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ORIGINAL ARTICLE

A Systematic investigation of the Servant Leadership role on Organizational Agility: An Analytical Study Based on the Perspectives of Employees in Private Hospitals in Erbil, Kurdistan Region/ Iraq

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Abstract

This paper focuses on the impact of servant leadership on the organizational agility of staff at the private hospitals of Erbil, Kurdistan Region. Agility has become a necessity in healthcare environments in order to enhance service quality and performance as these environments are under constant change. The leadership model of serving, which is characterized by empowerment, ethical integrity, and employee growth, provides some attributes that improve the responsiveness of medical organizations. The quantitative design was adopted and 686 questionnaires were distributed to administrative and medical personnel in thirty private hospitals. Relationships were evaluated and effects of variables were measured by the use of structural equation modeling (SEM) with SPSS and AMOS. These findings show that servant leadership and organizational agility are highly implemented in the sampled hospitals. The two were found to have a significant positive relationship which proves that supportive and empowering leadership increases organizational responsiveness and adaptability. The article emphasizes the role of servant leadership as a management philosophy in private hospitals in terms of increasing agility, higher quality of services, and overall performance.

Keywords: Servant leadership, organizational agility, private hospitals in Erbil, Kurdistan Region.

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AI usage declaration

The authors declare that no Generative AI or AI-assisted technologies were used in the writing, data analysis, or creative process of this research paper. The work is entirely the original contribution of the authors.

Author contribution

All authors have participated in the research design, data collection, statistical analysis, and the final drafting of the manuscript. All authors have read and approved the final version.

Ethics information

The research protocol was reviewed and formally approved by the Ministry of Health of the Kurdistan Regional Government and the Erbil Directorate General of Health. Official permission was obtained to conduct the field study and distribute surveys within the private hospitals in Erbil. All participants provided informed consent, and the study strictly adhered to the principles of data privacy and confidentiality.

Data availability statement

The datasets generated and analyzed during the current study are not publicly available due to privacy considerations but are available from the corresponding author on reasonable request.

Funding information

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Conflict of interest

The authors declare that they have no competing interests. There are no personal, financial, or professional relationships that could have influenced the research process or the findings reported in this paper.

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Abstract:

This paper focuses on the impact of servant leadership on the organizational agility of staff at the private hospitals of Erbil, Kurdistan Region. Agility has become a necessity in healthcare environments in order to enhance service quality and performance as these environments are under constant change. The leadership model of serving, which is characterized by empowerment, ethical integrity, and employee growth, provides some attributes that improve the responsiveness of medical organizations. The quantitative design was adopted and 686 questionnaires were distributed to administrative and medical personnel in thirty private hospitals. Relationships were evaluated and effects of variables were measured by the use of structural equation modeling (SEM) with SPSS and AMOS. These findings show that servant leadership and organizational agility are highly implemented in the sampled hospitals. The two were found to have a significant positive relationship which proves that supportive and empowering leadership increases organizational responsiveness and adaptability. The article emphasizes the role of servant leadership as a management philosophy in private hospitals in terms of increasing agility, higher quality of services, and overall performance.

Keywords: Servant leadership, organizational agility, private hospitals in Erbil, Kurdistan Region.

1. Introduction:

In contemporary organizations, the human resource is a key production determinant and a determining factor of sustainable competitive advantage (Rahman et al., 2023: 813). Accordingly, the practices in human resource management can influence employee attitude and behavior where they are encouraged to play part in ensuring that the organization attains a competitive advantage. Servant leadership practices bring about staff well-being and satisfaction resulting in favorable organizational outcomes (Jonker and Dube, 2025: 1).

Leadership plays a critical role in agile management because businesses require leaders that may identify the complexity of the dynamic global environment. These leaders constantly help organizations to become more flexible, innovative, collaborative, and think strategically (Claro and Silva, 2025: 1675-1676). Agile teams assume democratic and adaptable leadership approaches which allow them to participate in the decision-making and focus on trust, autonomy, and learning. Servant leadership, in this case, makes teams powerful, eliminates barriers, and fosters an inclusive culture, improving the efficiency of the processes, organizational performance, and professional growth (Eva et al., 2019: 114).

Servant leadership emphasizes prioritizing employees' needs and empowering followers rather than exercising complete control, which is aligned with the perspective of ethical leadership orientation (Dhahi, 2025: 156). Building on this perspective, the present study examines the impact of servant leadership on organizational agility in private hospitals in Erbil, particularly in relation to improvements in teamwork, efficiency, quality of service, and overall organizational performance.

1:1 Problem Statement:

The healthcare organizations face several challenges including continuous rapid changes in the working environment, increasing number of patients, and competition. These conditions set the high level of responsiveness so as to provide the timely decision-making, the efficient emergency response, and the general flexibility. (Mahmood et al., 2023: 43-44). The impact of servant leadership on organizational agility in healthcare facilities has not been thoroughly studied, even though the available literature has depicted the significance of servant leadership as a means of improving the performance of individuals and the organization (Ahmed, 2023: 1).

Limited information is known about how servant leadership practices support the sense, response, and flexibility of an organization to change (Hosseini et al., 2013: 2935-2936). Additionally, studies related to this

domain have mostly focused on theoretical literature and concept elaboration especially in acute and emergency care, and little experimental study. In its turn, the mechanisms of resilience and adaptability are not well understood (Fagerdal et al., 2022:1).

This gap in the literature provides evidence for further research. Thus, this paper aims to analyze the relationship between servant leadership and organizational agility amongst the workers of the private hospitals in Erbil. Subsequently, this will help to state whether servant leadership facilitates the resilience and flexibility in the Kurdistan region context. Considering this research problem, a number of critical questions that aim at explaining the core of the relationship between servant leadership and organizational agility in private hospitals in Erbil is formulated as the below:

- To what degree are the practices of servant leadership, in all of its dimensions, reflected in the practices of employees of the private hospitals in Erbil?
- What are the perceptions of employees of the private hospitals in the city of Erbil regarding the level of organizational agility in the institutions?
- What is the relationship between servant leadership and organizational agility and what is their interaction amongst the employees of the private hospitals in Erbil?
- To what extent do the different dimensions of servant leadership (empowering, Emotional healing, Ethical behaviors, helping subordinates grow and succeed and Foresight) forecast organization agility in employees of Erbil private hospitals?

Consequently, the research aims were formulated to answer these questions systematically and to provide a deeper understanding of how servant leadership practices translate into agile organizational capabilities; not only by examining the immediate impact of leadership on agility, but also by exploring the underlying mechanisms through which these practices enhance responsiveness, flexibility, and decision-making quality in private hospitals in Erbil. The research objectives are:

1. To determine the level of servant leadership practices and its main dimensions among employees in private hospitals in Erbil.
2. To quantify the perceived level of organizational agility from the perspective of these employees.
3. To examine the relationship between servant leadership and organizational agility in private hospitals.
4. To assess how the specific dimensions of servant leadership (empowerment, growth and success, ethical behavior, emotional healing, and wisdom/vision) contribute to enhancing organizational agility.
5. To provide a holistic understanding of the role of servant leadership in improving the responsiveness and flexibility of hospitals in adapting to change.

The significance of the study hence arises out of the fact that it could offer evidence-based information that would be helpful in the realization of these objectives and further in academic knowledge as well as operative practice in organizations.

1:2 The importance of the study:

The importance of the research is based on the fact that it will focus on filling a real knowledge gap in the context of the private hospital in the Kurdistan Region. Servant leadership and organizational agility are concepts that have not been fully applied yet, at the time when healthcare institutions increasingly require the leadership styles that will improve their adaptability to crucial changes. Another key contribution of the study to the further knowledge of the role that service leaders may play in the process of creating efficient human resources, increasing response times, and augmenting the decision-making ability of hospitals in crises and unexpected situations. In addition, the significance of the study is supported by the fact that the field data underwent an active examination in a dynamic healthcare setting, which makes the results of the study practically relevant to the development of administrative policies, the needs of decision-makers, and the enhancement of the quality of healthcare services due to the implementation of modern leadership practices that help to create more resilient and agile organizations.

2. Literature Review:

2.1 Servant Leadership

2:1:1 Servant leadership definitions and concept:

Management and entrepreneurship experts have defined and introduced the notion of servant leadership in a variety of different ways, which offer a different perspective on the discussion, some of which can be: Servant leadership has long been defined as a system where leaders place the foremost consideration on serving their followers, focusing on their needs, development, and general wellbeing over the organizational ones (Steels, 2022: 5). In this classical view, Alzghoul et al. (2023: 385) continue the definition of the leadership style by describing servant leadership as a management style that focuses on employees, their growth, and wellbeing, and the leader can assume the role of a servant, supporting and empowering the subordinates in the organizational environment. Sarvi et al (2024: 239) present a more recent opinion, indicating that, along with relying on and working closely with the team members, a servant leader also balances a combination of follower-focused behaviors with organizational interests, therefore, offering a powerful and consistent solution to improving the level of employee engagement. Taken together, these definitions demonstrate that servant leadership has evolved as a philosophy that puts followers at the forefront to a model that is more unified and integrates the welfare of employees and the performance of an organization in a concise manner.

2:1:2 Importance of servant leadership:

Understanding leadership of employees as a novel concept of modern systems emphasizing employee wellbeing and yielding tremendous results in every aspect (Eva et al., 2019:114). Make it important to build the future, view it through a systematic prism, quantify it, and present it to the ambitious operational objectives (Tanno, 2017, 63). This style of leadership focuses more on staff growth and guarantees both professional and physical health in leadership operations (Zada et al., 2022). Servant leadership encourages proactive knowledge management practices through strong relationship creation and development opportunities, which lead to a talented, retained, and appreciated workforce organizational performance (Abdulmuhsin et al., 2021, 531-533). Such environment promotes retention and job satisfaction among the staff (Obi et al., 2020, 8; Mahon, 2024, 326). The way to promote the culture of trust and empowerment in the organization (Sun, 2013, 237–256). Its importance is divisible into three groups: enhancing organizational and internal relationships, enhancing ethical leadership skills, and enhancing follower advocacy and innovation (Canavesi and Minelli, 2022: 268).

2:1:3 dimensions of Servant leadership:

The five dimensions chosen as they depict the most common behaviors of servant leadership applicable to the healthcare environment, which are empowering, Emotional healing, Ethical behaviors, helping subordinates grow and succeed and Foresight directly affect the well-being of the employees, decision-making, and adaptability, which are essential in the health care sectors (Demeke et al., 2024: 8-9).

Empowering: According to Dhahi (2025:161-162), the process of empowering employees involves giving them power, freedom, and resources. The given approach also contributes to their professional growth, stimulates their involvement in the decision-making process, and helps them to overcome the workplace obstacles. The final goal is to improve their work, instill confidence and make contributions to organizational achievements. This dimension is the encouragement and stimulation of people to take responsibility and get out of difficult situations not depending on external help. Leaders who mainly focus on others are more likely to encourage cyclical behavioral patterns to their subordinates. (Franco and Antunes, 2020: 349).

Emotional healing: (Franco and Antunes, 2020: 349) illustrated that, entails aligning oneself to the issues of other people, where leaders should exhibit empathy and effective listening skills, and responding to the emotional needs of the members of the organization. In other words (Bani Melhem, 2023: 528) stated that, the extent a leader listens and takes note of what the employees want and what occurs to them and what pleases them, thus displaying genuine human interest, is what helps to develop a strong culture that is characterized by trust, respect, mutual care between the leader and subordinates.

Ethical behaviors: Ethical behavior is the major attribute of servant leadership, whereby the leader displays

self-esteem in the aspects of openness, honesty, and justice. It lays a greater stress on the welfare of the employees, the development of emotional health, and mutual respect, thus inspiring the people to work collectively towards a common goal (Wilson, 2023: 54). It includes honesty, integrity, respect to others and follow through with other values that encourage justice, compassion and accountability. This kind of behavior breeds trust and leads to positive relationships in an organization (Dhahi, 2025: 161). Similarly, (Franco & Antunes, 2020: 351) argued that the job ethical of leaders is about manage things by being honest, objective, and frank communication with stakeholders in the organization.

Helping subordinates grow and succeed: Based on the argument proposed by (Franco and Antunes, 2020: 348) the service leaders help develop and thrive their subordinates by showing genuine interest in their career paths and ambitions and at the same time offer them avenues through which they can develop and expand their skills. In same vein (Jiang and Wei, 2024: 4-5) mentioned that, helping followers develop and achieve success through fostering the development of talents and skills in them, but also helping them to grow professionally and personally by means of mentoring, training, and other opportunities aimed at helping the followers achieve their goals and improve their performance at the workplace.

Foresight: The concept of foresight is viewed as a combination of situational awareness and the foreseeing of the possible outcomes. (Franco and Antunes, 2020: 349). Besides, Sun et al (2024: 716-717) view foresight as the ability of the leader to create values to the community where the organization functions, to foresee possible issues prior to their occurrence, and to make good decisions to cope with the complexities and difficult circumstances with greater knowledge and understanding.

2:2 Organizational Agility:

2:2:1 Concept of Organizational Agility:

Muduli (2017: 47) and Gitonga (2025: 49) agree that the description of organizational agility is not a universally agreed concept because of its multidimensional nature. Other researchers view it as a collection of competencies enabling workers to react to the speedy change whereas others emphasize on attitudes and behavior that facilitate adaptability. These views demonstrate the significance of ability and mindset toward attaining work force agility.

The concept of organizational agility is usually described as a set of dynamic attributes that enable the Organizations to have a competitive advantage and be robust within highly unpredictable environments (Barakat, 2021: 38). Agility in this application means how an organization can live and prosper due to its rapid and efficient response to market changes through the creation of personalized products and services (Yildiz and Aykanat, 2021: 767). Moreover, it is the capability of an organization to adapt to the fast-changing environments and restructure its structure and operations (Asghar et al., 2025: 1). Besides these views, organizational agility also entails reactive and responsive adaptation to market changes as well as the internal growth and development with adaptable and effective means (Nugrahanti et al., 2025: 64). Generally, these views underscore the fact that agility is a complex feature that integrates speed, flexibility, and responsiveness to strategy, which enables Organizations to succeed in an environment that is dynamic and constantly changing.

2:2:2 The importance of organizational agility:

According to (Gyemang and Emeagwali, 2020: 1534-1535) Organizational agility is highly important because it assists in fueling organizational growth with providing high level skills, enhancing knowledge practices and embracing innovative. Organizational agility also focuses on flexibility and fastness to enhance agility of the organization. Moreover, organizational agility may be applied in every field. This flexibility helps Organizations to enhance their performance because they can rearrange and simplify the internal procedures and processes to align better with the dynamic working environment.

Besides, the value of organizational agility is that it helps individuals to acquire advanced skills, reorganize processes, and employ modern technologies to survive in a complex and rapidly evolving business world. Agility enhances the performance of an organization by enhancing the delivery of products and services and increasing the capacity of the organization to capture any potential challenges. It also fosters creativity,

flexibility, and quick problem-solving all of which is required to overcome disruptive events. Moreover, agile Organizations are more resilient, have superior leadership, and are more competitive, which enables them to adjust to the regular changes in the business environment and have a sustainable competitive edge (ElBadawy et al., 2024: 4-5).

2:2:3 Dimensions of organizational agility:

These four dimensions have been selected because they are the most widely used worldwide to measure organizational agility: speed, flexibility, responsiveness, and efficiency. Such qualities are essential elements that enable business firms to respond effectively to rapid transformations, make sound decisions, and perform remarkably in complex and challenging work environments.

Speed: Speed is an important element of organizational agility. It means how fast an organization could fulfill its activities and react to the requests or changes (Mohammadi et al., 2015: 67). This idea postulates that the Organizations that succeed in the current market environments characterized by rapid transformations are those ones that are able to adjust rapidly so that they maintain their competitiveness edge. The future is unpredictable and confusing, which requires the ability to act fast and make necessary changes to meet the desires of the customers and stay competitive (Elbadaway et al., 2024: 5). Continuing on this idea, speed is considered to be the ability of an organization to introduce changes and reactions as early as possible and address internal and external disruptions and maintain high performance rates (Haroun and Arabi, 2025: 505).

Responsiveness: Responsiveness has been defined by Mohammadi et al. (2015: 67) as the capacity of an organization to perceive, respond, and capitalize on changes, which shows how an organization is flexible in adapting to changes and opportunity seizing. Responsiveness as indicated under this concept is the capacity to track and interact with environmental fluctuations through adaptable and reconfigurable systems and knowledge has been used as an instrument of adaptation. It is important in that it helps to close the gap between recognizing change and effectively dealing with change to maintain a competitive advantage in fast changing marketplaces. Scholars emphasize the significance of responsiveness when creating a company that will succeed in its instability (Haroun and Arabi, 2025: 505).

Flexibility: according to Ebrahimpour et al. (2012:187) Flexibility means the ability of an organization to utilize the available resources and facilities in order to manufacture a variety of goods and meet varying objectives. Flexibility or adaptability is the capability to deal with a number of processes and accomplish different objectives using the same equipment and facilities (Mohammadi et al., 2015:67). It involves doing multiple tasks and attaining multiple objectives using similar resources. Flexibility can be considered as the capability of any organization to constantly adjust to unexpected circumstances that necessitate a change, and adaptation is the capability to cope with the expected or familiar circumstances based on which specific processes are created to address the changes (Elbadaway et al., 2024: 5).

Competency: is the ability to manage to realize the objectives and intentions of an organization. This involves utilizing resources as efficiently as possible to achieve the desired outcomes with bare minimum wastage, and ensuring that all operations are in line with strategic goals of the organization (Mohammadi et al., 2015: 67). This dimension incorporates the workforce and changes management, which stipulates the required skills among the team members to implement agile values in actuality. This dimension explains the workforce capabilities concerning the abilities of the managers and especially those that are needed in the management of change. Agility depends on change, and workforce plays a very important role in accomplishing needed actions, hence the two attributes are essential to attain organizational agility (Elbadaway et al., 2024: 6). It is also the dimension which extends the range of strategic planning and implementation on organization level, but the most significant is large organizations with the capability to react quickly and adaptably to changes in the environment (Haroun and Arabi, 2025: 505).

2:3 Theoretical relationship between servant leadership and organizational agility:

As (Dhahi, 2025: 166-167) indicates, one of the important drivers of organizational agility is servant leadership. This form of leadership fosters trust through delegates of responsibility and offering interests of

employees which accelerates the process of decision making and perception. An ethical and service-oriented leader will enhance organizational responsiveness to emergencies since individuals will be bolder and more active in addressing problems. Consequently, servant leadership has an interactive impact on strengthening the influence of agility of organizational supremacy; in other words, the organization is not only accelerating, but rather moving towards long-term success due to the trust and support of its leader. In the same line As per the study conducted by Ahmed (2023) on Nineveh governorate, servant leadership is correlated with workforce agility in a good and direct manner. This approach enhances the confidence of the employees enabling them to be proactive and malleable when it comes to managing change. Subsequently, servant leadership will encourage innovations and enable individuals to adapt quickly to their new workplace (10-11).

3. Methodology and collection of data:

In this research, the quantitative method was employed to determine the importance of servant leadership in the organizational agility among the employees at private hospitals in Erbil-Kurdistan Region. The possibility of collecting the exact numerical information and the possibility to utilize the statistical tests to test the hypotheses and define the direction and the strength of the correlations between the variables preconditioned the choice of this method (Ghanad, 2023: 3798).

The study involved the use of a standardized questionnaire targeting both the administrative and medical staff. Validity and reliability of the study was also enhanced due to the use of widely used and standardized assessment tools used in previous studies. The population sample was comprised of the whole of the staff of the thirty Erbil private hospitals, at that time, the hospital staff consisted of (2327) administrative and medical employees. In order to make a comprehensive evaluation of the different levels of the organization, the sample was further divided into two groups, which are administrative personnel and medical personnel. Equity in participation, minimization of bias and enhancement of sample representation were achieved through a random sampling procedure. There were 686 questionnaires that were sent out and 495 returned. After undertaking a systematic review and verification, 451 of the questionnaires were selected to undergo statistical analysis.

The test involved a five-point Likert scale to evaluate the feelings of the respondents where 1 represented strongly disagree and 5 strongly agree. This scale was created to measure the attitude to organizational flexibility, servant leadership, and organizational agility. The data gathering period was about two months, i.e., between July 21, 2025 and September 25, 2025. The distribution and collection process was simplified due to coordination with hospital administrations and focused on the principles of voluntary participation, confidentiality and the freedom of the participant to withdraw without consequence.

Once data collection was done, coding and organizing of the data was done in Microsoft Excel. Structural Equation Model (SEM) was used next using AMOS to estimate the hypothetical correlations and descriptive and inferential analyses carried out in SPSS. The given methodological framework contributed to the generation of accurate and reliable data which made it possible to have a solid scientific perception of the organizational agility and leadership within the Kurdish healthcare industry.

4. Results and Discussion

4 :1 Reliability Analysis Test of the Questionnaire Items :

The internal consistency of the research instrument was checked by the use of the Cronbach Alpha. The values of all coefficients were above the mark of 0.70 (Saunders et al., 2016: 451), which proves the high reliability and credibility of the collected data.

The data presented in the Table below (1) indicate that the reliability coefficient values, at the overall level, at the variables level, and across the dimensions, exceeded the accepted minimum threshold of (0.70). This demonstrates that the research instrument with its items and dimensions possesses a high degree of reliability, thereby enhancing the credibility of the collected data and supporting the instrument's validity.

Table (1) Reliability measurement through alpha-Cronbach method

Variable	Dimensions	No. of Questions	Reliability Value	Level of Strength
Servant Leadership	Empowerment	5	.807	Very good
	Helping Subordinates Grow and Succeed	5	.880	Very good
	Ethical Behavior	5	.876	Very good
	Foresight	5	.886	Very good
	Emotional Healing	5	.883	Very good
Servant Leadership		25	.957	Excellent
Organizational Agility	Speed	5	.879	Very good
	Responsiveness	5	.888	Very good
	Competency	5	.878	Very good
	Flexibility	5	.885	Very good
Organizational Agility		20	.954	Excellent
Over all questionnaire		45	.979	Excellent

Source: Prepared by the researcher through the results of the SPSS

4:2 Content Validity

The Content Validity Test is one of the fundamental indicators that demonstrate the extent to which the questionnaire items are capable of representing the domain intended to be measured. It is generally associated with the reliability of the research instrument, given the close relationship between validity and reliability. The value of content validity can be determined using the following equation:

(Content Validity = Square Root of the Reliability Coefficient).

Based on this formula, the content validity calculated using the overall reliability coefficient of the instrument derived from the Cronbach's Alpha test, which amounted to 0.979. Accordingly, the calculated value of content validity reached 0.989, indicating a high level of validity. This result confirms that the questionnaire possesses a strong capacity to measure the targeted variables in this study accurately and effectively.

4:3 Description of the Study Variables and Their Items:

In this study, the researcher employed the five-point Likert scale, consisting of five response options: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree, weighted progressively from (5) to (1). This approach is one of the most widely used statistical tools that allows for the transformation of descriptive data into quantitative data suitable for statistical processing and analysis. The scale also assists in identifying the respondents' attitudes toward the content of the items, thereby enabling the measurement of the extent to which the surveyed private hospitals adopt the contents of the questionnaire statements.

The study sample included (451) administrative employees and medical staff from (30) private hospitals in Erbil city in the Kurdistan Region of Iraq. Table (2) presents the weighted means and corresponding response levels for each of the (65) items included in the questionnaire, providing a detailed description and diagnosis of the respondents' answers.

Table (2) Weighted Mean and Response Level

Weighted Mean	Response Level
1.00 - 1.80	Very Low
1.81 - 2.60	Low
2.61 - 3.40	Moderate
3.41 - 4.20	High
4.21 - 5.00	Very High

Source: Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Cengage Learning.

Besides, the administrative and medical staff of the Erbil city, located in the Kurdistan Region of Iraq, were examined using a series of descriptive statistical tools intended to find the accurate answers to the attitude of the staff to the statements of the study variables. In this analysis, the means and standard deviations in order to define the degree of response and variance of views and relative importance to prioritize the items by their importance were calculated. In addition, t-test was used to compare the sample means to the hypothetical mean of (3) as well as to identify statistically significant differences, depending on the level of significance (Sig.). Such a method aids in emphasizing the patterns of responses and determining the overall tendencies of the opinions of the surveyed administrative and medical staff of the discussed private hospitals and, thus, have a better grasp of their views. The findings can be tabled in the following ways:

4:4 Description and Diagnosis of the Servant Leadership Variable Statements:

The variable Servant Leadership in the present study was measured through five dimensions (X1–X25), namely: Empowerment, Helping Subordinates Grow and Succeed, Ethical Behavior, Foresight, and Emotional Healing, as detailed below:

1. Description and Diagnosis of the Empowerment:

The overall mean of the Empowerment dimension statements (X1-X5) reached (3.67), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Empowerment dimension. The standard deviation was (1.141), indicating that the data values in the sample or the variables under investigation vary around the mean. While the relative Mean Percentage Score amounted to (73.4%). Moreover, the calculated t-value was (12.730), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value =.000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (X4), which states that: (The hospital management provides employees with the necessary information in a timely manner to perform their tasks.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. X4 recorded a mean of (3.91), falls within the range of (3.41–4.20), a standard deviation of (1.057), and Mean Percentage Score of (78.2%), with a significant calculated t-value of (18.315), indicating a statistical significance.

In contrast, the responses to statement (X1), which states that: (Hospital managers empower employees with the autonomy to address challenging situations using their own judgment) tended toward agreement at a high level and ranked last according to the perspectives of the study sample. X1 recorded a mean of (3.44), falls within the range of (3.41–4.20), a standard deviation of (1.232), and Mean Percentage Score of (68.8%), with a significant calculated t-value of (7.643), and recorded statistically significant level reached (.000).

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

3. Description and Diagnosis of the Ethical Behavior:

The overall mean of the Ethical Behavior dimension statements (X11-X15) reached (3.73), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Ethical Behavior dimension. The standard deviation was (1.123), while the relative Mean Percentage Score amounted to (74.6%). Likewise, the calculated t-value was (13.817), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value = .000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (X11), which states that: (Hospital managers behave in a way that is consistent with ethical standards.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. X11 recorded a mean of (3.90), falls within the range of (3.41–4.20), a standard deviation of (1.114), and Mean Percentage Score of (78.0%), with a significant calculated t-value of (17.160), indicating a statistical significance.

On the other hand, the responses to Statement (X12), which states that: (Hospital managers serve as role models by demonstrating high standards of ethical conduct) tended toward agreement at a high level however ranked last according to the perspectives of the study sample. X12 recorded a mean of (3.59), falls within the range of (3.41–4.20), a standard deviation of (1.177), and Mean Percentage Score of (71.8%), with a significant calculated t-value of (10.603), and recorded statistically significant level reached (.000).

Table (5) Statistical description of the Ethical Behavior dimension

Items	Mean	Standard Deviation	(T) Value	P Value	Mean Percentage Score	Rank
X11	3.90	1.114	17.160	.000	78.0	1
X12	3.59	1.177	10.603	.000	71.8	5
X13	3.63	1.110	12.131	.000	72.6	4
X14	3.81	1.059	16.269	.000	76.2	2
X15	3.70	1.155	12.925	.000	74.0	3
Total	3.73	1.123	13.817	.000	74.6	-
Test Value = 3, df = 450, N= 451 , T tabulated = 1.960						

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

4. Description and Diagnosis of the Foresight:

The overall mean of the Foresight dimension statements (X16-X20) reached (3.67), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Foresight dimension. The standard deviation was (1.142), while the relative Mean Percentage Score amounted to (73.4%). Besides, the calculated t-value was (12.422), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value = .000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (X17), which states that: (Hospital managers use past experiences to guide current activities.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. X17 recorded a mean of (3.73), falls within the range of (3.41–4.20), a standard deviation of (1.124), and Mean Percentage Score of (74.6%), with a significant calculated t-value of (13.825), indicating a statistical significance.

In contrast, the responses to Statement (X16), which states that: (Hospital managers have the ability to

foresee the consequences of their decisions) tended toward agreement at a high level but ranked last according to the perspectives of the study sample. X16 recorded a mean of (3.59), falls within the range of (3.41–4.20), a standard deviation of (1.175), and Mean Percentage Score of (71.8%), with a significant calculated t-value of (10.578), and recorded statistically significant level reached (.000).

Table (6) Statistical description of the Foresight dimension

Items	Mean	Standard Deviation	(T) Value	P Value	Mean Percentage Score	Rank
X16	3.59	1.175	10.578	.000	71.8	5
X17	3.73	1.124	13.825	.000	74.6	1
X18	3.73	1.128	13.824	.000	74.6	2
X19	3.65	1.132	12.143	.000	73.0	3
X20	3.64	1.155	11.744	.000	72.8	4
Tptal	3.67	1.142	12.422	.000	73.4	-
Test Value = 3, df = 450, N= 451 , T tabulated = 1.960						

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

5. Description and Diagnosis of the Emotional Healing:

The overall mean of the Emotional Healing dimension statements (X21-X25) reached (3.66), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Emotional Healing dimension. The standard deviation was (1.153), while the relative Mean Percentage Score amounted to (73.2%). In addition, the calculated t-value was (12.209), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value =.000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (X23), which states that: (Hospital managers listen patiently when employees share their personal concerns.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. X23 recorded a mean of (3.75), falls within the range of (3.41–4.20), a standard deviation of (1.117), and Mean Percentage Score of (75.0%), with a significant calculated t-value of (14.330), indicating a statistical significance.

In contrast, the responses to Statement (X21), which states that: (Hospital managers demonstrate genuine concern for the personal well-being of their employees) tended toward agreement at a high level nevertheless ranked last according to the perspectives of the study sample. X21 recorded a mean of (3.53), falls within the range of (3.41–4.20), a standard deviation of (1.211), and Mean Percentage Score of (70.6%), with a significant calculated t-value of (9.369), and recorded statistically significant level reached (.000).

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

2. Description and Diagnosis of the Responsiveness:

The overall mean of the Responsiveness statements (Z6-Z10) reached (3.68), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Responsiveness. The standard deviation was (1.091), while the relative Mean Percentage Score amounted to (73.6%). In addition, the calculated t-value was (13.183), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value = .000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (Z9), which states that: (Teams respond promptly to unexpected events or challenges.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. Z9 recorded a mean of (3.75), falls within the range of (3.41–4.20), a standard deviation of (1.070), and Mean Percentage Score of (75.0%), with a significant calculated t-value of (14.780), indicating a statistical significance.

However, the responses to Statement (Z6), which states that: (The hospital responds effectively to the requirements of the beneficiaries) tended toward agreement at a high level but ranked last according to the perspectives of the study sample. Z6 recorded a mean of (3.57), falls within the range of (3.41–4.20), a standard deviation of (1.180), and Mean Percentage Score of (71.4%), with a significant calculated t-value of (10.215), and recorded statistically significant level reached (.000).

Table (9) Statistical description of the Responsiveness dimension

Items	Mean	Standard Deviation	(T) Value	P Value	Mean Percentage Score	Rank
Z6	3.57	1.180	10.215	.000	71.4	5
Z7	3.63	1.040	12.950	.000	72.6	4
Z8	3.69	1.084	13.513	.000	73.8	3
Z9	3.75	1.070	14.780	.000	75.0	1
Z10	3.74	1.084	14.460	.000	74.8	2
Total	3.68	1.091	13.183	.000	73.6	-
Test Value = 3, df = 450, N= 451 , T tabulated = 1.960						

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

3. Description and Diagnosis of the Competency:

The overall mean of the Competency statements (Z11-Z15) reached (3.79), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Competency. The standard deviation was (1.068), while the relative Mean Percentage Score amounted to (75.8%). Additionally, the calculated t-value was (15.717), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value = .000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (Z15), which states that: (The hospital's employees are well-trained to handle various challenges.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. Z15 recorded a mean of (3.87), falls within the range of (3.41–4.20), a standard deviation of (1.075), and Mean Percentage Score of (77.4%), with a significant calculated t-value of (17.127), indicating a statistical significance.

On the other hand, the responses to Statement (Z11), which states that: (The hospital possesses appropriate technological capabilities) tended toward agreement at a high level but ranked last according to the perspectives of the study sample. Z11 recorded a mean of (3.73), falls within the range of (3.41–4.20), a standard deviation of (1.120), and Mean Percentage Score of (74.6%), with a significant calculated t-value of (13.873), and recorded statistically significant level reached (.000).

Table (10) Statistical description of the Competency dimension

Items	Mean	Standard Deviation	(T) Value	P Value	Mean Percentage Score	Rank
Z11	3.73	1.120	13.873	.000	74.6	5
Z12	3.83	1.072	16.471	.000	76.6	2
Z13	3.73	1.027	15.132	.000	74.6	4
Z14	3.79	1.049	15.983	.000	75.8	3
Z15	3.87	1.075	17.127	.000	77.4	1
Total	3.79	1.068	15.717	.000	75.8	-
Test Value = 3, df = 450, N= 451 , T tabulated = 1.960						

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

4. Description and Diagnosis of the Flexibility:

The overall mean of the Flexibility statements (Z16-Z20) reached (3.79), which is higher than the hypothetical mean value of (3) and falls within the range of (3.41–4.20). This indicates a high level of practice for the five statements related to the Flexibility. The standard deviation was (1.056), while the relative Mean Percentage Score amounted to (75.8%). Moreover, the calculated t-value was (15.814), which exceeds the tabulated value (1.960) at a degree of freedom (df = 450), with a significant level (P Value =.000) for all statements. This confirms the statistical significance of this dimension and its five statements.

The responses of the study sample to Statement (Z19), which states that: (Employees assume multiple responsibilities when the situation requires it.) tended toward agreement at a high level. This statement ranked first according to the views of study sample in the surveyed private hospitals. Z19 recorded a mean of (3.93), falls within the range of (3.41–4.20), a standard deviation of (1.038), and Mean Percentage Score of (78.6%), with a significant calculated t-value of (19.053), indicating a statistical significance.

In contrast, the responses to Statement (Z16), which states that: (The hospital demonstrates flexibility in providing its services to meet the diverse needs of its beneficiaries) tended toward agreement at a high level but ranked last according to the perspectives of the study sample. Z16 recorded a mean of (3.70), falls within the range of (3.41–4.20), a standard deviation of (1.090), and Mean Percentage Score of (74.0%), with a significant calculated t-value of (13.604), and recorded statistically significant level reached (.000).

Table (11) Statistical description of the Flexibility dimension

Items	Mean	Standard Deviation	(T) Value	P Value	Mean Percentage Score	Rank
Z16	3.70	1.090	13.604	.000	74.0	5
Z17	3.72	1.023	14.962	.000	74.4	4
Z18	3.77	1.071	15.259	.000	75.4	3
Z19	3.93	1.038	19.053	.000	78.6	1
Z20	3.81	1.059	16.192	.000	76.2	2
Total	3.79	1.056	15.814	.000	75.8	-
Test Value = 3, df = 450, N= 451 , T tabulated = 1.960						

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

4:6 Correlation between the Study Variables

During statistical analysis stage where the hypotheses on correlations between the study variables are to be tested, the researcher used Pearson correlation coefficient in SPSS (Version 24) to indicate the degree of linear correlations and the direction of two or more variables in the study. This coefficient is represented by the following sign (R), and its value lies between (-1) representing an ideal negative correlation and (+ 1) representing an ideal positive correlation, but (0) represents the absence of a relationship.

Also, the Path Analysis was performed using the AMOS software, which strived to determine the character of both direct and indirect relations between the study variables. The following table (12) shows empirical values of these values and this would help to form a better picture of the strength and direction of associations between the variables hence increasing the reliability and interpretative accuracy of the findings.

4:7 Correlation Between Servant Leadership and Organizational Agility:

The results presented in Table (12) and Figure (1) confirmed the existence of a statistically significant positive correlation between Servant Leadership and Organizational Agility, at the overall level. The correlation coefficient was (.749**), indicating a very strong positive correlation between the two variables. Besides, the Chi-square test showed that the calculated value (2257.431) exceeded the critical value (124.342) at the degrees of freedom (935), with a significance level of (.000), which is below the accepted threshold in administrative studies (0.05), thereby reinforcing the statistical significance of the results.

Moreover, the CMIN/DF index was 2.414, within the acceptable limit of less than (5), while the RMSEA value was (.056), below the maximum standard of (.080). These outcomes indicate that the practices of Servant Leadership in the private hospitals contribute effectively to enhancing levels of Organizational Agility.

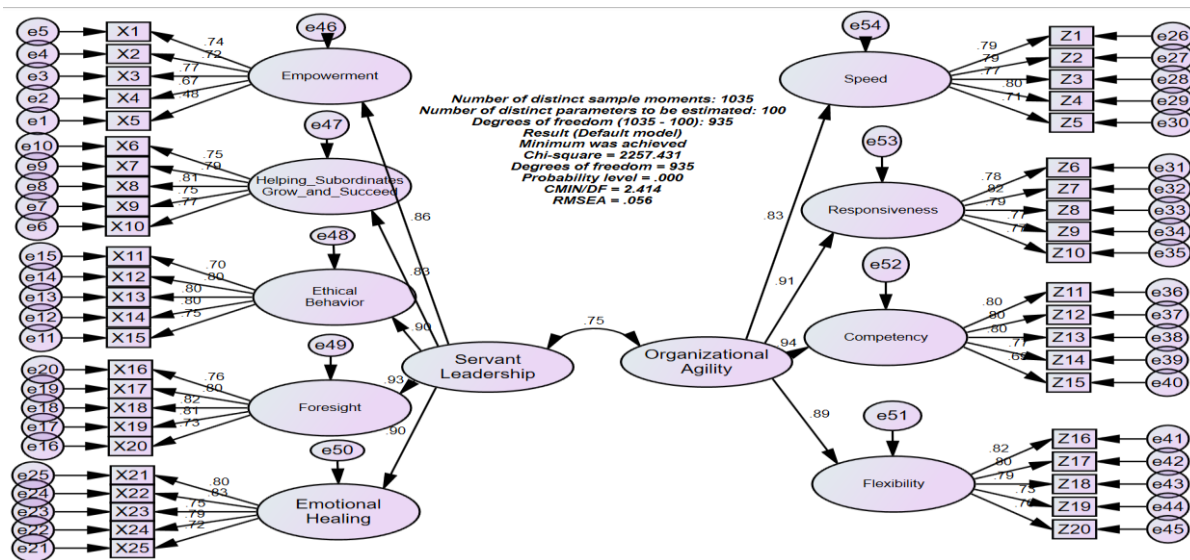


Figure (1) Servant Leadership and Organizational Agility

Source: Prepared by the researcher based on the outputs of AMOS V. 24.

The results in Table (12) also indicated the presence of statistically significant positive correlations between the five dimensions of Servant Leadership: Empowerment, Helping Subordinates Grow and Succeed, Ethical Behavior, Foresight, Emotional Healing and Organizational Agility variable, the correlations were as follows: Empowerment ($R = .642^{**}$), Helping Subordinates Grow and Succeed ($R = .608^{**}$), representing the weakest correlation with Organizational Agility variable. Ethical Behavior ($R = .666^{**}$). Foresight ($R = .667^{**}$), representing the strongest correlation with Organizational Agility variable. Emotional Healing ($R = .664^{**}$). All correlation coefficients were statistically significant at level of (.000). These findings indicate that greater attention by the private hospitals to the five dimensions of Servant Leadership contributes effectively to enhancing the levels of Organizational Agility.

The results in Table (12) also indicate statistically significant positive correlations between the five dimensions of Servant Leadership variable: (Empowerment, Helping Subordinates Grow and Succeed, Ethical Behavior, Foresight, Emotional Healing) and the four dimensions of Organizational Agility variable, (Speed, Responsiveness, Competency, Flexibility). The strongest correlation was observed between Foresight and Responsiveness ($R = .633^{**}$). while the weakest correlation was between Helping Subordinates Grow and Succeed and speed ($R = .498^{**}$).

Therefore, accepting the first hypothesis, which states:

*"There is a statistically significant positive correlation between **Servant Leadership** and **Organizational Agility** at the overall variables and dimensions level."*

Table (12) Correlation Between Servant Leadership and Organizational Agility

		Servant Leadership	Empowerment	Helping Subordinates Grow and Succeed	Ethical Behavior	Foresight	Emotional Healing
Organizational Agility	Pearson Correlation	.749**	.642**	.608**	.666**	.667**	.664**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	451	451	451	451	451	451
Speed	Pearson Correlation	.628**	.531**	.498**	.568**	.560**	.565**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	451	451	451	451	451	451
Responsiveness	Pearson Correlation	.689**	.603**	.561**	.599**	.633**	.590**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	451	451	451	451	451	451
Competency	Pearson Correlation	.667**	.556**	.536**	.596**	.600**	.599**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	451	451	451	451	451	451
Flexibility	Pearson Correlation	.666**	.579**	.553**	.594**	.565**	.595**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	451	451	451	451	451	451

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

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

4:8 Testing the Hypothesis of Effect.

The researcher relied on the use of simple regression analysis through the Enter method and multiple regression analysis through the Stepwise method to evaluate the effect hypotheses among the study variables at both the overall and dimensions levels. The effect of the independent variable on the dependent variable is considered statistically significant when the significance value (Sig) is less than (0.05). In addition, the researcher employed the AMOS statistical software to examine the effect relationships by constructing the causal model and analyzing the relationships within the framework of path analysis and the structural equation modeling (SEM) approach.

4:9 The Effect of Servant Leadership on Organizational Agility:

The results of the simple regression analysis to examine the effect of the Servant Leadership variable on the Organizational Agility variable at the overall level as shown in Figure (2) and Table (13) indicated a significant and statistically meaningful effect. The calculated F-value recorded (575.377), which is higher than the tabulated value of (3.8415), suggesting the strength the effect of Servant Leadership variable on the Organizational Agility. Additionally, the t-test results showed that the calculated values of the intercept Beta (B_1) and the (B_0 constant) were (23.987) and (9.234), respectively, both exceeding the tabulated value of

(1.960) at degrees of freedom (1, 449). This reinforces the statistical significance of the effect between the two variables. The results also revealed that the significance level (Sig) reached (0.000), which is less than the accepted threshold in management studies (0.05), confirming the significant effect of Servant Leadership on the Organizational Agility at the overall level.

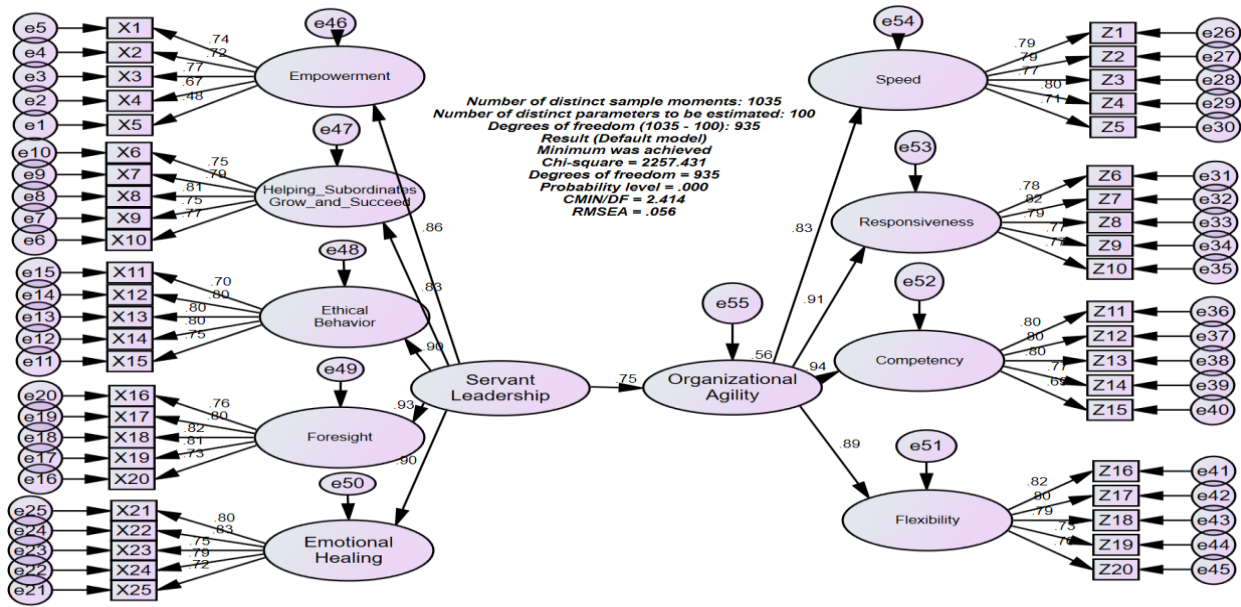


Figure (2) The Effect of Servant Leadership on Organizational Agility

Source: Prepared by the researcher based on the outputs of AMOS V. 24.

The results of the simple linear regression analysis indicated that the intercept value ($B_0 = .731$) suggests the emergence of Organizational Agility through their dimensions by a value of .731, when the value of servant leadership and its dimensions equals zero. The significance level (Sig.) recorded (.000), which is less than (.05), indicating that the intercept is statistically significant. As for the Beta coefficient (B_1), it reached (.749), meaning that an increase of one unit in servant leadership leads, on average, to an increase of (.749) in Organizational Agility. Besides, the coefficient of determination ($R^2 = .562$) indicates that 56.2% of the variance in the level of achieving Organizational Agility is attributed to the presence of servant leadership behaviors in the surveyed private hospitals, while the remaining 43.8% is due to other factors and behaviors not addressed in this study. Accordingly, the regression equation can be expressed as follows:

$$Z = B_0 + B_1X$$

$$Z = .731 + .749X$$

Figure (13) The Effect of Servant Leadership on the Organizational Agility

	Organizational Agility			
	Beta (B_1)	B_0 (Constant)	F	R^2
Servant Leadership	.749 T(23.987) (.000)	.731 T(9.234) (.000)	575.377 (.000)	.562
Df1, df2 = 1,449 P ≤ 0.05 , N=451 (T) Tabulated = 1.960 (F) Tabulated = 3.8415				

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

In order to identify the levels of effect of servant leadership dimensions (Empowerment, Helping Subordinates Grow and Succeed, Ethical Behavior, Foresight, Emotional Healing) on Organizational Agility variable, multiple regression analysis was employed. The results were as follows:

A. Empowerment: The data presented in Table (14) indicate that there is a statistically significant effect of the Empowerment dimension on Organizational Agility, supported by the calculated F-value (314.708), which is significant at the (0.05) level. The coefficient of determination (R^2) explained 41.2% of the variance in Organizational Agility. Moreover, the value of β_1 (.642) suggests that a one-unit increase in Empowerment leads to a (.642) increase in Organizational Agility. The calculated t-value (17.740) is statistically significant at the (0.05) level, confirming the validity of the effect. The B constant (B_0) value of (.586) indicates the existence of Organizational Agility even when the value of Empowerment equals zero. Therefore, the regression equation is as follows:

$$Z = B_0 + B_1X_1$$

$$Z = .586 + .642 X_1$$

B. Helping Subordinates Grow and Succeed: The data presented in Table (14) indicate that there is a statistically significant effect of the Helping Subordinates Grow and Succeed dimension on Organizational Agility, supported by the calculated F-value (262.734), which is significant at the (0.05) level. The coefficient of determination (R^2) explained 36.9% of the variance in Organizational Agility. Furthermore, the value of β_1 (.608) suggests that a one-unit increase in Helping Subordinates Grow and Succeed leads to a (.608) increase in Organizational Agility. The calculated t-value (16.209) is statistically significant at the (0.05) level, confirming the validity of the effect. The B constant (B_0) value of (.497) indicates the existence of Organizational Agility even when the value of Helping Subordinates Grow and Succeed equals zero. Consequently, the regression equation is as follows:

$$Z = B_0 + B_1X_2$$

$$Z = .497 + .608 X_2$$

C. Ethical Behavior: The data presented in Table (14) indicate that there is a statistically significant effect of the Ethical Behavior dimension on Organizational Agility, supported by the calculated F-value (358.571), which is significant at the (0.05) level. The coefficient of determination (R^2) explained 44.4% of the variance in Organizational Agility. In addition, the value of β_1 (.666) suggests that a one-unit increase in Ethical Behavior leads to a (.666) increase in Organizational Agility. The calculated t-value (18.936) is statistically significant at the (0.05) level, confirming the validity of the effect. The B constant (B_0) value of (.569) indicates the existence of Organizational Agility even when the value of Ethical Behavior equals zero. Thus, the regression equation is as follows:

$$Z = B_0 + B_1X_3$$

$$Z = .569 + .666 X_3$$

D. **Foresight:** The data presented in Table (14) indicate that there is a statistically significant effect of the Foresight dimension on Organizational Agility, supported by the calculated F-value (360.498), which is significant at the (0.05) level. The coefficient of determination (R^2) explained 44.5% of the variance in Organizational Agility. In addition, the value of β_1 (.667) suggests that a one-unit increase in Foresight leads to a (.667) increase in Organizational Agility. The calculated t-value (18.987) is statistically significant at the (0.05) level, confirming the validity of the effect. The B constant (B_0) value of (.552) indicates the existence of Organizational Agility even when the value of Foresight equals zero. As a result, the regression equation is as follows:

$$Z = B_0 + B_1X_4$$

$$Z = .552 + .667 X_4$$

E. **Emotional Healing:** The data presented in Table (14) indicate that there is a statistically significant effect of the Emotional Healing dimension on Organizational Agility, supported by the calculated F-value (354.500), which is significant at the (0.05) level. The coefficient of determination (R^2) explained 44.1% of the variance in Organizational Agility. In addition, the value of β_1 (.664) suggests that a one-unit increase in Emotional Healing leads to a (.664) increase in Organizational Agility. The calculated t-value (18.828) is statistically significant at the (0.05) level, confirming the validity of the effect. The B constant (B_0) value of (.547) indicates the existence of Organizational Agility even when the value of Emotional Healing equals zero. In view of that, the regression equation is as follows:

$$Z = B_0 + B_1X_5$$

$$Z = .547 + .664 X_5$$

Table (14) The Effect of Servant Leadership dimensions on Organizational Agility

	Organizational Agility			
Servant Leadership dimensions	Beta (B_1)	B_0 (Constant)	F	R^2
Empowerment	.642 T(17.740) (.000)	.586 T(12.711) (.000)	314.708 (.000)	.412
Helping Subordinates Grow and Succeed	.608 T(16.209) (.000)	.497 T(16.980) (.000)	262.734 (.000)	.369
Ethical Behavior	.666 T(18.936) (.000)	.569 T(14.062) (.000)	358.571 (.000)	.444
Foresight	.667 T(18.987) (.000)	.552 T(15.572) (.000)	360.498 (.000)	.445
Emotional Healing	.664 T(18.828) (.000)	.547 T(15.829) (.000)	354.500 (.000)	.441
Df1, df2 = 1,449 $P \leq 0.05$, N=451 (T) Tabulated = 1.960 (F) Tabulated = 3.8415				

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

Consequently, accepting the second hypothesis, which states:

*"There is a statistically significant effect of **Servant Leadership** on **Organizational Agility** at the overall variables and dimensions level."*

5. Conclusion and Recommendations:

5.1. Conclusion:

The results of the study validate that the servant leadership can be deemed a decisive antecedent of the organizational agility in the context of the Erbil, Kurdistan Region of Iraq, and in the case of the private hospitals. The statistics show that the relationship between the two variables is significantly positive at both macro and micro levels. The paper concludes that the effectiveness of servant leadership is evident in the fact that it complies with the dynamic and demanding requirements of the contemporary healthcare setting. In particular, the empowerment, trust-based, and ethical leader behaviors do not simply enhance employee satisfaction; they lead to the psychological security and structural freedom that are required to achieve speed in responding to organization-related issues. Servant leaders decrease the levels of bureaucracy through prioritizing the development of subordinates and elucidating the vision of the organization, thus, increasing the ability of the institution to adapt ad-hoc. The proposed paper has proven to be of great significance to the healthcare industry, since the authors demonstrate that serving employees is a strategic requirement to realize an agile and vibrant clinical environment.

5.2. Recommendations and Implementation Mechanisms.

According to the research results, the recommendations and concrete implementations mechanisms are to be offered as follows:

Integration of Policy: Servant Leadership.

Healthcare organizations need to go beyond the theoretical importance of servant leadership by bringing its concepts into the official performance appraisal systems.

Mechanism: Refresh leadership KPIs (Key performance indicators) with employee development metrics, mentorship rate, and 360 feedback on support and humility on the part of the leader.

Creating Agile-Concentrated Leadership training Programs:

The training should shift to the specific, rather than the general, management level of the workshops that should connect the servant behaviors with the agile outcomes.

Mechanism: Set up Agile Leadership Labs: have supervisors experience decentralized decision-making and trust-building by undertaking simulation exercises on the basis of real-world clinical crises (e.g. patient surge or shortage of resources).

Structural Decentralization: Operationalizing Agility:

Administrative procedures should have the dimension of empowerment element of servant leadership in order to enhance responsiveness.

Mechanism: Introduce "Frontline Decision Protocols" allowing the nursing and administrative staff to make immediate actions and adjustments to operations within a predefined scope without requiring approval at multi-level executive level, and thus, reducing the sensing-to-action cycle.

Development of an Ethical and Transparent Communication Climate:

The driver of agility is trust. The leadership should be able to permit the free flow of information in order to sense the environment quickly.

Mechanism: Implementation of the open-door digital platforms or weekly town hall briefing sessions with the leadership providing strategic foresight and allowing bottom-up comments to get all staff members on

track with the organizations agile vision.

Generalizability of Research:

In the process of developing a stronger theoretical framework, longitudinal designs or comparative cross-sectoral analyses should be used in the future.

Mechanism: To determine the cross-industry validity of these implementation mechanisms, future researchers need to employ mixed-method research (quantitative surveys with qualitative interviews) in the area of public healthcare or the education sector.

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پوخته :

ئەم توێژینەوێهە تیشک دەخاتە سەر کاریگەری سەرکردایەتی خزمەتکار لەسەر چووستی رێکخراوەی کارمەندانی نەخۆشخانە ئەهلیەکانی شاری هەولێر- هەرێمی کوردستان. چووستی بووئە پێویستییهک لە ژینگی کارکردنی تەندروستیدا بە مەبەستی بەرزکردنەوهی کوالیتی خزمەتگوزاری و ئەدای کارکردن چونکە ئەم ژینگانە لە ژێر گۆرانکارییه کی بەردەوامدان. مۆدێلی سەرکردایەتی خزمەتکار که به بهیژکردن، رهوشی ئەخلاق و گەشە ی کارمەند تایبەتمەندە، هەندیک تایبەتمەندی گرینگ دەدات بەم رێکخراوانە که وهلامدانەوهی رێکخراوه پزیشکییهکان باشتەر دەکات. شیوازی پرسیارنامە بە کارهێنرا و ٦٨٦ پرسیارنامە بەسەر کارمەندانی کارگێری و پزیشکی لە سی نەخۆشخانە ی تایبەتدا دابەشکرا. پەيوەندییهکان هەئسەنگینان و کاریگەرییهکانی گۆراوهکان بەسەریه کدا به به به کارهینانی مۆدیلکردنی هاوکیشه پیکهانهیهکان (SEM) له گەئ SPSS و AMOS پێوانه کران. دەرەنجامهکان دەریدهخەن که سەرکردایەتی خزمەتکار و چووستی رێکخراوەی له نەخۆشخانە تایبەتەکان به شیوهیه کی بهرز جێبهجێ دهکریئن. دەرکهوت که ئەو دووانه پەيوەندییه کی ئەرێنی بهرچاویان ههیه که دهیسهلمینیت که سەرکردایەتی خزمەتکار وهلامدانەوهی رێکخراوەی و خۆگونجاندن زیاد دهکات. بابەتهکه جهخت لهسەر رۆتی سەرکردایەتی خزمەتکار دهکاتهوه وهک فەلسەفە ی بهرێوهبردن له نەخۆشخانە ئەهلییهکان له رووی زیادکردنی چووستی و بهرزبوونهوهی کوالیتی خزمەتگوزارییهکان و ئەدای گشتی.