differences in the other qualifications are not clear. The researcher believes that this result is logical, so that the higher the level and the scientific qualification of the employees, the more the margin of knowledge of rights and duties - what they have and what they have - and the more advanced employees will be accredited and participate in their scientific qualifications in the municipal reality industry, and their rights according to democracy.

Table 17
The Sheffie test in the overall degree of organizational flexibility is shown as attributable to the scientific qualification variable

		<i>Secondary</i>	<i>Diploma</i>	<i>baccalaur- eate</i>	<i>Master's degree</i>	<i>Doctorate</i>
	2.652	3.416	3.434	3.691	3.742	
Secondary	2.652	0				
Diploma	3.416	0.764*	0			
Baccalaureate	3.434	*0.783	0.019	0		
Master's degree	3.691	1.039*	0.275	0.257	0	
Doctorate	3.742	1.091*	0.327	0.308	0.052	0

The previous table shows differences between the secondary and diploma campaign for the diploma campaign, the secondary and bachelor's degree in favor of the bachelor's degree, the secondary and master's degree in favor of the master's degree, and the secondary and doctoral degrees in favor of the doctorate, and the differences in the other qualifications are not clear. This is a logically acceptable outcome, as the researcher sees it, since the highly qualified staff believe that the leadership patterns practiced in the municipality are positively linked to organizational flexibility in the municipality, since the implications of the practice of these patterns will bring about the necessary change in a manner consistent with the requirements of the beneficiaries of municipal services. Change the reality of municipal work according to the surrounding environmental changes.

4- Are there statistically significant differences in the sample's responses to the relationship of leadership patterns to organizational flexibility in the Gaza municipality attributable to the variable years of service (less than 2, 2-less than 5, 5-less than 10, 10-less than 15, 15-less than 20, 20 or more)? To answer this hypothesis, the researcher used the one-wayanova method of analysis of the difference

The previous table shows that the value of the "a" calculated is less than the value of the "a" tabular at a significant level (0.05) in the dictatorial, autocratic, democratic, and total degree of organizational flexibility, i.e. there are no statistically significant differences attributable to the changing years of service. The researcher attributes this result to the fact that the product of workers' interaction with the above-mentioned leadership patterns is clear, which means that regardless of the years of service the worker spent in the municipality, these leadership patterns are seen in terms of the clear and definite implications of their practices for organizational flexibility.

Table 18
The source of variance, the sum of squares, the degrees of freedom, the average of squares, the value of "a", and the level of significance are attributable to the variable years of service

<i>Dimension</i>	<i>Contrast source</i>	<i>Sum of squares</i>	<i>Degrees of freedom</i>	<i>The average of squares</i>	<i>Value "a"</i>	<i>The value of significance</i>	<i>The level of the significance</i>
The first dimension: The pattern of dictatorial leadership	Among groups	5.587	5	1.117	1.806	0.116	Does not have a statistical function
	Within the groups	80.448	130	0.619			
	Total	86.035	135				
The second dimension: Autocratic leadership style	Among groups	3.439	5	0.688	2.095	0.070	Does not have a statistical function
	Within the groups	42.669	130	0.328			
	Total	46.108	135				
The third dimension: The pattern of democratic leadership	Among groups	4.079	5	0.816	1.429	0.218	Does not have a statistical function
	Within the groups	74.198	130	0.571			
	Total	78.277	135				
Dimension 4: The non-interference leadership style	Among groups	12.723	5	2.545	5.002	0.000	Has a statistical function at 0.01
	Within the groups	66.139	130	0.509			
	Total	78.863	135				
33	Among groups	5.714	5	1.143	2.252	0.053	Does not have a statistical function
	Within the groups	65.960	130	0.507			
	Total	71.674	135				

*Wrap the tabular at a degree of freedom (5,130) and at an indication level (0.01) = 3.14

*Wrap the tabular at a degree of freedom (5,130) and at an indication level (0.01) = 2.27

The previous table shows that the calculated value of "P" is greater than the table value of "a" at an indication level (0.05) in the **non-intervention pattern**, i.e. there are differences of statistical significance attributable to the year's variable of service. To see the direction of the differences, the researcher used the test of Shaifa al-Badi and the following table shows this:

Table 19
The Chevy test in dimension 4: The non-interference driving style is attributed to the years of service variable

	<i>Less than 2</i>	<i>From 2 less than 5</i>	<i>From 5 less than 10</i>	<i>From 10 less than 15</i>	<i>From 15 less than 20</i>	<i>From 20 and more</i>
	2.806	2.650	2.986	3.256	3.060	2.348
Less than 2	2.806	0				
From 2 less than 5	2.650	0.156	0			
From 2 less than 10	2.986	0.181	0.336	0		
From 10 less than 15	3.256	0.450	0.606	0.269	0	
From 15 less than 20	3.060	0.254	0.410	0.073	0.196	0
20 and more	2.348	0.457	0.302	0.638	0.907*	0.711*

From the previous table, there are differences between service from 10 to less than 15 years and service from more than 20 years for service from 10 to less than 15 years, service from 15 to less than 20 years and service from more than 20 years for service from 15 to under 20 years. Differences were not clear in the other years of service. The researcher attributes this result to the fact that the employees of a category (**from 10 to less than 15 years**) are new employees who were appointed after the events of the political division in 2007, and they belong to one direction and intellectual reference. Naturally, the type of leadership practiced in the municipality provides organizational flexibility and is consistent with the requirements and needs of the beneficiaries of its services.

CONCLUSIONS OF STUDY

The study produced a number of conclusions, as follows:

- The Gaza municipality practices the pattern of democratic leadership to a large extent (69.95%), practices the autocratic leadership to a moderate degree (63.24%), and the non-intervention leadership to a moderate degree (57.84%), and the dictatorial leadership pattern (56.91%) was moderate as well.
- The organizational flexibility was achieved in the Gaza municipality to a moderate degree and was 61.99%.
- the absence of a correlation between the dictatorial pattern and organizational flexibility
- The existence of a positive correlation between the autocratic and democratic pattern, non-intervention and the overall degree of organizational flexibility.

- A moderate relationship exists between the exercise of the dictatorial pattern and the achievement of organizational flexibility, with a percentage of 56.91%.
- There is a moderate relationship between the exercise of autocratic leadership and the achievement of organizational flexibility, which has been achieved at 63.24%
- There is a significant relationship between the exercise of the democratic pattern and the achievement of organizational flexibility, which has been achieved at a rate of 69.95%.
- There is a medium relationship between the practice of the “non-interference” driving style and the achievement of organizational flexibility achieved at 57.84%.
- The absence of statistically significant differences attributable to the gender variant toward the practice of the dictatorial and democratic leadership patterns. While statistically significant variances attributed to gender change were found in favor of females toward the practice of autocratic leadership, non-intervention and the overall degree of organizational flexibility.
- The absence of statistically significant differences due to the changing age toward the practice of the dictatorial, autocratic, democratic and overall degree of organizational flexibility. Differences in the practice of non-intervention leadership have been found in favor of older groups.
- The lack of statistically significant differences due to the changing scientific qualification toward the practice of command patterns (dictatorship-autocracies-non-intervention). Differences in the practice of the democratic pattern and the overall degree of organizational flexibility have been identified and have been in favor of the more advanced scoring campaign.
- The absence of statistically significant differences due to the changing years of service toward the practice of the dictatorial, autocratic, democratic and overall degree of organizational flexibility. While differences have been found in the practice of the pattern of non-intervention, they have been in favor of the less well-served.

RECOMMENDATIONS

In the light of the findings, the study recommends that:

- The exercise of the dictatorial leadership pattern has been reduced to the lowest level, since there is no link between it and the achievement of organizational flexibility in the municipality.

- To promote the reality of organizational flexibility in the municipality by touching on the needs of the beneficiaries and by exercising the leadership pattern until it is compatible with its achievement.
- To activate the principle of partnership between employees and municipal administration, thereby increasing the level of positive handling with any required changes, in response to environmental changes and the needs of beneficiaries.

REFERENCES

- Al Dahan, Omayma, Al sheikh Salem, Zaydanramadan, kahasanmokhamara (2019). *Principles of modern Management—modern Management concepts*, Al-Quds Open University Publications, Palestine.
- Al-Banna, Mohamed Ahmed OrabiRasm (2017). Leadership patterns and their relationship to creative behavior in the Internal Security Service in the Gaza Strip, unpublished Masters, leadership and Management Program, Joint Program between the Academy of Administration and Policy and Al-Aqsa University, Palestine.
- Al-Khadra, Bashir, Marwa Ahmad, Ahmad Abu Hantsh and Janan Al-Zaher (1995). *Organizational behavior*, publications of Al-Quds Open University, I, Amman, Jordan.
- Al-Mulla suggests, solution of Dagher Amin's conflict, (2019). Core capabilities and role in promoting organizational flexibility: An analytical study of the views of a sample of the staff at the head of Mosul University, *Journal of Economics and Administrative Sciences*, No. 111, Vol. 25, pp. 222-240.
- Al-Omyaan, Mahmoud (2010). *Organizational behavior in enterprises*, Wael Publishing House, Amman, Jordan.
- Al-Qrioti, Mohammed Qassem (2000). *Organizational behavior: Study of individual and collective human behavior in different organizations*, Edition 3, Al-Shuruq Publishing and Distribution House, Amman.
- Al-Shunty, Mahmoud Abdel-Rahman (2017). The relationship between leadership patterns and organizational commitment: Career satisfaction as an intermediary variable, *Al-Quds Open University Journal for Research and Management and Economic Studies*, p. 2, p. 85-104.
- Al-Wad, Habibi (2016). The impact of the regulatory environment on the application of the flexibility of work within medical interests, case study: University Hospital Foundation, Nviseh Mahmoud, *Journal of Social Studies and Research, Martyr Ham Khadr Al-Wadi University*, No. 17, pp. 39-52.
- Al-Zaidi, Nazem Jawad; Qusay Ismail, Al-Khazraji (2016). The role and implications of organizational flexibility in responding to higher performance requirements _ Field research in the municipal sector, *Journal of Economic and Management Sciences, Baghdad University*, No. 94, vol. 22.
- Arzi, S & Farahbod, L (2014). The Impact of Leadership Style On Job Satisfaction, A Study of Iranian Hotels, *Interdisciplinary Journal of Contemporary research in business*, VO16, NO3 .

- Awwad, Fathi Ahmed (2013). *Modern Business Administration—between Theory and Application*, I 1, Safa Publishing and Distribution House, Amman, Jordan.
- Bouckrakhryyaa (2017). *The role of Imagineering in organizational flexibility, case study of Condor-Constantine's Branch*, unpublished Masters, Faculty of Economics, Business Sciences and Management Sciences, Department of Business, Arab Bin Mahdi-Um Al-Bekhmei University, Algeria.
- Debun, Abdelkader, and Abdul Latif Siti (2018). *The role of contemporary management leadership patterns in fostering the behavior of regulatory citizenship in the housing sector: The case of the Guardaya Land Promotion and Management Office*, the *Global Journal of Economics and Business*, vol. 3.4, pp. 291-312.
- Joanna, Gajda. (2015). *Entrepreneurship as a precondition for managing a flexible and highly efficient organization*, *International Journal of Business and Management*, 9(2), 262.
- Al ayayda, Mohammed Al-Rightist (2019). *Leadership styles and role in making decision-making in the sports institution, field study in the Directorate of Youth and Sports of the State of Musayleh*, unpublished Masters, Department of Administration and Sports, Institute of physical and Sports Sciences and techniques, Mohamed Boudiaf Al-Musayleh University, Algeria.
- Moftah, Ali Jaballah, and Sanosi Abdul Rahman Al-Atshan (2018). *The impact of leadership patterns on the selection of organizational change strategy, field study on companies affiliated to the National Petroleum Corporation of Libya*, *Journal of Economic Studies, first issue, Faculty of Economics*, Sirte University, Libya.
- Mohymeed, Kefah Abass (2015). *The role of leadership patterns in Quality of Service Dimensions in the Kirkuk Electricity Distribution Department*, *Tikrit Journal of Administrative and Economic Sciences*, Faculty of Administration and Economics, University of Kirkuk, vol. 11, No. 33, pp. 136-159.
- Saadallah, Efrat Jabbar, and Ali Abbas Fadel (2017). *leadership patterns and their relationship to the teaching competencies of physical education and sports science*, *Al-Fatah magazine*, No. 70, pp. 30-70.
- Shalenoler, Kumer (2015). *Raised organizational flexibility to strengthen services*, *International Journal of Academic Research in Management*, Vol. 2, No. 4, pp 125 -139.
- Skipper, Josef B and Landrum, W, Heath (2008). *Toward the Understanding of organizational flexibility*, *Proceedings of the southern Association for Information systems conference*, Richmond, VA USA March 13th- 15th.
- Tetteh, Brenyah (2016). *Organizational Leadership Styles and Their Impact on Employees' Job Satisfaction: Evidence from the Mobile Telecommunications Sector of Ghana*, *Global Journal of Human Resource Management* Vol. 4, No. 4, pp. 12-24.
- Yaghobi Nour-Mohammad and Dahmardeh Mahboubeh Rahat (2011). *Knowledge Management; Critical Success Factor in Organizational Agility* *America Journal of Social and Management Sciences* ISSN Print: 2156- 1540, ISSN Online: 2151-1559.