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Dialogic leadership behaviors and their role in success social cohesion strategy Case Study in National Insurance Company - Babylon

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ABSTRACT:

Purpose: The purpose of this research is to examine the relationship between Dialogic leadership and social cohesion strategy by looking for the views of a number of employees of the National Insurance Company - Babylon.

Design / Methodology: Using the random stratified sample method, the researcher distributed (75) questionnaires to a number of employees of the National Insurance Company - Babel Babylon. The number of questionnaires retrieved was (73), Out of which (69) questionnaires were usable resulting into a response rate of (94%). Then, the data were analysed using both AMOS v.22 and SPSS v.22 programs.

Theoretical results: The result shows the knowledge gap related to identification the nature of the relationships among Dialogic leadership and social cohesion strategy.

Practical results: The result shows different kind of impact relationship between research variables. The direct relationship between (Dialogic leadership and social cohesion strategy). Additionally, In addition, there is a correlation between logical leadership and social cohesion strategy.

The importance of research: The rare studies have investigated the relations between Dialogic leadership and social cohesion strategy. Moreover, there is a real problem, which has a big impact on the Iraqi financial sector .

KEY WORDS: Dialogic leadership , social cohesion strategy

I.INTRODUCTION

Argues Tappura et al (2009 : 2) that Dialogic leadership is a set of behaviours pursued by successful leaders to work and increase efforts. Bruhn (2009 : 31) add that Social cohesion strategy is the process of analysing and studying groups within a single community environment, knowing their behavioural and emotional conditions and attitudes, and seeing them as a cohesive dynamic system with social ties and social characteristics surrounding the environment and their collective endeavour to achieve the planned goals in a timely manner.

Therefore, it is possible to say that the research variables can help the leaders in the organization to identify and unify the goals, get rid of the culture of bias and not hear the other in decision-making in addition to providing the appropriate regulatory environment for the personnel working, in order to exploit their potential and potential. As well as helping them organize organizational and life roles for working individuals. With the development of the leadership capabilities of some leaders of the organizations with increasing areas of interaction and communication with the internal environment and beyond the organization.

In the light of the above facts, the current research is based on a major idea that is an extension of theoretical and intellectual frameworks, which have emerged in a number of previous studies in that the interlocutor is the organization's possession of inherited cultures and ethics that contribute to building a distinct type of leaders. However, to the best of the researcher's knowledge, there is a paucity of studies that have been interested in studying the relationship between the interlocutor and the strategy of social cohesion, especially in the organizational environment of Iraqi organizations. The current research is therefore an attempt to bridge the Knowledge Gap between these two variables by examining the relationship between them in one hypothesis model.

II.RELEVANT LITERATURE

First: Dialogic leadership :

The concept of Dialogic Leadership is a modern concept that has attracted the attention of researchers and those concerned with academic and human rights in international organizations through their knowledge contributions, which



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are very limited. This is the main reason why the researcher chose this concept and Highlight the main ideas associated with it.

The term Dialogic leadership is defined by Tikkamaki&Syvanen (2013 : 1) Is one of the key factors in successful modern organizations. Leadership dialogue is a prerequisite for meeting the societal challenges facing these organizations. This is done by promoting innovation and innovation in the work environment and accepting the other opinion that brings and brings the employees closer to achieving their goals in a timely manner. In other words, the interlocutor is a positive human and societal interaction that helps to find the most basic criteria for the practical and constructive life environment of the working people through consultation and discussion as an integral part of the system of the organization (Tappura&Syvanen , 2014 : 2) .

From the point of view Jackson (2016 : 33) Dialogic Leadership aims at providing an ideal working environment, building relationships, engaging in the achievement of what is decreed in a modest way, and generally thinking about important areas for understanding and learning the way leading dialogues based on organizational and societal cultures that embrace meaningful dialogue and speak honestly with all parties involved in the organizational process through Raise the slogan of "thinking together" to strengthen and sustain the experience of social cohesion and social cohesion.

Based on the previous presentation, the researcher believes that the Dialogic leadership can be defined as civilized moral behaviours that reflect the effective social democratic aspect, with the approach of all the parties that work with it and take its proposals in order to achieve common goals in a timely manner.

Because of the novelty of the concept of leadership Dialogic and the scarcity of studies that highlighted the most important areas and applications and after the researcher acquainted with a set of previous studies and literature, which show the most important dimensions and metrics of this concept, which can play an effective role in the success of organizations, the researcher adopted some dimensions , Which was taken by the Johnson Study (2016), which illustrates the rationale and fundamentals of this important concept .

The dimensions can be illustrated as follows:

• **Organizational Respect**

Respect is one of the values enjoyed by a person who has ethics and good behavior, and the values system is not complete without respect in the person. Respect is to show appreciation to others by all means to win their love, and the person pays respect to others either as a reaction to their respect and appreciation, To deal with him if he is in a leadership position, or if he wishes to live in peace (Shalsh , 2017 : 1)

That organizational respect is one of the most effective organizational incentive policies that are practiced in order to motivate working people and increase their levels of loyalty, commitment and faith in the mission and goals of the organization to which they belong, by feeling both their human and functional values and their self-confidence, that is, human behaviour of supreme humanitarian value The ethical obligation in society, which in turn helps to achieve stability and emotional and psychological balance among individuals working in the organization, and this helps to create a stable and happy regulatory environment free from disputes and differences, which are acceptable Before all working in that organization parties and therefore this moral concept will help to spread loyalty, commitment, love and tolerance within the regulatory environment culture (Obeidi , 2018 : 6) .

• **Freedom of Expression:**

From Khadr's point of view (2017: 2) That freedom of expression is the ability to express and express the views of each individual by means of means available to it, whether by writing, speech or any other appropriate method without any restrictions or limits that prevent the person from expressing as long as it does not exceed any texts Legal or regulatory, or cause harm to any person, or anything whatsoever of this kind of damage, so that freedom of expression is of great importance in human life as a method of relying on the expression itself, and summarizes its importance in the following points:

- ✓ Is an integral part of the dignity of every human being.
- ✓ A mean of helping to exchange ideas.
- ✓ Contribute to respect for each person's terms of view.
- ✓ An important basis of interpersonal dialogue.
- ✓ Source of access to information.

• **Dialogue with Others:**

Confirms Amira (2017 : 1) That dialogue with others is a conversation between two people or a group of people in order to talk about a subject, or to reach a solution to a particular problem through the exchange of ideas or ideas in order to reach agreement on them, the activation of the role of successful dialogue is necessary that can not To dispense with them from the point of view of thinkers in many fields, and it can be said that successful dialogue characterized by a set of characteristics, including:

- ✓ A clear and understandable objective of the topic of dialogue.
- ✓ Hold the dialogue in an appropriate place and time.
- ✓ The presence of positive listening between the parties to the dialogue, which contributes to its continuity.
- ✓ The dialogue is not focused on a certain part of it at the expense of other parts.
- ✓ Use the dialogue for a brief, clear and simple method without a prolongation of speech.
- ✓ The end of the dialogue must be positive and calm.

Second: social cohesion strategy:

The concept of social cohesion is a modern concept, as it deals only with social research in the name of social cohesion. However, the current research seeks to regulate the nature of this topic. This field has attracted the attention of researchers in administration, sociology, And human rights in international organizations through their contributions to knowledge, which is very limited in the field of organizational matters, and this is the main reason that prompted the researcher in this research to choose this concept and research in order to highlight the main ideas associated with.

There is no clear and unambiguous sense of social cohesion, but it is used to describe situations in which individuals are linked to each other with common social and cultural ties. The term social cohesion is usually used to explain the cohesion of members of small groups who are either seduced by the seduction of the small group of their members or by the interests and objectives of the interests of members of the group through their affiliation with them (Mahmud , 2009 :5) .

Confirms Abdul Rahim (2013 : 1) that the concept of social cohesion is one of the most important concepts that determine the nature of the individual's relationship with society in each society. The sense of cohesion and cohesion is one of the most important pillars of the stability and growth of these societies. It indicates the extent to which members of society feel cohesive. To contribute to the achievement of societal goals and objectives, to defend common interests, to feel proud and to belong to that cohesive social environment.

Therefore, social cohesion is a deliberate and integrated process that seeks to unify the solidarity of the efforts of the individuals working within the organization, which in turn will work to maintain and strengthen the common bonds and motivate them to progress and to confront the abnormal and distorting behaviours that they can face within the working environment and society , It is a dynamic interaction of the internal forces of the working individuals, which leads to raise the levels of belonging and belonging to other individuals and social groups contributing to achieve the goals in a timely manner and planned with efficiency and effectiveness (Kate , 2016 : 47) .

Based on the previous presentation, the researcher believes that the social cohesion strategy can be defined as "the social, behavioural and emotional interactions that connect the working people to their internal and external environment in order to achieve the names of integration and emotional and social balance, which together help achieve the desired goals at the time planned in advance .

Because of the modern concept of social cohesion strategy and the scarcity of studies that highlighted the most important fields and applications. After looking at a collection of previous studies and literature, only a few studies that show the most important dimensions and measures of this vital concept, Leading organizations, if Fitzdov (2007) moves a set of dimensions (social integration, social capital, social mobility) that can illustrate the merits and the fundamentals of this important social and organizational style.

The above dimensions can be illustrated as follows:

• Social integration :

Social integration is a process of integration and coordination between the various groups in one society to achieve a society with an integrated unit, the removal of barriers between different groups to live and social adjustment in a harmonious and harmonious manner. Social integration is the group of main actions and measures in a given society Facilitate the involvement of a new individual in this community , In other words, social integration is a concept created by any society and every group in order to move individuals and groups from the state of confrontation, conflict and conflict to a peaceful, peaceful and interrelated state of affairs, that is, the process of coordination between different classes and groups and other types of society in an integrated and balanced unit, And to attract the various elements of social life in one society to form one harmonious relationship and to remove barriers between different groups (Mardini , 2014 : 1) .

• Social capital:

Argues Putnam (1993 : 35) that the term social capital is a social term that indicates the value and effectiveness of social relations and the role of cooperation and confidence in achieving economic objectives. The term is used in many social sciences to determine the importance of its various aspects. In general, social capital is the cornerstone of social relations and consists of the total benefits that can be achieved through cooperation between individuals and groups of

society and differentiation to deal with it. Social capital is defined as horizontal relations between people, social capital consists of Social networks and networks of community participation, and common customs that have an impact on the productivity of society.

• **Social mobility:**

Mobility is the situation that indicates the possibility of people or groups moving down or up to the top of the class or social status in the hierarchy of social hierarchy, and is also used to indicate the spatial movement or population migration and this is called "physical mobility", the transition from social status to another within Social construction is called "social mobility", meaning the movement of the individual or group of individuals from the class level to another level, which indicates that social mobility requires the existence of class society, that is the term is a new phenomenon in modern society, but is one of the main components of society The civilized is characterized by p The traditional feudal society, which is a closed society and the individual which moves outside of the group, which arises because of social barriers linking individual Differences, this can be said that the real social mobility reflects the dynamics of society and change and response of all changes that occur as a result of changing the type of social relations and bring class differences. Social mobility thus expresses a social process through which an individual or group moves from one social situation to another (The free encyclopedia, 2015 : 1) .

III. PROPOSED RESEARCH MODEL AND HYPOTHESES

First: Proposed Research Model : The researcher developed a scheme hypothetical nature of the relationship between basic variables appears as shown in Figure(1) below :

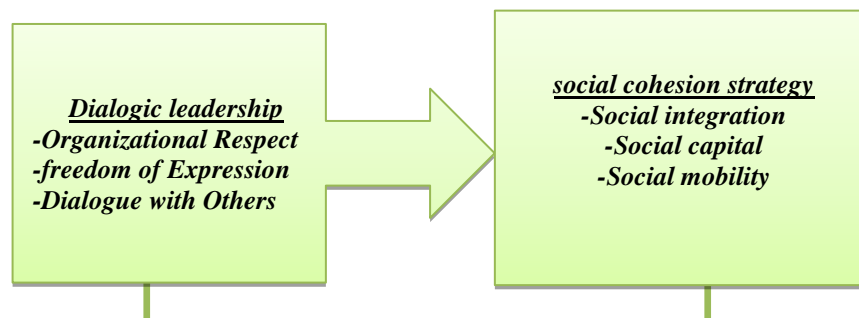


Fig. 1. Theoretical Framework of the Research

Figure (1) above shows the Dialogic leadership variable as an independent variable, consisting of three dimensions: (organizational respect, freedom of expression, dialogue with others), social cohesion strategy as a dependent variable consisting of three dimensions: (social integration, Social capital, social mobility).

Second: Hypotheses of the Research:

H1: The Dialogic leadership has a significant and positive effect on social cohesion strategy .

Despite the lack of studies on these two variables directly, but the researcher found some studies on this relationship, but in a simple and indirectly, as shown in the studies and the following opinions:

Redondo-Sama (2016 : 1) Leadership plays a relevant role in the improvement of organizations, and its study has influenced analysis of the dynamics of social change in current societies. There is a trend toward studying leadership by considering issues such as its distribution or transformative dimension. According to recent developments in this field, dialogic leadership involves the entire community in the process of creation, development and consolidation of leadership practices. However, less is known about the role of dialogic leadership in relation to the men's movement and masculinities, particularly in the field of the New Alternative Masculinities (NAM).

Carolyn (2004 : 1) pointed I draw on current scholarship about leadership for social justice, my own (and others') empirical research in schools, and my previous experience as a K-12 educator to develop a framework intended to help educational leaders think about leading for social justice. I critically examine some ways in which the status quo marginalizes large numbers of students and their families, preventing them from being heard or even acknowledged. I



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suggest that transformative educational leaders may foster the academic success of all children through engaging in moral dialogue that facilitates the development of strong relationships, supplants anthologizing silences, challenges existing beliefs and practices, and grounds educational leadership in some criteria for social justice .

H2: The Dialogic leadership has a significant and positive correlation on social cohesion strategy .

Some previous studies have shown that there is a correlation between independent variable and the dependent variable , Narimani et al. (2011) said that can be identified as a variable soothing spiritual transcendence through knowledge of the scientific, academic and psychological effects that help workers in organizations to overcome the situations and diseases of anxiety and increase self-confidence.

IV. METHODOLOGY

First: Target Population : The target population of any research refers to the employees group in any sector who share similar characteristics (Sekaran, Bougie 2010; Zikmund et al. 2010). In the current research, the population refers to all Employees of National Insurance Company - Babel Babylon.

Second: Sample and Procedures : Based on an application of proportionate stratified random sampling technique, questionnaires were randomly distributed only 75 questionnaires were distributed to Employees of National Insurance Company - Babel Babylon. Respondents were given one month time to complete the questionnaires to ensure that they had sufficient time to fully concentrate on the best answers. The questionnaires were subsequently collected for analysis. From the questionnaires randomly distributed, only 69 questionnaires were usable resulting into a response rate of 94%. Then, the data were analysed using both AMOS v.22 and SPSS v.22 programs.

Third: Measures : The current research used a Likert scale with a gradient of Five-Point in the questionnaire to measure the level of response to the research sample, and consisting of (not quite, it was agreed I do not agree, neutral, agree, totally agree) , to measure the variables of the research, For the purpose of measuring the Dialogic leadership variable been relying on three dimensions, namely, (organizational respect, freedom of expression, dialogue with others), through the development scale by the researcher based on the intellectual and theoretical foundations in the research of each of (Johnson , 2016) and formed (9) items, And social cohesion strategy shall be relying on a scale of each Fitzduff (2007) , and through three dimensions, namely, (social integration, Social capital, social mobility) and consisting of (9) items.

V . ANALYSIS AND RESULTS

First: Test the quality of the metering tool: This test was done through the following :

1-Virtual honesty : The current research questionnaire was presented to a number of experienced and specialized business management specialists in order to test the apparent honesty of its initial form. By adopting their proposals, some of its paragraphs were reworded to be more accurate and clear to the respondents.

2-Structural relationships among exogenous and endogenous latent variables :

A-Effect relationship between the two variables :In order to test the substantive hypotheses, a final structural model was developed , It was run with 18 items to assess one exogenous latent variables (Dialogic leadership DL) , And (social cohesion strategy SCS) , were presented in this model .

This is because the overall results presented evidence of a good model fit , Hence, it can be concluded that these conditions meet the requirement of an acceptable model. The final structural model is shown in Figure 2 below :

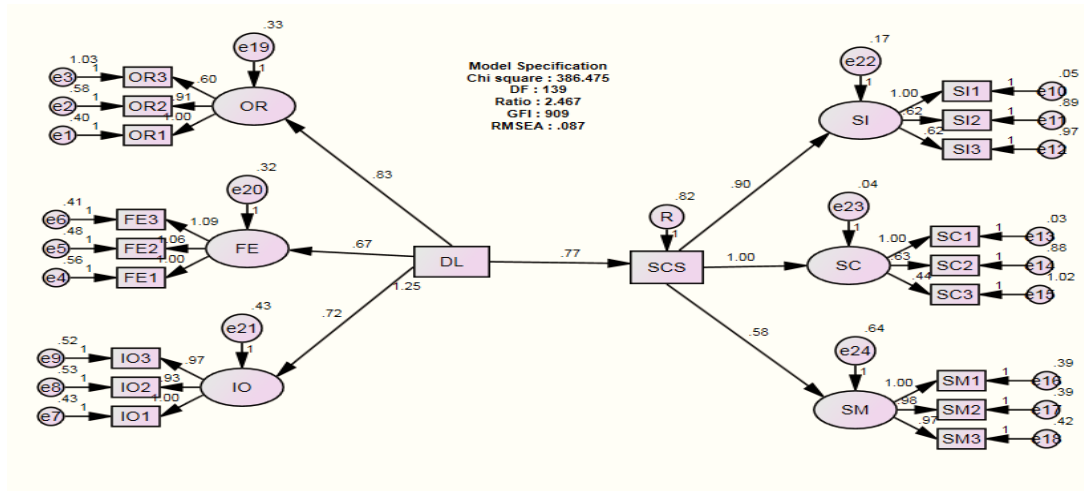


Fig. 2. Structural Model of the Relationships between Variables

According to Falk and Miller (1992), the R^2 for the any endogenous variables in the structural model should be equal to or greater than .10 in order to be at satisfactory level. Likewise, Chin (1998) argued that the R^2 values of .67, .33, and .19 for any endogenous latent variables in any structural model can be defined as “substantial”, “moderate” and “weak”. In the current research, the values of R^2 for the latent and endogenous variables are greater than the suggested cut off criterion of .10 and substantial ($R^2 = .82$).

Hypotheses testing and discussion : SEM analysis was used to test the hypotheses proposed in the current research. The result of this analysis is used to accept or reject the hypotheses based on the significance of the standardized path coefficient of the relationships and C.R. value. The testing relationships in SEM are the relations that go directly and moderately between exogenous latent variable and endogenous latent variable. Below, Table 1 shows the status of hypotheses in final structural model:

Table 1. Relationships between Variables in a Final Structural Model

Path	Estimate	S.E.	C.R.	P
SCS <--- DL	.772	.069	11.194	***

Note: *** Significant at .001 level

Table1 shows that one direct relationships of the paths are statistically significant. Comparing these results with the hypotheses, the standardized path coefficient of .772 seems to indicate that VL have a positive and statistically significant effect on WB use (H1). This finding of the (H1) reinforce the work by Skogstad et al. (2007); Giorgi (2009); Wilkin et al. (2011).

B-Correlation relationship between the two variables: In order to test the substantive hypotheses, a final structural model was developed , It was run with 18 items to assess one exogenous latent variables (Dialogic leadership DL) , And (social cohesion strategy SCS) , were presented in this model . This is because the overall results presented evidence of a good model fit , Hence, it can be concluded that these conditions meet the requirement of an acceptable model. The final structural model is shown in Figure 3 below :

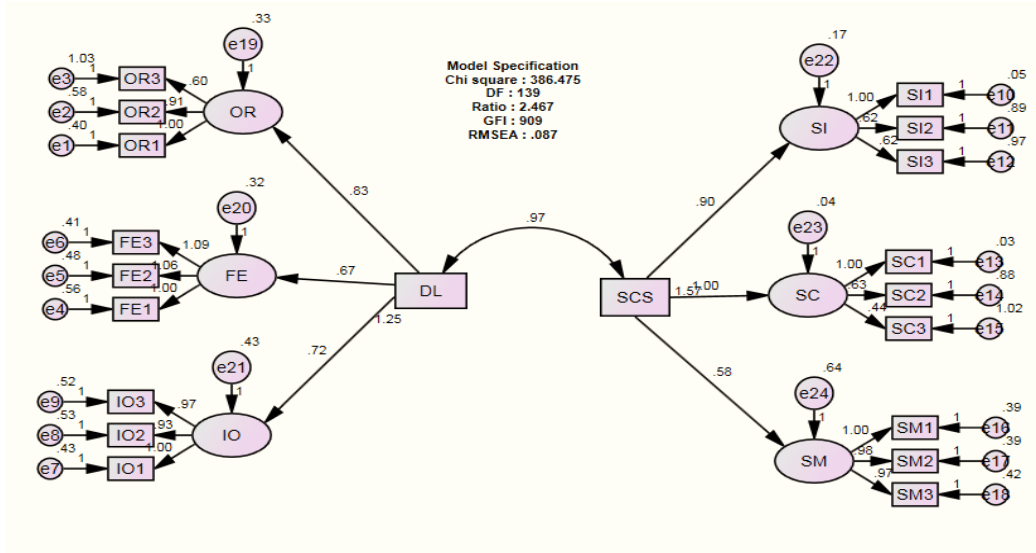


Fig. 3. Structural Model of the Relationships between Variables

Figure (4) shows that the first main hypothesis test model, which was constructed according to conformity quality indicators, confirms that there is a positive correlation between the interpersonal leadership and the social cohesion strategy (965), as shown in Table 2 below.

Table (2) Correlation relationship between the two variables

Path	Estimate	S.E.	C.R.	P
DL <--> SCS	.965	.145	6.671	.000

In order to confirm the above results, Table 3 shows that all the global variations of the paragraphs in this model are greater than the minimum acceptance thresholds, below the level of $p < .001$, which confirms that the values of C.R. Is greater than 1.96, which indicates acceptance of the second main research hypothesis.

Table (3) Estimates that the test models of the second research hypothesis

Item	Estimate	S.E.	C.R.	P
OR1	.546	.083	6.611	***
OR2	1.053	.161	6.529	***
OR3	1.123	.173	6.483	***
FE1	1.170	.173	6.754	***
FE2	1.265	.185	6.829	***
FE3	1.350	.278	4.853	***
IO1	1.363	.276	4.931	***
IO2	1.015	.118	8.634	***
IO3	1.040	.252	4.126	***
SI1	.714	.210	3.396	***
SI2	.966	.078	12.439	***
SI3	1.168	.189	6.169	***
SC1	1.163	.199	5.854	***
SC2	1.214	.105	11.510	***
SC3	1.986	.375	5.303	***



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SM1	1.247	.225	5.553	***
SM2	1.127	.128	8.781	***
SM3	1.980	.421	4.698	***

VI .CONCLUSIONS, LIMITATIONS AND FUTURE DIRECTIONS

Still, the current study could not find any published academic literature on the relationships among Dialogic leadership, social cohesion strategy, particularly in the Insurance Company. Hence, it is very hard to find empirical studies supported by evidence that focus on role of the relationship between Dialogic leadership and social cohesion strategy. In bringing this gap, the current research contributes to the knowledge by investigating the direct and indirect relationships among those variables.

The current research was limited to the National Insurance Company - Babel Babylon context. Therefore, the study can be replicated in different countries or sectors, as this would most likely strengthen and validate the findings of some of the hypotheses. Hence, the relationship among those variables should be explored in future studies. Furthermore, the researcher used a quantitative approach for investigating the relationships among the variables of the current research. Further research should be done using both quantitative and qualitative approaches in order to determine other factors that can lead to enhance the relationship between Dialogic leadership and social cohesion strategy of any organization.

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