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Agile Leadership and Its Impact on Organizational Innovation by Mediating High Involvement

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Abstract

This study aims to demonstrate the impact of agile leadership in achieving organizational innovation through the intermediary role of higher Involvement, through the opinions of a sample of teachers at Iraqi universities and colleges private in the Governorates of the Middle Euphrates. Accordingly, the current study model consists of three main aspects, the first of which represents the agile leadership variable and its dimensions (modesty, calm, wisdom, patience, objectivity, and Confidence). The second represents the intermediate variable, which is high involvement (participation in decision-making, information sharing, reward-based performance, training). The third is the adopted variable, organizational innovation, with its dimensions (administrative innovation, process innovation). The study data were collected from (20) (universities and private colleges in the Middle Euphrates governorates) through the measurement tool (resolution) and according to the prepared and air-conditioned standards, the number of distributed forms (445) while the number of retrieved forms (397), (375) are valid for statistical analysis and (22) Invalid resolution for Statistical Analysis. Using statistical methods, factor Analysis, descriptive statistical analysis, structured equation modeling, using statistical programs such as (AMOS.v.24), (SPSS v 24), and tables and Data Wizard (Excel). The results found that agile leadership has a positive impact on organizational innovation through high Involvement. This supports the statistical formulation of the study's hypotheses, and the current study recommends the necessity of strengthening universities and private colleges, sample studies, their interest in agile leadership, as they have a great positive contribution to organizational innovation and by focusing on high Involvement. It provides an in-depth study of how agile leadership affects organizational innovation.

Keywords

Agile leadership, High Involvement, Organizational Innovation

JEL Classifications: J11, F43

1. Introduction

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

In order to better understand the impact of agile leadership and its behaviors on organizational innovation, given the challenges of today's business environment, there is a need for an intermediate variable, "high Involvement", which has a significant influence on "organizational innovation." Through these agile leadership behaviors, they complement the organization's strategy by encouraging employee involvement in successful and sustainable day-to-day initiatives or activities (Ingelström et al., 2018).

In order to meet these challenges, leaders, especially those who work in the Iraqi National University Education, have to adopt the practices of agile leadership, which are considered the most important systems and methods to confront problems and challenges, which focus on doing the right thing to increase profits and achieve benefits. And reduce costs by eliminating all activities that do not add value to the services provided (Attar et al., 2020). The current study sought to highlight the agile leadership in universities and community colleges, and to reveal the nature of its relationship with organizational innovation under the concept of high Involvement. Organizations with a high level of Involvement are those in which some agile leadership practices lead to rapid response to changing customer needs, clearly defining employee roles, and focusing efforts that in turn lead to sustainable success (Hayward, 2021), It enables them to become organizations with a high level of organizational innovation.

Part One: Scientific Methodology of Study

The Study Problem

This requires organizations of all kinds, including universities, to change to ensure that they are competitive and continue to perform. Leaders are the main

driver and the critical foundation of an organization's diverse activities. Therefore, these leaders must be up to the challenges they are actually facing. In this competitive environment, they need to rethink traditional leadership approaches and empower modern leadership philosophy, and there is an increasing need to continue to focus on organizational innovation to work with greater interest so that it can respond and lead change because innovation is the engine of change that provides opportunities for organizations to achieve a better future.

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

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

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

Second: The Importance of the Study

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

1- The following is the theoretical importance:

a. In the case of the first year of the year of the year of the year, the number of students in the academic year of the academic year of the academic year of the academic year of the academic year of the academic year has been set at the end of the year.

b. The current study contributes significantly to the manifestation of the intellectual and cognitive bases and its development of the following variables: (Agile leadership, high Involvement), through the examination of numerous previous Arab and foreign studies.

2- Practical Importance: Represented by the Following:

a. The non-university education, to which the study community belongs, is a sector of great importance both at the local and international levels, and the conduct of such a study helps the private universities improve and develop their performance in general. This positively affects the lives of individuals in society.

b. The current study contributes to the possibility of reducing the high costs that result through the provision of educational services, especially with little financial allocations, by focusing on agile leadership and its practices.

c. The current study is attempting to improve the quality and services of non-university education by inculcating a culture of high Involvement in their work.

Third: Objectives Study

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

1. To identify the level of availability of agile driving dimensions in research universities.
2. Identify the level of availability of high Involvement dimensions in research universities.
3. To identify the level of availability of organizational innovation dimensions in research universities.
4. Recognize the impact of agile leadership on organizational innovation.
5. Recognize the impact of agile leadership in achieving high Involvement.
6. Identify the impact of high Involvement on organizational innovation.
7. Recognize the impact of agile leadership on organizational innovation through high Involvement.

Fourth: The study's Hypotheses of the Study

Based on the results of many previous studies, the relationship between search variables has been described as one of the foundations of the research urgency for its importance in the structure of the hypothesis schema for each study. On the basis of some previous studies and some theories concerning current study variables and their relationship, the researchers created a hypothetical diagram explaining the nature of the relationship between the three main variables, as shown in Figure (), where a study (Ljungblom, 2012) was used to determine the

dimensions of agile leadership which are The independent variable will be measured according to six dimensions: **(Modesty, calm, wisdom, patience, objectivity, and Confidence)**. A study was also adopted to determine the dimensions of organizational innovation (Dependent Variable), which will be measured in two dimensions: **(Management innovation, process innovation)** while the (Riordan et al., 2005) study was adopted to determine the dimensions of high Involvement as a "Moderator variable", which will be measured over four dimensions: **(Participation in decision-making, sharing information, reward performance, training)**, and that Figure (1) shows the hypothesis chart of the current study variables.

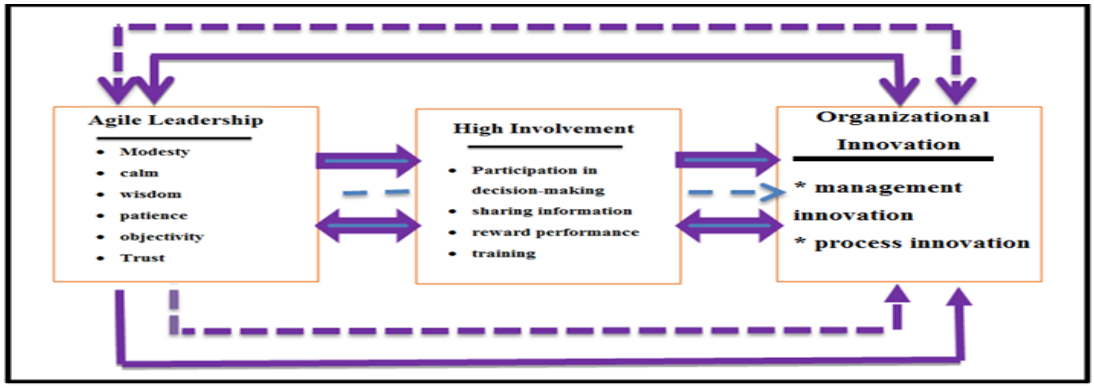

Figure 1. Study hypothesis Chart
Source: Researchers' preparation

2. Study hypotheses

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

Table 1. Main and Sub hypotheses for Study variables

Indirect effect	The agle agle variable has an effect on the organizational innovation variable ORIN by the HIIN medium variable
P 4 1	There is an effect of the humility dimension in the ORIN variable by the HIIN intermediate variable.
P 4 2	The "CAL" dimension of the ORIN variable has an effect by the " HIIN " intermediate variable.
P 4 3	There is an effect of the Wisdom dimension in the ORIN variable by the HIIN intermediate variable.
P 4 4 4	There is an effect of patient distance in the ORIN variable by the HIIN intermediate variable.
P 4 5	The objective dimension Obj has an effect on the ORIN variable by the HIIN intermediate variable.
P 4 6	There is an effect of the trusting dimension of the ORIN variable by the HIIN intermediate variable.
Direct impact	The dimensions of agile leadership have an impact on the variable of organizational innovation
P 5 1	The humility dimension has an effect on the ORIN variable
P 5 2	There is an effect of the CAL dimension in the ORIN variable
P 5 3	The WIS dimension of wisdom has an effect on the ORIN variable
P 5 4	There is an effect of the PAT dimension in the ORIN variable
P 5 5	The objective dimension of Obj has an effect on the ORIN variable
P 5 6	There is an effect of the TruVe confidence dimension of the ORIN variable

Sixth: A Description of The Community and the Study Sample

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

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

Table 2. Study variables, Dimensions, and Meta

	measure	**Dimensions**	**cod**	**No.**
First	**Ljungblom, 2012**	**Agile leadership**	**AGLE**	20
1		Humility	HUM	3
2		Calm	CAL	3
3		Wisdom	WIS	3
4		Patience	PAT	3
5		Objectivity	OBJ	4
6		Trust	TRU	4
Second	**Riordan et al., 2005; Afshan et al., 2020**	**High Involvement**	**HIIN**	16
1		Participation in decision-making	PIDM	3
2		Sharing information	SIN	5
3		Reward-based performance	PBR	4
4		Training	TRA	4
Third	**Ameen et al.,2021**	**Organizational innovation**	**ORIN**	9
1		Management innovation	AIN	5
2		Process innovation	PIN	4

Part Two: Theoretical Framework

First: Agile Leadership

1. The Concept of Agile Leadership

The agile leadership variable is a recent variable that has attracted the attention of researchers, and the emergence of this interest comes as a result of researchers' diagnosis of the important role of leadership in achieving organizational success in the past two decades. In addition to the high level of

complexity in today's global business environment, along with its volatile and uncertain nature, it places high pressures and demands on organizations to adopt agile leadership in their operations to effectively and seamlessly interact with the changing environment on a continuous basis (Attar et al., 2020).

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

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

Table 3. Good Leadership Concepts as Directed by a Number of Researchers and Writers

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

based on the above, agile leadership is a dynamic leadership style that focuses on technical and psychological skills, and collaboration between the leader

and his staff to achieve the goals and objectives of the organization and ensure its long-term success in a changing and accelerating environment, especially in our time.

2. The Importance of Agile Leadership

The building and success of an agile organization depends primarily on the personality of the leader, the interest of individuals and leaders in adopting and helping to spread the concepts and principles of agility throughout the organization, and the speed of leadership is directly Correlational to organizational agility. Agile leaders develop strategies and give guidance on how to make organizations mobile (Attar et al., 2020).

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

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

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

b. The importance of agile leadership lies in the considerable time spent by leaders in the workplace, attention to the capabilities and progress of new future leaders, and a strong focus on the integrated mindset of agile leadership.

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

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

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

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

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

a. Working hard to empower workers with agile tools to address the key

issues and situations they face, is an opportunity to enrich their work.

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

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

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

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

3. Dimensions of Agile Leadership

a. Humility: - New theoretical and experimental approaches in psychology and work ethics treat modesty as an individual force rather than a weakness, with a focus on its contribution to social cohesion and trust creation (Argandona, 2015). In leadership, the virtue of humility is often overlooked because it may suggest a lack of strength and determination needed for effective leadership. But humble leaders are less proud, not aggressive. The will to serve others outweighs any desire for self-improvement. Instead, modesty can carry a particular spiritual tone due to a lack of ego and pride in the actions of the leader to achieve the best interests of many at the expense of personal importance. Humility then means showing a decline in subjective importance (Doty et al., 2000), while refer to humility as a form of virtues or personal power. Humility involves precision, self-acceptance, understanding of individual flaws, the ability to recognize mistakes and omissions, knowledge gaps and openness to new ideas, and a careful sense of one's capabilities and achievements and to maintain them in the correct perspective. Especially in increasingly dynamic and turbulent environments (Owens et al., 2011).

b. Calmness: - Calm and self-control are characteristics of successful leadership and the importance of having this characteristic is evident in leadership given the complexity of life and the problems surrounding it, especially in crucial decisions. Calm allows leaders to think deeply and in a better way to solve difficult problems. It is a leading input that can be followed by people at all levels of the organization (Kinsey, 2010). Organizations seeking the summit must have calm, professional leaders. By clearly communicating their point of view, they also accept

the views of others, show modest stability, and have a real desire to see their organizations perform above expectations (Weis, 2005). (Hansen et al., 2011) said leaders need to control their concerns. Inexperienced leaders in some situations may act in a chaotic and uninformed manner, causing their organizations to falter rather than flourish. It is largely due to a lack of experience.

c. Wisdom: - Wisdom is a key component of leadership success in a fast-paced, changing and complex environment, and there are many aspects of both the concepts of "leadership" and wisdom and there is no single short and undisputed definition of either of the words. Wisdom in leadership can be defined as informed decision-making according to certain values and principles (Adams, 2007). However, growing awareness of ethical issues, increasing globalization, and stakeholders to be taken into account have made leadership in organizations more complex and there is an increasing need for wise leadership. Wisdom can add value to current models as well as leadership theories, and has also been proven to improve leadership effectiveness (Govindji, 2015).

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

Second: High Involvement

1. Concept of High Involvement

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

In his view (Miller, 2015), high Involvement consists of the ability to develop and pre-formulate plans and programs. The Correlation between Involvement and empowerment contributes to the empowerment of working individuals to make contributions that can serve society at large, as well as the significant impact of high Involvement on both the organization and the workers, especially over long periods (Miller, 2015). (S Wood et al., 2008) has found high Involvement practices in all organizations to be interconnected because they face fierce competition. What is certain is that management of high Involvement involves more collaborative approaches between

management and staff or their representatives. These methods are based on functional specifications and work, or structures based on a single unit basis developed on the basis of payment system and monopolistic markets for products. (Ledford Jr et al., 1995).

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

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

a. Knowledge: Means employee beliefs about organization, leadership and working conditions.

b. Behavioral aspects: The value-added part of the Organization represented in the effort of staff involved in their work, whether in the form of overtime, mental strength or energy devoted to the task and organization.

c. Emotional aspects: Focusing on how staff feel about the factors mentioned above that can have a positive or negative impact on the Organization and its leadership.

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

2. The Importance of High Involvement

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

a. High Involvement is the foundation that generates ideas, innovation, and problem solving. In addition, it accelerates teamwork and indirectly contributes to the generation of ideas in groups, increases socialization among employees, and indicates employee satisfaction.

b. With the use of high Involvement, information is shared among employees, which helps employees understand the organization and its culture,

and works toward the organizational goals of making the environment stable and successfully adapting to the organization's environment, which helps achieve positive results and enables employees to feel safe, A bright and progressive future.

c. High Involvement helps employees acquire knowledge and skills, care and respect for employees, integrate them into the organization, increase their motivation and contentment, and enhance individual self-respect. This means that employees are the most motivated to achieve organizational goals.

d. The primary goal for departments using high Involvement at various levels is to have a clear line of vision between the strategic objectives of the organizations and the staff, who must be aware of their objectives and responsibilities and what is required of them.

e. Let employees know that everything they do is a respectable job, as well as a match between the work they are assigned to and their capabilities. And giving staff the power to increase their participation.

f. Management knows that what you need is to improve performance, set goals for success, and monitor performance to ensure achievement of goals. In addition, the presence of strong leadership at the summit generates a common view among all SCO members of the importance of improvement and synergy in action.

3. High Involvement Dimensions

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

a. Participation in decision-making: In recent years, there has been renewed interest in various forms of staff inclusion and participation (Frost, 2000) and this participation has retained its place on the Department's agenda. It is said that there is renewed interest in this kind of participation in decision-making, and apparent in the literature of management and participatory relations, participation in decision-making is part of a number of organizational changes being experienced by organizations in response to growing and emerging competitive pressures at the local and global levels. It can be considered a key component of best practices in human resources management (Pfeffer et al., 1998) or high Involvement (Stephen Wood, 1999).

b. Information sharing: How to demonstrate the sharing of important information regarding the quantity and quality of outputs, units of work and their transfer, costs, revenues, profitability, and customer reactions). Transparency represents the greatest challenge for managers developing an information system that provides accurate, timely data to the personnel working with their own work. Managers have been more transparent in the organization's operations as staff contribution has been more effective in the success of the organization (Konrad, 2009).

c. Reward-based performance: Performance is the result of a combination

of effort, personal ability, skill and experience. According to (Ivancevich et al., 1990), individual performance results are officially and informally evaluated by management, then the reward is evaluated by the individual, and if the reward is satisfactory and fair, the individual reaches a level of satisfaction. The reward system is one of the important factors that affect the professional ethics of individuals in the organization, as well as one of the often-overlooked motivations of managers to build employee motivation and increase productivity in exchange for the services provided by organizations to workers. The reward is not just rights and obligations, but what is most important is motivation and enthusiasm for action.

Third: Organizational Innovation

1. Concept of Organizational Innovation

Today's age is the age of innovation, and today's innovation is becoming more evident. Today, international organizations are faced with high competition due to the large globalization, rapid development, dynamic and competitive economic environment, new technologies used, rapidly changing regulatory models, and fast access of customers to information and suppliers put great pressure on markets, especially in terms of timing, product diversity and the environment. Quality and cost rates (Reuvers et al., 2008).

The concepts presented about organizational innovation varied, and in order to arrive at a clear and precise concept, the researchers found it necessary first to define the meaning of the word "innovation" in language and language. The meaning of linguistic innovation is taken from the act of "creative" the creation of a thing or the initiation of it in a way different from what was previously present. Of course, organizations can see the value of innovation in different forms. Regardless of the size of the organization, modern organizations always seek to survive and grow. The key to the survival of organizations was effective innovation in resolving the pace of market change. But the sequence of creative process may be broken, because innovation itself involves risk in terms of unknown factors, and organizations can make these factors more difficult to recognize or identify, especially if the organization is trying to identify these unknown factors very quickly (J.-G. Kim et al., 2014).

The Oxford Dictionary (Oxford Dictionary)) described innovation as " something new is being produced" (Oxford English) Dictionary, 2002: 396-409). (Ivancevich et al., 1990) believes that innovation as a term is to look at things in a new way.

A large number of researchers and academics agreed that innovation meant the ability to develop and promote innovation within employees and was the critical driving force behind organizational performance and sustainable competitive advantage (Axtell et al., 2000; Dess et al., 2000; Drazin et al., 1996; Oldham et al., 1996). Innovation may also be seen as a critical catalyst

for effective competitive behavior in today's global environment, a vision endorsed by both governments and organizations. In this sense, (Daft, 1978) Innovation was defined as building new behaviors on the organization, market and general environment. (West et al., 1989) added that creative behavior is the deliberate acceptance and application of ideas, processes, procedures or products within a particular group or within organizations. While (Janssen, 2000) believes that this definition restricts creative behavior, as well as efforts to provide new and useful outcomes.

4. The Dimensions of Organizational Innovation

Organizational innovation has multiple dimensions, researchers cite these dimensions based on their knowledge and research approach

a. administrative creativity: Researchers have addressed the concept of administrative creativity from multiple perspectives, emphasizing (D.-Y. Kim et al., 2012) that managerial creativity is the effectiveness of applying new ideas. as well as generating ideas to improve organizational structure as well as organizational systems and processes as well as resulting from the need for internal structures. On the other hand.

b. Process Innovation: For Webster's dictionary, the process is defined as a set of systematic and organized actions or actions to reach a certain end or achieve a particular goal (Thunem, 1997). It is defined by 2010 as the process through which production, logistics and methods are significantly improved through improvements in the level of support activities such as (procurement, maintenance, accounting and computing) (Shaukat et al., 2013).

In the same context referred to the innovation of the process as inputs, features, functions, workflow mechanisms, information and methods used in production or service delivery in order to add new elements to the production processes of the organization.

Part Three: The Practical Aspect

First: Coding Study Variables

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

Table 4. Encoding Study Variables

	Dimensions of the measuring tool	cod	No.
First	**Agile handling**	**AGLE**	20
1	Humility	HUM	3
2	Calm	CAL	3
3	Wisdom	WIS	3
4	Patience	PAT	3
5	Objectivity	OBJ	4
6	Trust	TRU	4
Second	**High Involvement**	**HIIN**	16
1	Participation in decision-making	PIDM	3
2	Sharing information	SIN	5
3	Performance based on rewards	PBR	4
4	Training	TRA	4
Third	**Organizational innovation**	**ORIN**	9
1	Management innovation	AIN	5
2	Process innovation	PIN	4

Second: Data Parameter Test

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

Table 5. Kolmogorov-Smirnov for Good Conformity Testing of Sample Data

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

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

Fourthly: Combination Factorial Analysis

Regression analysis, and path analysis that emanate from the Structure equation Modeling (SEM) method are mathematical methods based on building strong models in describing study variables. A factorial-of-fact analysis depends on two types of variables: Latent variable, which represents the dimensions of the axes, and variable endogenous, which represent the paragraphs of the dimensions. A set of indicators is used for the purpose of determining the best model of which is the K-square value index andχ^2 absolute fit indices (AFI), based on the comparison of the Covariate matrix with the matrix of the proposed model. This indicator includes a set of its sub indicators, such as the GFI good of Fit Index, which is calculated based on the variance amounts in the proposed model matrix, and that a value close to the correct one indicates that the model is appropriate. In addition, there are other indicators called incremental fit indices that are based on the comparison of the default model with the null model in which all variables are assumed to be saturated. This indicator includes sub indicators such as the CFI Comparative Fit Index, the IFI incremental Fit Index, and a value close to one true indicates a better match of the model with the sample data. Another indicator is the RMSEA root mean square errors of indication, which compares the significant values obtained with the significance level of 0.05 and, if lower, the decision is the preference of the model.

Based on the above indicators, the ability and capacity of paragraphs and dimensions to achieve the credibility of the questionnaire can be judged by model analysis weights called paragraph-specific operative diacritic weights on underlying variables (dimension) and also called truth coefficients.

Variable One: Agile Leadership

A structural modeling scheme for Agile and its paragraphs was constructed using a CSR to determine the acceptance or rejection of the model used by the researchers based on the indicators mentioned above, and the results were drawn using the AMOS VR.24 statistical program.

Dimensions of Agile Leadership

The above-mentioned model suitability indicator values have been extracted for the purpose of identifying the structural fit of the agile variable and as shown in the following table:

Table 7. Model Appropriate Indicators for Agile Dimensions

Standard used	X^2 (sig.)	IFI	CFI	GFI	RMSEA
criterion value	600.662 0.000	0.90	0.90	0.87	0.00
Acceptance limits	5 or less	And above 0.50	And above 0.50	And above 0.50	0.08 or less
researcher's decision	Acceptable	Acceptable	Acceptable	Acceptable	Acceptable

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

From observing the values of the indicators used, the appropriateness of the model proposed by the researchers can be inferred from which it is clear that the analysis can be relied upon. The structure of the model structure proposed by the researchers were constructed for the AGLE clauses in the figure below and we note from it that the dependent paragraphs of each dimension of the variable have varying weight estimates or coefficients in the explanation of the variable.

Based on the figure, it shows that the item Hum1 (Main Line treats teachers who have not done their work properly) This can be explained by the fact that the value of the Hum dimension is 0.73 higher than the value of the Hum paragraph by 0.73 of the standard deviation causes the Hum dimension to rise by one standard deviation, thus interpreting the rest of the paragraphs of the dimensions based on their standard downward weight values estimated using the greater possible (MLE)(maximum method Likelihood Estimates), which is shown in the following table:

Table 8. Standard Slope Weights for Each Paragraph of AGLE Variable

			Estimate
HUM1	**<---**	**HUM.**	**.728**
HUM2	**<---**	**HUM.**	**.779**
HUM3	**<---**	**HUM.**	**.710**
CAL1	**<---**	**CAL.**	**.791**
CAL2	**<---**	**CAL.**	**.761**
CAL3	**<---**	**CAL.**	**.791**
WIS1	**<---**	**WIS.**	**.785**
WIS2	**<---**	**WIS.**	**.718**
WIS3	**<---**	**WIS.**	**.670**
PAT1	**<---**	**PAT.**	**.702**
PAT2	**<---**	**PAT.**	**.700**
PAT3	**<---**	**PAT.**	**.745**
OBJ1	**<---**	**OBJ.**	**.796**
OBJ2	**<---**	**OBJ.**	**.737**
OBJ3	**<---**	**OBJ.**	**.715**
OBJ4	**<---**	**OBJ.**	**.771**
TRU1	**<---**	**TRU.**	**.711**
TRU2	**<---**	**TRU.**	**.716**
TRU3	**<---**	**TRU.**	**.733**
TRU4	**<---**	**TRU.**	**.755**

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

The researchers also found the values of multiple link boxes (selection parameters) for the proposed model in the chart above and as shown in the following table:

Table 9. selection parameter values for AGLE structural chart

	Estimate
TRU4	**.571**
TRU3	**.537**
TRU2	**.512**
TRU1	**.506**
OBJ4	**.595**
OBJ3	**.511**
OBJ2	**.543**
OBJ1	**.633**
PAT3	**.555**
PAT2	**.490**
PAT1	**.493**
WIS3	**.449**
WIS2	**.515**
WIS1	**.616**
CAL3	**.626**
CAL2	**.579**
CAL1	**.626**
HUM3	**.504**
HUM2	**.607**
HUM1	**.530**

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

Second Variable: High Involvement of HIIN

A structural modeling chart of the HIIN variable and its paragraphs was constructed using a process-oriented analytic to determine the acceptance or rejection of the model used by the researchers based on the indicators mentioned above, and the results were drawn using the AMOS VR.24 statistical program.

- Paragraphs of the dimensions of the HIIN high Involvement variable

The above-mentioned model suitability indicator values have been extracted for the purpose of identifying the structural model of the HIIN variant, and as shown in the following table:

Table 10. Model Appropriate Indicators for HIIN Dimensions

Standard used	X^2 (sig.)	IFI	CFI	GFI	RMSEA
criterion value	652.812 0.000	0.88	0.88	0.82	0.00
Acceptance limits	5 or less	0.50 or above	0.50 or above	0.50 or above	0.08 or less
Researchers' decision	Acceptable	Acceptable	Acceptable	Acceptable	Acceptable

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

From observing the values of the indicators used, the appropriateness of the model proposed by the researchers can be inferred from which it is clear that the analysis can be relied upon. The structure chart for the model structure proposed by the researchers was constructed for the sections of the HIIN variable shown in the figure below, and we note from it that the dependent paragraphs of each dimension of the variable have varying weight estimates or coefficients in the explanation of the variable

Depending on the format it shows that the paragraph (PIDM1 has sufficient authority to fulfill my job responsibilities) This can be explained by the fact that the PIDM paragraph value of 0.54 from the standard deviation increases the PIDM dimension by one standard deviation, thus interpreting the remaining paragraphs of the dimensions based on their standard regressions estimated by using the MLE (maximum) method Likelihood estimates), which is shown in the following table:

Table 11. Standard Slope Weights for Each Paragraph of the HIIN Variant

			Estimate
PIDM1	**<---**	**PIDM.**	**.535**
PIDM2	**<---**	**PIDM.**	**.868**
PIDM3	**<---**	**PIDM.**	**.894**
SIN1	**<---**	**SIN.**	**.836**
SIN2	**<---**	**SIN.**	**.815**
SIN3	**<---**	**SIN.**	**.847**
SIN4	**<---**	**SIN.**	**.828**
SIN5	**<---**	**SIN.**	**.758**
PBR1	**<---**	**PBR.**	**.806**
PBR2	**<---**	**PBR.**	**.811**
PBR3	**<---**	**PBR.**	**.723**
PBR4	**<---**	**PBR.**	**.567**
TRA1	**<---**	**TRA.**	**.812**
TRA2	**<---**	**TRA.**	**.924**
TRA3	**<---**	**TRA.**	**.940**
TRA4	**<---**	**TRA.**	**.839**

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

The researchers also found the values of multiple link boxes (selection parameters) for the proposed model in the chart above and as shown in the following table:

Table 12. Selection Coefficients Values for the HIIN High-Involvement Structural Chart

	Estimate
TRA4	**.704**
TRA3	**.883**
TRA2	**.854**
TRA1	**.659**
PBR4	**.321**
PBR3	**.523**
PBR2	**.658**
PBR1	**.649**
SIN5	**.574**
SIN4	**.685**
SIN3	**.717**
SIN2	**.664**
SIN1	**.698**
PIDM3	**.800**
PIDM2	**.753**
PIDM1	**.287**

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

The Third Variable: Organizational Innovation ORIN

A structural modeling diagram of the ORIN axis and its paragraphs was constructed using a constructive analytic for the purpose of determining the acceptance or rejection of the model used by the researchers based on the indicators mentioned above, and the results were derived using the AMOS VR.24 statistical program.

- Paragraphs Dimensions of Organizational Innovation Variable ORIN

The values of the indicators suitable for the above-mentioned model have been extracted for the purpose of identifying the structural model of the organizational innovation variable ORIN and as shown in the following table:

Table 13. Model-Appropriate Indicators for Dimensions of Organizational Innovation Variable ORIN

Standard used	X^2 (sig.)	IFI	CFI	GFI	RMSEA
criterion value	150.742 0.000	0.91	0.91	0.92	0.00
Acceptance limits	5 or less	0.50 or above	0.50 or above	0.50 or above	0.08 or less
researchers' decision	Acceptable	Acceptable	Acceptable	Acceptable	Acceptable

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

From observing the values of the indicators used, the appropriateness of the model proposed by the researchers can be inferred from which it is clear that the analysis can be relied upon. The structure of the model structure proposed by the researcher was constructed for the ORIN sections shown in the figure below and we note from it that the dependent paragraphs of

each dimension of the variable have estimated weights or coefficients that vary in the explanation of the variable

This can be explained by the fact that a rise in the value of paragraph AIN1 by 0.65 from the standard deviation results in an increase in the value of the AIN1 dimension to one standard deviation and thus the rest of the paragraphs of the dimensions are interpreted based on their downward weight values the standard estimated maximum (MLE) Likelihood estimates method, which is shown in the following table:

Table 14. Standard Regresthraine Weights for Each Paragraph of the Variable Organizational Innovation ORIN

			Estimate
AIN1	**<---**	**AIN.**	**.653**
AIN2	**<---**	**AIN.**	**.651**
AIN3	**<---**	**AIN.**	**.744**
AIN4	**<---**	**AIN.**	**.741**
AIN5	**<---**	**AIN.**	**.799**
PIN1	**<---**	**PIN.**	**.672**
PIN2	**<---**	**PIN.**	**.619**
PIN3	**<---**	**PIN.**	**.734**
PIN4	**<---**	**PIN.**	**.651**

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

The researchers also found the values of multiple link boxes (determinants) for the proposed model in the above chart and as shown in the following table:

Table 15. Values of the Selection Coefficients of the ORIN Structure Chart

	Estimate
PIN4	**.423**
PIN3	**.539**
PIN2	**.383**
PIN1	**.452**
AIN5	**.639**
AIN4	**.549**
AIN3	**.553**
AIN2	**.424**
AIN1	**.427**

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

Fifth: Test the Hypothesis of Direct and Indirect Effect

1. Indirect Effect Hypotheses

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

The agile variable has an effect on the organizational innovation variable Or ORIN –[in by the HIIN medium variable

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

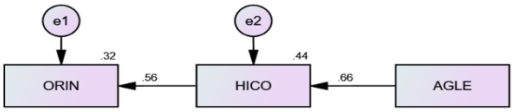

Figure 1. Suggested Model for the Structural Modeling Equation Diagram of Indirect Effect

The researchers found the indicators of the indirect impact model as shown in the following table:

Table 16. SEM Structural Modeling Equation Indicators for Indirect Effect

IFI	CFI	GFI	RMSEA
0.88	0.88	.93	0.0

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

The indicators show that the proposed model is appropriate and can therefore be adopted in the analysis. Therefore, the researcher found the direct impact estimates in the above model with the critical ratio test values and their significance as shown in the following table:

Table 17. Critical Ratio Test Values and Their Level of the Direct Effect of Agile-Driven Variable in the HIIN Variable

			Estimate	S.E.	C.R.	P
HIIN	<---	AGLE	.661	.038	17.021	***
ORIN	<---	HIIN	.561	.042	13.120	***

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

The results indicate a significant direct effect below the 5% significance of the agile variable in the HIIN, where the effect value was 0.66 at a critical rate of 17.021, which is significant because the corresponding P-value was zero, below the significance level of 5%, and accordingly, there is a direct effect relationship that indicates that the Agile value of the agile variable increases by 1 unit to the HIIN variable by 0.66.

There is also a significant direct effect under the 5% significance of the HIIN variable in the ORIN organizational innovation variable, where the value of the effect was 0.56 at a critical point of 13.120, which is significant because the corresponding P-value was zero, which is less than the 5% significance level and thus there is a relationship A direct effect that indicates that a higher value of the HIIN variable of 1 unit increases the ORIN regulatory innovation variable by 0.56.

The direct effect between the variables has been tested above and the indirect effect is tested in the BootStrapping method. This method is based on resampling by creating very large partial samples from the original sample and the intervals are then estimated based on the upper and lower limits of the effect, as well as the resolution of those partial samples. The results of the indirect impact of the agile variable on the organizational innovation variable ORIN via the HIIN medium variable are shown in the following table:

Table 18. Values The Indirect Impact of the Agile Leadership Variable on the Organizational Innovation Variable ORIN via the HIIN Medium Variable

Path			Estimate	Lower Bounds	Upper Bounds	Sig.
ORIN	<---	**AGLE**	.371	.294	.436	.009

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

The results above indicate a statistically significant indirect effect of the Agile variable on the organizational innovation variable ORIN with the HIIN, from the table results, the SIG value is clear. Less than the significance level of 5%, this means that the higher value of the HIIN variable by 1 unit increases the ORIN variable by 0.56.

2. Direct effect hypotheses: to test the impact of the agile variable in the organizational innovation variable ORIN excluding the effect of the intermediate variable, high Involvement.

The researchers here excluded the HIIN intermediate variable and found the direct effect of the agile variable dimensions in the organizational innovation variable ORIN, and she formulated the following main hypothesis:

Agile dimensions have an impact on the organizational innovation variable ORIN

For the purpose of testing the above hypothesis, the researchers had to subgroup this hypothesis into a set of sub-hypotheses that pertain to each dimension of the agile variable:

1. Sub-hypothesis 1: The Hum dimension has an effect on the organizational innovation variable ORIN.
2. Sub hypothesis 2: The CAL dimension affects the organizational innovation variable ORIN.
3. Sub claim 3: The WIS dimension of wisdom has an effect on the organizational innovation variable ORIN.
4. This is the first time that a new system is used to create a new system.
5. Sub claim 5: The objective dimension of Obj has an effect on the organizational innovation variable ORIN.
6. Sub-hypothesis 6: The confidence dimension of the Tru has an effect on the organizational innovation variable ORIN.

The table below contains the results of the estimated impact, normative error, critical ratio, and its significance:

Table 19. Assesses Direct Impact, Standard Error, Critical Ratio, and Its Significance for the Dimensions of The Agile Leadership Variable with the Organizational Innovation Variable ORIN

			Estimate	**S.E.**	**C.R.**	**P**
ORIN	<---	HUM	.091	.057	1.357	.175
ORIN	<---	CAL	-.101	.055	-1.320	.187
ORIN	<---	WIS	.205	.057	3.178	.001
ORIN	<---	PAT	.311	.059	4.400	***
ORIN	<---	OBJ	.032	.053	.492	.622
ORIN	<---	TRU	.164	.049	2.689	.007

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

The above results show that there is no direct effect of Hum in the organizational innovation variable ORIN with an impact value equal to 0.09 at a

critical rate of 1.357, which is not statistically significant because its P-value was greater than its significance level of 5%. Also, there is no CAL effect in the regulatory innovation variable ORIN because the P-value is equal to 0.187, which is greater than the 5% significance level. While there is a direct effect of the WIS dimension in the organizational innovation variable ORIN, where the value of the impact was 0.21 at a critical rate of 3.178, indicates that a 1-unit rise in the value of the organizational innovation variable ORIN raises the value of 0.21. Also, there is a direct effect of the PAT dimension in the regulatory innovation variable ORIN, where the value of the impact was 0.31 at a critical rate of 4.400, indicating that a 1-unit PAT rise in the value of the regulatory innovation variable (ORIN) raises the value of 0.31. The OBJ dimension of the organizational innovation variable is clear because the P-value is equal to 0.622 and is greater than the 5% significance level. A direct effect of the Tru confidence dimension in the regulatory innovation variable ORIN, with a critical value of 0.16, indicates that a 1-unit TRU appreciation leads to an ORIN of 0.16.

We conclude from above that the HIIN median axis raised the effect of Wis, PAT, and Tru in the ORIN axis, and the presence of the HIIN median axis turned the Hum, CAL, and Obj dimensions from intangible and non-influential dimensions into significant and influential dimensions in the ORIN axis.

Four Part: Conclusions and Recommendations

a. Conclusions

1. The study showed that agile leadership is not a new concept, but it may be relatively new for educational institutions (universities and community colleges) in general, and in Iraq in particular, where educational institutions (universities and private colleges) are considered An ideal environment in which the benefits of agility can be obtained, as they face many issues and challenges such as the increasing demand for educational services and how to meet it in a way that is constantly evolving and innovative and that meets the diverse needs and requirements of the community.

2. The study found that high Involvement is an entry point to a set of human resources policies and practices that lead to a high level of performance through the harmonization and harmonization of these policies and practices. As well as having a positive impact on performance, increasing work productivity, and reducing turnover in employees.

3. The results of the study showed that universities and private colleges are keen on building new ideas and practices through which the organization can be strengthened and developed, improve its ability to survive, and build its competitive advantage.

4. The focus of the studied community universities and colleges was to contain the methods and ideas that the Organization was using to encourage

teaching staff to gather adequate information on the requirements of their area of work in general, with a view to meeting them as far as possible.

5. It also revealed that research universities and community colleges sought to have a high capacity to predict, understand events and then make decisions with high flexibility by building effective initiatives and developing creative contexts that could contribute to improving the Organization's ability to contain and accurately address problems

b. Recommendations

1. It is essential that the higher authorities in the universities and the community colleges under study make the right decisions in their work, in accordance with their six dimensions (modesty, calm, wisdom, patience, objectivity, and trust). In addition, the program is designed to help it develop and design programs and policies that serve its cadres and the society in which it works.

2. The organizations under consideration should strive to develop new business models that build on agile leadership and their principles of improved cost and continuous improvement in performance.

3. Developing programs for training the human resources subject of study within the development programs of the University, in order to consolidate the principle of providing training and development opportunities for all, and strengthening its abilities to improve its performance as it is related to the agile leadership in the long run. Research-based universities and community colleges need to plan and study their teaching workforce. There is an urgent need to develop strategies for employing human capital to raise their educational level to the same level as higher-rated universities and colleges.

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

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

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