

The Role of Administrative Leadership Competence in Enhancing Logistics Management Effectiveness: A Case Study of the Supplies and Procurement Department at Al-Istiqlal University

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المخلص

هدفت هذه الدراسة إلى استكشاف وفهم الدور الذي تلعبه كفاءة القيادة الإدارية بأبعادها المختلفة (التخطيط، اتخاذ القرار، التواصل، التحفيز) في تعزيز فعالية الإدارة اللوجستية في دائرة اللوازم والمشتريات بجامعة الاستقلال، وهي مؤسسة فريدة تجمع بين الطابع الأكاديمي والأمني. اعتمدت الدراسة المنهج النوعي، مستخدمة تصميم دراسة الحالة، حيث تم إجراء مقابلات شبه منظمة مع خمسة من القادة والموظفين الرئيسيين في الدائرة. أظهر التحليل الموضوعي للبيانات وجود علاقة مباشرة وقوية بين ممارسات القيادة الإدارية وفعالية الأداء اللوجستي (التكلفة، الجودة، الوقت، المرونة). وكشفت النتائج أن القيادة في الدائرة تتبنى نمطاً مركباً يجمع بين القيادة التشاركية والموقفية، مما يمكنها من الموازنة بين الإجراءات الرسمية التي تفرضها طبيعة الجامعة الأمنية والمرونة اللازمة للتعامل مع التحديات التشغيلية والبيئية، خاصة في السياق الفلسطيني. كما أبرزت الدراسة كيف أن القرارات القيادية الاستباقية، مثل إدارة المخاطر والتخطيط المسبق، تؤثر بشكل ملموس على استمرارية العمليات اللوجستية الحيوية. وخلصت الدراسة إلى أن القيادة الفعالة ليست مجرد عامل مساعد، بل هي المحرك الأساسي الذي يمكن النظام اللوجستي من تحقيق أهدافه والتكيف مع بيئة معقدة ومليئة بالتحديات.

الكلمات المفتاحية: القيادة الإدارية، الإدارة اللوجستية، فعالية الأداء، جامعة الاستقلال، سلسلة التوريد.

Abstract

This study aimed to explore and understand the role of administrative leadership competence in its various dimensions (planning, decision-making, communication, motivation) in enhancing the effectiveness of logistics management within the Supplies and Procurement Department at Al-Istiqlal University, a unique institution that combines academic and security characteristics. The study adopted a qualitative approach, utilizing a case study design, where semi-structured interviews were conducted with five key leaders and employees in the department. Thematic analysis of the data revealed a direct and strong relationship between administrative leadership practices and the effectiveness of logistics performance (cost, quality, time, flexibility). The findings showed that leadership in the department adopts a composite style that blends participative and situational leadership, enabling it to balance the formal procedures required by the university's security nature with the flexibility needed to handle operational and environmental challenges, particularly within the Palestinian context. The study also highlighted how proactive leadership decisions, such as risk management and advance planning, tangibly impact the continuity of vital logistics operations. The study concluded that effective leadership is not merely a supporting factor but the primary driver that enables the logistics system to achieve its objectives and adapt to a complex and challenging environment.

Keywords: Administrative Leadership, Logistics Management, Performance Effectiveness, Al-Istiqlal University, Supply Chain.

1. Introduction

In the midst of a global business environment characterized by dynamism and intense competition, logistics management is no longer considered a secondary operational function. Instead, it has evolved to become a strategic pillar and a fundamental source for achieving a sustainable competitive advantage (Bseiso, 2023). Contemporary literature indicates that organizations succeeding in developing fast-response, high-efficiency supply chains are better positioned to improve their operational performance and solidify their market standing (Salem & Jafri, 2023). Logistics management, in its comprehensive sense, covers the set of operations and strategies used to organize the flow and storage of materials and information from the point of origin to the point of consumption. The effectiveness of these operations, which include procurement, handling, storage, transportation, and inventory management, has become a vital element for any organization striving for excellence (Abdullatif & Abd, 2019). Its impact is not limited to reducing operational costs but extends to directly influencing the quality of service provided and, consequently, the level of customer satisfaction and loyalty, a fact confirmed by a case study on the impact of logistics management on customer satisfaction (Mohammed, 2017).

In parallel with the growing importance of logistics, administrative leadership emerges as a decisive factor in steering the organization towards achieving its strategic objectives. Administrative leadership is defined as "the ability to guide and motivate teams to achieve the strategic goals of the institution" (Chupradist, 2023), a process that relies on a set of skills such as effective communication, decision-making, and conflict management (Qahwaji, 2015). Numerous studies have demonstrated a strong correlation between leadership styles and organizational performance. For instance, Transformational Leadership, which focuses on motivating and inspiring employees to transcend their personal interests for a shared vision, is linked to a significant improvement in organizational performance (Al-Obaidli, 2023). Effective leadership is not confined to issuing orders; it encompasses creating a motivating work environment, developing human resources, and supporting innovation, which ultimately leads to the sustainable development of the institution (Teshomo, 2023).

2. Problem of the Study

From the preceding discussion, it is clear that both administrative leadership and logistics management represent vital research fields. However, despite the existence of studies addressing administrative leadership in universities and others examining the reality of logistics operations in purely commercial or military contexts, there is a clear knowledge gap concerning research that directly and detailedly links the competence of administrative

leadership with the effectiveness of logistics management within an institution that combines both academic and security characteristics.

When the discussion shifts to an institution like Al-Istiqlal University, which integrates academic education with security training, the relationship between leadership and logistics acquires more sensitive and specific dimensions. These institutions face not only the usual logistical challenges of the higher education sector but also the added requirements of their security nature, which imposes a high degree of readiness, discipline, and speed of response. This creates a tension between the need for academic flexibility and the demands of security control, and between financial efficiency and discipline, which is a significant administrative challenge in itself, requiring exceptional leadership.

The Arab research library, and the Palestinian one in particular, lacks—to the best of the researcher's knowledge—an in-depth study that analyzes how the style and decisions of administrative leaders in a specialized department, such as the "Supplies and Procurement Department," affect logistics performance indicators (cost, quality, time, flexibility) in this complex and dual context. Therefore, this study comes as an attempt to bridge this gap through an applied case study of the Supplies and Procurement Department at Al-Istiqlal University, aiming to provide scientific and practical insights that can contribute to enhancing operational efficiency in this unique type of higher education institution.

2.1 Objectives of the Study

This study seeks to achieve the following main objective: To explore and understand the role of administrative leadership competence in its various dimensions (planning, decision-making, communication, motivation) in enhancing the effectiveness of logistics management in the Supplies and Procurement Department at Al-Istiqlal University, through a deep understanding of the experiences and perceptions of its employees.

Sub-objectives:

- To explore and document the reality of administrative leadership practices in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective.
- To explore the reality of the effectiveness of logistics operations in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective.
- To understand and interpret the role of administrative leadership competence in its various dimensions (planning, decision-making, communication, motivation) in enhancing the

effectiveness of logistics management in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective.

- To identify the most prominent challenges facing logistics management in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective.
- To build a comprehensive understanding that enables the development of practical recommendations for decision-makers at Al-Istiqlal University, aimed at improving administrative leadership competence and enhancing the effectiveness of logistics performance in the Supplies and Procurement Department.

2.2 Questions of the Study

Based on the problem and objectives of the study, the research problem revolves around the following main question and its sub-questions:

Main Question: What is the role of administrative leadership competence in its various dimensions (planning, decision-making, communication, motivation) in enhancing the effectiveness of logistics management in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective?

Sub-questions:

- What is the reality of the practice of administrative leadership competence dimensions in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective?
- What is the reality of the effectiveness of logistics operations in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective?
- What is the role of administrative leadership competence dimensions (planning, decision-making, communication, motivation) in enhancing the effectiveness of logistics management in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective?
- What are the most prominent challenges facing logistics management in the Supplies and Procurement Department at Al-Istiqlal University from the employees' perspective?

3. Theoretical Framework and Previous Studies

Chapter1; Administrative Leadership

3.1 Concept of Administrative Leadership

In the dynamic and rapidly changing world of business, the importance of administrative leadership is prominent as a crucial element in determining the success path for institutions and organizations. Effective administrative leadership is a fundamental pillar for achieving goals and excellence in a work environment characterized by continuous challenges. Successful administrative leaders possess the ability to draw future strategies and visions, and to motivate employees to achieve outstanding performance (Al-zubaidi, 2025). The researcher points out that the concept of administrative leadership is characterized by its comprehensiveness and multiplicity, as it goes beyond mere guidance and decision-making. This broad concept involves motivating teams and coordinating resources in a way that enables organizations to excel in a volatile business environment. The researcher also emphasizes that it is crucial for institutions to possess effective administrative leadership to ensure their ability to adapt, innovate, and achieve sustainable growth. Talented administrative leaders work to see new opportunities and make strategic decisions. This involves various aspects of management and supervision, as leadership includes the arts of motivation and building effective relationships with work teams.

3.2 Definition of Administrative Leadership

Administrative leadership is an essential part of institutional management, as it involves the ability to direct and coordinate the efforts of work teams towards achieving institutional goals. This goes beyond traditional supervision and control to include diverse skills such as strategic planning, motivating employees, and change management (Muriithi & Kariuki, 2022). Chupradist (2023) defined administrative leadership as "a process of influencing and guiding individuals or groups towards achieving the goals of a specific institution, through the use of vision, motivation, and effective decision-making." Meanwhile, Belkamssa & Bourbouna (2022) defined it as "the ability to inspire and motivate work teams and guide them effectively towards achieving the strategic goals of the institution, and it also includes the ability to adapt to transformations and stimulate continuous development." From the above, we can conclude that administrative leadership is closely linked to the daily and effective behaviors of leaders in their dealings with and guidance of individuals. By guiding, inspiring, and continuously

motivating them, leaders can direct the efforts of work teams towards achieving the desired institutional goals.

3.3 Importance of Administrative Leadership

Administrative leadership is considered a strategic approach that extends across all layers of the organizational structure, affecting collective performance and forming the basic structure for development and progress. Its importance is manifested in:

- Goal Direction: Leaders contribute to setting directions and guiding individual efforts towards achieving institutional goals through clarity of vision and motivation of work teams.
- Team Motivation: The ability of leaders to motivate and inspire work teams has a direct impact on the institution's performance. By building a positive and motivating work environment, leaders enhance cooperation and positive interaction within the institution.
- Decision-Making: It plays a vital role in guiding the institution towards achieving its goals, as the effects of decisions extend to all aspects of the institution.
- Human Resources Development: The leadership's focus on enhancing and improving the skills and abilities of individuals within the institution contributes to enhancing overall performance (Al-Ameri, 2025; Al-Amoudi, 2013).

The researcher believes that successful administrative leadership is the key to achieving the effectiveness of logistics management at Al-Istiqlal University. Effective leadership practices in the areas of team motivation, decision-making, and human resource development form the solid foundations for empowering the Supplies and Procurement Department at Al-Istiqlal University to improve its logistics performance and achieve its strategic goals.

3.4 Characteristics of Administrative Leadership

The characteristics of administrative leadership form an essential core for ensuring the success and sustainability of the organization, and they include:

- Dedication to Work: Requires the use of organizational and time management skills, with special attention to detail to ensure work accuracy.
- Making High-Level Decisions: Requires confidence, firmness, and the ability to remain calm under pressure.
- Effective Listening: The ability to understand problems and challenges deeply and interact to find effective solutions.
- Adaptation to Changing Situations: Flexibility and the ability to adapt quickly to changes and deal with emergencies decisively.
- Teamwork and Cooperation Values: Showing openness and goodwill to promote positive interaction and cooperation.
- Ethics and Integrity: Making decisions based on values and ethical principles.
- Ability to Motivate Others: Through providing the necessary tools, clarity of goals, and celebrating achievements (Al-Obaidli, 2023; Al-Ameri, 2024).

The researcher points out that the possession of these characteristics by leaders in the Supplies and Procurement Department at Al-Istiqlal University is crucial. Dedication to work and the ability to make sound decisions are necessary to ensure the smooth running of logistics operations with high efficiency. Furthermore, the ability to adapt to changing circumstances and volatile conditions, building a culture of cooperation, and adhering to ethics and integrity are all vital factors for improving the effectiveness of logistics management and achieving organizational excellence.

3.5 Components of Administrative Leadership

The components of administrative leadership represent the essential elements that contribute to the success of leaders, as indicated by (Avolio et al., 1999; Qahwaji, 2015). They include:

- Strategic Vision: Possessing a clear vision that reflects the organization's ambitions and future directions, and the ability to anticipate challenges and find appropriate solutions.

- Decision-Making: The ability to analyze information objectively and evaluate alternatives before making the appropriate decision.
- Human Resources Management: Hiring the right individuals, developing and motivating employees, and creating a work environment that encourages creativity and cooperation.
- Effective Communication: Listening and positive interaction, conveying the vision and goals clearly, and managing conflicts constructively.
- Flexibility and Adaptation: The ability to deal effectively with rapid environmental and organizational changes.
- Integrity and Ethics: Placing ethical principles and institutional values at the forefront of decisions and practices.

The researcher indicates that these components acquire distinct dimensions in the context of the Supplies and Procurement Department at Al-Istiqlal University. The leaders' possession of a clear strategic vision and the ability to make sound decisions enables them to improve supply chains and manage inventory with high efficiency. Effective human resource management and the promotion of cooperation among logistics teams are also considered necessary to achieve operational goals. The leaders' commitment to integrity and ethics is a crucial factor in building trust with suppliers, customers, and all parties involved in the logistics chain.

Chapter 2: Logistics Management

3.6 Concept of Logistics Management

Logistics management plays a central role in the modern business environment, as it is considered a foundation for achieving success and competitiveness. The novelty lies in the evolution of logistics management itself and in how to link and organize activities related to providing raw materials, final goods, and services in an effective and integrated manner in the contemporary market (Bseiso, 2023). With the increasing size of companies and institutions and the diversity of their goals and activities, logistics management has become indispensable for achieving institutional goals efficiently and effectively. It is the backbone that supports the institution's operations and ensures the delivery of products and services to customers smoothly and effectively (Hawa, 2013).

3.7. Definition of Logistics Management

In 1991, the Council of Logistics Management defined logistics management as "the process of planning, implementing, and controlling the efficient, effective flow and storage of goods, services, and related information from point of origin to point of consumption for the purpose of conforming to customer requirements" (Abdel Aziz, 2021). It has also been defined as "the administrative work related to the strategic planning of a product's production cycle to the point of meeting the final consumer's desires and obtaining the institution's profits, and this is to reach the required effectiveness, i.e., achieving the desired profitability in the fastest time and at the lowest cost" (Abdel Wahab, 2020). Hawa (2013) defines logistics management as "the department responsible for planning, applying, and monitoring the flow of goods and services, as well as information about the product or service to the final consumer effectively to ensure customer satisfaction." Erdogdu (2021) believes that logistics management includes the art and science of managing various logistical activities, with a focus on the movement and supply of goods and services from production to consumption, including principles and concepts that facilitate the flow of products, information, and services efficiently and at a reasonable cost.

From these definitions, it appears that logistics management is a vital process in the supply chain, as it focuses on achieving efficiency and effectiveness in delivering materials and services to customers at the lowest possible cost, which is essential for the success of companies in a changing business environment.

3.8. Importance of Logistics Management

Logistics management is an essential part of the strategic management of institutions and contributes significantly to achieving marketing and production goals and increasing competitiveness. It works to organize and manage the flow of goods and services smoothly across all stages of the process, starting from bringing raw materials to the final consumption stage (Janczewska, 2019). Logistics management includes an integrated system of operations such as storage, transportation, and supply chain management, inventory management, and supply and distribution planning. By improving logistics management, institutions can achieve important advantages such as reducing costs, increasing delivery speed, and improving customer service quality, which leads to increased customer satisfaction and achieving a strong competitive advantage (Abdullatif & Abd, 2019). Interest in logistics management began to increase in the mid-fifties as a result of several factors, including the dispersion of logistical activities among different functions of institutions without effective integration, the lack of sufficient data on logistics costs, and the neglect of the role of logistical activities in achieving profits (Al-Saaida & Al-Sa'ed, 2020). The role of logistics management is essential in achieving the organizational goals of production and marketing, as it ensures the efficient flow of

production processes from the factory to the final consumer and achieves marketing objectives through promotion, distribution at the right price, time, and place (Mohammed, 2017).

The researcher believes that the importance of logistics management is clearly manifested in its ability to support the effectiveness of leadership decisions and the implementation of institutional strategies. Effective administrative leadership depends on the efficiency of the logistics system to achieve its goals. The implementation of strategic visions requires an integrated logistics system that ensures the smooth flow of resources and information, which enhances the ability of institutions to compete and succeed.

3.9. Objectives of Logistics Management

Logistics management is one of the main pillars in supply chain management, and setting and achieving appropriate logistical objectives is of utmost importance. The main objectives, according to studies by (Sayan & Sürücü, 2024; Teshomo, 2023), include:

- Achieving Integration and Harmony: Between interrelated activities and processes such as planning, coordination, implementation, and control, which helps reduce overall costs and improve service levels.
- Ensuring Provision of Materials and Products: In the right quantity and quality, at the right time and place, through accurate planning and effective inventory management.
- Reducing Total Costs: By improving inventory planning and management, optimizing transportation and handling, and adopting new technologies to increase efficiency and productivity.
- Improving Service Level: Through on-time delivery with the required quality and rapid response to customer requests.
- Achieving Operational Efficiency: By improving the efficiency of logistical activities and reducing waste and loss of resources.
- Leveraging Technological Developments: Such as enterprise resource planning (ERP) systems, electronic tracking, and artificial intelligence.
- Developing an Integrated Information System: To collect and analyze data related to inventory, transportation, and distribution to make better decisions.
- Developing Human Competencies: Through continuous training and development for staff working in the logistics field.

The researcher points out that achieving these logistical objectives requires conscious and effective administrative leadership, capable of setting logistical strategies and directing resources efficiently. The competence of administrative leadership is directly reflected in the

ability of the Supplies and Procurement Department at Al-Istiqlal University to achieve integration between logistical activities, improve service levels, and reduce costs, which confirms the close relationship between effective leadership and distinguished logistical performance.

3.10. Components of Logistics Management

The success of logistics management depends on the availability of essential components:

- Technological Infrastructure: Utilizing modern technologies in tracking shipments, managing inventory, and analyzing data, and advanced information systems for planning and coordination.
- Specialized Human Competencies: Having cadres with the knowledge and skills in strategic planning, implementation, and analytical and control skills.
- Physical Infrastructure: Providing the necessary facilities, equipment, and means of transport to carry out operations efficiently.
- Integrated Information System: To collect accurate data for analysis and improvement of planning, coordination, and control processes.
- Integrated Logistics Strategy: Linked to the strategic goals of the organization to ensure integration and harmony (Abdel Rahman, 2021).

3.11. Challenges of Logistics Management

Logistics management faces a set of challenges:

- Access to Accurate Data: The lack of reliable information on demand, inventory, and costs is an obstacle to logistical planning and coordination.
- Accelerating Changes in Customer Requirements: Increasing customer expectations regarding rapid delivery and services require high flexibility in planning and implementation.
- Limited Financial and Material Resources: Constraints on investment in technological infrastructure and facilities, and the scarcity of specialized cadres.
- Coordination and Integration at the Supply Chain Level: Difficulty in coordinating with suppliers, intermediaries, and customers due to their varying goals and interests (Salem & Jafri, 2023).

The researcher indicates that facing these logistical challenges in the Supplies and Procurement Department at Al-Istiqlal University requires strong administrative leadership that possesses the ability to make strategic decisions, manage resources wisely, and build effective relationships with all parties in the supply chain. The competence of administrative leadership is clearly shown in its ability to deal with these challenges and turn them into opportunities for development and continuous improvement.

Chapter 3: Previous Studies

A number of recent studies related to the research topic have been reviewed and divided into foreign and Arab studies as follows:

3.12. Foreign Studies

Sayan & Sürücü (2024) conducted a study in Turkey on the impact of transformational leadership on logistics performance in the express mail services sector, and found that transformational leadership has a positive and significant impact on logistics performance. In a study conducted by Teshome (2023) in Ethiopia, the effects of leadership practices on organizational performance in a logistics institution were researched, and it was found that different leadership styles affect performance in varying ways. As for the study presented by Chupradist (2023) in Thailand, it focused on inclusive leadership and management skills and their impact on the success of logistics service providers, and found that the impact of leadership was indirect. In the context of higher education, a study by Marburger (2022) provided an analysis of administrative leadership during crises in higher education, highlighting the role of leaders in absorbing chaos and providing calm and hope.

3.13. Arab Studies

In the Arab context, many studies have dealt with the two variables of the study separately. In the field of leadership, Al-Obaidli's study (2023) in Qatar researched the impact of leadership styles on organizational innovation. In Saudi Arabia, Al-Shammeri's study (2024) analyzed the role of administrative leadership in crisis management in hospitals during the Corona pandemic. In Palestine, Baydoun's study (2023) dealt with the impact of creative leadership in crisis management in government institutions. As for the logistics aspect, Abdel Rahman's study (2021) provided an analysis of the reality of logistics operations and their impact in the West Bank. Bseiso (2023) also studied the impact of logistics management in improving the quality of services in a Palestinian telecommunications company. In Jordan, Hawa's study (2013) researched the impact of logistics management on customer satisfaction.

From the review of previous studies, it is clear that there is a consensus on the importance of both administrative leadership and logistics management in achieving organizational goals.

Foreign studies, in particular, agree on the existence of a positive relationship between effective leadership styles (such as transformational) and logistics performance. On the other hand, Arab and local studies have focused more on one of the two variables, often without a direct link between them. The current study aligns with these studies in its acknowledgment of the importance of these concepts but also differs and is distinguished from them in several fundamental aspects. While most studies that linked the two variables relied on a quantitative approach (such as Sayan & Sürücü, 2024), this study adopts a qualitative approach that allows for a deeper understanding of "how" and "why" leadership affects logistics through the experiences of the participants. More importantly, the main research gap that this study fills lies in the scarcity of research that explores this dynamic relationship within a unique hybrid context that combines academic and security characteristics, especially in the Arab and Palestinian environment. Therefore, this study offers an original contribution by analyzing this relationship in a complex work environment that has not received sufficient research attention before.

4. Study Methodology

To achieve the study's objectives and answer its research questions, the following methodology was followed:

4.1. Study Approach

The study relied on the Qualitative Approach, which aims to understand social phenomena through the perspective of the participants themselves. This approach is particularly suitable for this study as it allows for an in-depth exploration of the participants' perceptions, experiences, and opinions about how leadership practices affect logistics operations in their unique and complex context. The Case Study design was used, with an intensive focus on the Supplies and Procurement Department at Al-Istiqlal University as a specific and in-depth case.

4.2. Study Population and Sample

The study population consisted of all employees in the Supplies and Procurement Department at Al-Istiqlal University. Given the nature of the qualitative study, which does not aim for statistical generalization but for deep understanding, a Purposive Sample was chosen. The sample consisted of five participants holding key leadership and senior positions in the department, who were selected based on their pivotal role and their rich experience and knowledge of the study's subject. The sample included the following positions:

- Vice President for Administrative and Financial Affairs
- Director of the Supplies and Procurement Department
- Head of the Procurement Section
- Head of the Warehouses Section
- Head of the Supplies Section

4.3. Data Collection Tool

The main tool for data collection was the Semi-structured Interview. An interview guide was designed that included a set of open-ended questions covering four main themes derived from the study's objectives and questions: (1) the reality of administrative leadership competence, (2) the reality of logistics management effectiveness, (3) the relationship between leadership and logistics, and (4) challenges and recommendations. This design allowed the researcher the flexibility to ask follow-up and clarifying questions based on the participants' answers, which permitted the collection of rich and deep data.

4.4. Study Procedures

The following steps were followed in conducting the study:

- Obtaining the necessary official approvals from Al-Istiqlal University to conduct the interviews.
- Communicating with the selected participants, explaining the study's objectives and nature, and assuring them of the confidentiality of the information and that it would be used for scientific research purposes only.
- Setting suitable appointments for conducting the interviews.
- Conducting the interviews individually, where permission was obtained from the participants to record them audio-wise to facilitate the process of accurate transcription and analysis later.
- Transcribing the recorded interviews into text in preparation for the analysis process.

4.5. Data Analysis

The data collected from the interviews were analyzed using Thematic Analysis, which is a systematic method for identifying, analyzing, and organizing patterns and themes that are repeated within qualitative data. The analysis process went through the following stages:

- Familiarization with the data: Reading the transcribed texts of the interviews several times to understand their content comprehensively.
- Generating Initial Codes: Systematically coding the data by identifying interesting excerpts relevant to the research questions and giving them labels (codes).
- Searching for Themes: Grouping similar codes into initial potential themes and reviewing their relationships with each other.
- Reviewing Themes: Examining the initial themes to ensure they accurately reflect the data, and merging or splitting them as needed to arrive at a final thematic map.
- Defining and Naming Themes: Formulating a clear definition for each final theme and identifying its essence and what it represents.
- Producing the Report: Presenting the results through an analytical narrative supported by excerpts from the interviews to illustrate and confirm the themes.

5. Presentation and Discussion of Results

The thematic analysis of the interviews conducted with leaders and key employees in the Supplies and Procurement Department at Al-Istiqlal University resulted in a set of main themes that answer the study's questions. This section will present and discuss these results in light of the theoretical framework and previous studies.

Theme 1: The Nature of Prevailing Administrative Leadership Practices

The participants' responses revealed the existence of a composite leadership style that combines several methods, most notably participative and situational leadership, along with a formal structure for making strategic decisions. This diversity reflects a mature understanding among the leadership that different situations require varied leadership responses.

5.1. Leadership Styles and Key Traits

Participants described the leadership in the department as not being a single, rigid style, but one that adapts according to the situation and the nature of the task. Dr. Ali Ayyadeh (Vice President for Administrative and Financial Affairs) described it as an empowering leadership based on participation: *"It is based on delegating authorities and harmony with the vertical team to accomplish tasks."* He identified its main traits as: *"granting trust, delegating authority, continuous guidance, positive supervision, and motivation."* This description

aligns with the principles of participative and empowering leadership emphasized in modern literature.

For his part, Ibrahim Ghanem (Head of the Procurement Section) described the leadership style as: ***"democratic... motivating and positive."*** This emphasis on democracy and motivation reinforces the idea of an open work environment that encourages initiative.

Amer Wusteh (Head of the Warehouses Section) added an important dimension, ***"situational leadership,"*** explaining that the nature of work in warehouses imposes this style: ***"This falls under the participative leadership style to some extent, especially in the process of managing warehouses in the Supplies and Procurement Department, where they are involved in developing plans and decision-making processes. In addition to the situational leadership style, which is imposed by the nature of work in the warehouses."*** He also pointed out that the main traits of leadership from his perspective include: ***"transparency and clarity, the ability to plan and organize, and an effective communication process with employees, in addition to flexibility to deal with emergency situations."***

Mohammed Al-Qasrawi (Director of the Supplies and Procurement Department) focused on the practical and organizational aspect of leadership, defining its traits as: ***"the ability to make decisions, transparency and integrity, teamwork, and adherence to laws and regulations."***

Meanwhile, the Head of the Supplies Section, Abu Mohammad Al-Qawasmeh, provided a description that combines vision and accountability, seeing leadership as: ***"an organizational and administrative leadership that adheres to regulations and policies and controls costs and procurement quality,"*** with its main traits being: ***"a future vision, ability to make decisions, motivation, responsibility, and accountability."***

We can conclude that the leadership style in the Supplies and Procurement Department at Al-Istiqlal University falls under a composite model that combines participative leadership (as confirmed by Dr. Ayyadeh, Mr. Ghanem, and Mr. Wusteh) and situational leadership (highlighted by Mr. Wusteh), with a strong foundation of procedural leadership that focuses on regulations and integrity (as clarified by Mr. Al-Qasrawi and the Head of the Supplies Section). This diversity reflects a mature understanding among the leadership that different situations require varied leadership responses, which is the essence of situational leadership theory. The existence of flexible leadership capable of adaptation is a crucial matter in a complex work environment like Al-Istiqlal University (Al-Ameri, 2025).

5.2. Decision-Making and Communication Mechanism

The results showed that strategic decisions (such as approving large contracts or budgets) go through an organized process that includes: *"analyzing real needs, analyzing data, and involving relevant parties"* (Dr. Ali Ayyadeh). Amer Wusteh confirmed this aspect by saying: *"Considering that the Supplies and Procurement Department falls under financial management, strategic decisions are made in coordination with senior management and financial management to comply with the university's policies."* As for daily decisions, employees enjoy a degree of authority, especially in operational matters, which contributes to their empowerment and speeds up operations.

Regarding communication, all five participants agreed on the multiplicity of communication channels, both formal (periodic meetings, correspondence, email) and informal (direct communication, brainstorming sometimes). The participants emphasized the importance of clarity of information and directives to ensure the smooth flow of work, especially when urgent problems occur. Abu Mohammed Al-Qasrawi summarized the communication channels as: *"through direct face-to-face communication, through official books, and through electronic communication via email and other electronic means."*

The researcher points out that the existence of a clear mechanism for making strategic decisions reflects an institutional maturity in the Supplies and Procurement Department. The balance between centralization in strategy and decentralization in operations is a best practice in managing large institutions. Also, the diversity of communication channels ensures that information reaches effectively, which is considered a crucial factor in the success of logistics operations, as the exchange of accurate information in a timely manner reduces errors and increases the efficiency of the supply chain (Sayan & Sürücü, 2024; Teshomo, 2023).

Theme 2: The Reality of Logistics Management and Its Main Challenges

The participants provided a detailed description of the complete procurement cycle, starting from the request for needs from colleges and departments, through checking its availability in the warehouses, and ending with the procurement procedures from suppliers. They also shed light on a set of fundamental challenges they face.

5.3. Key Challenges in Logistical Work

The participants agreed on the existence of similar challenges that can be classified as follows:

- Financial Challenges: *"Financial capacity"* was mentioned (Dr. Ali Ayyadeh), as well as *"financial obstacles"* (Ibrahim Ghanem), and "budget constraints" were repeatedly cited

as one of the main impediments that limit the ability to meet all needs with the required speed and quality.

- Supplier-Related Challenges: Participants pointed to *"the lack of cooperation from suppliers at times"* (Dr. Ali Ayyadeh), *"the lack of commitment by suppliers to specified deadlines"* (Ibrahim Ghanem), and "market instability" which affects prices and product availability. The Head of the Supplies Section added the challenge of "the scarcity of suppliers who adhere to strict regulations and procedures."
- Procedural and Bureaucratic Challenges: *"Work pressure"* and *"delay in administrative procedures"* were mentioned (Ibrahim Ghanem) as factors affecting the speed of completion.
- Environment-Specific Challenges: Ibrahim Ghanem pointed to *"the impact of the security situation and the prevailing economic conditions on the availability of some essential materials like gas,"* which represents a unique challenge related to the Palestinian environment, with *"a single supplier."*

Dr. Ali Ayyadeh summarized the main challenges as: *"financial capacity, product availability, and lack of supplier cooperation."* Ibrahim Ghanem summarized them as: *"work pressure, financial obstacles, and lack of supplier commitment to specified deadlines."*

The researcher points out that these challenges are not unique to Al-Istiqlal University, as many higher education institutions face financial and procedural constraints (Salem & Jafri, 2023). However, challenges such as market instability and the impact of the security situation on supply chains acquire a special dimension in the Palestinian context, requiring exceptional flexibility and proactive planning from logistics management and its leadership.

5.4. Dealing with Emergent Variables

The results showed that the department has mechanisms for rapid response to emergent variables. This is done through "immediate coordination with senior management" (Amer Wusteh) and *"holding a meeting between the department director and employees to make a decision"* (Ibrahim Ghanem), focusing on *"urgent and pressing matters"* (Dr. Ali Ayyadeh). The Head of the Supplies Section, Abu Mohammad Al-Qawasmeh, added that adaptation is done through *"prior preparation and plans for emergencies, and making flexible and quick decisions."*

Amer Wusteh explained the rapid response mechanism by saying: *"through immediate coordination with the financial management and senior management to obtain any exception or make an emergency decision, or forming an emergency committee or task force to address the issue."*

The researcher points out that the ability to deal with sudden requests in the Supplies and Procurement Department is a true measure of supply chain resilience. The participants' answers show that leadership plays a direct role in enabling this flexibility by facilitating rapid communication and making urgent decisions, which emphasizes the importance of situational leadership that adapts to the demands of the moment.

Theme 3: The Direct Relationship Between Leadership and Logistics Effectiveness

This was the most important theme in the study, as all participants unequivocally confirmed the existence of a strong and direct link between leadership style and the results of logistics operations.

5.5. Confirmation of the Direct Link

When asked about the existence of a direct link, the answers were clear and decisive. Dr. Ali Ayyadeh said: *"Definitely, there is a direct link in some urgent and important matters."* Ibrahim Ghanem confirmed: *"There is a prominent role for administrative leadership, and without this active role, the workflow is hindered."* Abu Mohammad Al-Qawasmeh answered with one decisive word: *"Yes."*

This consensus among participants from different administrative levels provides strong qualitative evidence that the relationship between leadership and logistics is not just a theoretical concept but a lived and tangible reality in the daily work environment. This is consistent with the results of many quantitative studies that have shown a statistically significant relationship between leadership variables and logistics performance variables (Sayan & Sürücü, 2024; Muriithi & Kariuki, 2022).

5.6. Practical Examples of Leadership Impact

The participants provided vivid examples that illustrate this impact. The example provided by Dr. Ali Ayyadeh about *"the need to purchase any urgent materials in the absence or lack of a direct supervisor, the matter is left to the [available] official to assess the need and make decisions on the spot"* shows how a leadership culture that grants trust and delegates authority leads directly to solving urgent logistical problems and avoiding work disruption.

The most significant example, which embodies the uniqueness of the context in which the university operates, was provided by Ibrahim Ghanem: *"When purchasing our need for gas for cooking, in some cases we decide to buy a larger quantity than our weekly need, due to information we have about its expected interruption in the markets in the coming period,*

given the security situation and the impact of the occupation on the economic situation, which is based on a single supplier and its interruption from time to time."

This example clearly shows how a leadership decision (purchasing a larger quantity based on proactive risk analysis) directly affects logistics performance indicators (ensuring material availability - quality/continuity) and goes beyond mere response to the current demand. It shows a strategic leadership that interacts with the complex external environment.

Another important example is how leadership deals with exceeding the procurement cost of the allocated price ceiling. Ibrahim Ghanem mentioned: *"Here the role of leadership emerged in making the decision to purchase some of these needs even if they exceeded the price ceiling, as an assessment of their priority and the necessity of providing them."* This shows how leadership balances the cost indicator with other indicators such as quality and material availability, which reflects a deep understanding of the university's strategic priorities.

The researcher points out that these practical examples are the heart of the qualitative study, turning abstract concepts into tangible reality. They show that effective leadership in this context is not just task management, but risk management, prioritization, and employee empowerment. They strongly support the idea that leadership is the factor that links strategic analysis with effective logistical implementation on the ground.

Theme 4: Future Vision for Performance Improvement

The participants proposed a set of improvements to enhance the efficiency of logistics management and emphasized the pivotal role of leadership in supporting these improvements.

5.7. Improvement Proposals

The proposals focused heavily on technology and human resources. Dr. Ali Ayyadeh suggested: *"computerizing (automating) all operations and procedures, training courses, electronic dispensing - barcode."* While Mohammed Ibrahim Ghanem focused on the human aspect: *"providing employees with high efficiency, increasing employee skills to be able to handle work pressure, motivation from management."* Abu Mohammad Al-Qawasmeh added a comprehensive proposal: *"by adopting technology and developing human resources management and performance monitoring."*

5.8. The Role of Leadership in Supporting Improvement

There was a consensus that these improvements cannot be made without direct support from leadership. Leadership must *"provide financial and training support, and qualify the staff to perform their required tasks as they should"* (Dr. Ali Ayyadeh). Ibrahim Ghanem also emphasized the role of leadership in *"providing financial resources, training and development for employees, and providing motivation."*

These proposals reflect an awareness of the importance of digital transformation and human resource development as two main levers for improving logistics performance in the Supplies and Procurement Department, which is consistent with global trends in supply chain management (Erdogdu, 2021). The participants' linking of these improvements to the role of leadership in providing resources and support once again confirms that leadership is the primary engine not only for maintaining current performance but also for leading development towards the future, closing the circle of support.

6. Conclusion and Recommendations

6.1. Conclusion

This study sought to explore the complex relationship between the competence of administrative leadership and the effectiveness of logistics management in the unique context of Al-Istiqlal University, specifically a case study on the Supplies and Procurement Department, an institution that combines both academic and security characteristics. Through the qualitative analysis of in-depth interviews, the study reached a key finding: there is a substantial and direct impact of leadership on all aspects of logistics performance. This relationship was not merely a theoretical correlation but was manifested in daily practices and strategic decisions that tangibly affected indicators of cost, quality, time, and flexibility.

The findings showed that the leadership in the Supplies and Procurement Department adopts a composite style, blending participative and situational approaches. This enables them to balance the need for disciplined, formal procedures required by the university's security nature with the flexibility and delegation of authority necessary to deal with the dynamics of daily work and emergency situations. The role of leadership was particularly prominent in its ability to manage the unique challenges of the Palestinian context, through proactive risk planning and making strategic decisions that ensure the continuity of vital operations even under budget constraints and market instability.

This study contributes to bridging a significant knowledge gap by providing a deep understanding of the nature of the relationship between leadership and logistics in a hybrid environment that has not received sufficient attention in the Arab literature, and provides strong qualitative evidence for it. It demonstrates that effective leadership is not just an auxiliary factor, but the primary engine that enables the logistics system to achieve its goals and adapt to a complex and challenging environment.

6.2. Recommendations

Based on the study's findings, the researcher presents a set of recommendations directed at decision-makers at Al-Istiqlal University, in addition to recommendations for future researchers.

First: Practical Recommendations for the University Administration

- Investment in Digital Transformation: Based on the participants' suggestions, it is strongly recommended to work on "computerizing (automating) all logistics operations and procedures." This includes adopting specialized systems for managing procurement and warehouses (such as ERP systems) and activating an electronic dispensing system using technologies like barcodes. This will lead to increased efficiency, reduced errors, and the provision of accurate data for decision-making.
- Development of Human Cadres: The leadership must provide "specialized and continuous training courses" for employees in the Supplies and Procurement Department. These courses should focus on modern skills in supply chain management, negotiation with suppliers, use of new software, and risk management.
- Enhancement of Motivation and Empowerment Mechanisms: Continue the participative leadership approach by involving employees in process improvement operations and appreciating their distinguished efforts materially and morally. Empowering employees and granting them the necessary authorities to make operational decisions enhances their sense of responsibility and speeds up the pace of work.
- Allocation of Flexible Budgets for Emergencies: Given the unstable nature of the surrounding environment, it is recommended that the leadership work on allocating a portion of the budget as a flexible emergency fund that can be used to deal with urgent needs or to take advantage of available opportunities in the market (such as purchasing in large quantities when an interruption of materials is expected).

Second: Recommendations for Future Research

- Conduct a quantitative study at Al-Istiqlal University or similar institutions to test the hypotheses that emerged from this qualitative study and to measure the degree of impact of leadership dimensions on logistics performance indicators statistically, which would allow for the generalization of the results.
- Conduct a comparative study between Al-Istiqlal University and another civilian university in Palestine to study how the security character specifically affects leadership practices and logistics management and the challenges they face.
- Expand the scope of the research to study the impact of leadership on the entire supply chain at the university, including the relationship with external suppliers and the satisfaction of internal "customers" (colleges and departments).

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8. Appendices

Appendix (1): List of Study Participants

Participant No.	Participant Name	Job Title in the Department	Years of Experience
1	Amer Wusteh	Head of Warehouses Section	4
2	Dr. Ali Ayyadeh	Vice President for Administrative and Financial Affairs	3
3	Abu Mohammed Al-Qawasmeh	Head of Supplies Section	3
4	Mohammed Al-Qasrawi	Director of Supplies and Procurement Department	15
5	Mohammed Ibrahim Ghanem	Head of Procurement Section	6

Appendix (2): Interview Guide

Introduction

Peace be upon you, and God's mercy and blessings.

I am Abdelmohdi Alshalalfeh. I am currently conducting a scientific study titled "The Role of Administrative Leadership Competence in Enhancing Logistics Management Effectiveness at Al-Istiqlal University." This interview aims to understand your perspective and practical experience in this field. I assure you that all information provided will be treated with strict confidentiality and will be used solely for the purposes of this scientific research.

Personal Data:

Job Title _____ :

Years of Experience in the Department _____ :

Axis 1: Administrative Leadership

1. How would you describe the leadership style in the Supplies and Procurement Department?
 - What are the main characteristics of the leadership?
 - How are strategic decisions made?
2. Describe the communication mechanism between leadership and employees:
 - What communication channels are used?
 - How are information and directives exchanged?
3. How does leadership affect employee motivation and performance development?
 - What motivation mechanisms are used?

- How are employees professionally supported?

Axis 2: Logistics Management

1. Describe the complete procurement cycle in the department:

- What are the main steps?
- What challenges do you face?

2. How are suppliers selected and managed?

- What are the basic selection criteria?
- How is the relationship with suppliers managed?

3. How do you handle urgent requests and sudden changes?

- What are the rapid response mechanisms?
- How do you adapt to unexpected challenges?

Axis 3: The Relationship Between Leadership and Logistics Management

1. How does the leadership style affect the effectiveness of logistics operations?

- Is there a direct correlation?
- What are practical examples of this impact?

2. Describe a specific situation where the impact of leadership on logistics performance was evident:

- What were the challenges?
- How were they addressed?

Axis 4: Future Vision

1. What improvements are suggested to enhance the efficiency of logistics management?

2. How can leadership support these improvements?

Additional Notes:

Thank you very much for your valuable time and the precious information you have provided.
Your contribution will be of great help in completing this research.