Lean Leadership and its Reflection on Sustainable Human Resources Management an Analytical Diagnostic Study of the Opinions of a Sample of Administrative Leaders at the University of Dohuk

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Abstract

The study aimed to reveal the role of lean leadership on sustainable human resources management (SHRM) at the University of Dohuk, as adopted lean leadership as an independent variable expressed in its dimensions (culture of improvement, self-development, qualifications, Gemba, Hoshin Kanri) and SHRM as a dependent variable represented by (sustainable planning, sustainable employment, sustainable training, sustainable performance evaluation, sustainable compensation and motivation) in an attempt to address a research problem that states: "Do administrative leaders adopt lean leadership in the organization under study to adopt SHRM in terms of its aforementioned dimensions?" To achieve this, the study adopted the descriptive analytical approach and a hypothetical diagram that reflects the nature of its hypotheses, which expressed the extent of the influence between them at the macro and micro levels. To test these hypotheses, the questionnaire was distributed to a sample consisting of (153) respondents from the senior and middle administrative leadership in the organization under study. The data was analyzed using statistical methods within the program (SPSS, Ver. 27). The study reached several conclusions that confirmed that the leaders of the surveyed organization had a clear perception and understanding of the dimensions that express the reflection on SHRM, in addition to the presence of a significant effect of lean leadership with its dimensions, together and individually, on SHRM, in a way that indicates that SHRM derives the elements of its existence from lean leadership in the organization under study. That is, the more the leaders of the researched organization possess lead leadership, the more this helps in adopting SHRM. The study concluded by presenting several necessary proposals for the organizations in general and the ones studied in particular, about the two variables of the study.

Keywords: *Lean leadership, Sustainable human resources management, University of Dohuk*

Introduction

Lean leadership is one of the recent topics that has attracted the attention of many researchers and writers because of its importance to organizations in facing the challenges resulting from increasing environmental changes its leaders are characterized by wisdom, calm, humility, confidence, and patience. And objectivity, which enables it to bear great responsibility towards the organization to achieve its desired goals.

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The concept of SHRM is one of the ambiguous concepts in modern management, through which it is possible to employ, train, and prepare workers capable of managing organizations according to an integrated, systematic vision that helps organizations reach their goals.

This is where of be call organizations seek to address these problems resulting from environmental changes by adopting sustainable human resources management. Due to the difficulty and lack of readiness to adopt it in organizations, there have used the philosophy of lean leadership to reach the adoption of sustainability in human resources management. This is the subject of the current study, assuming the availability of agile leadership principles in the organization under study to adopt Sustainable human resources management, and this was the researcher's interest in the field of defining the problem of the study.

In order to give a complete picture of the current study and cover its contents theoretically and in the field, it consisted of three following sections:

The First Section: Study Methodology

First: Problem of Study

Through field visits to the University of Dohuk, it was proven that there is a lack of clarity regarding the adoption of SHRM in the university investigated. As the researchers seeks to enhance the sustainability of human resources management, it was decided to study the issue of the relationship between lean leadership as one of the leadership styles that may have an impact on the issue of sustainability, especially in human resources management because it is characterized by It has characteristics, and from that the problem of the study came by asking: Does lean leadership have an impact on SHRM

Second: Importance of Study:

1- The intellectual importance of the current study lies in the fact that it is considered one of the recent studies that dealt with a topic that has a great deal of importance in contemporary organizations, as lean leadership is one of the leadership styles that are supposed to be followed in modern business organizations, as it is one of the important topics that has a great impact on aspects of life.

2-The study derives its importance from the importance of adopting lean leadership among administrative leaders in organizations in general and the organization under study in particular, as it helps adopting new work methods that are different from traditional work, which contributes to solving their problems and adopting change in them.

3-Enhancing the perceptions of the leaders of the researched organizations and increasing their awareness and understanding of the importance of lean leadership by explaining its role and implications for adopting SHRM.

Third: Objectives of study:

The main objective of the study is to reveal the role that play by lean leadership in terms of its dimensions in organizations and how they can be used in SHRM in the researched organization, as well as achieving a set of sub- objectives represented by:-

1-Clarifying the role that the dimensions of lean leadership can play in SHRM according to testing the influence between them at the macro and micro levels.

2-Reaching some conclusions related to the two variables of the study in the researched organization and providing a set of necessary suggestions for organizations in general and the researched organization in particular with regard to the two variables of the study.

Fourth: Hypothetical Diagram:

Systematic treatment of the study problem requires designing a hypothetical diagram as shown in Figure (1), which shows the nature of the influence relationship between lean leadership and SHRM and the dimensions that express each of them.

Figure (1): Hypothetical Diagram
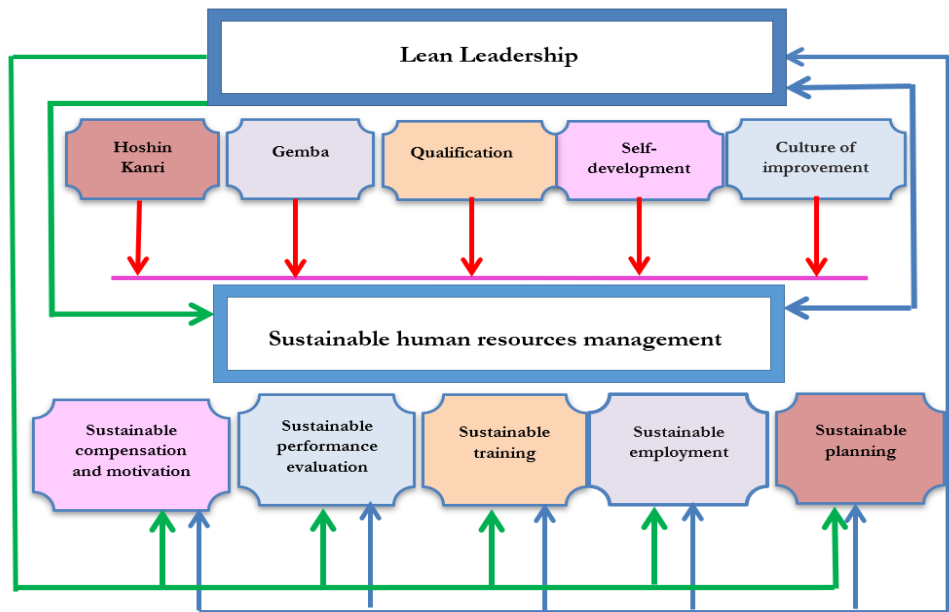
Source: Prepared by the Researchers

Fifth: Study Hypotheses:

In order to achieve its objectives and test its diagram, the study was confirmed the next main hypothesis:

There is a significant effect of lean leadership on SHRM in the researched organization.

Two sub-hypotheses emerge from it:

There is a significant effect of lean leadership dimensions (individually) on dimensions of SHRM (combined) in the researched organization.

There is a significant effect of lean leadership (combined) on dimensions of SHRM (individually) in the researched organization.

Sixth: Methods of Data Collection and Analysis Them

The researchers relied on a set of tools in both its theoretical and field aspects, as follows:
1-The theoretical aspect: In this aspect, whatever available Arab and foreign sources were employed, represented by research, books, scientific journals, and conferences, in addition to

dissertations, university dissertations, and the Internet.

2-The field aspect: In this aspect, the questionnaire was relied upon as a main tool for collecting data on the variables of the study from the investigated field (University of Dohuk), the study population was represented by senior and middle administrative leaders, while the study sample was (153) returned form was valid for analysis, as the form included three axes. The first included demographic variables, the second included phrases related to the dimensions of lean leadership, and the third was devoted to phrases expressing the dimensions of SHRM.

A five-point Likert scale was adopted to measure the dimensions of the study variables and the rank of the phrase (strongly agree, agree, nature, disagree, strongly disagree), and the corresponding weights were given to them (5, 4, 3, 2, 1) respectively, and the program was used (SPSS, Ver. 27) in order to analyze the data.

Seventh: Study population and sample:

The study population was represented by administrative leaders at the University of Dohuk, as their number reached (201) and distributed (201) a form for the respondents, from which retrieve (163), (153) a valid form for analysis, meaning that the sample represents the population (76%).

The second section: Theoretical side

First: Lean Leadership:

1-The Concept

The concept of lean leadership among the modern concepts that attracted the attention of researchers, as a result of the diagnosis of researchers during the past twenty years, is the major role that leadership plays in achieving success for organizations, which led to the emergence of several theories and models that explain what the leader must do or not do to achieve the best results for the organization, that the difficult times separates great leaders from the rest. What do leaders do to manage effectively in difficult times? It's as much about what they do to prepare as it is about how they react during times of change or crisis.

Lean leadership can guide teams and influence team behavior on an ongoing basis by defining, disseminating, and maintaining the vision of the organization. Lean leadership means being lean in influencing others and making changes. A lean leader who has multiple skills that are flexible and quick can facilitate greater organizational success and is prepared to face current challenges of lean leadership it is leadership that can guide the team and continually influence team behavior to deliver value for customers always ready to face the challenges of the business world, lean leaders can set guiding principles, develop strategies and build mechanisms that will lead to a smooth transition to organizational flexibility.(Rozak et al., 2021, 157-158), lean leadership is defined as a philosophy that combines methods and principles of management with agility tools to be a new management philosophy that works to reduce unnecessary activities and eliminate waste, As well as continuous improvement of quality and production. (Al-Sabawi and aKhron, 2020), it is a successful leadership style that is crystallized through a relationship based on trust, respect, and cooperation between the leader and the workers to achieve the organization's goals. (Al-Najjar, 2021, 22), It is leadership that acts well and is effective in performing their roles as well as making the roles of their employees based on administrative empowerment. (Abdul Bari and Youssef, 2021, 37)
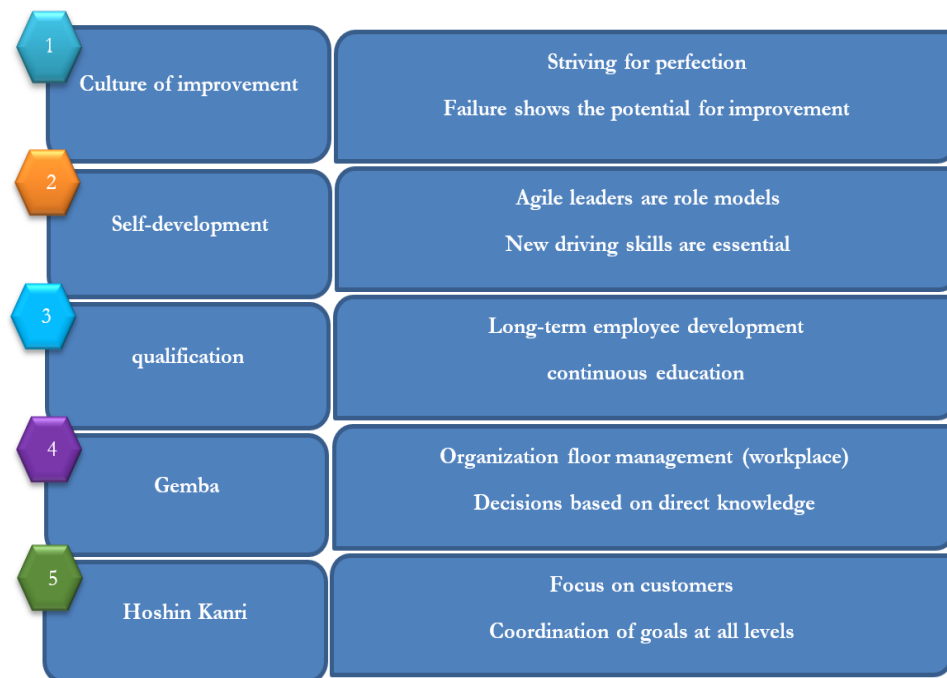
Based on the above definitions and for the current study, the researchers believe that lean leadership is a type of leadership that pursues sustainability and a culture of improvement in

the cooperation of leaders and workers in their mutual pursuit of achieving long-term goals.

2-Dimensions of Lean Leadership:

Writers and researchers have many opinions about defining the dimensions of lean leadership. Some of them address the dimensions: of humility, wisdom, confidence, patience, objectivity, and calm. (Al-Fatlawi, 2017; Shabbat, 2020; Abdel Bari, 2022; Al-Kaabi and Al-Yasiri, 2023), some of them dealt with dimensions, continuous improvement, sigma, qualifications, and self-development (Trenkner, 2016), and some of them addressed the dimensions: speed, flexibility, efficiency, cooperation, technology tracking, (Şahin and Alp, 2020), and others take dimensions: creative skills, inspirational motivation, emotional intelligence (Al-Hajira, 2020), but in measuring the dimensions of lean leadership, the researchers adopted the model of both (Dombrowskia and Mielkea, 2013, 570) the principles have been adopted in the figure (2)as dimensions of the current study, they analyzed a large group of studies related to lean leadership, and five principles were derived that represent lean leadership, as in figure (2), because the above dimensions have been extensively addressed and have satisfied the research of researchers and writers.

Figure: (2) Principles of lean leadership

1	Culture of improvement	Striving for perfection / Failure shows the potential for improvement
2	Self-development	Agile leaders are role models / New driving skills are essential
3	qualification	Long-term employee development / continuous education
4	Gemba	Organization floor management (workplace) / Decisions based on direct knowledge
5	Hoshin Kanri	Focus on customers / Coordination of goals at all levels

Source: Dombrowski, U. and Mielke, T. (2013). Lean Leadership-Fundamental Principles and Their Application, Forty Sixth CIRP Conference on Manufacturing Systems 2013, Procedia CIRP 7, 569 – 574. DOI: 10.1016/j.procir.2013.06.034

Below is a Presentation of those Dimensions

1- Improvement culture: A Japanese method that seeks to bring about simple and slow improvements in activities and services, and it must be in a form continuous (Muslim And Abu

Muslim,2017, 5), while (Marksberry and Hughes, 2011, 3) believe that the culture of improvement focuses on all the attitudes and behaviors included in lean leadership, which emphasizes continuous improvement to ensure the achievement of integration, to prevent failure to take advantage of the opportunities facing the organization in its environment. But, the researchers believe that the culture of improvement is the introduction of continuous improvements in the performance of employees to achieve excellence and success.

2-Self-development: Self-development is an important principle of leadership, since some traits depend on leaders, while some traits must be learned and developed, and this shows that the transition to lean leadership requires new leadership skills. (Dombrowski and Mielke, 2013, 570-571), while, saw (Marksberry and Hughes, 2011, 3) that self-development emphasizes the interest of lean leadership in developing its own skills and acquiring new ones, whether innately or learnedly, considering role model for others and then to help them raise their levels of performance. Therefore, the researchers believe that self-development consists of activities that work to develop employees' capabilities and potentials, build human capital, facilitate employment, improve the quality of life and achieve dreams and aspirations.

3-**qualification:** Qualifying workers is an essential task in agile leadership, and it enables workers to participate in continuous improvement. Continuous improvement of processes must be in line with continuous improvement of workers, as qualification is not limited to traditional education in classes or training, but most qualifications in agile leadership are updated on the basis of... Every day in the organization, so that workers feel constantly challenged and learn by solving actual problems, and many organizations use training curricula because they meet new requirements better. An example of this is Toyota, where the so-called training method was established (Toyota Kata) in industry it provided a formal structure for training and improvement which helped create daily routines that lead to programmes CIPSustainable (transportation and paid insurance) Sustainable.(Dombrowski and Mielke, 2013, 572), also sees (Marksberry and Hughes, 2011, 3) that this dimension is concerned with enhancing organizational learning processes, participating in the decision-making process and solving problems facing human resources at work, in order to eliminate them On routine at work, especially in service organizations more than in productive organizations.

Thus, the researchers believe that the qualification is the educational attainment possessed by the worker that is compatible with the requirements of the job he holds.

4- Gemba

Gemba Kaizen originated in Japan in 1950 when the government recognized that there was a problem with the current management system and labor shortage, and sought to solve this problem in cooperation with the workforce. (Masaaki Imai) was founded it in 1986 to improve the efficiency, productivity and competitiveness of Toyota, a Japanese automobile manufacturer in the wake of increasing competition and pressures of globalization. Since then, Kaizen has become part of the Japanese manufacturing system and has contributed significantly to the success of manufacturing, and a Kaizen forms the umbrella that covers many modern techniques. (Lubica, 2012, 195-196)

Therefore, the researchers believe that Gemba a set of tools that are used globally to make the processes that take place within the organization at the first global level, which is the place where all activities that achieve added value in performance take place.

5-Hoshin Kanri

The Hoshin Kanri methodology has emerged as one of the methodologies that can have a major role in achieving change continuously, the methodology has been widely applied in Japan in large organizations, yet, there are few empirical studies on its conceptual assumptions and practical assumptions. Therefore, it should approaching the methodology from a broader perspective as a comprehensive methodology at the organization level, and understand how apply it effectively. Hoshin Kanri aims to manage the direction of an organization by directing change within the organization, incorporating tools for continuous improvement and achievement Implementation. The basic idea of Hoshin Kanri planning is that it involves the entire organization in the planning process strategic, either from top to bottom or from bottom to top. In addition, it ensures that the organization's direction and goals are logically established and defined clearly, good communication, monitoring and adaptation based on feedback system. (Ahmed, 2016, 5)

Hence, the researchers believe that Hoshin Kanri means directing the organization towards achieving a single goal and in turn focuses continuous improvement activities for each team on a long-term goal.

Second: SHRM

1-The Concept of SHRM

Many organizations face many problems and obstacles that limit their performance, progress, and growth in the work environment, such as low resources, unemployment, environmental pollution, and climate change, which harm their performance and the environment, society, and economy. This is what led to the organization's need to address and replenish those needs as human resources and benefit from it, where found that the solution to these problems lies in paying attention to sustainability.

One of the problems that an organization may face is related to the efficiency and effectiveness of its human resources. Human resources are critical resources for the success of the organization and give it a competitive advantage over its counterparts. Facing problems related to human resources called for the need to pay attention and focus on developing a human resources management system, and the sustainability approach may be a solution to these problems, challenges, and some issues related to human resources.

Understanding SHRM provides a logical basis for balancing consumption and renewing human resources, the idea here is for the organization to develop and renew its human resources that are consumed today and will be needed in the future, this comes through maintaining sustainable relationships and systems between the organization and the human resource through a sustainable approach to practices (Zaugg et al., 2001, 45)

SHRM has a role in the success of the organization and transforming short-term gains into a sustainable advantage if attention is paid to the human resources and attracting, recruiting, training, and retaining the right talent through a comprehensive SHRM.
 (App and Buttgen, 2016, 267)

SHRM adopts strategies and practices aimed at achieving economic, social, and environmental goals, in addition to controlling unwanted side and negative effects in the long term inside and outside the organization it adopts strategies and practices aimed at achieving economic, social and environmental goals, in addition to controlling side effects and negative effects in the long term inside and outside the organization. (Goc and Kusku, 2020, 98), and "human resources tools to help embed the

organization's sustainability strategy and create a sustainable human resources management system that contributes to the organization's sustainable performance." (Ahmad, 2020, 44), also, environmentally-oriented and worker-oriented human resource management focuses on problem-solving and achieving good working conditions and worker participation, as workers are the most important resource in the organization and they play a crucial role in achieving the environment, social and economic goals of the organization. (Sulej, 2021, 2)

2-SHRM dimensions:

The emergence of SHRM is a new approach. Researchers differed in defining its dimensions in terms of their name or number. Given the differences in the opinions of researchers and writers about defining the dimensions of sustainable human resources management, the researchers decided to address the dimensions: (sustainable planning, sustainable employment, sustainable training, and performance evaluation). Sustainable compensation and incentives) for the following reasons:

a. There is ambiguity and lack of clarity in dealing with the dimensions by several researchers and writers. For example, some researchers dealt with the dimensions of sustainable development as dimensions of SHRM, and the above dimensions were only touched upon superficially. For example, several writers and researchers dealt with the dimension economic, social, and environmental dimensions of SHRM. (Karmar, 2014; Longoni, 2014; Lorincove et al., 2018; Baronio, 2018; Mazur and Walczyna, 2020; Kumar et al., 2020; Kusku, 2020; Sulej, 2021; Al-Saadi, 2021, Abbas, 2021, Ead, 2021)

b. Addressing the above dimensions in the current study is logical, as it is no secret to specialists in the field of human resources management that the functions or practices of human resources management are planning, hiring, training, performance evaluation, compensation, and incentives. Therefore, it has become logical to address them as dimensions by adding sustainability to each of them. This is consistent with the study of (Abbas, 2021).

c. To satisfy previous studies with economic, social, and environmental dimensions, it is therefore considered an important justification to address other dimensions to be unique in choosing them in the current study.

The following is a presentation of those dimensions:

Sustainable Planning

Sustainable planning is the process of developing and implementing policies, strategies, and projects in a way that aims to achieve a balance between the current and future needs of society, the economy, and the environment. Sustainable planning is defined as taking all policies and procedures through harmonious processes to achieve sustainability in present and plans and focusing on providing equal opportunities for higher education for all members of society, to achieve social justice and well-being. (Brito et al., 2018, 4)

Therefore, the researchers believe that sustainable planning is the activity carried out by the organization's human resources department to determine its future needs for human resources in terms of quantity and quality and ensure their long-term continuity.

Sustainable Employment

Employment policies and practices play a pivotal role in the business world, and this requires organizations when implementing their employment practices to include elements of sustainability, to

ensure the high economic, social, and environmental performance of the organizations. (Nadesan and Arulrajah, 2017, 4), Recruiting the right workers is a crucial process for the success of the organization. The right workers can add value to the organization and contribute to achieving its goals very effectively. Therefore, workers who have the appropriate skills and abilities and their commitment to dealing with the challenges that they may face at work must be selected.Thus, with sustainable human resources management, employment concepts are dealt with in terms of sustainability, shifting from the concepts of obtaining a human resource at the right time and place to focusing on the correct recruitment and contributing to the correct selection of the organization's human resource needs in a continuous and sustainable manner. (Harry, 2014, 409)

Recruitment in human resources is a vital process in any organization, as workers are considered the most influential in the success of the business and achieving the organization's goals. Therefore, recruitment policies and practices play a crucial role in achieving the economic, social and environmental sustainability of organizations. (Wagner, 2011, 54)

Then, the researchers believe that sustainable employment is the procedures and policies taken to attract and select human resources and appoint competencies with the skill, ability, and ability to work to achieve the organization's current and future goals.

Sustainable Training

Training is one of the means of education, and one of the methods used to improve the performance of employees, whether within a specific field of work or in academic curricula that require training on a set of applied skills. Thus, training contributes to improving the performance of employees and making them more confident and knowledgeable during their preparation. To apply all the information they obtained realistically.

Therefore, training is a means of systematically developing the knowledge, skills, and behavior required by the human resource to perform a specific task or work appropriately and goal-oriented. When managers decide to make changes in the organization, the first involvement of the areas of human resources management is often through training activities, as it is a formal process of change. The behavior of human resources and motivating them in a way that will improve the performance of the human resource, and thus the overall organizational performance is of utmost importance because it is an activity that participates in achieving goals, and thus ensuring sustainability for the human resource.(Susan et al., 2011, 106)

Training is defined as the process of imparting useful skills, ideas, and knowledge through education to the human resource to be able to perform his job in a skilled manner. Training is the continuous effort and attempt designed to improve the skill and performance of the human resource. Well-trained people can easily share their updated skills and knowledge using their deposit to improve the organization's outputs. (Manzoor et al., 2019, 6)

The researchers believe that sustainable training is a process of providing workers with skills and increasing experience in order to keep pace with future developments.

Sustainable Performance Evaluation

Organizations strive to ensure their survival and continuation within the framework of what is imposed by the current reality by achieving competitive positions in a competitive environment. Through continuous monitoring, the organization determines the effectiveness of strategic management by reducing the gaps between what was planned and what was actually implemented, which is expressed through the sustainable performance of the organization, and human resources

and their knowledge and skills are currently considered among the most important resources that the organization possesses, so it is necessary not only to reward and develop them, but also to evaluate their performance, as their evaluation with the rewards system represents an important part of human resources management. (Katerina et al., 2013, 20)

A performance evaluation is a formal process in which the organization monitors the performance and efficiency of human resources and takes measures to enhance their productivity and efficiency, the goal of performance evaluation is to obtain the maximum benefit from the capabilities, attitudes, and skills of each human resource. A system can also be used to evaluate performance in setting standards and goals for the organization and the employee. (Malik et al., 2020,4) Then, the researchers believe that evaluating sustainable performance is knowing the level of actual performance based on scientific and objective standards along with planned performance, to provide workers with the skills and knowledge necessary to improve their performance in completing the tasks assigned to them at the present and future times.

Sustainable Motivation and Compensation

SHRM is a vital area in the management of organizations. SHRM aims to create a positive and sustainable work environment. SHRM is a set of policies, practices, and systems that affect the behavior of human resources, their attitudes, and their performance at work. Most of these behaviors and attitudes are related to sustainable compensation and incentives as one of the practices in the field of SHRM. An Important human resources management practice is compensation, which are designed by taking into account the human resource, its performance, work experience, etc. The compensation and incentives system in organizations is closely linked to human resources. When they perform a set of distinctive activities and behaviors, or when the human resource behaves in a desired way, this enables them to obtain incentives and rewards that have a certain value to them. This process or exchange transaction is the essence of the relationship between employers and human resources, and it can be considered a type of contract that creates a mutual commitment between the parties. At the heart of this exchange are the decisions of employers regarding their human resources regarding the compensation system. The compensation system is a central and integrated feature of the human resources management approach. (Peluso et al., 2017, 315)

Thus, sustainable human resources management must be the voice of the human resource in management discussions, provide them with opportunities for personal and professional growth, provide them with sustainable compensation, and provide resources that help the human resource meet the goals required of them. (Zink, 2014, 38), the researchers believe that compensation and sustainable motivation are all they receive employees receive salaries, wages, rewards, and financial and moral incentives in return for their efforts on an ongoing basis.

Third Section: Field Aspect

1-Hypothses Testing

This research includes testing the nature of the influence relationships between the main and subsidiary variables of the study represented by: (lean leadership and SHRM), and to verify the validity of the hypothesis through a number of statistical tools and methods to conduct analysis on the variables of the study through the following:

1- Testing the Nature of the Influence Relationships Between the Two Variables of the

Study:

This axis includes testing the nature of the influence relationships between the two main study variables in the researched organization and to check its authenticity accreditation on the simple and multiple regression coefficient, as follows:

a- Analyze the Nature of Influence Relationships Lean Leadership (Combined) on Shrm (Combined) in the Researched Organization.

It can be seen from the table (1) the value of the level of significance is equal to (0.000), which is less than the hypothetical significant level of the study (0.05), which indicates the presence of a significant effect of lean leadership on SHRM. These dimensions (combined) were interpreted in terms of the coefficient of determination (R^2) as a percentage of (52). %) from total differences in SHRM in the organization under study, and supports its significant value the calculated F (173.440) is greater than its tabulated value (4.005) at two degrees of freedom (1.151) and a significance level (0.05), and the remaining percentage (48%) is due to other variables that cannot be controlled or were not included in the study diagram, and the value reached The regression coefficient (Beta) is (0.963), and this is a significant value in terms of the calculated T (13.170), which is greater than its tabulated value (1.664) at a significance level (0.05), which indicates that the change in the dimensions of lean leadership (combined) is one unit. It will lead to a change in SHRM in the organization studied by (0.963).

From the results, we infer that the main hypothesis of the study is accepted.

Based on the above, it can be noted that the more the researched organization adopts the dimensions that express lean leadership, the more it has a positive impact on SHRM.

b- Analyzing the Nature of the Influence Relationships of the Dimensions of Lean Leadership (Individually) on the Dimensions of Shrm (Combined) in the Researched Organization.

The content of this relationship expresses a test the first sub-hypothesis of the main hypothesis, which states:(There is a significant impact of the dimensions of lean leadership (individually) on the dimensions of SHRM (combined) in the researched organization.):

Shows the table results(1) The value of P(sig) is equal to (0.000) for each value of the effect, which indicates the presence of statistically significant influence relationships between each dimension of lean leadership, which represent(culture improvement, self-development, qualification, Gemba, Hoshin Kanri) and the dimensions of SHRM (combined) in the researched organization, , from the above can say that the first subordinate of main hypothesis of the study is accepted.

Table (1) Impact of Lean Leadership (Combined and Individually) On SHRM (Combined).

Dependent variable		Sustainable human resources management							
Analysis data		Sig	R2%	F		B0	B	T	
	Independent variable			Calculated	Scheduled			Calculated	Tabled
Lean leadership (total index)		0.000	52	173.440	4.005	0.320	0.963	0.177 13.170	1.664
Dimensions	Culture of improvement	0.000	24	48.47	4.005	15.689	0.343	7.055 3.802	1.664
	Self-development	0.000	27	55.77	4.005	10.791	0.543	4.874 6.037	1.664
	Qualification	0.000	41	52.859	4.005	12.333	0.460	7.568 7.270	1.664

Gemba	0.000	51	97.073	4.005	8.646	0.607	5.482	9.853	1.664
Hoshin Kanri	0.000	54	55.558	4.005	10.412	0.612	5.640	7.454	1.664

Source: The table was designed by the researchers depending to the program of SPSS, Ver. 27.   f= (1,151), n = 153

To explain this contribution, stepwise regression was adopted to show the extent impact of the five dimensions, which one is better, since it has been shown that can build both dimensions Gemba and Hoshin Kanri there had the largest contribution, reaching the value of ($\beta1$) Equivalent to (0.49), then came the value of ($\beta1$ and$\beta2$) for both Gemba and Hoshin Kanriin in SHRM with a value of (0.74) This supports the calculated T value (5.01, 5.95) respectively, compared to the tabulation (1.96) at degrees of freedom (1,151) and at a significance level (0.05), which ensures the researchers to say that the dimensions of lean leadership had a gradual impact on SHRM, so that Building two dimensions gives the best results impact(Positively) in SHRM at the level of the researched organization. Therefore, this has an effective impact on SHRM as a result of adopting a Gemba, Hoshin Kanri dimensions.

Table (2) Results of Stepwise Regression Analysis of Lean Leadership in SHRM.

Dimensions Of Agile Leadership Independent Variable	B1	2B	B3	B4	B5	R2	T Calculated	T Tabulation	Ranking
Hoshin Kanri	0.49	--	--	--	--	0.54%	13.2	1.96	the third
Gemba + Hoshin Kanri	0.74	0.39	--	--	--	60%	5.95 5.01	1.96	the second

C- Analyzing the Nature of the Influence Relationships of the Dimensions of Lean Leadership (Combind) on the Dimensions of Shrm (Individually) in the Researched Organization.

The content of this relationship express the test of second sub-hypothesis of the main hypothesis, which states:(There is a significant effect of the dimensions of lean leadership (combined) on the dimensions of SHRM (individually) in the researched organization.):

Shows the table results (3) The value of P(sig) is equal to (0.000) for each value of the effect, which indicates the existence of statistically significant influence relationships between lean leadership and each dimension of SHRM.

Based on the above, it can be said that lead leadership can be activated by adopting the dimensions that express it. That is, whenever the dimensions that express lean leadership are possessed, this leads to the activation of compensation and sustainable motivation in the organization under investigation. And the above hypothesis was proved.

Table (3) Impact of Lean Leadership on Each Dimension of SHRM.

Independent variable		Lean leadership							
Analysis data Dependent variable	Sig	R2%	F		B0	B	T		
			Calculated	Scheduled			Calculated	Tabled	
Dimensions — Sustainable planning	0.000	46	131.1	4.005	0.18	0.87	0.66 11.45	1.664	
Sustainable recruitment	0.000	59	190.54	4.005	-0. 128	0.93	-0.513.8	1.664	
Sustainable training	0.000	44	119.35	4.005	0.13	0.817	0.5110.93	1.664	

Sustainable performance evaluation	0.000	46	127.29	4.005	-0.08	0.89	-0.3 11.28	1.664
Sustained stimulation	0.000	39.9	100.064	4.005	0.24	0.76	0.873 10.003	1.664

Source: Table was designed .by the researchers depending on SPSS program Ver.27. df=(1,151), n = 153

2- Conclusions and Discussion

Conclusions:

The section includes a presentation of the most important conclusion of the study on both the theoretical and practical sides, in addition to the proposals that were submitted to the researched organization, as the following

a- There is an impact of the dimensions of lean leadership, represented by (improving culture, self-development, qualifications, Gemba, Hoshin Kanri) on SHRM, where Hoshin Kanri have higher impact value then Gemba. The lowest impact value was for the improvement culture dimension then qualifications.

b- There is an impact of lean leadership on SHRM, represented by (sustainable planning, sustainable employment, sustainable training, sustainable performance evaluation, sustainable compensation and motivation), where sustainable employment has the highest value, followed by sustainable performance evaluation, and the lowest value is the impact of sustainable compensation and motivation, followed by sustainable training.

Discussion

Based to the above, the researchers presented a set of proposals, which were as follows:
a- Urging researchers and writers to focus on the topic of lean leadership because   it have benefits for organizations, business, and researched organization in particular.
b- Increased interest by academics and authors on properly researching the topic of SHRM, including achieving scientific sobriety.
c- The human resources management in the researched organization continues to work on determining its needs for workers in quantity and quality over the long term and activates the role of other departments when selecting workers while linking training to promotion and within the framework of rewards related to their work.
d- The human resources department in the researched organization must distribute training opportunities to employees fairly and must seek the assistance of external experts in cases where it is not possible to provide them from within.
e- Following the principle of placing the right person in the right place within the framework of diversity of skills and capabilities and the necessity of providing a system of rewards and incentives based on the principle of transparency.

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