



# Investing In The Interactive Relationship Between Adaptive Leadership And Income Marketing To Achieve Organizational Prosperity

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## ARTICLE INFO

## ABSTRACT

The current research aims to test the adaptive modification in improving organizational prosperity by mediating the internal marketing at the University of Baghdad in the province of Baghdad influence, and to identify its results and reveal a collection of factors in enabling organizational prosperity and proceeding from the most crucial topic of research, the imaginary organization of the researched to enable, and operate.

The experience of the descriptive analytical application in the completion of this research is based on the questionnaire tool as a tool for investigating data related to the research variables, their dimensions, and paragraphs.

In addition, it is supported by structured interviews to diagnose the research problem, analyze the primary data through descriptive statistics (the arithmetic mean, standard deviation, coefficient of variation, percentages, and iterations,) and test hypotheses using appropriate statistical methods for inferential statistical analysis (simple linear regression, multiple regression, path analysis) and checking data quality Through normal distribution confirmatory factor analysis After collecting data from (252) observations from university leaders, as the sample was random for a community that included (4300) workers leaders at the University of Baghdad, and the current research used several statistical methods through (26) SPSS) and (9.25 AMOS) programs. The statistical analysis concluded that the most prominent result was the direct impact of adaptive leadership on its organizational prosperity and indirectly through marketing.

**Keywords:** Adaptive Leadership, Internal Marketing, Organizational Prosperity, University of Baghdad

## 1. INTRODUCTION

A large part of solving scientific research problems lies in understanding the dimensions of the problem itself, as the current study aims to present approved research methods, with successive steps that include the nature of cognitive and field problems, based on a broad understanding of the variables. Lesson. The research adds theoretical and practical content as well as methods. Statistics used. Research methodology represents the components of the approach followed by the researcher in preparing her research. It is the scientific method used in the scientific method to arrive at solutions and facts to determine the problem under study. The current study aims to create and clarify a scientific method by presenting the research question, its importance and objectives, a hypothetical scheme, and developing hypotheses. As well as the research method, its determinants, procedural definitions, collection methods, sources of study data, study groups, and samples, with emphasis on methods of validity and reliability, methods for measuring variables, and statistical methods contained therein. Practical aspects in addition, the researcher sought to find intellectual links between the current study and previous intellectual and cognitive efforts in the second section, to lay a solid foundation to begin documenting the most prominent results of the study, to become familiar with the administrative literature related to the third research variable, and to understand the characteristics of these studies and the benefits that they can bring. You earn from it, based on:

## 2. The Study Problem

### 1- The intellectual problem

The problem of adaptive leadership and the interest in adaptive leadership and its measurement are among the important topics that attract experts and researchers in administrative and organizational thought for in-depth study. Science, but organizations are in dire need of more research, especially since they are characterized by a scarcity of application areas, especially in the Arab and Iraqi fields, and especially because of their positive role in enhancing the excellence of organizations, especially service organizations.<sup>1</sup>

Based on the facts presented for the previous intellectual propositions mentioned above, it is possible to identify and understand the indicators and their basic features, and the researcher sheds light on the most critical questions:

- a. What are the conceptual foundations of the research variables (adaptive leadership, organizational prosperity, internal marketing)?
- b. What is the type of overlap between the research variables from the point of view of previous writers and researchers to know them and distinguish the concept that variables are activities and processes that express organizational structures or are just phenomena and nothing more?
- c. What is the nature of the organizational and intellectual debate regarding the concepts related to the research variables (adaptive leadership, organizational prosperity, internal marketing)?

### 3. Field Problem

In light of the developments that Iraq witnessed due to globalization, the openness of markets, and the information revolution, which cast their shadows on various sectors, especially the higher education sector, where competition began to increase, which prompted academic educational institutions to focus on improving their educational services provided to obtain customer satisfaction, and from here it began. Many organizations are working to adopt a management approach that pushes employees to make exceptional efforts at work beyond the official responsibilities and tasks assigned to them. All of this is done by providing the appropriate atmosphere that develops adaptive leadership behavior among all managers.

To perform additional voluntary roles, adaptive leadership behavior is a critical factor that enables the organization to adapt and compete in the work environment to achieve organizational prosperity by preparing it to respond to unexpected threats, possessing intellectual capital and creativity in the product and process, and sustaining its competitive advantage. Therefore, there is a need to pay attention to the human resource and its behaviors. Voluntary behavior that goes beyond the role required to be performed to maintain the continuity and growth of the educational institution prompted the researcher to address these variables to identify the extent to which organizational citizenship behavior is practiced by employees at the university under investigation and the extent to which manifestations of organizational prosperity are available, then the extent of the existence of a relationship between them through the mediation of internal marketing. The research problem can be formulated with the following central question in light of the above.

Does the researched university realize the role of adaptive leadership in improving organizational prosperity through internal marketing?

A set of sub-questions emerge from it:

1. What is the level of availability of adaptive leadership behavior in the investigated university?
2. What is the level of awareness of the researched university about the importance of the research variables (adaptive leadership, organizational prosperity, internal marketing)?
3. What is the level of awareness of the principal in the university under investigation about the mechanisms for employing adaptive leadership to differentiate the university?
4. Does the manager realize the availability and adoption of adaptive leadership dimensions and interests?
5. What is the level of availability of organizational prosperity and its dimensions in the university under study and its adoption?
6. What is the level of organizational prosperity of the university under study, and which variables are more important than others are?
7. Has the adaptive leader been employed to improve organizational prosperity at the university level under investigation?
8. Is there an influence relationship between adaptive leadership behavior and organizational prosperity through internal marketing?
9. Is there a correlation between adaptive leadership behavior and organizational prosperity through internal marketing?
10. Does the impact of adaptive leadership in improving organizational prosperity increase through internal marketing?

<sup>1</sup> Al-Qutji, Bashar Zakir and Al-Mullah Hassan, Muhammad Mahmoud (2019), "Marketing vigilance and its role in managing the marketing crisis, an exploratory study of the opinions of some workers in telecommunications companies operating in Nineveh Governorate," <https://www.researchgate.net/publication/333093109>

## The Importance of The Current Research

The importance of the research is embodied in two crucial aspects:

1- The academic aspect: The research combined a contemporary phenomenon that most business organizations have begun to adopt, namely adaptive leadership and organizational prosperity through internal marketing, by presenting the concepts and dimensions in building the study's theoretical framework to contribute to enhancing knowledge enrichment in this regard.

### Field Aspect:

The importance of the research is highlighted by choosing Iraqi colleges, which are among the most critical vital sectors in Baghdad Governorate in the field of higher education, as a field for study and the central role that this sector plays in the field of national development in light of the conditions of a rapidly changing environment, which requires striving to raise the level of services. Provided to maintain the customer and gain new customers in these organizations that provide direct intellectual and interactive output with the public and provide them with essential services by focusing on human resources and investing it optimally in improving the level of quality of educational services by performing additional volunteer roles that can contribute to reaching the required goals and ensuring the success of the organization. Achieving organizational prosperity

### Hypotheses of Research

Every conclusion the researcher reaches in part is temporarily adhered to, and an imaginary hypothesis is assumed, somewhat similar to an initial opinion for solving the problem. Thus, on the final study problem, the assumed formula for research and agencies:

- **The First Main Hypothesis:** For the first main hypothesis of the research: There is a statistically significant effect for the dimensions of adaptive leadership combined (distinguishing between adaptive and technical challenges, using oneself, generating a cohesive environment and inviting stakeholders, organizing difficulties, granting responsibility, identifying stakeholders and their losses, protecting the voices of leaders without Authority) in organizational prosperity.
- **The Second Main Hypothesis:** For the second main hypothesis of the research: There is a statistically significant effect for the dimensions of adaptive leadership combined (distinguishing between adaptive and technical challenges, using the self, generating a cohesive environment and inviting stakeholders, organizing difficulties, distinguishing between adaptive and technical challenges, using the self, generating a cohesive environment and inviting Stakeholders, organizing difficulties, giving responsibility, identifying stakeholders and their losses, protecting the voices of leaders without authority) in internal marketing.

### Research Methodology

To achieve the research objectives and test its hypotheses, the researcher used the quantitative descriptive-analytical method to describe and analyze the phenomenon under research.

### Methods and Methods of Collecting Research Data

1- The theoretical aspect: The researcher used Arabic and foreign references, university theses and dissertations, periodicals, and books directly related to the research to obtain information related to the theoretical aspect.

2- The practical aspect: The researcher used the questionnaire form to suit the research objectives, and it was designed in two parts. The first part included the identifying data for the research sample. In contrast, the second part included paragraphs related to the research variables, and a five-point card scale was adopted to determine the answers to the questionnaire paragraphs.

### Search Limits

The current research is classified into vertical relationship designs or cross-sectional designs. Data is collected on both the independent and dependent variables simultaneously - at the same time - which enables the cause-and-effect relationships between the variables and their sub-dimensions mentioned in the research to be traced, which can be done through studies conducted over distant periods of time, or what they are called horizontal or span relationship designs. Longitudinal. Designs

**Spatial boundaries:** University of Baghdad, Iraq

**Time limits:** 2021-2022

**Human Boundaries:** Directors of all units and divisions of the colleges of the University of Baghdad.

### Previous studies

**Related to the most prominent cognitive efforts in the field of adaptive leadership:**

**1- Adaptive leadership and - organizational creativity in project management pdf.**

The study focuses primarily on adaptive leadership, relying on creativity among institutions to manage quality of life, and the sample size is 5,000 employees from insurance companies. One of the most important

conclusions from this study is the quality of adaptive leadership in the organizations studied, especially in complex and dynamic networks. Go beyond the boundaries of individual organizations and strive to build exceptional networks that serve customers and employees. The similarity and difference with the current study is its reliance on adaptive leadership, but the difference is its approach to work-life for the purpose of innovation.

### **The most prominent cognitive efforts in the field of organizational prosperity**

#### **2- Chew (2005)**

#### **Achieving Organizational Prosperity through Employee Motivation and Retention: A Comparative Study of Strategic HRM Practices in Malaysian Institutions.**

The study aims to achieve organizational prosperity by motivating employees. The population and sample of the study were senior and middle management in a group of companies (Malaysian, Japanese, and American). The most important conclusion was that increasing employees' wages is considered one of the essential factors for raising employee performance efficiency and increasing creativity. The similarity and difference with the current study is that it deals with organizational prosperity and the questionnaire, but the difference is its application in a foreign environment.

### **The most prominent cognitive efforts in the field of internal marketing:**

#### **3- Gounares (2008)**

#### **The notion of internal market orientation and employee job satisfaction:**

The study aims to provide an idea about internal marketing orientation and its impact on employees' job satisfaction. The organization that seeks differentiation in customer service must pay attention to employees by meeting their needs and requirements and developing the internal market orientation with customer trends. The population and sample of the study include administrative leaders and employees working in (29) hotels in Greece (five stars). The most important conclusion is that job satisfaction positively relates to internal marketing. In addition, moderation in the relationship between internal marketing and job satisfaction. The similarity and difference with the current study is its approach to internal marketing, while the difference is in the type of sample (employees) and size.

### **The Second Topic**

#### **Adaptive Leadership**

First, before explaining the concepts of leadership and adaptability, it is worth understanding what adaptability means. Adaptability is perhaps one of the most widely applied concepts in organization theory, dating back to the early twentieth century. It is one of the broadest concepts in organization theory, dating back to the early twentieth century. The emergence of scientific tools and industrial management. Different perspectives explain the role of adaptation in explaining organizational excellence. Much of the literature assumes that leaders can evaluate their environment, capitalize on existing jobs and opportunities for success, and increase the organization's odds of survival. Unfortunately, the widespread use of adaptation has led to a proliferation of synonyms (e.g., align, fit, match) used in place of or in conjunction with adaptation, thus obscuring the concept's meaning. Adaptation involves taking known solutions and adapting them on a case-by-case basis or responding effectively to changes in the operating environment. Adaptation to changing environmental conditions is a significant topic in organizational research and a requirement for every industrial organization. The dynamic nature of most competitive environments requires organizations to innovate constantly or periodically to find a competitive advantage and ultimately survive. Agile and adaptable organizations can outperform competitors by quickly investing in new opportunities, ultimately increasing competitiveness and improving organizational performance.

#### **Importance of Adaptive Leadership:**

The topic of leadership is essential in general. Leadership does not only exist in the workplace. Leadership can be found at the family level as well. The traditional concept of leadership is a person who manages a group of individuals and gives them directions to determine the best possible course of action and make constructive decisions.

Adaptive leadership is a theory that addresses the process of change and crisis response, as leaders in crises tend to focus on short-term solutions, such as restructuring, problems often remain unsolved, and here, the importance of adaptive leadership emerges as it prevents the organization from making repeated mistakes, on the contrary. It works to exploit available opportunities and motivate followers to face challenges. The adaptive leadership process is helpful because the action and guiding stages help leaders work through the change and development processes associated with significantly positive results. <sup>2</sup>

<sup>2</sup> Al-Rubaie, Riam Qasim Muhammad, (2021), "The effect of strategic insight on organizational prosperity by mediating knowledge sharing," doctoral thesis, College of Administration and Economics / University of Baghdad

### 2-1: The Concept of Internal Marketing

Marketing is considered one of the concepts that have expanded in our current era to include many jobs and fields, and its applications have become multiple and overlap with many other activities of the organization. Therefore, we find various marketing concepts according to the field in which it is used. Marketing in the language/marketing in the language is derived from the verb “market,” and it is said the stalk of blessings, as the market is the place of blessings. It is said as a driver, which means a leader, and it is said as the context of the speech, meaning its narration.<sup>3</sup>

### 3-1: The Importance of Organizational Prosperity

All successful companies share two characteristics: activity and prosperity, and the company proves that it is active by drawing up ingenious strategies, marketing plans, production components, and financial plans, which lead to competitive results in front of its competitors. The importance of organizational prosperity for organizations lies in the following aspects<sup>4</sup>:

- The financial and social stability of the organization and facing various environmental challenges.
- Increasing sustainable competitive capabilities and thus increasing their ability to grow, survive and excel.
- Increasing innovation and sustainable creativity by providing products that achieve customer aspirations.

### Sample Demographics

**Table 3. Distribution and Characteristics of Sample**

Variable	Category	No.	%
Gender	Male	96	38
	Female	156	62
Academic Achievement	Bachelor's	66	26
	Master's	123	49
	Ph.D.	63	25
Length of Service	Less than 5 years	20	8
	5-9 years	30	12
	10-14 years	91	36
	15-20 years	73	29
	More than 20 years	38	15
Age	Less than 30 years	23	9
	30-39 years	110	44
	40-49 years	91	36
	50years and above	28	11
Job Position	Head of Department	86	34
	Division Official	166	66

The second section aims to present, analyze and diagnose the level of availability and practice of the variables (adaptive leadership, internal marketing, organizational prosperity) among the middle leadership of the University of Baghdad, as well as the answers (252) views to the questionnaire with (79) items that represented the dimensions and items of the latent variables (adaptive leadership, marketing Internal, organizational prosperity).

## 5. Results

### 5.1 Factor Analysis

Promax rotated factor analysis was applied on the 79 items relating to four scales. Detailed results of exploratory factor analysis (EFA) can be seen through Table (2).

It conducted a sample size adequacy analysis, called Kaiser-Meyer-Olkin for short (KMO), to know the internal consistency of the items and the adequacy of the sample size to conduct confirmatory factor analysis, as the value of the sample size adequacy test for the independent variable adaptive leadership across (44) items was represented by (KMO = 0.937) which is greater than the value (0.7).

<sup>3</sup> Asif, Sidrah (2015), “A study of employee perceptions of Internal Marketing about their organizational commitment in the Higher Education Sector of Australian Capital Territory and Southern New South Wales,” Thesis submitted to gain the degree of Doctor of Philosophy, University of Canberra

<sup>4</sup> Flannagan, Suzanne (2010), “A collective case study within the New Zealand Retail Electricity Sector,” Thesis submitted to gain the degree of Doctor of Business Administration, Massey University



**Table 2.** Measurement Variables with EFA and CFA Loadings, Validity and Reliability Values

Factor and Measurement Items	EFA Loading	CFA Loading	Cronbach Alpha	AVE > 0.05	CR > 0.7	Explained Variance %	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Adaptive Leadership			0.98	0.828	0.910	39.022	0.207	0.316
AL2	0.909	0.903						
AL3	0.910	0.9						
AL4	0.924	0.922						
AL5	0.912	0.911						
AL6	0.945	0.947						
AL7	0.919	0.922						
AL8	0.920	0.92						
AL9	0.900	0.894						
AL13	0.865	0.852						
AL15	0.904	0.899						
AL19	0.934	0.932						
AL22	0.839	0.829						
AL23	0.922	0.914						
AL24	0.936	0.935						
AL25	0.928	0.929						
AL41	0.904	0.89						
AL42	0.926	0.92						
AL43	0.924	0.923						
AL44	0.937	0.935						
Organizational Prosperity			0.982	0.872	0.934	11.28	0.217	0.276
IM48		0.939	0.911					
IM49		0.944	0.908					
IM50		0.925	0.884					
IM51		0.943	0.920					
IM52		0.925	0.899					
IM53		0.938	0.908					
IM54		0.912	0.869					
IM55		0.944	0.906					
Internal marketing			0.954	0.656	0.989	8.449	0.217	0.276
OP67	0.803	0.921						
OP68	0.781	0.916						
OP69	0.828	0.935						
OP70	0.789	0.909						
OP71	0.846	0.705						
OP72	0.809	0.656						
OP73	0.820	0.688						
OP74	0.808	0.676						

After conducting EFA, to validate the established constructs, confirmatory factor analysis (CFA) was applied. CFA results were scrutinized with the help of indices such as  $\chi^2/df$  (Chi-square goodness of fit-to-degrees of freedom ratio), CFI, TLI, GFI and RMSEA. Standard criteria for well-developed model were as follows:  $\chi^2/df < 3$ , acceptable up to 5; GFI > 0.9; TLI > 0.9; CFI > 0.9;  $0 < RMSEA < 0.08$  (Hair, Black, Babin, & Anderson, 2010). The results of CFA for the four latent variables were  $\chi^2/df = 2.162$ ; GFI = 0.853; CFI = 0.956; TLI = 0.951 and RMSEA = 0.068. These model fit indices revealed a better fit. Thus, the model confirmed the dimensionality of the three constructs. In terms of convergent validity, it computed the composite reliability (CR) and average variance extracted (AVE). CR for each construct were ranged from 0.910 to 0.989, greater than the standard of 0.70 (Zhao & Cavusgil, 2006). AVE for each construct were ranged from 0.656 to 0.872, higher than 0.50 (Hair et al., 2010). Therefore, the constructs confirmed the convergent validity (Zhao & Cavusgil, 2006). Explained variance extracted were calculated and found to 39.022% to adaptive leadership, 11.28% to organizational prosperity, 8.449% to internal marketing. Both maximum shared variance (MSV) and

average shared variance (ASV) were calculated and found to be less than the average variance extracted. Therefore, the discriminant validity was confirmed (Hair et al., 2010).

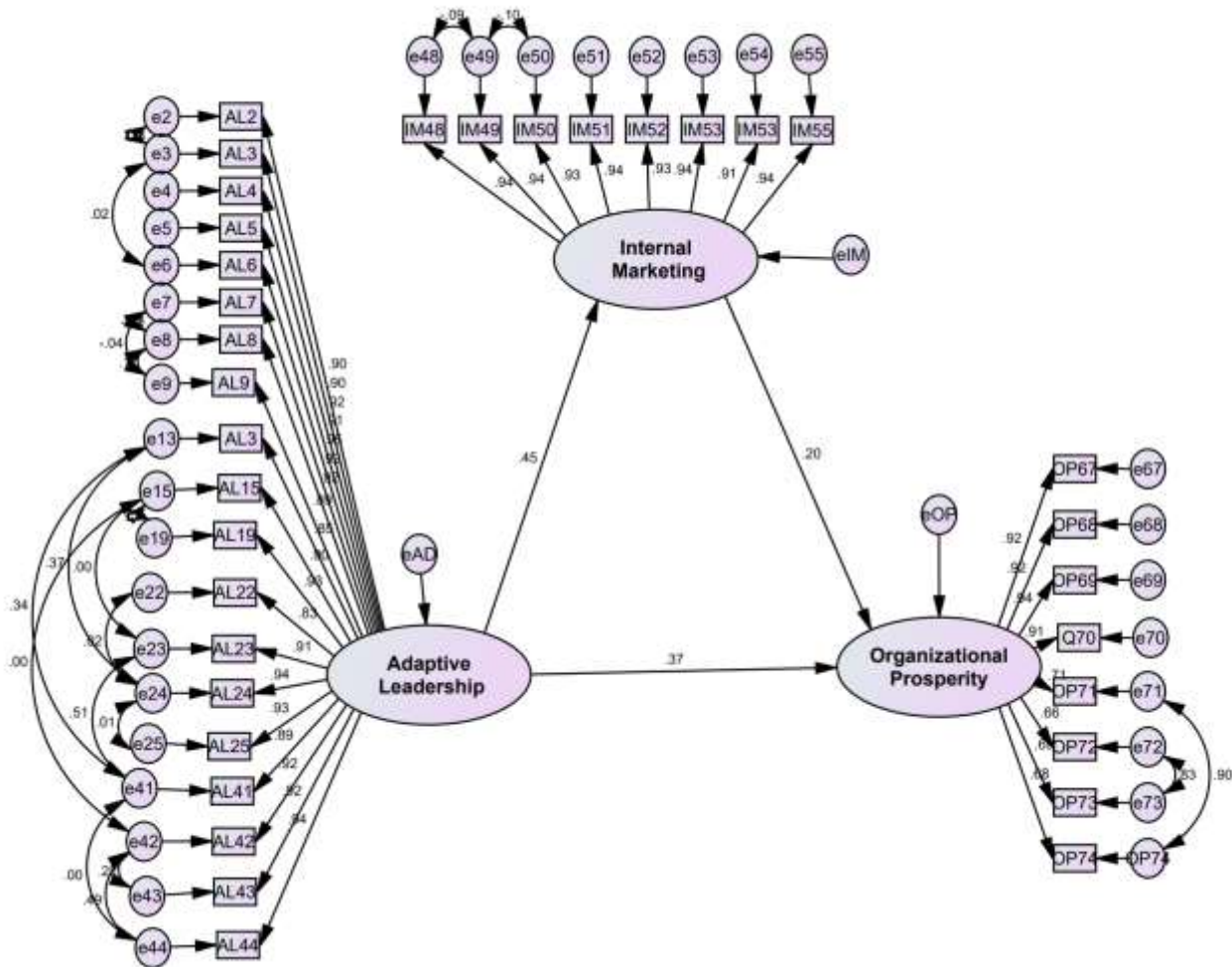


Figure1. Overall path diagram from SEM

### 5.2 Descriptive Statistics

It applied to diagnose the level of availability and practice of the variables (adaptive leadership, internal marketing, organizational prosperity) among the middle leadership of the University of Baghdad, as well as the answers (252) views to the questionnaire paragraphs (79) items that represented the latent variables (adaptive leadership, marketing Internal, organizational prosperity), as the researcher adopted the arithmetic mean, standard deviation, coefficient of variation, and relative importance for each of the paragraphs, to make a comparison between the calculated mean and the hypothesized mean in Table (4), which represents the categories, to identify the level of availability, practice, and interest by the middle leadership of the University of Baghdad With this paragraph, the dimension and the primary variable, and according to the following:

Table 3: Descriptive Analysis

Variables	No. Item	Mean	SD	1	2	3	4	5	6	7	8
Gender	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	0.08	-	-	-	-	-	-	-
Length of Service	-	-	-	0.04	0.025	-	-	-	-	-	-
Academic Achievement	-	-	-	0.00	.128*	0.115	-	-	-	-	-

Job Position	-	-	-	-	0.031	-	-	-			
				0.03		.159*	.609*				
Adaptive Leadership	19	3.929	0.72045	-	-	0.017	0.047	0.04	-		
				0.06	0.074						
Internal Marketing	8	3.536	1.11507	-	-	-	0.02	-	.448	-	
				0.008	0.087	0.047		0.042	**		
Organizational Prosperity	8	3.717	0.83323	-	-	-	-	0.095	.440	.336*	-
				0.011	0.072	0.057	0.014		**	*	

Notes: \* $p < 0.05$ ; \*\* $p < 0.01$

### 5.3 Mediation Test Via Hayes's Method

we used the bootstrap procedure suggested by Hayes (2012) for the estimation of direct and indirect paths linking AL, IM, and OP. The results of the bootstrapping procedure are demonstrated in Tables (4) and (5). The PROCESS model was applied to estimate the effects of AL on OP through the mediation of IM. The total effects of AL on OP ( $b = 0.509^{***}$ ,  $p = 0.000$ ). Thus, model (1) represents the direct effect of AL on OP ( $b = 0.5011^{***}$ ,  $p = 0.000$ ). Thus, this result confirms the validation of H1. Model (2) represents the indirect effect of AL on IM ( $b = 0.7003^{***}$ ,  $p = 0.000$ ). Thus, this result has confirmed the validation of H2. Similarly, model (3) represents the direct effect of MI on OP ( $b = 0.131^{**}$ ,  $p = 0.0060$ ). Thus, this result has confirmed the validation of H3. All the F statistics were found significant.

All the F statistics were found significant.

Figure (2) shows the predicted paths along with their estimates for the representation of serial multiple mediation analysis.

**Table 4. Multiple Mediation Results Derived from OLS Regression Using Proceed**

Independent variable	OP Model 1	IM Model 2	OP Model 3
Gender	0.0280(0.0982)	0.0367(0.1308)	0.0231(0.0969)
Age	-0.0497(0.0608)	-0.0630(0.0810)	-0.0414(0.0601)
Length of Service	-0.0413(0.0433)	-0.0662(0.0810)	-0.0326(0.0428)
Academic Achievement	0.0394(0.0854)	-0.0725(0.1138)	0.0489(0.0844)
Job Position	0.1608*(0.1286)		
AL	0.5011*** (0.0666)	0.7003*** (0.0888)	0.4092*** (0.0736)
IM	-	-	0.131** (0.0473)
OP	-	-	
R	0.4531	0.4611	0.4791
R <sup>2</sup>	0.2053	0.2126	0.2295
F-Statistics	10.5473***	11.0262***	10.384***

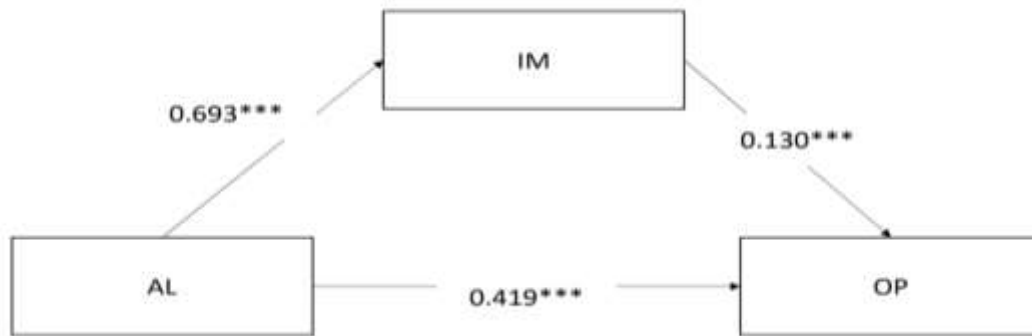
Note: \*\*\*  $p < 0.001$ , \*\* $p < 0.01$ , \* $p < 0.05$

Based on a bootstrap result with 5,000 re-samples and bias-corrected and accelerated (BCa) 95 percent confidence interval, as recommended (Preacher & Hayes, 2008), did not contain zero at all in all the indirect paths. The indirect path establishing the link between AL and OP has confirmed the mediating effect of IM (Table 5). Thus, H4 was reconfirmed.

**Table 5. Multiple Mediation Results Derived from OLS Regression Using Proceed**

Path	Effect	Standard Error	p	LLCI	ULCI
Total effect	0.509	0.0657	0.000	0.3796	0.638
AL → IM	0.419	0.0725	0.000	0.2765	0.562
IM → OP	0.693	0.0875	0.000	0.521	0.865
AL → OP	0.419	0.0725	0.000	0.277	0.562





**Figure 2. Estimated Mediation Model**

Note: \*\*\*:  $p < 0.001$

## 6. Conclusions

### 6.1 Conclusions at the Level of The Independent Variable Adaptive Leadership:

1. The University of Baghdad's tendency to strengthen its adaptive leadership became clear through its interest in distinguishing between adaptive and technical challenges, resulting from its managers' knowledge of how problems in one of the university's units and departments affect any other part of it, as well as their push for their subordinates to focus on long- and short-term work alike.
2. The University of Baghdad's interest in the self-use of its leaders was demonstrated through them relinquishing some of their powers in various situations to their employees and listening to their conversations well.
3. The University of Baghdad showed good interest in generating a cohesive environment and inviting stakeholders through its directors, attracting innovators and collaborators to confront challenges and discuss their expected results, especially since they create a space of safety when actions contradict words.
4. The University of Baghdad's interest in organizing difficulties well has been proven, resulting from its directors' issuing objective judgments dealing seriously with various opinions and ideas and adopting the best ones, especially since they can read the faces of the interlocutors during meetings.
5. The university was interested in giving responsibility for the work and improving the level of its adaptive leadership through its managers encouraging their subordinates to form personal opinions. When their ability to solve a problem is weak, it uses a method of encouragement to employees through which it motivates them to think about options that they had not thought of before.
6. The university moved to identify stakeholders and their losses through its managers' attempt to find out how it would be affected by the proposed changes, especially since it deals with work challenges across the board, so they resorted to the participation of their subordinates in confronting them.
7. The University of Baghdad was able to employ the protection of the voices of leaders without authority or position in improving its adaptive leadership, which stems from the acceptance of its individual managers with different thinking about the methods of accomplishing internal tasks. This made the workgroups listen to the individual's opinion, even if he disagreed with their opinion, and accept his proposals, even if they did not. They are pleased.

### 6.2 Practical conclusions at the level of the intermediate variable internal marketing:

8. The University of Baghdad has shown its interest in incentives and rewards well, resulting from rewarding employees who provide an outstanding effort when providing good service, as it has a fair and carefully directed incentives and rewards system for them.
9. The University of Baghdad's interest in training programs became clear through these programs, helping its employees to make the best decisions to perform their work, mainly since it adopted a training program to develop the knowledge and skills of its employees on an ongoing and regular basis.
10. The University of Baghdad's interest in internal communication was demonstrated to enhance its internal marketing, resulting from its keenness to enable its employees to easily contact their direct boss when they face a problem in their work through their departments and units having an effective communication system.
11. The University of Baghdad has shown its interest in improving job satisfaction through its fair treatment and equality among all its employees, as well as meeting the needs and desires of its employees within the required time.

### 6.3 Conclusions related to the dependent variable:

12. The University of Baghdad improved its organizational prosperity due to its organizational awareness, which prompted it to develop individuals' functional knowledge and skills by providing continuous learning programs and tolerating the employees' failed experiences while working.

13. The University of Baghdad focused on improving its organizational capabilities because of its work to facilitate administrative communications in all directions, relying on ability and experience, especially when its members present new ideas to adopt policies to support and encourage them.
14. The university demonstrated its ability to improve its organizational commitment, so it sought to generate a desire among its members to stay and work within its formations, mainly because it develops their feelings of belonging, pride, and loyalty.
15. The university improved its organizational prosperity through its support of leadership, and on this basis, it dealt with its individuals on the principles of justice and equality and sought to clarify its role to all its employees.
16. The university enhanced its organizational prosperity by relying on the empowerment strategy, so it adopted financial and moral support policies that it provides its employees when they achieve the desired goals.

#### **6.4 Conclusions related to the research hypotheses:**

17. The University of Baghdad was able to employ its adaptive leadership to directly improve its organizational prosperity through its reliance on self-employment, organizing difficulties, and granting work responsibilities.
18. The University of Baghdad invested its adaptive leadership in directly improving its internal marketing and employing it to generate a cohesive environment, invite stakeholders, organize difficulties, identify stakeholders and their losses, and protect the voices of leaders without authority.
19. The University of Baghdad resorted to investing its internal marketing in improving its organizational prosperity by employing incentives and rewards, training programs, internal communication, and job satisfaction.
20. The University of Baghdad sought to improve its organizational prosperity directly and indirectly through internal marketing, especially since this improvement depends on training programs and job satisfaction, in addition to its tendency to adopt a strategy through which it reduces its prosperity when faced with difficult circumstances, lack of resources, and intensifying competition. Through rewards and incentives, it was not able to employ internal communication.

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