

Implications of the Existence of an Adaptive Organizational Culture in the Establishment of the Leadership Market Value Applied Study of the Views of a Sample of Industrial Project Leaders in The Holy Hussaini Shrine

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Abstract

The purpose of the current study is to demonstrate the effect of an organization's adaptive organizational culture in its dimensions (values of change, orientation towards procedures) and the creation of a market value for leadership in its dimensions (individual dimension and organizational dimension) for a sample of industrial project leaders at the Holy Shrine of Al-Hussainiya. The questionnaire was utilized to gather data from the study sample, as (160) questionnaires were issued and 150 questionnaires were valid for analysis. Statistical approaches were used to assess the findings and test hypotheses on the relationship between variables. The study resulted in a series of findings and suggestions, the most significant of which was that the directors of research projects should devote more resources (time/efforts, money, etc.) to it, hence increasing its market value.

Keywords: adaptive organizational culture, market value of leadership, change values, action orientation.

Introduction

The First Part

The methodology of this research

Firstly: The problem of research: The problem of research is based on the President's question: How does the existence of an adaptive organizational culture in the leadership of Hussainiya Holy Threshold projects create market value for leadership? Several questions arose:

- a) The availability of an adaptive organizational culture in the research sample?
- b) The level of ownership of the search sample to a market value to drive in?

c) The extent to which an adaptive organizational culture of the sample in question affects the creation of a market value for leadership?

Secondly: The importance of research: The importance of current research is highlighted by the following points:

1. The research offers an attempt to see the cognitive foundations that contributed to the success of business organizations, as opposed to that of local organizations.
2. The research provides an explanation of the concept of important variables in management science literature (adaptive organizational culture, and the market value of leadership).
3. The importance of research is highlighted by choosing the topic of the market value of leadership in finding an indicator, whether from an investors' point of view or an assessment of organizations' performance.

Thirdly : The objectives of the research:

1. Know the level of availability of an adaptive organizational culture in the research sample.
2. Disclose the level of availability of the market value of the driving in the sample in question.
3. Determine the correlation and impact relationship to remove the adaptive organizational culture with the market value of driving in the investigated sample.

Fourthly: The Research variables:

1. Adaptive organizational culture: It adopted a study (Costanza et al., 2015) that adopted dimensions (values of change, action orientation).
2. Market value of leadership: relied on a study (Ulrich,2015) involving two dimensions (individual and organizational).

V. Hypothetical outline of the research:

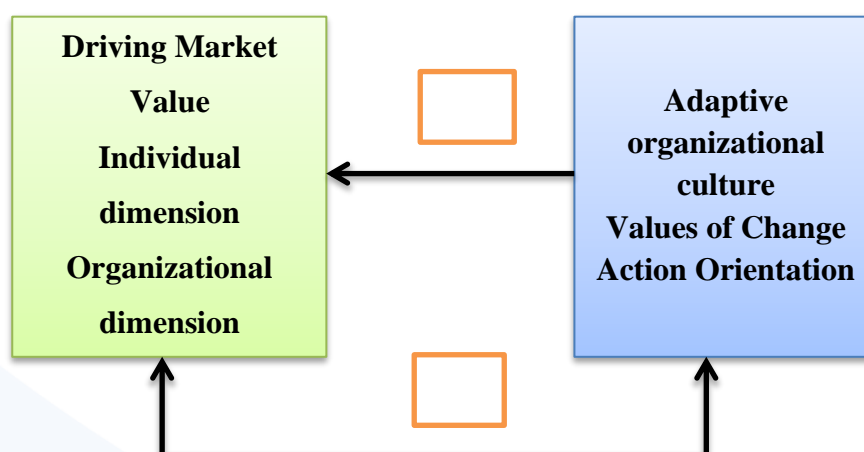


Figure (1) Hypothetical outline of the research

Fifth: Research hypotheses:

The research starts from two main hypotheses (association, effect):

The first main hypothesis: A significant correlation with the morale of the adaptive organizational culture variable in the leadership market value variable. There are several sub-hypotheses:

✓ **The first sub-hypothesis:** A morally significant correlation of the dimension (change values) in the leadership's market value.

✓ **Subtype II:** A significant correlation with a moral statistical dimension (action orientation) in the leadership's market value.

Main hypothesis II: A meaningful, statistically significant relationship to the adaptive organizational culture variable in the leadership market value variable. There are several sub-hypotheses:

✓ **The first sub-hypothesis:** the existence of a morally significant effect relationship to the dimension (change values) of the leadership's market value.

✓ **Subtype II:** A morally statistically significant effect relationship of a dimension (action orientation) in the leadership's market value.

VII: Society and Sample of Research and Statistical Tools Used: Leaders working in industrial projects in the Holy Hosseinism threshold were selected as a society for research. A random sample commensurate with the research community was selected. Questionnaire forms were distributed to the search sample of the size (160) single and after the collection of questionnaire forms for the purpose of unloading, there was found to be (10) a questionnaire form that is not valid for analysis, but the rest of the rest of the analysis (150). It was analytical and professionally responsive by the individuals surveyed. Current research data were analyzed by presenting the statistical description and dimension of current research variables, as well as measuring the relationship between research variables through Spearman's correlation coefficient, testing the hypotheses of the correlation between the variables and their dimensions, and then demonstrating the impact of the relationship between the variables of the phenomenon studied by employing the simple regression coefficient using E-views.

Part Two: The Theoretical Framework for Research

First: Adaptive organizational culture:

1. **Concept:** Kotter & Heskett, 1992:44 is the first to use the term adaptive organizational culture, assuming that the characteristics of culture guide the adaptability of the organization's behaviour and provide appropriate feedback and responses to the changing environment, as well as enabling organizations to become more adapted to their home by helping them to anticipate and adapt to environmental change (Nesbit & Lam, 2014: 304) Table 1 presents accessible concepts about the adaptive organizational culture of a group of researchers, writers and academics, most of whom have committed themselves to the above.

Table 1 Adaptive organizational culture concept Table 1 Adaptive organizational culture concept

No.	Researcher's Name/ The Year	The conception
1	Kotter & Heskett,1992:44	Cultural characteristics that enable the organization to respond to environmental changes by allowing it to predict and adapt to environmental changes.
2	Sunarsih et al.,2011: 125	A set of common procedures and principles that contribute to increasing job satisfaction, and organizational commitment of the organization's employees.
3	Nesbit& Lam,2014:304	Using the Organization's potential for organizational learning and competitive sustainability as its major advantage to assure survival and development.
4	Zahra et al.,2017:1003	The extent to which the organization adapts to its environment in order to improve long-term performance.
5	Bran,2018:81	The way in which the Organization's flexibility is enhanced and maintained in order to improve its market value.
6	White et al.,2018:5	Roles, values and socialization strategies that support and improve the organization's developmental capabilities.
7	Gagné e al.,2020:6	The prevailing organizational culture and the political and economic culture invested by the firm to better adapt to its surroundings and fulfill market demands.
8	Cahill et al.,2021:950	to enhance the likelihood of building and maintaining the pathways of positive results related to adaptation and organizational well-being.
9	Sabihaini & Pamungkas,2021:2	The organization's ability to support adaptation and develop the performance of workers by encouraging them to adapt to environmental changes and improving their motivation towards achieving the common goals and objectives of the organization.

Source: Researcher's preparation based on the sources noted in the table.

In the view of the researchers, the adaptive organizational culture is a set of shared values, beliefs and assumptions that make the organization able to keep pace with different environmental events and deal with them in a positive or preventive manner in order to preserve the organization's survival and sustainability.

1. **The importance:** Cultural adaptation can be classified as a condition for organizations to respond to environmental changes in order to win commercial competition, as experiences have shown that there is one source of competitive advantage in organizations that comes from organizational culture adaptation (Sabuhari et al., 2020:1779). An adaptive organizational culture was one that must continue to maintain the Organization's existence. Kotter & Heskett, 1992) discussed that in an adaptive culture, it is easier to change behavioral norms than shared

values because of their clarity. The easiest action to note can overcome intangible belief and that it can be concluded that cultural change can be done more easily by making its value clearer, and as value clarity increases, adaptation will be easier (Zahra et al., 2017:1003). The adaptive organizational culture encourages the organization's members to change their cultures in a manner consistent with the requirements of the organization's environment, enhances their creativity in providing new products and services, and creates cyclical and radical changes adapted to external pressures and economic crises that can be experienced by the organization.

2. **Dimensions:** The current study has relied on measuring adaptive organizational culture on the dimensions of the study (Costanza et al., 2015). This study began by defining an adaptive organizational culture as a set of shared values, beliefs and assumptions that make the organization able to keep pace with different environmental events and deal with them in a positive or preventive manner in order to preserve the organization's survival and sustainability. Table 2 shows the characteristics and dimensions of the adaptive organizational culture according to study presented by (Costanza et al.,2015).

Table 2: Dimensions of the Adaptive Organizational Culture According to the Study
(Costanza et al., 2015)

No.	The Main dimensions	The sub-dimensions	Details
1	Values about change	External focus	The Organization's concern for its external environments, especially its clients. The organization appreciates the reading and interpretation of signals from its environment.
		Anticipation	The organization works proactively to identify internal and external problems; The organization focuses on future problems or environmental changes.
		Confidence	The organization believes that it has the potential to change.
2	Action-orientation	Open to change	The organization accepts creativity, change and new ideas. The Organization is flexible. It does not feel bound by certain rules and procedures to carry out its work.
		Development of capabilities	The organization develops the ability to deal with environmental attitudes.
		Collaborative action planning	The organization allows collaboration between business units that allow them to proactively and interactively develop solutions to problems.
		Executing change	The organization is able to implement adaptive change.
		Sustaining change	The organization is able to sustain change by creating systems that promote change.
		Risk-taking	The Organization is ready to take risks.

Source: Costanza et al., 2015:366)

Second: Leadership's market value:

Concept: Leadership from a market value perspective focuses on studying what active leaders know and do. It highlights the investor's role and interest in the role of leadership in making the necessary changes, and their (investors) focus on the role of leadership in decision-making. Leadership is important for investors, so there is inclusiveness in their valuation. In fact, value creation is the primary driver that drives individuals and organizations alike. At the individual level. Positive impact and contribution in an area of individual importance is one of the most basic needs of individuals. Creating value is how individuals realize themselves and demonstrate their unique potential (Lawrence & Nohria, 2002:18). The organization's market value is a good indicator of investors' perceptions of its business prospects. The range of market values in the market is enormous, ranging from less than \$1 million for the smallest organizations to hundreds of billions for the world's largest and most successful organizations. Market value is therefore determined by valuations or multipliers given by investors to organizations, such as price to sales, price to profit, organization value to EBITDA, etc. The higher the valuations, the higher the organization's market value (Chen, 2021:2). Therefore, the definition of the market value of leadership takes off from being the market value index of leadership offers investors a more comprehensive way of evaluating leadership as part of the organization's valuation process. When investors recognize the importance of leadership, they often lack accuracy in evaluating it, with the Leadership Market Value Index providing interested people with a deep understanding of governance, risks, social responsibility and other regulatory processes.

1. The importance:

Leadership is one of the most important considerations when looking for a potential investment by investors. As such, the quality of leadership reflects investment's success. Some investors see the quality of leadership, culture and stakeholder relationships as critical factors and as important criteria when organizations choose to invest in them. Investors seek what is most useful and priority when making an investment that generally represents the value of the organization. When investors determine an organization's market value, they do so not only on the basis of its financial performance, but also on intangible assets, especially strategy, brand, creativity, research and development, cooperation, etc. (Dangi et al., 2017:55). Creating the organization's market value is a very important concept for the organization, the individual and other stakeholders because creating value is the ultimate goal of leadership and effective organizational performance. It is therefore necessary to clarify the meaning of value and explain how the framework is used by leaders to promote value creation (Cameron et al., 2022:21). Moreover, it has emerged from the literature that organizations that generate and maximize shareholder value will ultimately create more jobs, deal with their current and former staff better, give their clients more satisfaction and bear a greater burden of responsibility than their competitors. Therefore, at present, investors are showing increased interest in leadership as a key differentiator when making investment decisions (Koller et al., 2020:34).

2. The Dimensions

The leadership market value index developed by Ulrich, 2015 (adopted in the current study) has two dimensions: individual and organizational. According to Ulrich, 2015, this can also be done by measuring driving quality. It is often recognized that leaders can influence the organization's value, but it is unclear how this can be measured. It is often recognized that leaders can influence the organization's value, but it is unclear how this can be measured. Ulrich has established its own leadership capital index on investors' and business leaders' research and arguments presented by both advisory organizations and leadership experts. This is how two dimensions formed the basis for the leadership ratings. Each of these dimensions consists of five following factors (Ulrich, 2015:50):

A: Individual dimension: This dimension includes the individual qualities of the organizations' most important leaders, including their abilities, characteristics, individual qualities, strategic ability, operational skills and interaction skills. The way this leader deals with the organization's values is also an important factor. The most important indicators of individual dimension are: individual skills, strategic thinking, implementation capacity, individual manager, and distinctive leadership (Ulrich & Smallwood, 2012:36).

B. Organizational dimension: This dimension includes leaders' ability to create customer-oriented cultures, manage talent, impose accountability, use information to achieve a competitive advantage, and create business processes to make changes. This dimension is also referred to as "human capital", with leaders properly applying regulatory systems to specific working conditions. This organizational dimension includes a number of indicators: cultural efficiency, talent management, performance report, information management, and working methods (Ulrich, 2015:56).

Part Three : Practical aspect of the search :

The main and sub-hypotheses built by the researcher must be verified by employing a range of appropriate statistical methods. Which focuses on estimating the parameters of those statistical methods that give clear and clear indications for testing the hypotheses of research, and made the appropriate statistical decision on accepting or rejecting the hypothesis of nowhere. Current research focused on a two-variable administrative phenomenon: the first variable (adaptive organizational culture), under which the variable has two dimensions (after change values and after action orientation), and the second variable (market value of leadership), under which the variable has two dimensions (individual and organizational dimensions).

Firstly; Statistical description of adaptive and dimensional organizational culture variable and data edition testing.

Statistical indicators have a prominent role to play in giving a perception of the nature of the data through its centralization. This is what the computational medium shows. Research data are dispersed. This is what the standard deviation shows. Data distribution can be observed through twisting and fluctuation. The test of data moderation and its proximity to natural distribution can be used by using a test (your neighbor Beira) as in table (1):

Table 1. Natural Distribution Test for Adaptive Organizational Culture Variable, Dimension and Variable Market Value of Leadership and Dimensions

The variable	Variable symbol	Arithmetic mean	standard deviation	Skewness	Kurtosis	Jarque-Bera	Probability
Adaptive organizational culture	AOC	3.722772	1.158610	0.957661	3.223730	2.64875	0.124534
After Change Values	VAC	3.732673	1.121527	0.870536	3.114597	1.81218	0.114928
After Proceeding	ACO	3.811881	1.083632	0.900824	3.150497	2.75530	0.135741
Driving Market Value	MVL	3.671593	1.078247	0.910451	3.303562	0.935615	0.473571
individual dimension	IND	3.903130	1.186483	0.929235	3.183502	2.782138	0.1453596
Organizational dimension	ORD	3.737249	1.628634	0.834106	3.2643624	2.986537	0.1671368

By the results shown in table (1), we note that the arithmetic medium value of the adaptive organizational culture variable was (3.722772), the standard deviation value of the adaptive organizational culture variable was (1.158610), the quotient value of the variable (adaptive organizational culture) was (0.957661), and the flatness index value was (3.223730). To illustrate the natural distribution test of adaptive organizational culture variable data, we will rely on your neighbor's test (Jarque - Bera) which is worth 2.64875, and its probability value is 0.124534. When compared, the probability value is greater than 0.05. Its probability value is 0.124534. When compared, the probability value is greater than 0.05. Therefore, the hypothesis of nowhere (that data for the adaptive organizational culture variable track natural distribution) and the rejection of the alternative hypothesis that "data for the adaptive organizational culture variable does not follow natural distribution" will be accepted. Also through the results shown in table (1). Note that the value of the arithmetic medium of the change value dimension is 3.732673, the value of the standard deviation of the change value dimension is 1.121527, the value of the twist scale (change values dimension) is 0.870536, and the value of the fluctuation index is 3.114597, and to illustrate the natural distribution test of data after change values we will rely on your neighbour's test (Jarque - Bera) which is 1.81218, and its value (0.114928). When compared, the probability value is greater than (0.05), so the no where's hypothesis that (data on the dimension of change values track natural distribution) and the rejection of the alternative hypothesis that states (data on the dimension of change values does not follow natural distribution) will be accepted.

According to Table (1), the value of the arithmetic mean for the variable after the orientation towards actions was (3.722772), and the standard deviation value of the variable after the orientation towards actions was (1.158610), while the value of the torsion scale for the dimension (orientation towards actions) was It amounted to (0.957661), and that the value of the flattening index amounted to (0.957661). (3.223730), And to clarify the normal distribution test for variable data after orientation towards procedures, we will use the Jarque-Bera test, whose value was (2.64875), and its probability value was (0.124534), so when Comparing, we find that the probability value is greater than (0.05), so the null hypothesis will be accepted, which states (that variable data after orientation towards procedures follow a normal distribution) and the alternative hypothesis will be rejected (that the data of the variable after the orientation towards procedures does not follow the distribution natural). Through the results presented in Table (1), we observe that the value of the arithmetic mean of the market

value of driving variable was (3.671593), the value of the standard deviation of the market value of driving variable was (1.078247), the value of the torsion scale for the market value of driving variable was (0.910451), and the value of the flattening index was (3.303562), and to clarify the normal distribution tesseract was (3.303562).

Through the results shown in Table (1), we note that the value of the arithmetic mean for the organizational dimension amounted to (3.737249), and the value of the standard deviation for the organizational dimension amounted to (1.628634), while the value of the torsion scale for (the organizational dimension) amounted to (0.834106), and that the value of the indicator The flattening amounted to (3.2643624), and to clarify the normal distribution test for the data of the organizational dimension, we will rely on the Jarque-Bera test, whose value amounted to (2.986537), and its probability value amounted to (0.1671368), when compared, we find that the probability value is greater than (0.05), Therefore, the null hypothesis will be accepted, which states (that the data on the organizational dimension follow a normal distribution) and reject the alternative hypothesis that states (that the data on the organizational dimension does not follow a normal distribution).

Second: Test and analysis of link hypotheses:

This focal point is interested in measuring the correlation between the market value of leadership as a variable adopted, and the adaptive organizational culture as an independent variable, by testing the research hypothesis that "there is a meaningful impact relationship for the adaptive organizational culture variable in the market value of leadership." Its sub-hypotheses use the analytical statistical methods of the simple binding factor Spearman and then test relationship morale using a test (t). Current research will rely on the measurement of Mukaka, 2012:71) to determine the strength of the correlation between research variables as shown in table (2).

Table (2) Standard Strength Coefficient For Binding

degree of correlation	1.00-.90	.90-.70	.70 -.50	.50-.30	.30-.00
strength of association	Very strong	strong	moderate	low-level	Very low

Table 3. Spearman's correlation matrix between the dimensions of the market value of leadership and the dimension of adaptive organizational culture

Approved variable independent variable		individual dimension (IND)	Organizational dimension (ORD)	Driving Market Value (MVL)
After Change Values (VAC)	correlation	.750**	.844**	.871**
	Sig. (2-tailed)	.000	.000	.000
	N	150	150	150
After Proceeding (ACO)	correlation	.883**	.745**	.874**
	Sig. (2-tailed)	.000	.000	.000

	N	150	150	150
Adaptive organizational culture (AOC)	correlation	.874**	.779**	.899**
	Sig. (2-tailed)	.000	.000	.000
	N	150	150	150

Indicative level (0.01)

First Chairperson's hypothesis: The first hypothesis

The first main research hypothesis is analyzed and tested, which states (there is a significant correlation with the moral statistical significance of the adaptive organizational culture variable in the market value variable of leadership). This correlation between the market value of leadership and the adaptive organizational culture will be tested and analyzed based on the results shown in table (3).

There is a strong statistically significant correlation between the adaptive organizational culture and the market value of the leadership. The strength of this correlation is estimated at 0.899 and at a moral connectedness level ($P < 0.01$). This means rejecting the hypothesis of nowhere (there is no significant correlation with the moral statistic of the adaptive organizational culture variable in the variable market value of leadership), and acceptance of the alternative hypothesis that provides (an association of significant moral statistical significance to the adaptive organizational culture variable in the leadership market value variable).

2-2 :First sub-hypothesis: The first sub-hypothesis

The first research sub-hypothesis is analyzed and tested which stipulates (the existence of a morally significant correlation to the dimension (change values) of the leadership's market value). This correlation between the leadership's market value and the change values will be tested and analyzed based on the results shown in table (3).

There is a strong direct statistically significant correlation between the change values dimension and the market value of leadership. The power estimated this relationship with (0.871) and at the level of significant significance ($P < 0.01$). Which means rejecting the null hypothesis which states (there is no statistically significant correlation for the dimension (change values) in the market value of leadership) and accepting the alternative hypothesis which states (the existence of a statistically significant correlation for the dimension (change values) in the market value of leadership).

Second sub-hypothesis: The second sub-hypothesis

The second research sub-hypothesis is analyzed and tested, which states (the existence of an association of moral statistical significance to the dimension (orientation to action) of the driving market value). This correlation between the leadership's market value and the action orientation will be tested and analyzed based on the results set out in the above table.

There is a strong statistically significant correlation between the action-oriented and the market value of the command. The strength estimated this relationship at 0.874 and at a moral connectedness level ($P < 0.01$). This means rejecting the hypothesis of nowhere that provides (there is no significant correlation with a moral statistical dimension (orientation to

proceedings) in the leadership's market value). The acceptance of the alternative hypothesis, which provides (a significant correlation with a moral statistical dimension (action-orientation) in the leadership's market value). The correlation between research variables can be characterized by the form below

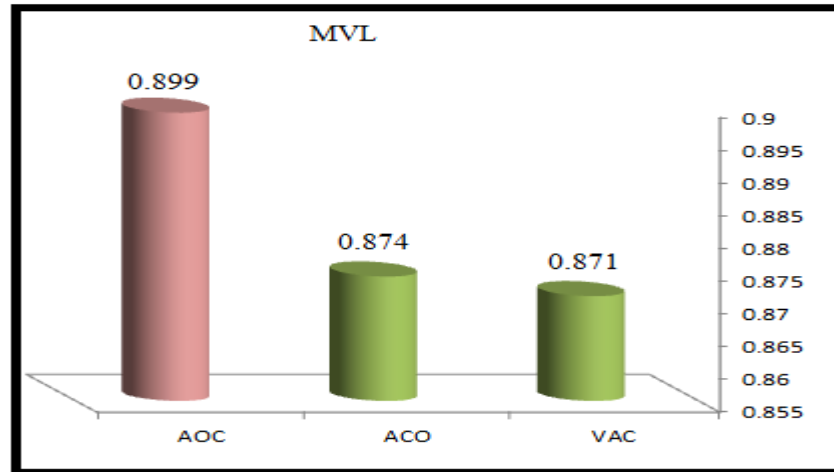


Figure (1): Relationship and Distance of Adaptive Organizational Culture to Leadership Market Value

In the second axis, emphasis was placed on correlation factors for evidence of research hypotheses. The rest of the correlation relationship is shown in table (3).

Third: Testing impact hypotheses

It focuses on presenting, analyzing and discussing the results of testing the influence relationships between the research variables, which was included in the second main hypothesis, which states that (there is a statistically significant influence relationship of the adaptive organizational culture variable in the variable of the market value of leadership) and the sub-hypotheses emanating from it. In order to test this effect, we have to use a set of tests, which are represented by the simple linear regression equation, the test (F) for the test of significance, the test (T), and the coefficient of determination or interpretation (R²) to find out the proportion of interpretation of the independent variable from the dependent variable. According to the following:

1-3. Chairperson's second presumption

The impact relationship between the variable adaptive organizational culture (as an independent variable) will be measured against the variable market value of the drive (as an approved variable). The validity of the second main hypothesis, which states that "there is a meaningful statistically significant impact relationship for the adaptive organizational culture variable in the market value variable of leadership", is tested by the results shown in table (4).

Table (4) Impact Link Test between Adaptive Organizational Culture and Variable Market Value of Leadership

Adaptive organizational culture	Driving Market Value	Coefficient β_1	The standard error	t-Statistic	morale level	The decision
X1	Y1	0.312	0.034	9.207	0.000	Acceptance of the alternative hypothesis
Constant) C(0.471	$Y_i = \beta_0 + \beta_1 X_1$ Predictive Equation $Y_i = 0.471 + 0.312 X_{_1}$				
The coefficient of determination	0.808					
The corrected coefficient of determination	0.786					
F-statistic	4.302					
The Morale level	0.000					

Source: Researcher's preparation based on SPSS outputs

According to the results presented in table (4), we find that the calculated value (F) (4.302) which is a moral value below the indicative level of 0.05, we conclude that the studied model between the adaptive organizational culture and the market value of the leadership, is highly suited to the data of the phenomenon under consideration. In addition, table (4) notes that the determination factor (R^2) is (0.808) and the corrected determination factor is (0.784), which shows that the interpretability of the regression equation is high and indicates that (78.4%) changes in the market value of leadership are due to the variable adaptive organizational culture.

Therefore, the results presented in table (4), when the adaptive organizational culture increases by one unit, the market value of the leadership, will be influenced by the increase by ($\beta=0.312$), which means a positive and moral impact of the adaptive organizational culture variable on the market value of the leadership, and this leads to the possibility of saying that the adaptive organizational culture will have a positive role in the market value of the leadership.

This is evident through the beta value factor (B_1) test (t), which was 9.207, which is evidence of beta factor morale below an indicative level (0.05). Through the results above, we accept the assumption that (there is a meaningful, statistically significant relationship of the adaptive organizational culture variable in the leadership market value variable) against any other hypothesis.

Table 5 Impact Relationship Test between Change Value Dimension and Leadership Market Value Variable

Adaptive organizational culture	Driving Market Value	Coefficient β_1	The standard error	t-Statistic	morale level	The decision
X1	Y1	0.856	0.135	6.342	0.000	Acceptance of the alternative hypothesis
Constant) C(0.281	$Y_i = \beta_0 + \beta_1 X_1$ Predictive Equation $Y_i = 0.281 + 0.856 X_{_1}$				
The coefficient of determination	0.759					
The corrected coefficient of determination	0.726					
F-statistic	6.732					
The Morale level	0.000					

Source: Researcher's preparation based on SPSS outputs

We conclude that the model explored between the dimension of the values of change and the market value of the drive is very well-suited to the facts of the phenomena under examination based on the findings reported in Table 5.

In addition, Table (5) reveals that the coefficient of determination (R^2) equaled (0.759) and the corrected coefficient of determination equaled ((0.726), indicating that the interpretation of the regression equation is high and that 72.6% of the changes in the value are attributable to the independent variable. After the shift in values, the leadership's market value is affected by a variable. The data shown in the table above indicate that when the change values dimension is raised by one unit, the market value of leadership will be changed by ($= 0.856$), indicating a positive and statistically significant effect of the variable following the values. The change in the market value of leadership, which leads to the possibility of stating that the values of change will play a positive role in the market value of leadership, as demonstrated by the test (t) of the coefficient of beta value (B_1), which reached (6,342), demonstrating the significance of the coefficient of beta at the 0.05 level of significance. In light of the aforementioned findings, we reject all competing hypotheses and accept the null hypothesis (the presence of a statistically significant impact connection for the dimension (changing values) in the market value of leadership).

3-3sub-hypothesis II

The impact relationship between the action-oriented (as an independent variable) will be measured against the driving market value variable (as an approved variable). The validity of the second sub-hypothesis, which states that "there is a significant impact relationship with a moral statistical dimension (action orientation) in the market value of leadership", is tested by the results shown in table (6).

Table 6 Impact Relationship Test between Action Orientation and Leadership Market Value Variable

Adaptive organizational culture	Driving Market Value	Coefficient β_1	The standard error	t-Statistic	morale level	The decision
X1	Y1	0.629	0.084	7.482	0.000	Acceptance of the alternative hypothesis
Constant) C(0.525	<div>$Y_i = \beta_0 + \beta_1 X_1$<p>Predictive Equation</p>$Y_i = 0.525 + 0.629 X_1$</div>				
The coefficient of determination	0.764					
The corrected coefficient of determination	0.748					
F-statistic	11.067					
The Morale level	0.000					
Source: Researcher's preparation based on SPSS outputs						

The results presented in Table (6) indicate that the calculated value (F) (11.067), which is a moral value below the indicative level of 0.05, leads us to conclude that the studied model between action orientation and the market value of driving is well-suited to the data of the phenomenon under investigation.

In addition, table (6) notes that the determination factor (R^2) is (0.764) and the corrected determination factor is (0.748), which shows that the interpretability of the regression equation is high and indicates that (74.8%) changes in the leadership's market value are due to the dimension of the process orientation.

In addition, Table (6) reveals that the coefficient of determination (R^2) was (0.764) and the corrected coefficient of determination was (0.748), indicating that the regression equation is interpretable and high, indicating that (74.8%) of the changes in the value are explained by the regression equation. Due to the aspect of action orientation, logistical leadership is shown.

According to Table (6), when the post-orientation towards actions rises by one unit, the market value of leadership will increase by ($\beta_1 = 0.629$), indicating a positive and substantial influence of a variable after the orientation towards activities on the market value of leadership. For leadership, and this leads to the possibility of stating that after undergoing the procedures, it will play a positive role in the market value of leadership, as demonstrated by the (t) test of the beta value coefficient (β_1), which reached 7.482, indicating the significance of the beta coefficient below the significance level of 0.05. In light of the aforementioned findings, we reject all competing hypotheses and accept the null hypothesis (the presence of a statistically significant impact link between the dimension (direction towards activities) and the market value of leadership. Through the context of the above speech, which centered on measuring the impact relationship between the variables in question, these relationships can be summarized through Table (8):

Table 8: Summary of impact relationship between research variables

Statistical decision on the type of relationship	Coefficient β_1	The variables
Statistically Significant and Expulsive Effect Relationship	0.312	The impact of the adaptive organizational culture variable on the market value of leadership
Statistically Significant and Expulsive Effect Relationship	0.856	The effect of the change values dimension on the market value of leadership
Statistically Significant and Expulsive Effect Relationship	0.629	The effect of the orientation towards the procedures on the market value of the leadership

Study IV: Conclusions and recommendations:

Initially: Conclusions:

1. The findings of the study revealed that research organizations strive for interaction across their business divisions, which helps them to build proactive and interactive solutions to challenges. And the significance of establishing an adaptable organizational culture in order to withstand environmental disruptions and changes.
2. According to the findings of the study, the firms in question are receptive to innovation, change, and new ideas, as well as exhibiting the trait of adaptability, since they do not feel constrained by specific norms and processes.
3. The organization's culture is adaptable, which contributes to the absorption of change and the development of new values and beliefs in the investigated firms.

4. Departments within the examined firms are eager to implement indicators of the market value of leadership in them, either on the personal traits of their leaders or at the organization-wide level. While these departments promote these indicators and see them as favorable qualities in order to increase the market value of leadership, they view them as a positive trait.
5. The departments of the firms questioned excelled at establishing an adaptable culture that would allow them to capitalize on market possibilities. When these companies took efforts toward embracing change and enhancing their capabilities, they demonstrated an openness to change.

Secondly, Recommendations:

1. The departments of the surveyed organizations should promote their values and beliefs that are oriented towards change more broadly than they currently do, as this is one of the most important tools and means for enhancing the organization's capacity to face uncertainty and environmental disturbances that are a permanent feature of the organizations' work environment through the implementation of business operations. To retain personnel, the project establishes a culture and system that sees labor as a profession, ahead of time and within the given budget.
2. Utilize the companies' capacity to establish a training program or vocational training program to educate employees new and vital skills to address future demands and to improve their ability to recognize and understand environmental signals.
3. The investigated organizations should devote more resources (time/effort, money, etc.) to defining and communicating the ideal culture. And attempting to link its brand with its culture and principles. And it endeavors to translate the culture and value statement into observable and quantifiable leadership practices, so increasing the market value of its leadership.
4. The need for departments of surveyed firms to create clear criteria for the performance of leaders and for their leaders to align the salary of senior managers with their performance. Leaders should also provide sufficient time to performance talks.

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