



جامعة الموصل
كلية الإدارة والاقتصاد

دور القيادة المستدامة في عناصر إدارة الجودة:
اختبار الدور الوسيط للخدمة الرشيقة
دراسة استطلاعية في الجامعة التقنية الشمالية

أطروحة دكتوراه فلسفة في الإدارة الصناعية

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بإشراف

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المستخلص:

تهدف هذه الدراسة إلى التعرف على دور القيادة المستدامة في عناصر إدارة الجودة، من خلال اختبار الدور الوسيط للخدمة الرشيقة، وذلك في إطار السعي إلى تعزيز الممارسات المؤسسية المستدامة داخل المؤسسة التعليمية. كما تسعى الدراسة إلى بيان مدى فاعلية الخدمة الرشيقة كمتغير وسيط يساهم في توضيح العلاقة بين القيادة المستدامة وعناصر إدارة الجودة، وما إذا كانت تشكل حلقة وصل محورية في دعم استدامة الأداء الأكاديمي والإداري.

اعتمدت الدراسة على المنهج الوصفي التحليلي، واستخدمت أدوات البحث الكمي والنوعي، تمثلت في الاستبانة والمقابلة كأدوات رئيسة لجمع البيانات. وقد تم تطبيق الدراسة على عينة مكونة من (312) منتسباً من الجامعة التقنية الشمالية، ممن يمثلون فئات أكاديمية وإدارية متنوعة ذات صلة بموضوع البحث.

أظهرت النتائج عدداً من المؤشرات المهمة، أبرزها: وجود علاقة ذات دلالة إحصائية بين القيادة المستدامة وعناصر إدارة الجودة، فضلاً عن تأثير إيجابي للخدمة الرشيقة في تعزيز هذه العلاقة. كما بينت النتائج أن الخدمة الرشيقة تمثل متغيراً وسيطاً فاعلاً يساهم في رفع كفاءة عناصر إدارة الجودة وتطويرها، بما يعزز من استدامة الأداء المؤسسي.

وفي ضوء النتائج، توصي الدراسة بضرورة تبني ممارسات القيادة المستدامة وتفعيل الخدمة الرشيقة في المؤسسات التعليمية، لما لها من دور أساسي في تحسين عناصر إدارة الجودة وضمان استدامتها. كما تؤكد الدراسة أهمية مواصلة البحث في هذا المجال لتطوير نماذج تطبيقية تدعم تحقيق التميز المؤسسي على المدى الطويل.

الكلمات المفتاحية:

القيادة المستدامة، عناصر إدارة الجودة، الخدمة الرشيقة، المؤسسات التعليمية، الجامعة التقنية الشمالية.

Abstract

This study aims to identify the role of sustainable leadership in quality management elements by examining the mediating role of agile service. This is part of the effort to promote sustainable institutional practices within educational institutions. The study also seeks to demonstrate the effectiveness of agile service as an intervening variable that contributes to clarifying the relationship between sustainable leadership and quality management elements, and whether it constitutes a pivotal link in supporting the sustainability of academic and administrative performance.

The study relied on a descriptive analytical approach and used quantitative and qualitative research tools, including questionnaires and interviews as the primary tools for data collection. The study was administered to a sample of (312) affiliates from the Northern Technical University, representing diverse academic and administrative categories relevant to the research topic.

The results revealed a number of important indicators, most notably: the existence of a statistically significant relationship between sustainable leadership and quality management elements, as well as a positive impact of agile service in strengthening this relationship. The results also indicated that agile service represents an effective mediating variable that contributes to raising the efficiency and development of quality management elements, thus enhancing the sustainability of institutional performance. In light of the findings, the study recommends adopting sustainable leadership practices and activating agile service delivery in educational institutions, given their essential role in improving quality management elements and ensuring sustainability. The study also emphasizes the importance of continuing research in this field to develop

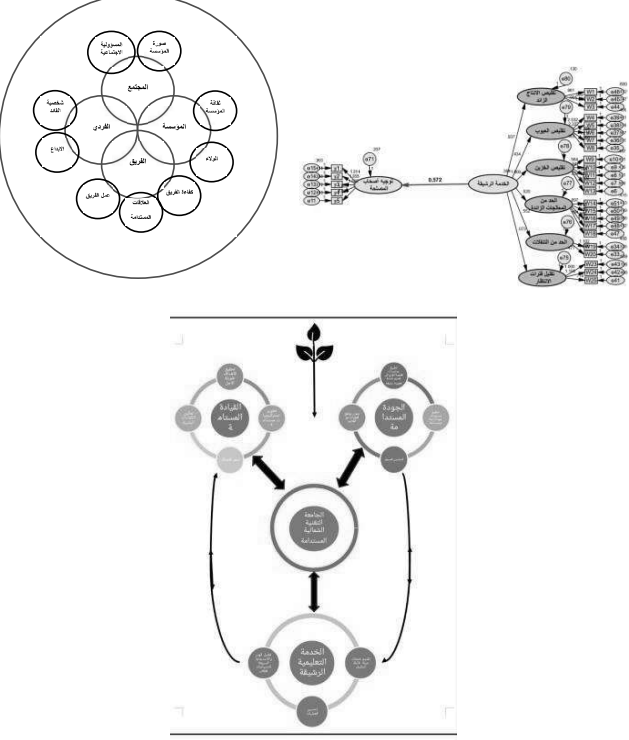
applied models that support the achievement of long-term institutional excellence.

Keywords:

Sustainable leadership, quality management elements, agile service, educational institutions, Northern Technical University.

The Role of Sustainable Leadership in Quality Management: Testing the Mediating Role of Agile Service A Survey Study at the Northern Technical University

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HIGHLIGHTS	GRAPHICAL ABSTRACT
<p>Performance</p> <p>١ The Agile University is working on partnerships and research projects to raise awareness and attract students</p> <p>٢ Identifying digital technologies for measurement, control, sensitivity, and educational effectiveness.</p> <p>٣ Providing specialized student training to support agile education and sustainability at the Northern Technical University</p>	 <p>The graphical abstract contains three diagrams. The top-left diagram is a Venn diagram with a central circle labeled 'الجامعة' (University) and several surrounding circles labeled with university components: 'الدراسة' (Study), 'البحوث' (Research), 'التعليم' (Education), 'الخدمات' (Services), 'البيئة' (Environment), 'المجتمع' (Society), 'الطلاب' (Students), 'الاعمال' (Work), 'البحر' (Sea), 'الطريق' (Road), 'الطيران' (Flight), 'الفضاء' (Space), 'الزمن' (Time), 'المكان' (Place), 'الطاقة' (Energy), 'الماء' (Water), 'الهواء' (Air), 'التربة' (Soil), 'النبات' (Plant), 'الحيوان' (Animal), 'البشر' (Humans). The top-right diagram is a path diagram showing the relationship between 'القيادة المستدامة' (Sustainable Leadership), 'الخدمة المرنة' (Agile Service), and 'الامتياز' (Excellence). The bottom diagram is a circular flow diagram showing the relationship between 'القيادة المستدامة' (Sustainable Leadership), 'الخدمة المرنة' (Agile Service), and 'الامتياز' (Excellence) with arrows indicating the flow of influence.</p>
<p>Keywords:</p> <p>Sustainable leadership</p> <p>quality management elements</p> <p>agile service</p> <p>educational institutions</p> <p>Northern Technical University</p>	<p>ABSTRACT</p> <p>This study aims to identify the role of sustainable leadership in quality management elements by examining the mediating role of agile service. This is part of the effort to promote sustainable institutional practices within educational institutions. The study also seeks to demonstrate the effectiveness of agile service as an intervening variable that contributes to clarifying the relationship between sustainable leadership and quality management elements, and whether it constitutes a pivotal link in supporting the sustainability of academic and administrative performance. The study relied on a descriptive analytical approach and used quantitative and qualitative research tools, including questionnaires and interviews as the primary tools for data collection. The study was administered to a sample of (312) affiliates from the Northern Technical University, representing diverse academic and administrative categories relevant to the research topic. The results revealed a number of important indicators, most notably: the existence of a statistically significant relationship between sustainable leadership and quality management elements, as well as a positive impact of agile service in strengthening this relationship. The results also indicated that agile service represents an effective mediating variable that contributes to raising the efficiency and development of quality management elements, thus enhancing the sustainability of institutional performance. In light of the findings, the study recommends adopting sustainable leadership practices and activating agile service delivery in educational institutions, given their essential role in improving quality management elements and ensuring sustainability. The study also emphasizes the importance of continuing research in this field to develop applied models that support the achievement of long-term institutional excellence.</p>

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**PhD Thesis in
Industrial Management/Production and Operations**

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