
THE ROLE OF EFFECTIVE LEADERSHIP IN ENHANCING FINANCIAL MANAGEMENT AND BUILDING ORGANIZATIONAL CONFIDENCE-AN EXPLORATORY STUDY IN HEALTH IN SALAH AL- DIN GOVERNORATE

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Abstract

The research aims to identify the role of effective leadership in enhancing financial management and building organizational confidence in the health of Salah al-Din. To achieve the objectives of the study, a questionnaire was distributed to a random sample of (130) workers in the health of Salah al-Din, and a number of results were reached, the most important of which is the existence of a positive relationship between effective leadership and financial management and the existence of the impact of financial management on organizational confidence at the level of morale 0.05 In light of these results, a set of recommendations were formulated, the most important of which are: The management of Salahuddin's health finances should be strengthened through the adoption of good practices and policies in money management, accounting and financial planning. Financial operations should be reviewed and necessary improvements made.

Keywords: effective leadership, financial management, organizational trust, Salahuddin Health.

Introduction

The radical changes taking place in today's era, especially in the context of new globalization, technological progress, and conflicting values, pose many challenges to organizations of all forms and types. Therefore, effective leadership plays a crucial role in the success of the organization. Money management and organizational trust building. Successful treasury management requires leaders who can balance achieving financial goals and meeting the expectations of employees, business partners, and target audiences. This study aims to analyze the factors and leadership practices that contribute to enhancing money management. However, this reinforcement is still associated with the presence of individuals with high self-confidence, which helps to promote and develop cooperative behavior and promote effective problem-solving. Response: In fact, this trust forms the primary basis for meeting their psychological needs for love and respect.

Search Problem

It is the issue that the research aims to solve, understand, or analyze. In the case of our research on the role of effective leadership in enhancing money management and building organizational trust, the problem can be identified as follows:

- Poor financial management and lack of trust in the organization: Some organizations suffer from difficulties in managing money and insufficient trust by employees, business partners, and even the target audience, which affects the financial performance and sustainability of the organization.

Lack of leadership skills in money management: Some leaders may have difficulty understanding financial roles and challenges and may be unaware of new practices and changes in money management, affecting their ability to enhance trust and improve money management in the organization.

- Lack of communication and transparency in money management: Leaders may have difficulty communicating and interacting with employees and business partners and clarifying financial and strategic decisions, which leads to a lack of trust and understanding of the financial vision of the organization.

Research Objectives:

The research seeks to achieve the following objectives:

1. Identify the qualities and skills of influential leaders in money management.
2. Study the impact of effective leadership on the efficiency and effectiveness of money management.

Research Methodology:

- Theoretical review: Study the literature related to leadership roles in money management and building organizational trust.

Field research: Interviewing financial leaders and managers in different financial organizations to understand their role in improving money management and building organizational trust.

Research hypothesis

Based on the above problem, the central hypothesis of the research can be formulated as follows:

The first primary hypothesis: There is a statistically significant relationship at a significant level of 0.05 between effective leadership and financial management.

The second primary hypothesis: there is a statistically significant effect between the level of significance 0.05 between financial management and organizational confidence.

Search terms

Leadership: "the ability to influence individuals to make them want to achieve the goals of the group" (Al-Abeeri, 2013:35)

Effective leadership: a leader's ability to make a change and form new convictions that influence others towards specific goals (Ambabi 2015: 45)

Financial management: It is the process of planning, organizing, monitoring, and controlling the use of financial resources available to the organization in order to achieve financial resources

Organizational trust: It is the trust enjoyed by the members of the organization towards the leadership and between them and is considered an essential element for the adequate performance of the organization and proper interaction between individuals.

Previous studies

First: Previous studies related to effective leadership

1. "Transformational Leadership and Organizational Performance: A Meta-Analysis" (1996) by Bass, B.M. and Avolio, B.J.:

This landmark study analyzes the impact of transformational leadership on the performance of organizations. The study found a positive correlation between transformational leadership and organizational performance, noting that leaders with transformational qualities can enhance commitment and inspiration in employees and achieve positive results at the individual and organizational levels.

2. "The Leadership Challenge" (1987) by Kouzes, J.M. and Posner, B.Z.:

This important book examines the traits of influential leaders and explores the key behaviors that motivate high-performing teams. The study revealed that leaders who follow the five leadership practices – challenging the beginner, building relationships, empowering others, critical listening, and achieving vision – can build strong teams and deliver tangible results.

3. "Leadership: Theory and Practice" (2018) by Northouse, P.G.:

This book provides a comprehensive overview of different leadership theories with case studies and practical examples. The book helps to understand the importance of different leadership models and how to apply them in different contexts, contributing to building influential leaders and enhancing organizational success.

Second: Previous studies related to financial management

1. "Financial Management Practices and Their Impact on Organizational Performance" (2012) by Habib, A.:

This study analyzes financial management practices and their impact on the performance of organizations. The study showed that organizations that adopt solid financial management practices achieve better financial and organizational performance and are characterized by better levels of profitability, financial efficiency, and growth.

2. "Financial Management and Profitability of Small and Medium Enterprises" (2014) by Peterson, K. and Raju, N.:

The study focused on the financial management of SMEs and its impact on profitability. The study found that effective financial management practices, such as financial planning, capital management, and cost control, increase profitability and sustain growth for these companies.

3. "Working Capital Management and Firm Profitability: Empirical Evidence from Manufacturing and Service Sectors" (2016) by Mankekar, M. & Jalkote, P.:

This study examined the relationship of working capital management with profitability for companies in the manufacturing and service sectors. The study found that good working capital management contributes to the sustainable profitability of companies and improved financial performance.

Third: Previous studies related to organizational trust.

1. "Building and Sustaining Trust in Virtual Teams" (2002) by Jarvenpaa, S.L. & Leidner, D.E.:

This study focused on building trust in virtual teams. The study showed that factors such as open communication, collaboration, achieving commitment, and sharing common goals contribute to building trust and success for virtual teams.

2. "The Role of Trust in Organizational Settings" (2006) by Mayer, R.C., Davis, J.H., & Schoorman, F.D.:

This study is one of the most important studies that address organizational trust. The study found that trust in an organization positively affects many elements, such as collaboration between individuals, information sharing, organizational spirit, job satisfaction, and high performance.

3. "The Impact of Trust on Organizational Performance" (2013) by Dirks, K.T. & Ferrin, D.L.:

This study examined the relationship between trust and institutional performance. The study showed that organizational trust positively affects the financial performance of the organization as well as collaboration, innovation, customer, and employee satisfaction.

The results of the above studies vary, but they all point to the importance of effective leadership in achieving organizational success. Only by focusing on personal capabilities, actively interacting with employees, motivating employees, attracting vision, and building trust can we achieve fruitful results and improve the overall performance of the organization. With sound financial planning and control, organizations can improve financial performance, increase profitability, and boost growth. Proper management of working capital, balancing of revenues and expenses, and systematic and accurate analysis of financial information are essential processes that an organization must implement to achieve financial success. These studies are also crucial for understanding the importance of organizational trust and its impact on organizational performance and internal interactions. All studies have found that organizational trust contributes to increased collaboration, goal achievement, job satisfaction, and high performance. Building organizational trust requires transparency, fairness, institutional support, and good interpersonal communication.

Theoretical aspect

Introduction

Effective leadership has a significant impact on the performance of the organization's employees. In more comprehensive words, effective leadership has an impact, whether positive or negative, on the organization's employees and the organization as a whole, and from this point of view, many studies have been concerned with analyzing the phenomenon of leadership and the extent of its impact on the quality of performance in the organization.

The first topic: effective leadership

Definition of effective leadership

Effective leadership refers to the leader's ability to influence others. It is manifested by directing the behavior of leaders and subordinates in parallel directions to achieve the common goals of the boss and subordinates and controlling and coordinating their efforts to achieve the desired results. Managerial leaders are considered to have the power to use their influence. Its strength is to leave an impact on subordinates that will be evident in their behavior and attitudes, leading to the achievement of the desired goals" (Al-Madhoun, 2014: 67).

It can be said that effective leadership is the result of interaction between leaders and subordinates in different organizational situations, and the basis of leadership is to promote and encourage individuals to achieve specific goals.

As can be seen from the previous definition, the focus is on the behavior (influence) of the leader on his subordinates to enhance their work and complete the goals set, which reflects the importance of the positive influence exerted by leaders by directing subordinates to complete their work. Get the job done the right way.

Researchers believe that effective leadership is the process by which a person influences others to achieve goals and guide the organization in a way that makes it more cohesive and cohesive. Leaders achieve this process by applying their leadership traits (such as beliefs, values, and ethics), character, knowledge, and skills.

The importance of effective leadership

The importance of effective leadership lies in the human factor, which ranks first among the various other factors of production that help achieve the desired project goals. Because an individual's feelings and emotions are constantly changing, it is difficult to predict their behavior. Changes in the environment surrounding the project will lead to constant policy changes: in order to ensure that it achieves its goals with minimal human effort and continuity, the organization must provide its employees with sound and prudent leadership that can retain them and obtain their cooperation in order to make the necessary efforts to accomplish the tasks entrusted to them. Various studies show that there are relatively few leaders because leadership is a commodity. Only a few members of society enjoy it" (Ahmed 2007 27-28).

Traits and skills of leadership

The following is a presentation of the essential characteristics and skills that distinguish an effective manager, as agreed by a large number of researchers (Rajab et al. 2009, 72).

1. An effective manager looks at his organization systematically and recognizes the broad relationships that govern its various parts. - Understand the general objectives of the organization. The objectives of his department and their link to the objectives of the department and other departments.
- 2- An effective manager understands the environment surrounding the organization - economic, social, and technological. It recognizes the impact of these environmental factors on the organization, as well as the organization's interaction with these factors and their impact on them.
3. Effective managers focus on work and people and do not favor one over the other.
4. An effective manager looks at employees positively, thinks about them, believes in their potential and abilities, and believes that these abilities are essential so that they can be developed, refined, and directed in the appropriate direction.
- 5- An effective manager uses a team style with his subordinates.

Effective driving characteristics

These characteristics are as follows (Zayed, 2006, 2)

1. Leadership is the process by which an individual can guide employees in their efforts to achieve organizational goals.
- 2- The concept of authority and leadership The process of leadership can be seen as the process of influencing others through authority.
- 3- Leadership is of other importance because it is necessary for the social life of man in order to organize his life, establish justice, and prevent the strong from eating the weak, as God Almighty said. (If Allah had not pushed people together, the earth would have been corrupted) (Al-Baqarah: 251) Leadership is critical and essential with an expansive imagination, energy, and innovation that can make partial and courageous decisions and at the same time commit to the system. The importance of leadership lies in (Al-Ajmi, 2008, 66)
- 4- It is the link between employees and the plans and vision of the future organization.
- 5- It is a melting pot of energy for concepts, policies, and strategies.
- 6- Leading the organization to achieve its stated goals.
- 7- Summarize the positives and minimize the negatives as much as possible.
- 8- Controlling work problems and developing the necessary plans for their work.
9. Personal development, training, and care are the most important capital and the highest resource.
10. Keeping pace with the changes surrounding it and using it to serve the organizer (Al-Ajmi, 2008: 67).

The second topic is the concept of financial management.

The concept of financial management has varied with the historical development of human society, and many concepts have emerged. Each concept expresses the historical era in which it appeared and the way it meets the needs of that era; for example, its concept depends on and varies according to the historical development it has witnessed. In the early days, it was limited to... Its concept was based only on procedural aspects because the focus was on accounting aspects and understanding business results. After World War I, the concept of financial

management began to take another form besides procedural aspects because the recession led to a focus on finance and capital creation. It spread in most countries of the world in the thirties of the last century and seeks to finance organizations from different sources of funding, determine the cost of different funds, and study the best financing structure, in addition to studying the financial markets that represent the basis of financial financing. This phase was the cornerstone and the primary concern until the end of the Second World War and the subsequent economic cold war that began to dominate the world.

Characteristics of financial management

A- The concept of financial management is broad and is not limited to the procedural aspects only but extends to the areas of financing and investment, book entries, and what this requires from reviewing documents and posting to the various ledger accounts, and keeping documents in a way that helps to refer to them easily: It is considered part of the tasks of the financial department, as one of its tasks is also the activity of financing, in terms of estimating the required funds, identifying the different sources of financing, determining the cost of each source and comparing them according to cost and return, in addition to the dividend distribution report. Or keep them and the extent of interest in booking reserves and provisions and achieving a balance between property rights and the rights of others. The financial department carries out operations related to investment and asset management from a financial point of view only, such as determining the balance of cash to be kept, determining the credit period for customers, determining the value of the investment for the commodity store, in addition to carrying out the financial analysis process.

B- The financial management function is an essential part of the organization's functions, such as people management, production, operations, marketing, and public relations, etc., which is concerned with the exercise of various financial activities and functions in the organization, represented by procedural, financing and investment operations, as well as analysis, planning and financial control.

C- The concept of financial management includes planning, organization, command and control, decision-making, and other administrative functions. Financial management is one of the functions of the organization; without financial management, it cannot perform its tasks and achieve its goals. Financial managers must perform various administrative tasks, formulate sound financial plans, allocate tasks among financial managers, clarify responsibilities and authorities, define management levels, division of labor, etc. The implementation of the financial plan requires a control process to understand what has been planned or what is being implemented according to established standards and also requires training, guidance, and motivation of employees to do their job in the best possible way.

D- Financial management is not limited to a specific executive level; there are financial decisions made by senior management, while there are also decisions made by middle management, and there are also decisions made by supervisory management. The process of comparing different product choices and credit policies is longer, length of service, etc., and is borne by senior management, whether at the level of the CFO or at the level of the board of directors, where the CFO plays a key role. The supervision, direction, and supervision of

executive staff, assignment of specific work, etc., is the prerogative of the supervisory department.

E- In most cases, financial decisions are binding on the organization, so extreme caution must be exercised while making these decisions, and some decisions are crucial. For example, suppose an organization decides to enter into a long-term loan and mortgage part of its capital assets to cover them. In that case, the first unit, the scope and nature of financial management, cannot serve this. Debt (through the payment of interest and installments) will cease to exist, and the results of financial decisions may take a long time to emerge, making it difficult to correct mistakes.

Financial Management Jobs

The functions of financial management are many and may vary according to the size of the organization and the nature of the work. If we return to the concept of financial management that was defined earlier, we will find that the most essential functions of financial management are as follows:

First: Accounting and procedural functions and preparing financial reports in which accounts, entries, and postings are made on the various ledger accounts to show the results of the organization's work and final accounts, preparing the statement of financial position, statement of operating results, statement of dividends, analysis of data, application of mathematical and statistical methods, preparation of reports and magazines and submitting them to senior management, and preparation of cost accounts.

Second: Estimate the organization's need for funds for investment before providing funds from different sources: either fixed assets or current assets. This requires forecasting the amount of funds needed, the date of need, and the expected results of funds, and financial management plays an essential role in this process, along with estimating spending on the purchase of machinery by estimating the organization's needs for various activities. Production requirements, estimating the funds needed to purchase them, estimating workforce requirements and funds for operations, equipment, land, and buildings. The various requirements that the Organization needs to provide the goods or services established for its performance and the translation of all of these into budgetary estimates.

Third: Providing funds through multiple channels, identifying different sources of long- and short-term financing, determining the cost of each source, determining the total cost of each source, and determining the optimal financing structure from the perspective of the project. View. The process of providing funding varies depending on the organization, its type, size of activity, and source of funding. Financing is either about to be financed by ownership, i.e., financing from internal sources (such as capital contributed by the owners of the organization, statutory reserves, and general reserves), which is required by the Companies Law and Articles of Association Retained earnings from distributable earnings, or by borrowing from external sources, organizations use external sources with caution because of the risks involved. The risk depends on the type. Borrowing depends on the nature of the loan itself.

Objectives of Financial Management

Financial decisions are not made in a vacuum; decision-makers in the organization must have a goal that they seek to achieve, and in order to achieve this, they must achieve the goals they are trying to achieve. These goals are basically goals to achieve those goals. The shareholders of an organization created for the movement are the owners of the organization and have the right to elect and appoint members of its management. Therefore, the management and financial management of the organization must work in the interest of shareholders and ensure that shareholders receive good returns. To this end, the financial management of the organization must make decisions to achieve three main objectives: increasing shareholder profits, increasing the value of the organization's wealth to shareholders' profits, and fulfilling the social responsibilities of the organization.

First: Profit Maximization: Profit Maximization

In private and blended economy institutions, the goal of investors or shareholders is to make profits at the highest possible rate compared to the profits that can be achieved by investing in other areas. Profit refers to something that investors or shareholders can obtain directly, such as cash dividends distributed from net profits, or cash dividends distributed indirectly, such as net retained earnings, whether in the form of reserves or retained earnings. Decisions made by financial managers to increase profits are one way of judging the efficiency of an organization's asset management. In contrast, investors judge its efficiency based on the percentage of profits allocated to them by the financial managers. On the one hand, the increase in profits reflects the degree of managerial capacities, and the full utilization and optimization of existing production resources is the main focus of financial management.

However, there is some ambiguity about this goal. Profit may mean the profits that the organization makes in the long term, even if it leads to short-term losses. It may mean what the organization achieves in the short term, or it may mean what the organization achieves in the short term. Refers to the return on working capital investment. Or the rate of return on fixed capital or regulatory rights, and the timing of returns for shareholders who have an interest not only in obtaining profits but also in the timing of returns; for example, they may prefer to receive an amount of (200,000) riyals, while not getting the same amount after some time: because the amount they receive today is not equal to its value in the future due to inflation and increased profits. As a goal, the risks associated with cash returns are ignored as investors prefer to invest in the risk of lower regulation. Thus increasing profits. As a goal of financial management, if it is difficult to achieve the type of profit required, the time value of money is not taken into account, and the degree of risk associated with return is measured.

Second: Increasing the value of the organization's wealth Maximization

Increasing the value of an organized wealth means doubling its value or increasing its net present value, and any action that results in net wealth or present value greater than zero is desirable and vice versa. An examination of an organization's wealth or net present value is more appropriate as a criterion for measuring the effectiveness of decisions. Financing because it avoids difficulties and disadvantages aimed at increasing profits. There is no doubt that the goal of financial management to increase the wealth of the organization will be reflected in

the market price of the organization's share in the market and its current value. This depends on several factors, the most important of which are dividend policy, share income, and market discount rates. Therefore, the attention of financial managers is mainly on income because of its impact on the value of the Organization's wealth and how to increase it.

Third: Social responsibility as a goal of the organization

The benefits of organizational and financial management are not limited to increasing the profits of the organization and increasing the wealth of the organization but need to focus on the well-being of the organization's employees, customers, and society as a whole. The third goal of financial management is the social responsibility of the organization towards its employees, the people with whom it deals, and the society in which the organization operates, providing a suitable working environment for employees and producing high-quality goods or services that meet the needs of employees. The desire of those who deal with the organization is to avoid air pollution, water, and the environment as a whole. In order for business organizations to achieve these goals, they seek to achieve a number of supporting goals, such as:

Achieving appropriate levels of profitability is not less than those achieved by similar organizations.

Achieving cash liquidity to facilitate operations, cover cash expenses and burdens, and meet obligations on time.

c. Meet the expectations of the owners of the organization.

D- Meeting the expectations of employees and interacting with the organization.

Facing the aspirations and demands of society.

The concept of organizational trust

Although researchers in administrative sciences are interested in studying organizational trust, they differ in the concepts that express their content because it is a multidimensional concept (Cerf, 2004). Organizational trust refers to the expectation of an individual or group that an organization's decision-making systems can be relied upon to achieve the desired results. Individuals or groups, even if they do not influence the system (Saudi, 2005). Al-Taie (2007) defines organizational trust as an individual's belief in the organization's goals, decisions, and policies, in the organization's leaders, and in all individuals who work with him in the organization, and it reflects the individual's satisfaction and commitment to the organization. Organization (Al-Taie, 2007).

Mallister (2010) also defines it as a person's belief or willingness to act on the words, actions, and decisions of another person (McAllister, 2010). Kazim (2014) defines it as an individual's belief in the fairness of the organization, relying on it to show good judgment when making decisions about work, and relying on superiors and colleagues, which reflects personal loyalty towards the organization. In short, organizational trust can be defined as the belief and expectation of organizational members that decisions made by leaders can contribute to achieving organizational goals.

The importance of organizational trust

Management research conducted in recent years has shown the importance of trust in organizational settings. Building organizational trust has a significant impact on the results of work within the organization, and perhaps even more, as it is an essential factor for the survival of all organizations.

Borompescu et al. (2013) emphasized the relationship between trust within organizations and the effectiveness and level of organizational performance (Kazim, 2014). James (2010) also emphasized the importance of organizational trust and its role in achieving organizational integration among the organization's members, ensuring the long-term stability of the organization for the benefit of the organization's employees, and achieving organizational effectiveness (James, 2010). Gillis and Mann (2000) also believe that organizational trust forms the elements.

Although researchers in administrative sciences are interested in studying organizational trust, they differ in the concept of expressing its content because it is a multidimensional concept (Cerf, 2004), and organizational trust refers to the perception of individuals or groups towards organizational decision-making systems and expectations that can be relied upon to achieve the desired results apply to individuals or groups even if they do not influence the system (Saudi, 2005). Al-Taie (2007) defined organizational trust as an individual's belief in the organization's goals, decisions, policies, and leadership. All individuals working with him in the organization reflect the individual's satisfaction and commitment to the organization. Organization (Al-Taie, 2007). Mallister (2010) also defines it as an individual's belief or willingness to act according to the rules – someone else's words, actions, and decisions (McAllister, 2010). Kazim (2014) defines it as an individual's belief in the fairness of the organization, relying on it to show good judgment when making decisions related to work, and relying on superiors and colleagues, reflecting personal loyalty towards the organization. In short, organizational trust can be defined as the beliefs and expectations of an organization's members about the decision-making process. The leader can be relied upon in order to contribute to the achievement of organizational goals.

The third topic: the practical side

Research Methodology:

This aspect includes the practical framework of the research, which mainly includes three aspects: the first aspect includes research methods and procedures, the second aspect includes the statistical description of research variables, and the third aspect includes hypothesis testing.

Research population and sample:

The study population was limited by identifying the number of workers in the Salah al-Din Health Department in Iraq. Their number reached (150) employees, and the researchers excluded (20) employees who were temporary due to their permanent lack of stability in their jobs. The research community became (130) employees, and the sample size was chosen randomly. Sample details can be illustrated as follows:

Table (1) shows the distribution of the sample members

| Variable | Category | Iteration | Ratio |
|------------------|------------------------|-----------|-------|
| Sex | male | 66 | 51% |
| | Female | 64 | 49% |
| lifetime | Less than 35 years old | 40 | 31% |
| | From 35 to 45 years | 51 | 39% |
| | 45 years and above | 39 | 30% |
| Education level | PhD | 44 | 34% |
| | Master | 32 | 25% |
| | Bachelor | 54 | 42% |
| Years of service | 5 Years | 29 | 22% |
| | 10 to 15 years | 51 | 39% |
| | More than 15 years | 50 | 38% |

Source: Prepared by the researcher based on the questionnaire responses

Research population and sample:

The questionnaire is the primary source on which the current study relied to answer questions and achieve specific goals, and it is divided into two main parts:

A- Section I: For personal information: included (gender, age, educational level, years of service)

B- The second part contains (15) paragraphs with restricted answers, divided into the following topics:

- The first axis consists of (5) paragraphs for the variable of effective leadership
- The second axis consists of (5) paragraphs related to the variable of financial management
- The third axis consists of (5) paragraphs related to the variable of organizational trust.

As described in Appendix 1

The researchers point out that the five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree) was used to judge the level of respondents' responses.

Table 2 Likert Pentagram Scale

| Level | Order | Weighted average | Grade |
|-------------------|-------|-------------------|-----------|
| Strongly disagree | 1 | 1 to 1.80 | Very weak |
| Disagree | 2 | 1.81 to 2.60 | Weak |
| neutral | 3 | from 2.61 to 3.40 | Mild |
| I agree | 4 | 3.41 to 4.20 | High |
| Strongly agree | 5 | from 4.21 to 5 | Very high |

Source: Prepared by the researcher.

Stability of the search tool

To ensure the stability of the research tool and then calculate the Cronbach's alpha coefficient (Cronbach's Alfa) so that it is acceptable if its value is more significant than (0.70) and by reviewing the results of the statistical test, it was found that the general stability coefficient of

the questionnaire is high, reaching (0.89), which indicates that the resolution has a high degree of stability.

Table (3) Cronbach alpha coefficients for resolution axes

| axes | Number of ferries | Alpha Cronbach |
|--|-------------------|----------------|
| The first axis (effective leadership) | 5 | 0.915 |
| The second axis (financial management) | 5 | 0.878 |
| Third Theme (Organizational Trust) | 5 | 0.843 |

Source: Researcher preparation based on the statistical program SPSS

The results of the study:

1- Presenting and discussing the results in light of the responses of the research sample members.

To identify the level of application of effective leadership, financial management, and organizational confidence in the health of Salah al-Din, the arithmetic mean, standard deviations, and percentages were calculated, and the results were as shown in Table (3):

Table (3) Arithmetic averages and standard deviations of the level of (effective leadership, financial management, and organizational trust) in Salah al-Din Health

| Axis | Arithmetic mean | Percentage | Standard deviation | Level |
|---|-----------------|------------|--------------------|--------|
| General Level Effective Leadership | 3.37 | 62% | 0.91 | medium |
| General Level Financial Management | 3.31 | 66% | 0.77 | medium |
| The overall level of organizational trust | 3.77 | 75% | 0.83 | medium |

Source: Researcher preparation based on the SPSS program

- Table (4) shows that the general level of application of effective leadership in the health of Salah al-Din was average, as the arithmetic mean was (3.37) and a standard deviation of (0.91), which indicates that there is average approval on the level of application of effective leadership in the health of Salah al-Din from the point of view of employees by (62%).

- As shown in Table (4), the general level of financial management in the health of Salah al-Din was average, as the arithmetic average reached (3.31) with a standard deviation of (0.77), which indicates that there is an average agreement on the level of application of financial management in the health of Salah al-Din from the point of view of employees and by (66%).

- In Table (4), it was indicated that the general level of organizational confidence in the health of Salah al-Din was average, as the arithmetic mean was (3.77) with a standard deviation of 0.83, which indicates that there is an average agreement on the level of application of organizational confidence in the health of Salah al-Din from the point of view of employees by (75%). It is the highest of the levels.

Testing research hypotheses

A- The first main hypothesis states that there is a statistically significant relationship at the approved significance level of 0.05 between effective leadership and financial management in Salah al-Din Health.

To test this hypothesis, the Pearson correlation coefficient was calculated, and Table (5) shows this:

Table (5) Matrix of correlation coefficients between effective leadership and financial management.

| Correlations | | | |
|----------------------|---------------------|----------------------|----------------------|
| | | Effective Leadership | Financial Management |
| Effective Leadership | Pearson Correlation | 1 | 0.568** |
| | Sig | | 0.000 |
| | N | 130 | 130 |
| Financial Management | Pearson Correlation | 0.568** | 1 |
| | Sig | 0.000 | |
| | N | 130 | 130 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher preparation based on the statistical program SPSS

** Significance at 0.05

Table (5) shows the correlation matrix between the variables of the regression model, that the correlation coefficient between effective leadership and financial management is (0.568**) and with a significant level of less than 5%, the researcher concluded (the existence of an average positive relationship between effective leadership and financial management).

B- The second critical hypothesis states that there is a statistically significant effect at a significant level of 0.05 between financial management and organizational trust.

To test this hypothesis, multiple regression analysis (6) was used.

Table(6) Multiple Regression Results to Test the Impact of Financial Management on Organizational Confidence

| Dependent variable | Independent variable | Beta | Sig | R2 | F value |
|----------------------|----------------------|-------|-------|-------|---------|
| Organizational trust | Financial Management | 0.381 | 0.000 | 0.527 | 67.29 |

Source: Researcher preparation based on the SPSS program

1- Table (6) shows that the calculated value of (F) was a statistical function at a significant level of 0.05, where it amounted to (67.29), which indicates the existence of significant significance in the interpretation of the dependent variable (organizational confidence) through the independent variable (financial management).

2- The coefficient of determination (R2) was (0.527), which means that the independent variable (financial management) explains (52%) of the dependent variable (organizational

trust), while the remaining percentage (48%) is due to the influence of other factors that were not affiliated with the model.

Results:

The study reached a set of results that can be clarified as follows:

- 1- The results confirm the existence of a positive and significant relationship between effective leadership and financial management, which is closely related to health in Salah al-Din Governorate. This means that practical training, motivation, and leadership guidance can help strengthen health financial management in organizations across the region.
- 2- The results also suggest a significant impact between financial management and organizational confidence-building on Saladin's health. This means that effective management of financial resources can increase staff confidence and loyalty to the organization.

Proposals:

- 1- Managers and leaders at Salahuddin Health are expected to develop practical leadership skills through continuous training and development. They must have good coaching and motivational skills to improve financial performance.
- 2- The management of Salahuddin's health finances should be strengthened through the adoption of good practices and policies in money management, accounting, and financial planning. Financial operations should be reviewed and necessary improvements made.
- 3- - Organizational confidence in Salahuddin's health should be enhanced by enhancing institutional communication and transparency and promoting teamwork and participation in financial decision-making.

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Supplements:

First Theme: Effective Leadership

The purpose of this theme is to know the role of effective leadership in enhancing financial management and building organizational confidence in the health of Salah al-Din, and what is required is to determine the degree of your approval of each statement in a way that expresses your point of view, according to the scale:

| | | | | | |
|-------|------------------|-------|---------|----------|-------------------|
| Scale | I strongly agree | Agree | neutral | Disagree | Strongly disagree |
| Grade | 5 | 4 | 3 | 2 | 1 |

Please specify the degree of your agreement with each statement:

| Ferry | Grade |
|---|-------|
| 1- Our current leader demonstrates practical leadership skills in money management. | |
| 2- I fully trust the leader's ability to strengthen the management of money in the organization. | |
| 3- The current leader understands the challenges of money management and deals with them efficiently. | |
| 4- I have noticed a clear improvement in money management since the current leader took charge. | |

| | |
|---|--|
| 5- The current leader encourages transparency and open communication on financial issues. | |
|---|--|

Second Theme: Financial Management

| Ferry | Grade |
|---|-------|
| 1- The company manages financial procedures in an efficient and transparent manner. | |
| 2- I trust to delegate financial decisions to the right person in the organization. | |
| 3- Our financial management achieves cost savings and improves financial performance. | |
| 4- I feel that the financial department pays great attention to providing accurate and transparent financial reporting. | |
| 5- I feel that there is a clear financial management strategy in the organization. | |

Third Theme: Organizational Trust

| Ferry | Grade |
|--|-------|
| 1. Feel confident about the organization's senior leadership. | |
| 2. I feel confident in organizational policies and procedures in the organization.2 | |
| 3. I believe that employees in the organization are competent and skilled to perform their tasks.3 | |
| 4. I feel confident in management directives and governing laws.4 | |
| 5. I feel confident in the organization's ability to achieve its goals and future vision | |