

Agile leadership and its impact on high Involvement: An Analytical Study Of The Opinions Of A Sample Of Teaching Staff In Iraqi Private Universities In The Middle Euphrates Provinces

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Abstract:

This study aims at demonstrating the impact of agile leadership on high Involvement through the opinions of a sample of the teachers in the Iraqi universities and civil colleges in the central Euphrates governorates. Accordingly, the current study model consists of two aspects, the first of which represents the agile leadership variable and its dimensions (modesty, calm, wisdom, patience, objectivity, and Trust). The second is the dependent variable, which is high-involvement (participation in decision-making, information sharing, reward-based performance, training). The study data were collected from (20) (university and civil college in the central Euphrates governorates) through the measurement tool (resolution) and according to the prepared and air-conditioned standards, the number of resolutions distributed (445) while the number of resolutions retrieved (397) (375) is valid for statistical analysis and (22) Invalid resolution for Statistical Analysis. By using statistical methods, factor Analysis, descriptive statistical analysis, structured equation modeling, using statistical programs such as 24.AMOS (SPSS v 24.V), and Table and Data Wizard (Excel). The results found that agile leadership has a positive effect on high Involvement. This supports the statistical formulation of the study's hypotheses, and the current study recommends that universities and non-governmental colleges should strengthen their interest in agile leadership, which makes a significant positive contribution to high Involvement, which provides an in-depth study of how agile leadership affects high Involvement.

Keywords- Agile leadership, High Involvement.

I. INTRODUCTION

The current age is characterized by rapid changes, information revolution, and cognitive explosion, in a dynamic environment that is greatly influenced by various environmental changes and developments. In order to cope with these changes, today's business organizations need to interact positively by encouraging and enhancing creativity, as this is an important and multifaceted topic where many variables interact to accommodate and adapt to new circumstances. Therefore, organizations need high Involvement if they wish to improve their performance and maintain their continued survival and growth in a highly competitive environment, and only by finding and providing the appropriate means to help find new ways and methods, rapid solutions, creative individuals and leaders.

To better understand the impact of agile leadership and behaviors on high Involvement, given the challenges of today's business environment, these agile leadership behaviors are complementary to the organization's strategy.

In order to meet these challenges, leaders, especially those who work in the Iraqi National University Education, have to adopt the practices of agile leadership, which are considered the most important systems and methods to confront problems and challenges, which focus on doing the right thing to increase profits and achieve benefits. And to reduce costs by eliminating all activities that do not add value to the services provided. The current study sought to highlight the agile leadership in universities and community colleges, and to reveal the nature of its relationship with high Involvement. Organizations with a high level of Involvement are those in which some agile leadership practices lead to rapid response to changing customer needs, clearly defining employee roles, and focusing efforts that in turn lead to sustainable success; It enables them to become highly contained organizations

II. Study Methodology

First: problem of research

This requires organizations of all kinds, including universities, to change to ensure that they are competitive and continue to perform. Leaders are the main driver and the critical foundation of an organization's diverse activities. Therefore, these leaders must be up to the challenges they are actually facing. In this competitive environment, they need to rethink traditional leadership approaches and empower modern leadership philosophy, and there is a growing need to continue to focus on high

Involvement at work with greater interest so that they can respond and lead change. For high Involvement is the engine of change that provides opportunities for organizations to achieve a better future.

In this context, organizations today use high Involvement to improve their performance and capabilities and exploit the opportunities for success, since these organizations, especially university educational institutions, if they want to survive and prosper, therefore, the problem with this study is that in the contemporary administrative direction, Leadership is no longer a desk job, and university leaders are no longer authority leaders, holding meetings and reading reports in the office. Instead, leaders should cooperate with subordinates through dialog, direct communication and active follow-up of their work, which can be achieved through modern management methods and mechanisms, identify problems and how to solve them, listen to subordinates and accept their opinions and ideas, and spread a culture of prevention, loss and damage reduction, And thus improve their high level of Involvement.

In the light of the current study and its incentives, a number of questions will be addressed which are formulated to reflect the problem of the study:

1. What is the availability of the dimensions of the gracile leadership represented in ((modesty, wisdom, patience, objectivity, calm, In the same way, the government of the United States is not in a position to do so. .
2. What is the influence of the agile leadership in high Involvement in the universities and civil colleges in the provinces of the Middle Euphrates?.
3. Is there any higher inclusion in the civil universities in the governorates of the Middle Euphrates?.
4. Is there sufficient awareness of high Involvement and its importance in the civil universities in the governorates of the Middle Euphrates?.
5. What is the relationship between agile leadership and high Involvement?.

Second: The importance of study

The importance of the study lies in the theoretical importance as well as the practical importance, as follows:

1- the theoretical importance:

- a. In the case of the first two years of the study, the study was conducted by the University of Washington, DC, and the University of Washington, DC, in the United States.
- b. The current study contributes significantly to the manifestation of the intellectual and cognitive bases and its creation of the following variables: (Agile leadership, organizational creativity, and high Involvement), through the examination of numerous previous Arab and foreign studies.

2- Practical importance: Represented by the following:

- a. The non-university education, to which the study community belongs, is a sector of great importance both at the local and international levels, and the conduct of such a study helps the private universities improve and develop their performance in general. This positively affects the lives of individuals in society.
- b. The current study contributes to the possibility of reducing the high costs that result through the provision of educational services, especially with little financial allocations, by focusing on agile leadership and its practices.
- c. The current study is attempting to improve the quality and services of non-university education by inculcating a culture of high Involvement in their work.

Third: Objectives of study

Based on the problem of the study and the questions reviewed, the present study seeks to achieve the primary objective of diagnosing and analyzing the specific nature of the relationship between agile leadership, organizational creativity, and high Involvement.

1. Level recognition provides the dimensions of agile leadership in research universities.
2. Level recognition provides dimensions of high Involvement in research universities.
3. Recognize the impact of agile leadership in achieving high Involvement.

Fourthly: hypotheses of study

Based on the results of many previous studies, the relationship between search variables has been described as one of the foundations of the research urgency for its importance in the structure of the hypothesis schema for each study. On the basis of some previous studies and some theories regarding the current study variables and their relationship, the researcher constructed a hypothesize chart explaining the nature of the relationship between the three main variables, as shown in Figure 1, where the study of Ljungblum, 2012, and (Hussein and Al-Zubeidi, 2021) was used to determine the dimensions of agile leadership The independent variable will be measured according to six dimensions: **(Modesty, calm, wisdom, patience, objectivity, and Trust)**. The study (Riordan et al., 2005), Afhan et al., 2020), was

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adopted to determine the dimensions of high involvement (the intermediate variable), which will be measured over four dimensions: **(Participation in decision-making, sharing information, reward performance, training)**, and that Figure 1 shows the hypothesis chart of the current study variables.

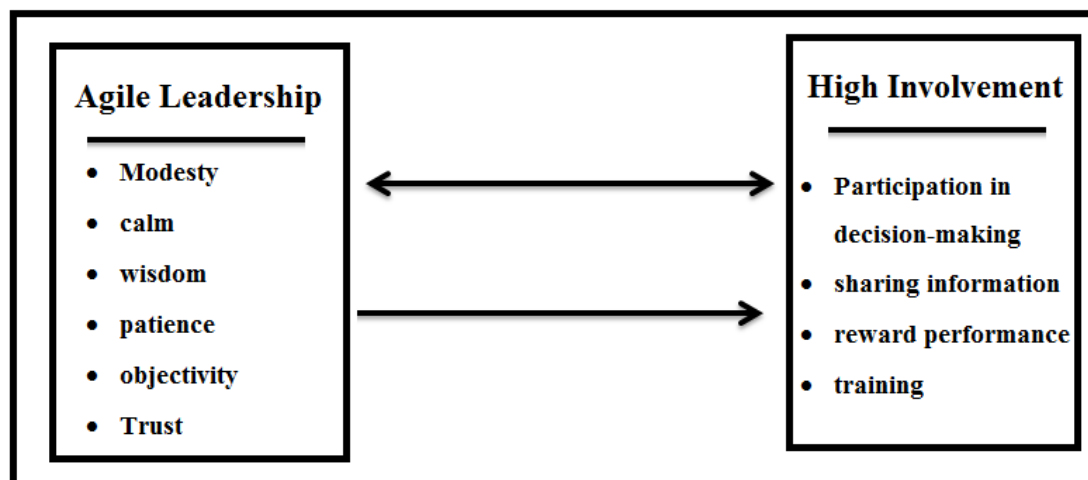


Figure 1 Study hypothesis Chart

Fifth: Study hypotheses

In order to achieve the objectives of the current study and test its hypothesis, a set of hypotheses has been developed which are summarized as follows:

Table (1) Main and Sub hypotheses for Study variables

Correlation	There is a statistically significant correlation between the agile variable and the HIIN
P 1 1	There is a statistically significant correlation between the hum dimension and the high Involvement variable. HIIN
P 1 2	There is a statistically significant correlation between the CAL dimension and the HIIN variant.
P 1 3	There is a statistically significant correlation between the WIS dimension and the HIIN variant.
P 1 4	There is a statistically significant correlation between the PAT dimension and the HIIN variant.
P 1 5	There is a statistically significant correlation between the objective dimension Obj and the high Involvement variable Hiin.
P 1 6	There is a statistically significant correlation between the Tru dimension and the HIIN.
Impact	There is a statistically significant effect between the Ale and the HIIN
P 1 1	There is a statistically significant effect between the hum dimension and the high Involvement variable. HIIN
P 1 2	There is a statistically significant effect between the CAL dimension and the HIIN variant.
P 1 3	There is a statistically significant effect between the WIS dimension and the HIIN variant.
P 1 4	There is a statistically significant effect between the PAT dimension and the HIIN variant.
P 1 5	There is a statistically significant effect between the objective dimension Obj and the high-Involvement variable HIIN.
P 1 6	There is a statistically significant effect between the Tru trust dimension and the HIIN.

Sixthly: Study Approach

In order to answer the questions arising from the problem of the study in the current study as well as to achieve its objective objectives, the researcher used (analytical descriptive approach), starting with the description of the phenomenon and the development of its questions and hypotheses, then collecting data and performing statistical analysis to achieve realistic results. This is why the opinions of a number of academic institutions in universities and civil colleges in the central Euphrates governorates, represented by (Diwaniyah, Najaf Al-Ashraf, Holy Karbala, Babylon, Muthanna) were relied upon and in order to reach accurate results (a statistical model) was constructed that illustrates the nature of the relationship

between the variables (agile leadership, organizational creativity, and high Involvement). By using **the modeling technique of structural equations**.

Seventh: Description of the study population and sample

The current field of study has been defined within the framework of the Iraqi universities and civil colleges in the governorates of the Middle Euphrates, which number (20) colleges and universities, and this study has covered this number in full. It was distributed by 9 universities in the Holy Karbala governorate, 5 universities in Najaf governorate, 3 universities in Babylon governorate, 2 in Muthanna governorate, and only one university in Diwaniya governorate.

The study sample included a number of teachers in universities and civil colleges in the central Euphrates governorates. The study community consisted of (2619) teaching, (445) distributed resolution, (397) of which are (375) valid for statistical analysis and (22) invalid for statistical analysis. The rate of correct responses to the questionnaires was 84.26%. It is identical to what is required in the sample size table for researchers (608: 1970, kregcie & Morgan) which specifies that the number should be equal or greater than (335) individuals.

Eighth: Study Tool And Its Measurements

To achieve the objectives the current study seeks to achieve, covering its theoretical subjects and in the field, the researcher relied on a set of tools to achieve this goal, which is the basic foundation in showing the results of the study, as follows:

1. References to the theoretical aspect: In order to enrich the theoretical aspect of this study, we have relied on the contributions of writers and researchers gathered from books, journals, papers and scientific sources related to the subject of scientific research in both Arabic and English. As well as the use of Internet services.

2. Practical tools: The current study was based on the resolution paragraphs distributed among a sample of teachers in universities and community colleges in the governorates of the Middle Euphrates to collect data and information on the variables of the study. The study has been prepared for resolution and identification on a number of appropriate international standards available in the literature on study variables, and their cognitive development. In addition to benefiting from the opinions of the arbitrators and specialists in this field, to produce the questionnaire form in its final form, appendix (3), as follows:

Resolution Design: Resolution includes four main parts to gather the necessary information and test the hypotheses of the study, as follows:

Table (2) Study variables, Dimensions, and Meta

	Dimensions	cod	No.	measure
First	Agile leadership	AGLE	20	Ljungblom, 2012
1	Humility	HUM	3	
2	Calm	CAL	3	
3	Wisdom	WIS	3	
4	Patience	PAT	3	
5	Objectivity	OBJ	4	
6	Trust	TRU	4	
Second	High Involvement	HIIN	16	Riordan et al., 2005; Afshan et al., 2020
1	Participation in decision-making	PIDM	3	
2	Sharing information	SIN	5	
3	Reward-based performance	PBR	4	
4	Training	TRA	4	

III. Part Two: Theoretical Framework

First: Agile leadership

1. The concept of Agile leadership

The agile leadership variable is a recent variable that has attracted the attention of researchers, and the emergence of this interest comes as a result of researchers' diagnosis of the important role of leadership in achieving organizational success in the past two decades. In addition to the high level of complexity in today's global business environment, along with its volatile and uncertain nature, it places high pressures and demands on organizations to adopt agile leadership in their operations to effectively and

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seamlessly interact with the changing environment on a continuous basis (Attar & Abdul-Kareem, 2020:182-183).

considers that (Greinider & Leicht, 2020:280) agile leadership represents leadership behaviors, mindsets, styles, and practices, as well as characteristics and competencies of leaders, designed to support the organization's rapid response to changing environmental conditions.

Undoubtedly, the biggest task of agility leaders is to train, empower and support employees to do their jobs better and allow them to continuously improve (Thuresson & östman, 2017:28). addition, agility leaders are delivering significant benefits to their organizations, such as lower costs, improved performance, and helping their organizations thrive (Lediju, 2016:43). They have the mental ability to analyze and understand the complexities using a broader perspective. Table 3 shows the eye of a number of researchers on agile driving

Table(3) good leadership concepts as directed by a number of researchers and writers

No.	name and year	Concept
1	Mulders , 2016 : 19	A systematic system to meet the needs of consumers and employees by focusing on continuous development and ensuring long-term success.
2	Klaus & Fernando 2016:235	A modern approach to individual leadership, which focuses on technical and psychological capabilities and competence to push staff to go further to achieve the organization's goals.
3	Ingelström & Jivenberg, 2018:17	Agile leadership is a system that primarily engages employees in the implementation of successful and sustainable day-to-day initiatives or activities.
4	Akkaya & Yazici, 2020:1460	Agile leadership is a modern style of leadership that revolves around the process of change. It is more dynamic and complex. Different people within the same group can play a leading role depending on circumstances and requirements.
5	Mishra & Jena, 2020:4	Leadership that supports group decision-making by empowering group members through allocation of responsibilities. It also stimulates staff to exchange ideas and open discussions among themselves by building effective and strong channels of communication and by encouraging consultation that can lead to many innovative and creative initiatives without waste

based on the above, agile leadership is a dynamic leadership style that focuses on technical and psychological skills, and collaboration between the leader and his staff to achieve the goals and objectives of the organization and ensure its long-term success in a changing and accelerating environment, especially in our time.

2. The importance of agile leadership

The building and success of an agile organization depends primarily on the personality of the leader, the interest of individuals and leaders in adopting and helping to spread the concepts and principles of agility throughout the organization, and the speed of leadership is directly Correlated to organizational agility. Agile leaders develop strategies and give guidance on how to make organizations mobile (ATTA & Abdul-Kareem.2020:172).

The following is a list of major points that represent the importance of agile leadership in organizations from the point of view of a number of researchers.

The importance of agile leadership lies in not fearing change, renewing itself regularly, taking advantage of the opportunities offered by uncertainty, protecting against risk, providing competitive advantage and being able to read customers' expectations correctly. They are becoming increasingly important in large organizations, because large organizations have an executive director responsible for all leadership activities, **and** operate in many regions or countries (Marksberry & Hughes, 2011:2).

a. By responding quickly to changing customer needs and focusing the effort without which it leads to sustainable success, clearly defining employee roles (Hayward, 2021:1-4).

b. The importance of agile leadership lies in the considerable time spent by leaders in the workplace, attention to the capabilities and progress of new future leaders, and a strong focus on the integrated mindset of agile leadership (Marksberry & Hughes, 2011:2).

c. Leadership-agile methodologies are closer to idealism because they accommodate all current management methodologies and practices, and can facilitate the resolution of community problems, this provides an excellent opportunity for building agile organizations (Smith,2008:4).

d. Every organization has a decision-making process in the workplace. The behavior of agility leaders is critical to the long-term success of the Organization. The behavior of agility leaders also contributes to fundamental changes in the organization .

e. Creating sustainable cultural change in an organization is a major challenge, because organizational rigidities resist change. Therefore, in the application of the agile process, operational practices must change, but individuals, whether the leader or the employees, must also go through a process of change (şahin & ALP, 2020:61).

f. Agile leadership views all employees as a source of intellectual capital and provides employees at all levels with opportunities to participate in decision-making, make suggestions and solve problems (Beal,2008:20).

It is a time for the people of the United States to do so Mohajeri & ravipati) the importance of agile leadership is:

a. Working hard to empower workers with agile tools to address the key issues and situations they face, is an opportunity to enrich their work.

b. Facilitate improvements in the Organization's areas of work by reducing costs and increasing capacity.

c. Improving the quality of services provided to users through improved organization work will result in increased number of beneficiaries, as well as reduced waiting times and time to complete service delivery

d. Seek to improve the satisfaction of beneficiaries by reducing or eliminating waste that occurs in the process of mutual benefit between the organization and the beneficiaries by the individuals who work in it.

From the above, the researcher sees that agile leadership shows its importance primarily through its role in changing the thinking process of individuals, from organized leadership to those at the lowest levels of the organization. And how do they see agile leadership as well, since the process of developing and reducing waste as mentioned can only be achieved through the use of agile and unconventional methods to achieve what is to be achieved, and in addition, agile leadership may require individuals to think of ways they are not used to or totally contrary to what they are used to. Agile leadership is important in changing the way you think.

3. Dimensions of agile leadership

a. Humility: - New theoretical and experimental approaches in psychology and work ethics treat modesty as an individual force rather than a weakness, with a focus on its contribution to social cohesion and trust creation (Argandona, 2015:64). In leadership, the virtue of humility is often overlooked because it may suggest a lack of strength and determination needed for effective leadership. But humble leaders are less proud, not aggressive. The will to serve others outweighs any desire for self-improvement. Instead, modesty can carry a particular spiritual tone due to lack of ego and pride in the actions of the leader to achieve the best interests of many at the expense of personal importance. Humility then means showing a decline in subjective importance (DOTY&Gerdes,2020), while (Exline&Geyer, 2004:97) refers to humility as a form of virtues or personal power. Humility involves precision, self-acceptance, understanding of individual flaws, the ability to recognize mistakes and omissions, knowledge gaps and openness to new ideas, and a careful sense of one's capabilities and achievements and to maintain them in the correct perspective. Especially in increasingly dynamic and turbulent environments (Owens et al., 2011:6-16).

b. Calmness

Calm and self-control are characteristics of successful leadership and the importance of having this characteristic is evident in leadership given the complexity of life and the problems surrounding it, especially in crucial decisions. Calm allows leaders to think deeply and in a better way to solve difficult problems. It is a leading input that can be followed by people at all levels of the organization (Kinsey, 2010:2-3). Organizations seeking the summit must have calm, professional leaders. By clearly communicating their point of view, they also accept the views of others, show modest stability, and have a real desire to see their organizations perform above expectations (Weis, 2005:47). Hansen, 2011:40) said leaders need to control their concerns. Inexperienced leaders in some situations may act in a chaotic and uninformed manner, causing their organizations to falter rather than flourish. It is largely due to lack of experience.

c. Wisdom : Wisdom is a key component of leadership success in a fast-paced, changing and complex environment, and there are many aspects of both the concepts of "leadership" and wisdom and there is no single short and undisputed definition of either of the words. Wisdom in leadership can be defined as informed decision-making according to certain values and principles (Adams, 2007:39). However, growing awareness of ethical issues, increasing globalization, and stakeholders to be taken into account have made leadership in organizations more complex and there is an increasing need for wise leadership.

Wisdom can add value to current models as well as leadership theories, and has also been proven to improve leadership effectiveness (Govindji, 2015:53).

d. Patience: aspect of our leadership. The word patience comes from the Latin word (Patientia), which means suffering, endurance or tolerance, haque et al., 2017:113))) many researchers (Fowler & Kam, 2006) describe patience as a willingness to accept delay in exchange for gaining interests, or a delay justified by the same circumstance or desire 2017:113) Haque et al.,).

Second: High Involvement

1. Concept of High Involvement

The inclusion portal enables employees to participate in making important management decisions about how to accomplish their required tasks. In the late 1990s, the American Association for Training and Development used the term "High Performance Business Systems" to refer to those organizations that organized the flow of work around key business processes (Ibrahim and Saad, 2015:563). (**Leffakis, 2009: 24**), he added, the evolution in the content and concepts of human resources management has led to the emergence of a high Involvement approach, which is an entry point to a range of human resources policies and practices, leading to a high level of performance through the combination of these policies and practices. As well as having a positive impact on performance, increased work productivity, and lower turnover rates in employees.

In his view (Miller,2015:22), high Involvement consists in the ability to develop and pre-formulate plans and programs. The Correlation between Involvement and empowerment contributes to the empowerment of working individuals to make contributions that can serve society at large, as well as the significant impact of high Involvement on both the organization and the workers, especially over long periods (Bockerman, 2015:2). (Wood & Bryson, 2008:3) has found high Involvement practices in all organizations to be interconnected because they face fierce competition. What is certain is that management of high Involvement involves more collaborative approaches between management and staff or their representatives. These methods are based on functional specifications and work or structures based on a single unit basis developed on the basis of payment system and monopolistic markets for products. (Lawler et al. 1995 :124).

In this sense, organizations that continue to adopt traditional methods and in comparison with those that adopt higher Involvement will perform well, because the practices of higher Involvement enable the organization to face increasingly fierce global competition, as well as provide employees with greater benefits and financial returns that are essential to safety. As well as enabling managers to face fierce and intense competition, it provides employees with many career security opportunities, so it is essential to strengthen and develop their resources (Wood & Bryson, 2008:4).

As discussed 3 (2006), **Konrad**) the concept of high Involvement through its components:

- a. **Knowledge:** Means employee beliefs about organization, leadership and working conditions.
- b. **Behavioral aspects:** The value-added part of the Organization represented in the effort of staff involved in their work, whether in the form of overtime, mental strength or energy devoted to the task and organization.
- c. **Emotional aspects:** Focusing on how staff feel about the factors mentioned above that can have a positive or negative impact on the Organization and its leadership.

In light of what has been advanced, we can say that high Involvement is a set of integrated work practices that contribute significantly to improving the performance of both individuals and organizations, enhancing skills and motivation, as well as being one of the most important factors for the success of organizations today in a changing and highly competitive environment.

2. The importance of High Involvement

High Involvement and its practices are of great importance in the contribution of staff to decision-making processes, where organizations have found many advantages in the contributions of staff by participating in the core activities of the organization at all levels. It also found that staff inclusion helps organizations accomplish their tasks and achieve their goals by allowing staff to apply their ideas and experiences, as well as problem-solving and decision-making efforts. A number of researchers pointed out the importance and advantages of Involvement as follows: (Ahmad et al., 2014: 230) ; (Armstrong , 2009:122) .

- a. High Involvement is the foundation that generates ideas, creativity, and problem solving. In addition, it accelerates teamwork and indirectly contributes to the generation of ideas in groups, increases socialization among employees, and indicates employee satisfaction.
- b. With the use of high Involvement, information is shared among employees, which helps employees understand the organization and its culture, and works toward the organizational goals of making the environment stable and successfully adapting to the organization's environment, which helps achieve positive results and enables employees to feel safe, A bright and progressive future.

- c. High Involvement helps employees acquire knowledge and skills, care and respect for employees, integrate them into the organization, increase their motivation and contestment, and enhance individual self-respect. This means that employees are the most motivated to achieve organizational goals.
- d. The primary goal for departments using high Involvement at various levels is to have a clear line of vision between the strategic objectives of the organizations and the staff, who must be aware of their objectives and responsibilities and what is required of them.
- e. Let employees know that everything they do is a respectable job, as well as a match between the work they are assigned to and their capabilities. And giving staff the power to increase their participation.
- f. Management knows that what you need is to improve performance, set goals for success, and monitor performance to ensure achievement of goals. In addition, the presence of strong leadership at the summit generates a common view among all SCO members of the importance of improvement and synergy in action.

3. High Involvement dimensions

High Involvement is concentrated in four main dimensions (functional integration, participation in decision-making, information sharing, revenue sharing), which are adopted in this study and will be explained in the following:

- a. **Participation in decision-making:** In recent years, there has been renewed interest in various forms of staff inclusion and participation (Frost, 2000:268) and this participation has retained its place on the Department's agenda. It is said that there is renewed interest in this kind of participation in decision-making, and apparent in the literature of management and participatory relations, participation in decision-making is part of a number of organizational changes being experienced by organizations in response to growing and emerging competitive pressures at the local and global levels. It can be considered a key component of best practices in human resources management (Pfeffer, 1998:74) or high Involvement (Wood, 1999: 22).
- b. **Information sharing:** How to demonstrate the sharing of important information regarding the quantity and quality of outputs, units of work and their transfer, costs, revenues, profitability, and customer reactions). Transparency represents the greatest challenge for managers developing an information system that provides accurate, timely data to the personnel working with their own work. Managers have been more transparent in the organization's operations as staff contribution has been more effective in the success of the organization (Alison, 2006:1).
- c. **Reward-based performance:** Performance is the result of a combination of effort, personal ability, skill and experience. According to IvanCevich, 2007, individual performance results are officially and informally evaluated by management, then the reward is evaluated by the individual, and if the reward is satisfactory and fair, the individual reaches a level of satisfaction. The reward system is one of the important factors that affect the professional ethics of individuals in the organization, as well as one of the often overlooked motivations of managers to build employee motivation and increase productivity in exchange for the services provided by organizations to workers. The reward is not just rights and obligations, but what is most important is motivation and enthusiasm for action (Sapri & Hidayat, 2021:7).

IV. Part Three: The practical aspect

First: Coding study variables

The current study adopted two variables, for the independent variable is represented by gracile leadership and its six dimensions: (Modesty, calm, wisdom, patience, objectivity, and so on). Trust) the dependent variable is high Involvement, which includes four dimensions (participation in decision-making, information sharing, reward performance, training). In order to determine the nature and type of relationships between the study variables and the extent of their impact on universities and community colleges in the central Euphrates governorates, with the accuracy of the data retrieved, the main and sub-variables of the study have been coded and as shown in table.4

Table (4) Encoding Study variables

No.	cod	Dimensions	
20	AGLE	Agile leadership	First
3	HUM	Humility	1
3	CAL	Calm	2
3	WIS	Wisdom	3
3	PAT	Patience	4

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4	OBJ	Objectivity	5
4	TRU	Trust	6
16	HIIN	High Involvement	Second
3	PIDM	Participation in decision-making	1
5	SIN	Sharing information	2
4	PBR	Performance based on rewards	3
4	TRA	Training	4

Second: Data nature Test

Knowledge of the probability distribution of sample data (variable response or approved) is an important requirement for linear regression analysis and some tests may be used for this purpose, such as the good of fit Colmgrove-Smirnoff test. This test is intended to answer the following question: Does the distribution of the sample data match a continuous theoretical distribution (the normal distribution here), and the zero hypothesis H₀ is rejected so that the distribution of the data does not match or accept the normal distribution so that the distribution of the data corresponds to the normal distribution. The following table lists the results of the test, which shows that all of the test's computational values are intangible since their SIG values are greater than the 5% significance level, i.e. we accept the zero hypothesis H₀ and the sample is drawn from a community with a normal distribution with an arithmetic mean and an equivalent standard deviation to each Variable in the following table.

Table No. 5 Colmgrove - Smirnov for good conformity testing of sample data

One-Sample Kolmogorov-Smirnov Test				
		AIN	PIN	ORIN
The sample size		375	375	375
Normal Parameters ^a	Arithmetic mean	3.7712	3.8807	3.8282
	Standard deviation	.72865	.66062	.62060
Kolmogorov-Smirnov Z		.154	.147	.093
Sig. (2-tailed)		.512	.522	.778

a. Test distribution is Normal.

Source: Prepared by the researcher based on the output of AMOS.v24

Third: The validity and consistency of the questionnaire

We should check here to validate the authenticity and consistency of the questionnaire in order to be reliable on the results from the research sample. There are many ways and means to achieve this goal, the most important of which is the alpha-kronbach coefficient, where a value close to one true indicates greater sincerity and consistency of the questionnaire used and thus reliability of results. The results and values of the alpha-kronbach coefficient are set out in the following table:

Table (6) Alcochronbach coefficients for resolution axes

Alpha-Kronbach	Number of paragraphs	Axis or dimension
0.78	3	HUM
0.82	3	CAL
0.77	3	WIS
0.76	3	PAT
0.84	4	OBJ
0.82	4	TRU
0.95	20	AGLE
0.80	3	PIDM
0.91	5	SIN
0.81	4	PBR
0.93	4	TRA

The results indicate the validity and stability of the questionnaire as the coefficients of alpha kronbach were high and the following graph shows these values

Fourth: Statistical description

The first variable is agle

The first dimension of humility Hum: The results of the general statistics represented by the arithmetic means, standard deviations, the coefficients of variation and the relative importance of the paragraphs of Hum have been found and are presented in the following table:

Table (7) General statistics for paragraphs after humility Hum

No.	mean	Standard deviation	Coefficient of variation	Relative importance
HUM1	3.84	0.857	22	77
HUM2	3.83	0.859	22	77
HUM3	3.71	0.883	24	74
HUM	3.79	0.724	19	76

The results above show that the value of the arithmetic mean for paragraph hum1 was 3.84 with a standard deviation of 0.857, a variance factor of 22% , and the relative importance of paragraph 77%. The mean of the item hum2 is 3.83 with the standard deviation of 0.859, the variance factor of 22% , and the relative importance of the paragraph 77%. The arithmetic mean of the paragraph hum3 was 3.71 with the standard deviation of 0.883, the variance factor of 24%, and the relative importance of the paragraph 74%. In general, the mean was 3.79 with a standard deviation of 0.724, the variance factor of 19% , and the relative significance of 76%.

The results of the general statistics represented by the arithmetic means, standard deviations, variance factors, and the relative importance of the paragraphs after the calm were found in the following table:

Table (8) General statistics for paragraphs after calm (CAL)

No.	mean	Standard deviation	Coefficient of variation	Relative importance
CAL1	3.72	0.970	26	74
CAL2	3.49	1.042	30	70
CAL3	3.66	1.019	28	73
CAL	3.62	0.868	24	72

The results above show that the value of the arithmetic mean for CAL1 was 3.72 with a standard deviation of 0.970, a variance factor of 26% , and the relative importance of paragraph 74%. The mean of CAL2 was 3.49 with a standard deviation of 1.042, a variance factor of 30% , and a relative significance of 70%. The mean of CAL3 was 3.66 with the standard deviation of 1.019, the variance factor of 28% , and the relative importance of the paragraph 73%. In general, the mean was 3.62 with a standard deviation of 0.868, a variation factor of 24% , and a relative significance of 72%.

The results of the general statistics represented by the arithmetic means, standard deviations, the factors of difference, and the relative importance of the paragraphs after wisdom dimension is WIS, have been found and are listed in the following table:

Table (9) General statistics for paragraphs after wisdom

No.	mean	Standard deviation	Coefficient of variation	Relative importance
WIS1	3.79	0.834	22	76
WIS2	3.82	0.865	23	76
WIS3	3.73	0.856	23	75
WIS	3.78	0.704	19	76

The results above show that the WIS1 paragraph mean value was 3.79 with a standard deviation of 0.834, the variance factor 22% , and the relative importance of the paragraph 76%. The mean for WIS2 is 3.82 with a standard deviation of 0.865, a variance factor of 23% , and a relative significance of 76%. The mean of WIS3 is 3.73 with a standard deviation of 0.856, a variance factor of 23% , and the relative importance of the paragraph 75%. In general, the mean was 3.78 with a standard deviation of 0.704, a variation factor of 19% , and a relative significance of 67%.

The results of the general statistics represented by the arithmetic means, standard deviations, the factors of difference, and the relative importance of the paragraphs after patience PAT have been found in the following table:

Table (10) General statistics for paragraphs after patience PAT

No.	mean	Standard deviation	Coefficient of variation	Relative importance
PAT1	3.71	0.912	25	74
PAT2	3.57	0.881	25	71
PAT3	3.61	0.930	26	72
PAT	3.63	0.746	21	73

The results above show that the value of the mean for paragraph PAT1 was 3.71 with a standard deviation of 0.912, the variance factor of 25% , and the relative importance of paragraph 74%. The mean for paragraph Pat2 was 3.57 with the standard deviation of 0.881, the variance factor of 25% , the relative importance of paragraph 71, and the mean for paragraph Pat3 was 3.61 with the standard deviation of 0.930, the variance factor of 26% , and the relative importance of paragraph 72%. In general, the mean was 3.63 with a standard deviation of 0.746, a variance factor of 21% , and a relative significance of 73%.

OBJ: The results of the general statistics represented by the arithmetic means, standard deviations, variance factors, and the relative importance of the paragraphs after the objective (OBJ) have been found and are presented in the following table:

Table (11) General statistics for the subparagraphs after objectivity OBJ

No.	mean	Standard deviation	Coefficient of variation	Relative importance
OBJ1	3.78	0.927	25	76
OBJ2	3.61	0.944	26	72
OBJ3	3.65	0.885	24	73
OBJ4	3.68	0.967	26	74
OBJ	3.68	0.766	21	74

The results above show that the value of the mean for paragraph OBJ1 was 3.78 with a standard deviation of 0.927, a variance factor of 25% , and the relative importance of paragraph 76%. The mean of OBJ2 is 3.61 with a standard deviation of 0.944, a variance factor of 26% , and the relative importance of the paragraph 76%. The mean of paragraph OBJ3 was 3.65 with a standard deviation of 0.885, a variation factor of 24% , and the relative importance of paragraph 73%. The mean of paragraph OBJ4 was 3.68 with the standard deviation of 0.967, the variance factor of 26% , and the relative importance of the paragraph 74%. In general, the mean was 3.68 with the standard deviation of 0.766, the variance factor of 21%, and the relative importance of 74%.

The results of the general statistics represented by the arithmetic means, standard deviations, variance coefficients of difference, and the relative importance of the RU clauses were found and are listed in the following table:

Table (12) General statistics for post-trust clauses Tru

No.	mean	Standard deviation	Coefficient of variation	Relative importance
TRU1	3.79	0.856	23	76
TRU2	3.77	0.930	25	75
TRU3	3.62	1.003	28	72
TRU4	3.57	1.064	30	71
TRU	3.69	0.777	21	74

The results above show that the value of the mean for TRU1 was 3.79 with the standard deviation of 0.856, the variance factor 23% , and the relative importance of the paragraph 76%. The mean of TRU2 was 3.77 with a standard deviation of 0.930, a variance factor of 25% , and the relative importance of the paragraph 75%. The mean of the TRU3 paragraph was 3.62 with the standard deviation of 1.003, the variance factor 28% , and the relative importance of the paragraph 72%. The mean of Tru4 was 3.57 with the standard deviation of 1.064, the variance factor of 30% , and the relative importance of the paragraph

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71%. In general, the mean was 3.69 with a standard deviation of 0.777, a variation factor of 21% , and a relative significance of 74%.

Second variable: High Involvement of Hiin

The first dimension: Participation in decision-making PIDM: The results of the general statistics represented by the arithmetic means, standard deviations, factors of difference, and the relative importance of the paragraphs after the participation in decision-making PIDM have been found and are listed in the following table:

Table No. 13 General statistics of PIDM paragraphs after participation in decision-making

No.	mean	Standard deviation	Coefficient of variation	Relative importance
PIDM1	3.92	0.860	22	78
PIDM2	3.87	0.786	20	77
PIDM3	3.71	0.897	24	74
PIDM	3.83	0.716	19	77

The results above show that the value of the arithmetic mean for paragraph PIDM1 was 3.92 with a standard deviation of 0.860, a variance factor of 22% , and the relative importance of paragraph 78%. The mean of PIDM2 is 3.87 with a standard deviation of 0.786, a variation factor of 20% , and the relative importance of the paragraph 77%. The mean of the paragraph PIDM3 was 3.71 with the standard deviation of 0.897, the variance factor of 24% , and the relative importance of the paragraph 74%. In general, the mean was 3.83 with a standard deviation of 0.716, the variance factor of 19% , and the relative importance of 77%.

The results of the general statistics represented by the arithmetic means, standard deviations, the factors of variation and the relative importance of the paragraphs after sharing the information (sin) have been found and are listed in the following table:

Table (14) General statistics for paragraphs after sharing information (sin)

No.	mean	Standard deviation	Coefficient of variation	Relative importance
SIN1	3.90	0.895	23	78
SIN2	3.84	0.812	21	77
SIN3	3.86	0.808	21	77
SIN4	3.93	0.885	23	79
SIN5	3.79	0.876	23	76
SIN	3.87	0.732	19	77

The results above show that the value of the mean for paragraph IN1 was 3.90 with a standard deviation of 0.895, the variance factor of 23% , and the relative importance of paragraph 78%. The mean for IN2 was 3.84 with a standard deviation of 0.812, a variance factor of 21% , and the relative importance of the paragraph 77%. The mean of the paragraph IN3 was 3.86 with the standard deviation of 0.808, the variance factor of 21% , and the relative importance of the paragraph 77%. The mathematical mean of the paragraph IN4 was 3.93 with the standard deviation of 0.885, the variance factor of 23% , and the relative importance of the paragraph 79%. The arithmetic mean of IN5 was 3.79 with a standard deviation of 0.876, a variation factor of 23% , and the relative importance of the paragraph 76%. In general, the mean was 3.87 with a standard deviation of 0.732, a variation factor of 19% , and a relative significance of 77%.

The results of the general statistics represented by the arithmetic means, standard deviations, the coefficients of variation and the relative importance of the PBR-based after performance paragraphs have been found and are listed in the following table:

Table No. (15)

General PBR-based Performance after clause Statistics

No.	mean	Standard deviation	Coefficient of variation	Relative importance
PBR1	3.82	0.943	25	76
PBR2	3.83	0.922	24	77
PBR3	3.92	0.849	22	78
PBR4	3.85	0.885	23	77
PBR	3.86	0.718	19	77

The results above show that the value of the arithmetic mean for paragraph PBR1 was 3.82 with a standard deviation of 0.943, a variance factor of 25% , and the relative importance of paragraph 76%. The mean of the paragraph PBR2 is 3.83 with a standard deviation of 0.922, a variance factor of 24% , and the relative importance of the paragraph 77%. The arithmetic mean of the paragraph PBR3 was 3.92 with a standard deviation of 0.849, a variance factor of 22% , and the relative importance of the paragraph 78%. The arithmetic mean of the paragraph PBR4 was 3.85 with a standard deviation of 0.885, a variation factor of 23% , and the relative importance of the paragraph 77%. In general, the mean was 3.86 with a standard deviation of 0.718, the variance factor of 19% , and the relative importance of 77%. The following graph shows the relative importance of each dimension paragraph:

The results of the general statistics represented by the arithmetic means, standard deviations, differential factors and the relative importance of the after-training paragraphs have been found and are listed in the following table:

Table No. 16 General statistics for paragraphs after TRA training

No.	mean	Standard deviation	Coefficient of variation	Relative importance
TRA1	3.86	0.909	24	77
TRA2	3.69	0.918	25	74
TRA3	3.65	0.942	26	73
TRA4	3.73	1.017	27	75
TRA	3.73	0.861	23	75

Source: Prepared by the researcher based on SPSS V.24 output.

The results above show that the value of the mean for paragraph tra1 was 3.86 with a standard deviation of 0.909, a variation factor of 24% , and the relative importance of paragraph 77%. The mean of paragraph tra2 was 3.69 with a standard deviation of 0.918, a variance factor of 25% , and the relative importance of paragraph 74%. The mean of paragraph tra3 was 3.65 with the standard deviation of 0.942, the variance factor of 26% , and the relative importance of paragraph 73%. The mean of paragraph tra4 was 3.73 with the standard deviation of 1.017, the variance factor of 27% , and the relative importance of paragraph 75%. In general, the mean was 3.73 with a standard deviation of 0.861, a variation factor of 23% , and a relative significance of 75%.

Fifth: Test hypotheses

The first question is: What is the relationship between the two axes and the dimensions of the following:

1. Test the Correlations between angle and its dimensions and the HIN

The researcher created the values and the value of the Correlations between the Agle and the HIIN variables using the statistical program SPSS VR. The results were set out in the following table:

Table (17) coefficients of the Correlations between the Agle and the HIIN variables

	HUM	CAL	WIS	PAT	OBJ	TRU	AGLE
PIDM	.435**	.528**	.554**	.492**	.522**	.560**	.609**
SIN	.336**	.453**	.453**	.410**	.486**	.337**	.489**
PBR	.365**	.468**	.462**	.501**	.545**	.435**	.548**
TRA	.411**	.481**	.458**	.510**	.525**	.414**	.552**
HIIN	.466**	.580**	.578**	.576**	.625**	.523**	.661**

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

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

The hypotheses relating to association are grouped into two sections:

– **Part one:** The Main hypothesis tests the morale of the association between the two variables, Agle and HIIN , and this hypothesis is based on the following hypothesis:

There is a statistically significant correlation between age and high Involvement variable. HIIN

[illegible]

Second: Test the effect hypothesis

The main hypothesis: Testing the effect of the agile variable on the organizational innovation variable ORIN via the HiIN intermediate variable. Using the AMOS VR.20 statistical program, the researcher formed a structural model to test the following zero hypothesis:

The absence of an angle variable in the organizational innovation variable Orin by the high-Involvement intermediate variable, HIIN.

The structure model proposed by the researcher is shown in the following chart:

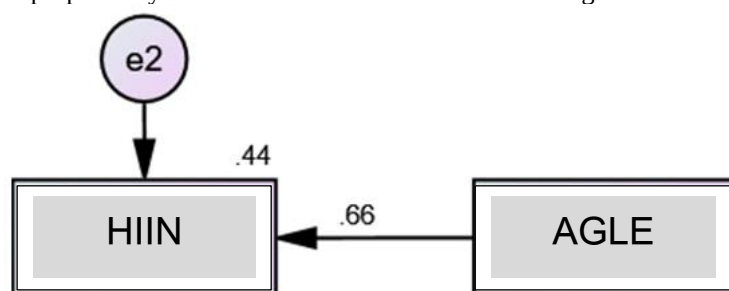


Figure (2) proposed model of the structural modeling equation diagram for direct effect
The researcher found the indicators of the indirect impact model as shown in the following table:

Table (18) critical ratio test values and their level of the direct effect of agile-driven variable in HIIN

			Estimate	S.E.	C.R.	P
HIIN	<---	AGLE	.661	.038	17.021	***

There is a significant direct effect under the 5% significance of the high Involvement variable in the ORIN, where the value of the impact was 0.56 at a critical rate of 13.120, which is significant because the corresponding P-value was zero, which is less than the 5% significance level, and thus there is a direct impact relationship Indicates that a 1-unit high-Involvement variable increases the Orin innovation variable by 0.56.

V. Four Part: Conclusions and recommendations

a. Conclusions

1. The study showed that agile leadership is not a new concept, but it may be relatively new for educational institutions (universities and community colleges) in general, and in Iraq in particular, where educational institutions (universities and private colleges) are considered An ideal environment in which the benefits of agility can be obtained, as they face many issues and challenges such as the increasing demand for educational services and how to meet it in a way that is constantly evolving and innovative and that meets the diverse needs and requirements of the community.
2. The study found that high Involvement is an entry point to a set of human resources policies and practices that lead to a high level of performance through the harmonization and harmonization of these policies and practices. As well as having a positive impact on performance, increasing work productivity, and reducing turnover in employees.
3. The results of the study showed that universities and private colleges are keen on building new ideas and practices through which the organization can be strengthened and developed, improve its ability to survive, and build its competitive advantage.
4. The focus of the studied community universities and colleges was to contain the methods and ideas that the Organization was using to encourage teaching staff to gather adequate information on the requirements of their area of work in general, with a view to meeting them as far as possible.
5. It also revealed that research universities and community colleges sought to have a high capacity to predict, understand events and then make decisions with high flexibility by building effective initiatives and developing creative contexts that could contribute to improving the Organization's ability to contain and accurately address problems

b. Recommendations

1. It is essential that the higher authorities in the universities and the community colleges under study make the right decisions in their work, in accordance with their six dimensions (modesty, calm, wisdom, patience, objectivity and trust). In addition, the program is designed to help it develop and design programs and policies that serve its cadres and the society in which it works.
2. The organizations under consideration should strive to develop new business models that build on agile leadership and their principles of improved cost and continuous improvement in performance.
3. Developing programs for training the human resources subject of study within the development programs of the University, in order to consolidate the principle of providing training and development opportunities for all, and strengthening its abilities to improve its performance as it is related to the agile leadership in the long run. Research-based universities and community colleges need to plan and study

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their teaching workforce. There is an urgent need to develop strategies for employing human capital to raise their educational level to the same level as higher-rated universities and colleges.

4. The need for Iraqi universities and civil colleges to support and enhance the culture of high Involvement among their members for the purpose of raising the level of scientific and research performance in them as well as benefiting from the previous experiences of international and Arab universities in this field.

5. To adopt precise criteria for the application of the practice of compensation (bonuses), which are clear to members of teaching staff at universities and private colleges of study, in addition to promoting the principle of equity in distributing these forms of incentives and rewards, and relying on the model of performance evaluation to achieve this.

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