



THE INTERACTIVE ROLE OF SERVANT LEADERSHIP IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL AGILITY AND ORGANIZATIONAL EXCELLENCE (AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES AT AL-AIN PRIVATE UNIVERSITY IN THI QAR)

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Article history:	Abstract:
Received: 11 th October 2024	The study aims to know the interactive role of servant leadership and to know the relationship between organizational agility and organizational excellence through application in one of the Iraqi private universities and through that to know the impact of servant leadership on organizational excellence in Al Ain University, the organization under study, where (organizational agility) was adopted as an independent variable and the interactive variable represented by (servant leadership) was adopted and (organizational excellence) was adopted as a dependent variable and the problem of the study was represented by the question that stated (Is there an interactive role for servant leadership in the relationship between organizational agility and organizational excellence in the university under study), while the study sample was represented by all employees at Al Ain University and in order to determine the relationship between the variables, a set of primary and sub-hypotheses were developed and the questionnaire form was designed as a primary tool for collecting data and information based on ready-made measures to discover the relationships of influence and correlation between the study variables. The study community was used, which numbered (1424) and based on the table designed by Morcan, which shows the appropriate sample size for each community, ((302 were distributed, of which (260) were retrieved, i.e. (22 were non-refundable, and (20) were not valid for analysis, to be the total number.
Accepted: 8 th November 2024	

Keywords: Organizational Agility, Servant Leadership, Organizational Excellence, Al-Ain Private University in Thi Qar

INTRODUCTION

Servant leadership is one of the most wonderful leadership models ever, as it has occupied the forefront among ethical theories that are based on heavenly ideas and principles related to spiritual values and ideals that make the needs of workers the priority of the servant leader before anything else. According to this theory, the leader's role is that of a servant who works to make the follower a leader in the future, as he listens to, sympathizes with, and participates in making decisions. The roles of leaders have changed dramatically in the past few years, and the old style of leadership and management is no longer suitable for the current stage to the extent that it achieves the survival of organizations and their performance of their tasks and responsibilities in the best possible way, as the old classical leadership style places the leader in the group, meaning that he can control most of the communications between team members

1. Research methodology

1.1. The research problem



The study problem is embodied in the extent of private universities' interest in organizational excellence and the importance of their contribution by enhancing and achieving it to achieve high efficiency and effectiveness. Achieving this requires administrative and scientific expertise and skills that many Iraqi private organizations lack. Based on what was mentioned, the study problem can be formulated as follows: To what extent does organizational agility affect organizational excellence? What is the interactive role of servant leadership in this field? The following questions branch out from it:

- Does servant leadership interact with the relationship between organizational agility and organizational excellence at Al Ain University, the study sample?
- What is the sample community's response level and awareness about organizational agility, servant leadership, and excellence?
- Does servant leadership affect organizational excellence at Al Ain University? This is the study sample.
- Does organizational agility affect organizational excellence at Al Ain University? This is the study sample.

1.2. The importance of research

- The study derives its importance from the field of its application at Al Ain University, the study sample, to bridge the knowledge gap, as it represents an additional effort to previous studies, in addition to allowing researchers and specialists to conduct more studies in this field.
- Identifying the requirements of organizational agility in the life of the worker prevailing in the higher education sector.
- Measuring the influential relationships between organizational agility and organizational excellence.
- Measurements of the influential relationship between servant leadership and organizational excellence.
- Submit proposals to the private higher education sector, which represents the sample community, in light of the study's conclusions.

1.3. Research Objectives

- It aims to provide recommendations for decision-makers to advance organizational agility, servant leadership, and organizational excellence at Al Ain University, the study sample.
- Measuring the extent to which organizational agility dimensions contribute to organizational excellence at Al Ain University under study. • The researcher seeks to achieve his goals in presenting and developing his expertise in the managerial and professional fields by studying related topics.
- The research contributes to enhancing organizational agility, servant leadership, and excellence to improve the plans and strategies organizations need to continue and survive and raise their reputations and societal statuses.
- Measuring the extent of Al Ain University's interest in organizational excellence and its dimensions.
- Measuring the extent of Al Ain University's interest in servant leadership and its dimensions.

1.4. The hypothetical research plan

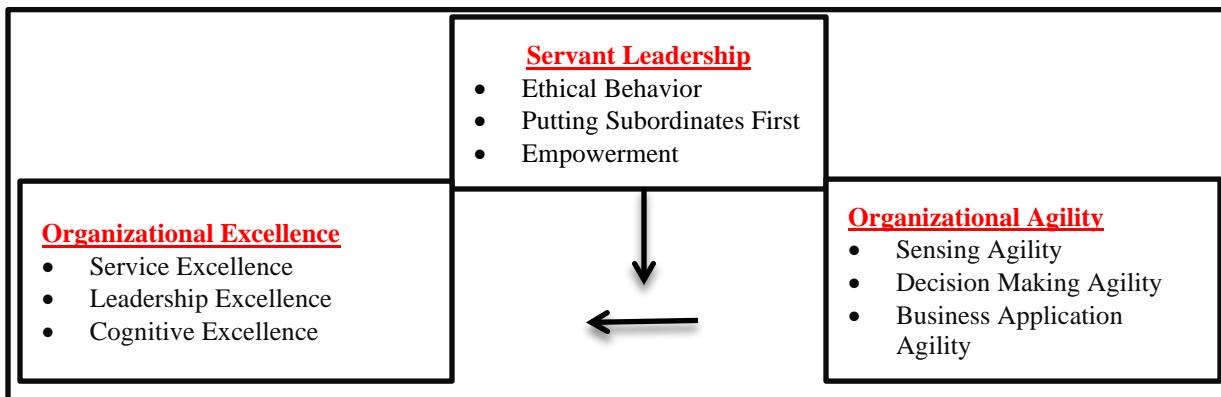


Figure (1) Hypothetical diagram model

Source: Prepared by the researcher

1.5. Research sample



Each research has a spatial community that can generalize the results and future proposals reached by the study that are of scientific benefit at the field level. Al-Ain Private University in Dhi Qar and all its departments represent the community that can be identified. The sample was determined (senior and middle administrative leaderships) as it was described by the following departments (General Medicine, Dentistry, Department of Pharmacy, Department of Petroleum Engineering, Department of Artificial Intelligence Engineering, Department of Biomedical Engineering, Department of Computer Engineering Technologies, Department of Medical Devices Technologies, Department of Chemistry, Department of English Language, Department of Physical Education, Department of Anesthesia, Department of Radiology and Sonar, Department of Dental Industry, Department of Optics, Department of Laboratories). The study sample was represented by ((302 out of a community that numbered (1424) and based on the table designed by Morkan, which shows the appropriate sample size for each community, ((302 were distributed, of which (260) were recovered, i.e. (22) were not recovered, and (20) were not valid for analysis, to be the total number.

2. organizational agility

2.1. The concept of organizational agility

Organizational agility: any organization that wants to survive and thrive in the latest global business environment must be agile; the organization must be different in its response to internal changes and changes in the business environment. It is the response to changes and dealing with turbulent conditions in the business environment (Nzewi & Moneme, 2016). Therefore, it is a response to the new requirements of the business world, and the organization's strategies must be developed to help it meet these demands (Nafei, 2016). Organizational agility is the continuous improvement of the efficiency and effectiveness of implementing business processes or the ability to anticipate changing market dynamics, adapt to these dynamics, and overcome challenges. The rate of change Agility is how competitive rules are successfully applied. (Nieves, Quintana, & Osorio, 2016) Organizational agility has different features, such as sensing, decision-making, and work application agility (Shajrawi & Aburub, 2023:362). Organizational agility is defined as the organization's ability, potential, and flexibility to adapt to the external environment and changing landscapes quickly. It is itself flexible. Organizations will achieve great flexibility (Mrugalska & Ahmed, 2021: 10). Organizational agility is the ability of an organization to perform in a competitive environment due to and despite continuous changes and to respond quickly to changes and movements in the external environment, ((Qin and Nembhard, 2010 is a conscious and likely response to constant and unexpected changes in the environment, which enables organizations to grow and develop in a competitive environment. The flexible system operates successfully in highly dynamic and complex environments. Agile organizations can replace existing processes by implementing new procedures and resources and redesigning organizational structures based on new conditions (Eisenhardt and Martin, 2013). Organizational agility meets the needs of employees, proposes innovations, enters into planned and strategic alliances, or dispenses with those alliances. Organizational agility looks at the nature of the organizational environment to seize opportunities in such environments. Organizational agility is a moderate strategy for dealing with environmental uncertainty and finding opportunities to improve the organization's innovative performance (Darvishmotevalia, 2020: 3).

2.2. The importance of organizational agility

The role of organizational agility, in general, is focused on enabling the organization to adapt to the environment in which it operates effectively and sense changes and making it able to work proactively through the ability to innovate and cooperate, as well as being satisfied with recycling, integrating, and creating resources. In addition, most studies that dealt with organizational agility focused on the characteristics of the agile organization (Baškarada & Koronios, 2018: 4). Organizational agility also enables managers to manage employees efficiently by providing accurate information at the right time (Oladian, 2015: 122 & Davari), especially adapting quickly to changes in the environment and openness in general and non-hierarchical and focusing on employees and empowering them by giving them full responsibility, accepting ambiguity and uncertainty and the ability to solve problems and develop successful solutions at the right time, in addition to creating a positive atmosphere for cooperation to achieve the goals and vision of the organization. The importance lies in creating value and working to seize opportunities in light of the resources available in the organization, as well as investing in responsibilities and providing Exceptional results (Kristensen, 2019: 4). Organizational agility is essential for competition and survival because it enables organizations to change and respond to take advantage of new opportunities continuously (Young, 2013: 7). According to the opinion of both (Moffat, 2005: 164 & Atkinson) and (Chamanifard et al, 2015: 200), the importance of organizational agility is determined as follows.

- Risk management and continuous performance improvement.
- Empowering employees and engaging them in work.
- Efficiency and effectiveness.



- Speed in decision-making and implementation.
- Innovation, shared learning, and a suitable work environment.
- Confronting threats through the ability to learn, adapt and change.
- Eliminating structural constraints by adopting flexible structures.

2.3. Dimensions of organizational agility

2.3.1. Sensing agility: It means the organizational ability to monitor, examine, and capture events from environmental changes such as new competitors' movements, technological developments, and changing customer preferences at the right time (Park, 2013, 28). Sensing is defined as the organization's ability to discover opportunities and capture and clarify them to the organization (Seo & Paz, 2008). It is the complete concern of the internal and external environment of the organization to achieve full awareness in terms of change trends, characteristics, types, and sources (Dongback & Ariel, 2008: 136). Sensing agility also means that it is the organization's ability not only to identify the factors of change that occur in the organization's environment, whether internal or external, but it also extends to the changes that occur in the future, as well as preparing for them by developing robust plans, strategies and visions to confront that change, and continuously developing its performance and innovating new businesses and methods that contribute to achieving the organization's goals efficiently and effectively, as it makes it able to continue its efforts for extended periods (chen, etal, 2014: 2)

2.3.2 Decision-making agility: The organization can collect, structure, technically, and evaluate relevant information from various sources to interpret the implications of the work of employees without delay and promptly, as well as to identify opportunities and threats based on interpreting events and developing action plans that face how to reconfigure resources and make modern competitive changes. Decision-making agility is also based on many interconnected activities that clarify the events and changes sensed, by collecting, evaluating and structuring data and information related to environmental events and changes. Through these activities, organizations identify opportunities and threats related to them and then set practical standards to maximize the impact of opportunities and reduce the effects of those threats (Park, 2011: 28). Agile organizations know when to respond to change and when to make their decisions in light of several standards (rapid response to change, the possibility of actually implementing the decision, and the speed of decision-making). In addition, the speed of decision-making reduces the chance of resistance to events and changes accompanying this decision, noting that participation may be an obstacle to the speed of decision-making, which requires organizations to achieve a degree of balance between the speed of response to environmental changes and centralization. It is worth noting that leadership is responsible for completing this balance (Harraf et al., 2015:680).

2.3.3. Agility of work application: It is the ability to dynamically reconfigure organizational resources and restructure relationships based on actual planning and modify new processes and services promptly (Park, 2011:29). As for (Sherehiy, 2007), agility of work application means implementing processes and tasks related to adapting to changes in the environment with all efficiency and improving organizational agility practices and making these changes in the shortest possible time (Ariel, 2008: 137 Dongback &). Previous studies indicate that there is a link between sensing and response, where it is consistent with sensing. The organization is able to effectively sense opportunities and threats, knowing that this limits the organization's ability to take appropriate measures to seize opportunities and confront threats, as the compatibility between response and sensing helps in the optimal use of its organizational resources, so organizations have a high level of sensing, unlike response, are at a low level, as they will not be able to seize opportunities to improve the performance of organizations. Organizations that have a higher level of response, unlike sensing, are at a low level, which will waste their resources. (Trinh et al, 2018. Figure (1) shows the dimensions of organizational agility.

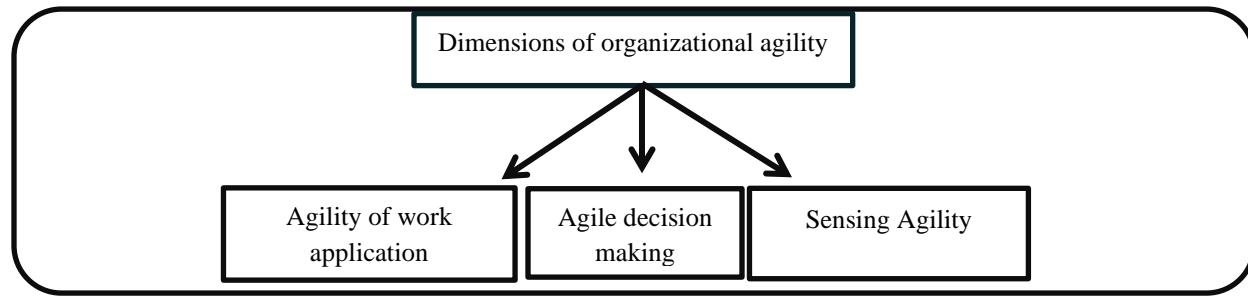


Figure (2) Dimensions of organizational agility
Source: Prepared by the researcher



3.1. The concept of servant leadership

The concepts of the leadership process differ according to researchers and writers. Before addressing the idea of servant leadership, the servant leader should be explained. It is a natural feeling that a person wants to serve first, then comes the person's conscious choice to aspire to leadership. It may differ entirely from the traditional leader (Mook, 2012: 3). Servant leadership is a deep vision based on serving workers and interacting with their needs within a deep framework of the nature of the leader who tends to be a servant first (Oner, 2012: 303). It is a method in which the leader takes into account the needs of workers and makes them a priority to empower and develop them in the spirit of faithful service (Kim et al., 2014: 1155). Servant leadership is considered a philosophy that addresses ethical accusations, customer experiences, and employee participation while creating a different organizational culture, as the leader and workers agree to reach organizational goals without formal or local restrictions (Carter, 2014: 455 & Baghurst). From the point of view of (Yildiz, 2015: 65), Servant leadership is a type of leadership in which the leader focuses on serving employees for employees to reach their maximum potential in various areas such as (community supervision, self-motivation, task effectiveness, developing leadership capabilities, and the presence of qualities that embody the essence of servant leadership behavior, which are reliability, supervision, empowerment, humility, and guidance. It is a leadership theory characterized by multi-dimensional charitable characteristics that focus on serving employees and aim to achieve an exceptional vision and create value for the organization by focusing on employees and the organization's goals (Cotezer et al., 2017: 2). A leadership style that stems from a sincere feeling from within to serve employees, customers, and the organization to become the first leaders who serve employees and the organization (Cahyono et al., 2020: 440)

3.2. Stages of Servant Leadership

3.2.1 Service: It is the process of caring about the concept of service and establishing its practical and applied aspect.

It moves away from the fact that servant leadership is merely empty slogans launched from time to time so that leaders who know how to serve others can hide under the slogans, knowing that the leader has value in serving his workers (Bryant & Brown, 2015: 18).

3.2.2. servant leadership through motivation management: In this stage, the leader tends to balance between servant leadership and motivation management due to the dominance of material aspects and the weakness of values in some organizations, which requires leaders to raise the percentage of employee motivation to achieve their desired goals that achieve the organization's self-distinction, as servant leadership is based on the assumption that the leaders who are best able to motivate subordinates are those who focus less on meeting their personal needs and more on giving priority to fulfilling the needs of subordinates (Harju et al, 2018: 2).

3.2.3. management by values: Human leadership may naturally desire to provide aid and assistance to others under the umbrella of leadership because moral beliefs and human values are of the appropriate inputs to influence workers, as values lie at the core of any leadership philosophy, noting that they constitute the characteristics of leaders, which in turn affect their activities and behavior in decision-making, as behavioral scientists have suggested that the value systems maintained by servant leadership are unique, and distinguish it from other types of leadership theories, as they have not proven this experimentally (Russell, 2001: 76).

3.2.4.Determinants of Leader Preparation and Qualities: Some leaders may lack the skills and qualities of a servant leader, so they must be enrolled in training courses, developed and rehabilitated to carry out the tasks assigned to them with total efficiency and effectiveness. They must also have a strong desire to provide service, believe in values and ethical principles, and enjoy a cheerful spirit and an optimistic smile with employees (Liden et al., 2014: 371).

3.2.5.Understanding the needs of those around them and solving their problems: This involves identifying the problems of others and helping them reduce, solve, and overcome them, as well as identifying the needs, requirements, and needs of employees and working to satisfy them and meet those needs and requirements at the appropriate time (Owens & Hekman, 2012: 787).

3.2.6.Continuity of the application of servant leadership: It is the last stage of the development of servant leadership; where in this stage, the service process provided to employees is evaluated and assessed, and how to direct it and maintain its continuity And its momentum toward the best with all activity and without defect to achieve the goals of the organization that servant leadership seeks (Mook, 2012: 3).

3.3.The importance of servant leadership

)Khurram et al, 2012: 44) Indicated that the importance of servant leadership stems from the many positive results and effects that can be achieved for the organization and employees alike, which are as follows:

- Servant leadership works to provide necessities and care for employees and consider their personal interests.
- Enhancing the feeling of employees to achieve the organization's goals and this method can only be achieved through dealing with servant leadership.



- The comprehensive approach to work is to give more personal value to the good employees of the organization while maintaining a balance between work and social life.
- Sharing power in decision-making, as supportive and participatory organizations enable and encourage employees' skills, experiences, knowledge and capabilities and thus to successful organizations.

From the point of view of (Halabi, 2016: 22), it seems that servant leadership is more important through:

- Servant leadership works to help workers achieve development and growth.
- The role of the servant leader appears here through his interests and concern for the service needs of workers.
- Help workers and work together to achieve the goals of the organization to which they belong.
- Providing the opportunity for workers to achieve what they aspire to materially and socially.

The importance of servant leadership stems from the fact that it is primarily concerned with employees, as it works to respond to their specific needs only. Still, it works to instill the trait of continuous learning in itself by giving it a sense of independence that drives it to grow, as the most robust theory is its ownership and works to encourage many of the follower links to grow, learn and become independent (Matar, 2014: 91). Servant leadership is most effective when it involves employee participation, as the primary focus of achieving the organization's goals depends on serving the subordinates who are tasked with achieving these goals. Servant leadership also encourages subordinates to grow intelligently and encourages them to manage. Self-serving leadership has been found to serve employees in the workplace to improve employee satisfaction, reduce turnover, improve public safety and security, and increase organizational loyalty and employee engagement (Al-Sukkar, 2019: 27).

3.4. Dimensions of servant leadership

Figure (3) shows the dimensions of servant leadership, its features, and its importance.

Dimensions of servant leadership		
Ethical dealing	Put subordinates first	Empowerment

3.4.1. Ethical dealing: Ethical dealing includes honesty, reliability and working as a model of integrity, as personal and transcendent values and directed positive emotions are determinants of servant leadership. Providing an interactive approach to emotional and cognitive processes may motivate true leaders to act in ways that are consistent with personal and transcendent values (Janaki & Susan, 2005: 44). Patterson (2003: 3) added that ethical behavior is a process of reflection and a collective process related to the moral behavior of employees based on a fixed standard recognized by individual values. Ethical behavior is a requirement for all organizational leaders. This dimension refers to the servant's ability to deal with humanity and respect and to feel for them and their needs and desires, and not just a means to achieve specific goals, which leads to enhancing understanding, gratitude, kindness, tolerance, and mercy, and thus obtaining positive results related to the organization's culture on the one hand, and on the other hand, freeing the leader from doubt, self-criticism and any other restrictions imposed on himself.

3.4.2. Putting subordinates first: Communicating the idea to subordinates that meeting the needs of workers on their work is the priority (Armour, 2020: 13). In addition, workers may find that their work is more satisfying and less stressful with their strengths, as servant leadership works on this when the work they do is consistent with the interest of subordinates first by designing tasks that best suit the capabilities of workers (Wilkinson, 2019: 81). Leadership can be divided into two parts: leadership that focuses on the leader and leadership that focuses on subordinates. For leadership that focuses on the leader, the organizational structure in which the leader focuses is authority. In contrast, for leadership that focuses on subordinates, the organizational structure here is to achieve the development and growth of subordinates. The leadership style is practiced in organizations that treat workers as the most critical organizational assets, and the leadership style that focuses on subordinates is characterized by adopting a decentralized organizational structure instead of a hierarchical organizational structure where subordinates participate in decision-making and leadership by service is an example of a leadership style (Sugar, 2019: 33).

3.4.3. Empowerment: Empowerment is one of the tasks that must be available in servant leadership (Stone & Russell, 2002: 152) and works to motivate and provide facilities for workers, especially direct subordinates, by identifying the problems they face and solving them, in addition to determining the time of how to complete work tasks in the best possible way, and helping workers to succeed and develop the organization, as empowerment goes to provide genuine interest in the growth of subordinates by providing them with the necessary support and guidance, as empowering workers is delegating the appropriate authority to them and allowing them to perform their work better by enabling them to grow, progress and learn, this refers to allowing subordinates to self-direct



and freedom, and increases confidence and strength among workers ((Patterson, 2003: 77). Empowering and developing workers aims to give subordinates in the workplace responsibility for their work through empowerment, as the servant leader recognizes workers for their experiences, talents and strengths, and the servant leader must motivate and encourage workers in their work, as essential empowerment is recognizing that workers are not just subordinates, Rather, each one of them is a factor in itself and has a fundamental role in the field of leadership, such as training, assigning tasks, arranging materials, and the participation of empowered workers in all areas of servant leadership, helping subordinates succeed, and creating value for society (Dierendonck, 2011: 251). (Armour, 2020: 13) added that empowerment aims to provide facilities for workers, encourage them to accomplish tasks, and help workers determine when and how to achieve these tasks. Empowerment is sharing information with workers, developing them, and training them to achieve more innovative performance by increasing independence and allowing them to participate in organizational decision-making.

4. Organizational Excellence

4.1. The concept of organizational excellence

Many organizations have widely used the word excellence to describe some aspects of their activities, as the European Foundation for Quality Management says that excellent organizations have achieved and sustained superior levels of performance (Richards, 2010: 2) & (Medhurst Excellence is a way of life and is the slogan of many local and international organizations, as they believe that quality and excellence are the key to the success of administrative work, whether in small or large organizations or governmental or non-governmental organizations that provide a service or manufacture a product (Ajaif, 2008: 227). (Hashemy, et al, 2016) defined organizational excellence as the extent of the organization's ability to achieve sustainable development to satisfy customers and achieve positive results in growth and profits. (Durrah, et al, 2014) Also, view organizational excellence as the organization's ability to change and renew in the long term to reach the highest levels of excellence that make the organization able to confront competitors, so organizational excellence does not mean just success, but instead achieving the required results in a global, correct and effective manner.

4.2. The importance of organizational excellence

Eygelaar & Uys, 2004: 43, (Bement, 2004: 4) reported that the importance of organizational excellence is characterized as follows:

- Helping the organization achieve sustainable development by focusing on results.
- Focusing on directing results in a way that suits stakeholders and fulfills their desires.
- Allowing the organization to conduct self-evaluation to measure the extent of improvement and progress in its activities.
- Achieving social responsibility for organizations, characterized by the organizational framework by focusing on understanding stakeholders' expectations.
- Contributing to managing operations in the organization.
- Working on developing and training employees in it.
- Benefiting from conducting benchmarking with other organizations.

McGuire, 2007: 12 & Leonard added that the importance of organizational excellence lies in the fact that it contributes to achieving many advantages and benefits and works to achieve the following results:

- Improving employee processes to be reflected in achieving high levels of performance.
- Active participation of employees and enabling them to carry out the organization's work and tasks.
- Organizational excellence is the leading indicator of the organization's financial success.

(Jamil and Safir, 2011: 3) Confirmed that the importance of organizational excellence lies in creating an organizational culture that focuses strongly on employees, improving trust, responsibility, participation, and employee satisfaction, improving the quality of outputs, and training employees on the method of updating and developing operations, and how to make decisions based on solving problems and facts and controlling them, and creating an environment that supports and maintains continuous learning and achieving the organization's main goals and increasing efficiency and developing and following up on tools for measuring the performance of operations. (Al-Amiri, 2012: 69) indicated a distinctive opinion on organizational excellence that it is the primary weapon for addressing contemporary environmental challenges and its ability to meet the needs of employees in the future by creating skills and techniques to identify successful organizations that enable them to adapt to rapidly changing opportunities, as well as being a criterion for identifying successful and superior organizations as they are characterized by finding new models Unique and difficult to imitate and emulate constantly.

4.3. Dimensions of Organizational Excellence

Figure (3) shows the dimensions of organizational excellence in detail.



Figure (4) Dimensions of organizational excellence Source: Prepared by the researcher

4.3.1 Service excellence: It is the development of the organization and the addition of unique characteristics and qualities that may enable the organization to offer them at exceptional prices. The process of providing services has become an essential goal for many organizations, as achieving this through many elements that include service design and flow, in addition to interest in good service characteristics such as service specialization and flexibility, as superior service contributes directly to forming positive effects on consumer evaluation, especially when the service is excellent. The process of providing and delivering services produces to improve consumers' perceptions of service excellence ((Mohamed et al, 2018: 6200). The study (Al Shobaki, 2017: 12 & Abu Naser) defined service excellence as a set of activities that lead to providing services that exceed the expectations and needs of employees to levels that distinguish them from other organizations that offer the same service. It was also defined (2017: 17, Lozi (Al-) as providing a touch Additional to exceed customer expectations to achieve the overall success and excellence of the organization.

4.3.2. Leadership Excellence: Efficient leadership is one of the elements of excellence in organizations, as it represents the main driver for directing the organization to work according to a clear and purposeful work strategy, as leadership is the ability of the worker to influence; direct and guide employees to gain their motivation and cooperation to work with the highest levels of efficiency and effectiveness to achieve the specific goals of the organization (Al-Rifai, Abdul, 2018: 307). Jassim, 2019 defined it: 229) as the ability to draw a future vision to achieve goals and work to achieve them and the effective use of available material and human capabilities to influence the behavior of employees and develop them and motivate them to achieve positive results for the organization, from the point of view of (Kish, 2016: 1) he defined it as the process of influencing others to understand the agreement on what should be done and how to do it and facilitate individual and collective efforts to achieve the common goals of the organization, while (Hussein, Danuk, 2017: 184) the leader can influence the behavior of employees, respect their freedoms and points of view, and enable them to participate in the development process to achieve the goals of employees and the goals of the organization, invest in opportunities, provide development opportunities, and accept challenging work in a way that helps the organization confront turbulent environments.

4.3.3. Cognitive superiority: Al- dalimy (2019: 17) indicated that knowledge is more experience, accumulated cognitive abilities, and skills of employees and the organization, while (Hroot & Hijazi (2013: 65 Al-) stated that cognitive superiority is nothing but the possession of knowledge and characteristics that distinguish it from other resources possessed by the organization. These characteristics and features are the tangible and intangible (abilities, skills, and experiences) possessed by employees that are difficult to measure or imitate, as through them, organizations can achieve the competitive advantage that guarantees their survival and continuity. As for the study (Al-Hadrawi and others, 2018: 194), it confirmed that this dimension focuses on creating and generating value for stakeholders and is concerned with continuous improvement, progress, organizational learning, and reducing the time to complete the process in addition to agility, operational efficiency, flexibility and the mechanism for designing new services that meet the desires and needs of employees, as well as interest in monitoring organizations that provide similar goods and services. The study (Nevo & Chan, 2007: 548) states that knowledge superiority includes policies, strategies, and techniques the organization sustains to support its competitive capabilities by improving the desired conditions to increase innovation, efficiency, and employee cooperation. (Al-Azzawi and Hashem, 2015: 126) please point out the need for business organizations to care about knowledge, manage it, and organize it using the best methods and means for acquiring, transferring, and transforming it from one worker to another or between workers and groups collectively to improve the various tasks, functions, and activities practiced by the organization to excel in achieving its goals and help it keep pace with and outperform its peers from competing organizations. While (Cruz, 2018: 20) commented that achieving knowledge superiority requires knowledge management, which he referred to as how to select, choose, and collect sources of information and data, transform them into knowledge, and save them in a suitable, modern, and developed environment and make them permanent and continuous for beneficiaries by various means and methods to facilitate their application in making appropriate decisions.

5. Data analysis

5.1. Coding and describing research variables



Coding and describing research variables are considered basic steps in designing research studies, as they play a vital role in organizing information and analyzing data effectively. Accordingly, Table (1) represents the mechanism the research relied on to code and describe variables.

Table (1) Variable coding

Source	Code		Paragraphs	Dimensions	Variables
Liden et al,2008 ; Wilkinson, 2020:27	SELE		4	Ethical Behavior	Servant Leadership
			4	Putting Subordinates First	
			4	Empowerment	
Hussein, 2020	ORAG		4	Sensing Agility	Organizational Agility
			4	Decision Making Agility	
			4	Business Application Agility	
Al Hila et al,2017	OREX		4	Service Excellence	Organizational Excellence
			4	Leadership Excellence	
			4	Cognitive Excellence	

5.2. Testing the moderation of the measurement tool

It appears from the results of Table (2) that the data included in the analysis of the variables under study follow the normal distribution, indicating that the results reached by the study can be generalized to the studied community, in addition to accepting the null hypothesis, which states that (the data under study follow the normal distribution at a significance level greater than (0.05)), and rejecting the alternative hypothesis, which states that (the data under study do not follow the normal distribution at a significance level less than (0.05)).

Table (2) Test of the standardization of the measuring instrument

Organizational Excellence	Organizational Agility	Servant Leadership	Standards		
260			Sample size		
4.06	4.06	4.14	Arithmetic mean	Poisson distribution parameter	
0.74	0.63	0.67	Standard deviation		
0.125	0.095	0.132	(Kol-Smi) Test statistics		
P > 0.05	P > 0.05	P > 0.05	(P.value) Moral value		

5.3. Testing the stability of the measurement tool:

The results of Table (3) show the stability of the paragraphs of the variable "servant leadership, organizational agility, and organizational excellence," indicating a Cronbach's alpha coefficient of (0.946), distributed over (0.864) for the servant leadership variable, (0.893) for the organizational agility variable, and (0.860) for the organizational excellence variable, and stability towards the dimensions of the variables ranged between (0.734) for the empowerment dimension to (0.942) for the dimension of putting subordinates first, to be stable with the condition of stability of the Cronbach's alpha coefficient.

Table (3) Cronbach's alpha coefficients

Cronbach's Alpha		Dimensions		Variables
0.946	0.809	0.864	Ethical Behavior	Servant Leadership
	0.942		Putting Subordinates First	
	0.734		Empowerment	
	0.861	0.893	Sensing Agility	Organizational Agility
	0.761		Decision Making Agility	
	0.743		Business Application Agility	



	0.926	0.860	Service Excellence	Organizational Excellence
	0.770		Leadership Excellence	
	0.762		Cognitive Excellence	

5.4. Statistical description of the research

Table (4) indicates that the overall rate of the servant leadership variable was (4.14) with a standard deviation of (0.67). This rate reflects the priorities of the researched sample in focusing on the importance of servant leadership. Perhaps the interest in this variable came as a result of focusing on the dimension of "Putting Subordinates First" (SLPS), which obtained the highest arithmetic mean of (4.17) and a standard deviation of (0.78). At the same time, the dimension of "Empowerment" (SLEM) came in last place, as the arithmetic mean was (4.12) with a standard deviation of (0.83). This means that the researched sample attaches greater importance to putting the needs of subordinates first, which reflects the trend toward enhancing the spirit of cooperation and support in the work environment. At the same time, the lower rank for the empowerment dimension indicates a need to improve employee empowerment strategies to achieve better results in servant leadership. Table (4) also shows that the overall rate of the organizational agility variable was (4.06) with a standard deviation of (0.63). This rate reflects the priorities of the sample surveyed in focusing on the importance of organizational agility. It seems that the interest in this variable came as a result of focusing on the dimension of "agility of decision making" (OADM), which obtained the highest arithmetic mean of (4.08) and a standard deviation of (0.78). The dimension of "agility of sensing" (OASA) came in last place, as the arithmetic mean reached (4.04) with a standard deviation of (0.74). This means that the sample surveyed prioritizes the organization's ability to make quick and effective decisions, reflecting the importance of decision-making in enhancing organizational agility. The lower rank for the "agility of sensing" dimension indicates the possibility of improving the methods of sensing and interacting with changes in the surrounding environment to enhance the organization's ability to adapt to challenges. Table (4) indicates that the overall rate of the variable of organizational excellence reached (4.06) with a standard deviation of (0.74). This rate reflects the priorities of the sample surveyed, which focused on the importance of organizational excellence. The interest in this variable appears to have come as a result of focusing on the dimension of "Cognitive Excellence" (OECE), which had the highest mean of (4.18) and a standard deviation of (0.81). The dimension of "Leadership Excellence" (OELE) came in last place, with a mean of (3.95) and a standard deviation of (0.86). This means that the sample surveyed gives greater importance to cognitive excellence as a critical factor in achieving high performance, indicating that knowledge and innovation are the focus. The lower rank for the dimension of "Leadership Excellence" suggests the need to improve leadership strategies to enhance organizational performance, which can contribute to achieving more outstanding organizational excellence.

Table (4) Statistical description of research variables

Standard deviation	Arithmetic mean	Paragraph									
0.89	4.06	OESE	1.17	3.93	OADM4	1.01	4.22	SLEM3	0.70	4.30	SLED1
1.25	3.82	OELE1	0.78	4.08	OADM	0.96	4.22	SLEM4	0.94	4.05	SLED2
1.25	3.84	OELE2	0.97	4.21	OAWA1	0.83	4.12	SLEM	1.00	3.95	SLED3
1.11	4.03	OELE3	1.25	3.93	OAWA2	0.67	4.14	SELE	0.87	4.23	SLED4
1.03	4.10	OELE4	1.07	3.93	OAWA3	0.94	4.10	OASA1	0.63	4.13	SLED
0.86	3.95	OELE	0.94	4.14	OAWA4	1.12	3.88	OASA2	0.91	4.24	SLPS1
0.86	4.32	OECE1	0.80	4.05	OAWA	1.00	3.98	OASA3	0.94	4.20	SLPS2
0.97	4.27	OECE2	0.63	4.06	ORAG	0.97	4.20	OASA4	0.87	4.20	SLPS3
1.09	4.05	OECE3	0.93	4.34	OESE1	0.74	4.04	OASA	1.07	4.04	SLPS4
1.12	4.07	OECE4	1.18	4.02	OESE2	0.93	4.27	OADM1	0.78	4.17	SLPS
0.81	4.18	OECE	1.20	3.94	OESE3	1.12	4.10	OADM2	1.16	3.91	SLEM1
0.74	4.06	OREX	1.16	3.93	OESE4	1.07	4.00	OADM3	0.93	4.12	SLEM2



5.5. Testing the research hypotheses

H1: There is a significant correlation between servant leadership and organizational agility, and the following hypotheses branch out from it:

The results of Table (5) of the correlation matrix indicate a strong correlation between servant leadership and organizational agility of 0.749, which suggests that increasing the effectiveness of servant leadership enhances the organization's ability to adapt and interact with changes in its environment. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.435 between the dimension of putting subordinates first and the dimension of sensing agility, indicating that focusing on the needs of subordinates contributes to improving the organization's ability to sense changes in the surrounding environment. The relationship reached a strength of 0.685 between the dimension of ethical dealing and sensing agility, which indicates that commitment to moral values enhances the organization's ability to adapt to external challenges and improve its response to changing needs.

H2: There is a significant correlation between servant leadership and organizational excellence, and the following hypotheses branch out from it:

The results of Table (5) of the correlation matrix indicate a strong correlation of 0.638 between servant leadership and organizational excellence, indicating that improving servant leadership methods can contribute significantly to achieving distinguished organizational performance.

There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.416 between the empowerment dimension and the cognitive excellence dimension, indicating that enhancing employee empowerment enhances their ability to use knowledge and innovation, which contributes to achieving organizational excellence. The relationship between the ethical dealing dimension and the cognitive excellence dimension reached 0.556, indicating that commitment to moral values enhances the organization's ability to develop knowledge and implement effective strategies that contribute to outperforming competitors.

H3: There is a significant correlation between organizational agility and organizational excellence, and the following hypotheses branch out from it:

The results of Table (5) of the correlation matrix indicate a strong correlation between organizational agility and organizational excellence of 0.709, indicating that the organization's ability to adapt to rapid changes in the environment leads to outstanding performance and outperforming competitors. There is also a strong correlation between the dimensions of the variables, as the values ranged from 0.348 between the dimension of sensing agility and the dimension of service excellence, indicating that the ability to sense changes in customer and market needs contributes to improving the quality of services provided. The relationship between the dimension of work application agility and service excellence reached 0.656, indicating that the efficiency in applying flexible work strategies contributes to enhancing the quality of services, which contributes to achieving customer satisfaction and achieving excellence in the market.

Table (5) Correlation Matrix

	1	2	3	4	5	6	7	8	9	10	11	12
SLED (1)	1											
SLPS (2)	.697**	1										
SLEM (3)	.747**	.681**	1									
SELE (4)	.893**	.887**	.911**	1								
OASA (5)	.685**	.435**	.620**	.640**	1							
OADM (6)	.566**	.570**	.536**	.620**	.493**	1						
OAWA (7)	.567**	.502**	.512**	.584**	.559**	.472**	1					
ORAG (8)	.737**	.614**	.677**	.749**	.827**	.800**	.831**	1				



OESE (9)	.536**	.510**	.449**	.551**	.348**	.436**	.656**	.590**	1			
OELE (10)	.532**	.514**	.416**	.538**	.413**	.489**	.593**	.610**	.605**	1		
OECE (11)	.556**	.466**	.507**	.564**	.486**	.495**	.582**	.637**	.588**	.660**	1	
OREX (12)	.627**	.577**	.529**	.638**	.479**	.547**	.708**	.709**	.854**	.874**	.861**	1

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

H4: There is a significant effect of servant leadership on organizational agility, and the following hypotheses branch out from it:

Table (6) shows that servant leadership contributes significantly to organizational agility. The analysis shows that increasing servant leadership by one unit improves the organizational agility capacity by 0.709 of the beta value. The regression parameter of 1.126 reflects the effect of servant leadership on organizational agility, while the standard error of 0.039 shows the accuracy of the results. These data resulted in a critical value of 18.179, indicating that the relationship between servant leadership and organizational agility is substantial and statistically significant. Moreover, this relationship contributed to explaining 0.561 of the variance in the organizational agility variable, which reflects the importance of servant leadership in enhancing the organization's ability to adapt and respond to changes. The calculated (F) value achieved 329.152, which improves the strength of the model and demonstrates the effectiveness of servant leadership as an influential factor in organizational agility. Accordingly, the extent of the impact of servant leadership on organizational agility can be determined through the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable (organizational agility)

a= Regression parameter

β = Beta value

X= Servant leadership

$$Y = 1.126 + 0.709 X$$

Suppose the value of (X=1), then the equation becomes:

$$Y = 1.126 + 0.709 * 1$$

$$Y = 1.126 + 0.709$$

H5: There is a significant effect of servant leadership on organizational excellence, and the following hypotheses branch out from it:

Table (6) shows that servant leadership contributes effectively to organizational excellence. The analysis shows that increasing servant leadership by one unit improves 0.701 in the beta value.

The regression parameter of 1.158 also reflects the positive effect of servant leadership on organizational excellence, while the standard error of 0.053 shows the accuracy of these results. These data resulted in a critical value of 13.226, indicating that the relationship between servant leadership and organizational excellence is substantial and statistically significant. Moreover, this relationship contributed to explaining 0.408 of the variance in the organizational excellence variable, highlighting servant leadership's importance in enhancing the organization's distinguished performance. The calculated (F) value achieved 177.531, which improves the strength of the model and confirms the effectiveness of servant leadership as an influential factor in achieving organizational excellence. Accordingly, the extent of the impact of servant leadership on organizational excellence can be determined through the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable) organizational excellence

a= Regression parameter

β = Beta value



H6: There is a significant effect of organizational agility on organizational excellence, and the following hypotheses branch out from it:

Table (6) shows that organizational agility contributes to organizational excellence. This indicates that increasing organizational agility by one unit leads to an improvement of 0.823 in the beta value and 0.722 in the regression parameter value, with a standard error rate of 0.051, which led to a critical value equal to 16.137, and as a result, this relationship contributed to the contribution of organizational agility to explaining 0.502 of the organizational excellence variable. This contributed to achieving a calculated (F) value equal to (260.303), and accordingly, the amount of the impact of organizational agility on organizational excellence can be determined through the following equation:

$$Y = a + \beta X$$

Where:

Y= Dependent variable (organizational excellence)

a= Regression parameter

β = Beta value

X= Organizational agility

$$Y=0.722+0.823 X$$

Suppose the value of (X=1), then the equation becomes:

$$Y=0.722+0.823 *1$$

$$Y=0.722+0.823$$

$$Y=1.545$$

H7: There is a significant effect of the interactive role between servant leadership and organizational agility on organizational excellence, and the following hypotheses branch out from it: To test this hypothesis, a new interactive variable must be constructed between servant leadership and organizational agility, symbolized by the symbol (SELEORAG). Table (6) shows that the interactive role between servant leadership and organizational agility contributes effectively to increasing organizational excellence. The analysis shows that increasing this interactive role by one unit improves 0.110 in the beta value. The regression parameter value of 2.175 reflects the positive effect of this role, while the standard error of 0.007 shows the accuracy of the results. These data resulted in a critical value of 15.714, indicating that the relationship between servant leadership and organizational agility and their impact on organizational excellence is substantial and statistically significant. Moreover, this relationship contributed to explaining 0.517 of the variance in the organizational excellence variable, highlighting the importance of the interaction between servant leadership and organizational agility in enhancing the organization's outstanding performance. The calculated (F) value achieved 276.138, which improves the model's strength and confirms this interaction's effectiveness as an influential factor in achieving organizational excellence. Accordingly, the amount of the impact of the interactive role between servant leadership and organizational agility on organizational excellence can be determined through the following equation:

$$Y=a+\beta X$$

Table (6) Results of the hypothesis of influence between research variables

Where:

Y= Dependent variable (organizational excellence)

a= Regression parameter

β = Beta value



P	value R ²	value F	critical value	Standard error	value β	slope parameter a	The path		
0,001	0,561	329,152	18,179	0,039	0,709	1,126	ORAG	<---	SELE
0,001	0,408	177,531	13,226	0,035	0,701	1,158	OREX	<---	SELE
0,001	0,502	260,303	16,137	0,051	0,823	0,722	OREX	<---	ORAG
0,001	0,517	276,138	15,714	0,007	0,110	2,175	OREX	<---	SELEORAG

6. CONCLUSIONS

1. The results showed a significant correlation between the research variables included in the analysis, which contributes to enhancing trust between employees and leaders, increasing organizational agility, and improving performance and organizational excellence.
2. The researched sample is keen to stimulate innovation by supporting leaders and employees, encouraging servant leadership to innovate and improving organizational excellence.
3. The researched sample is interested in developing a culture of cooperation within the team, which would facilitate adaptation to rapid workplace changes.
4. The researched sample focuses on identifying individual needs by increasing job satisfaction and enhancing overall performance, leading to a rapid response to environmental changes.
5. The researched sample is keen to enhance communication channels, which facilitates the exchange of knowledge and experiences and contributes to achieving organizational agility by increasing employee participation in decision-making, which increases their commitment and cognitive efficiency.
6. The researched sample is interested in developing employee skills by focusing on the efficiency of work teams and their ability to adapt to changes. This would help them achieve common goals and unify efforts to enhance organizational excellence.

7. Recommendations

1. The sample studied should provide specialized training programs that contribute to developing servant leadership skills among leaders. This enhances their ability to support their teams, which requires enhancing the culture of participation in workshops and seminars. This helps to better understand the requirements and needs of employees.
2. The sample studied should be keen to provide psychological support by providing the necessary support and resources for employees to enhance their well-being. This helps in achieving superior performance and developing transparent communication channels between leaders and employees to exchange ideas and experiences on an ongoing basis.
3. The sample studied should stimulate innovation by giving employees the opportunity to try out their new ideas and initiatives, which encourages a culture of continuous education, and this requires providing opportunities for education and career development.
4. The sample studied should periodically evaluate the performance of employees through periodic evaluation procedures for the performance of servant leadership and its effective impact with organizational agility in organizational excellence, which contributes to achieving better results and developing new strategies.
5. The sample studied should focus on rewarding positive behaviors shown by employees in the workplace, which enhances the spirit of cooperation and participation in a positive work environment.
6. The sample studied should be interested in developing emergency plans that include flexible strategies to adapt to unexpected changes, which enhances the organization's ability to maintain its superiority.

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