

THE ROLE OF SERVANT LEADERSHIP IN ENHANCING WORKFORCE AGILITY: AN ANALYTICAL STUDY OF EMPLOYEES' PERSPECTIVES ON WORKERS IN HEADQUARTERS NINEVEH GOVERNORATE

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ABSTRACT

The current research aims to reveal the role of service leadership with its dimensions of (empowerment, trust, vision, and concern for workers) in enhancing the agility of the workforce with its dimensions of (proactivity, adaptability, and flexibility), and to achieve what the research aimed for, the approach (Analytical descriptive) in its presentation of the intellectual frameworks and data processing, analysis and interpretation, after the research community was identified in the Headquarters Nineveh Governorate, and a sample of workers, the size of (60) employees, were chosen as a representative sample of the total community, and through the use of the statistical package (SPSS V.26) The applied side of the research was completed, so that the research reached a set of conclusions, the most important of which is the presence of a positive trend among the sample members and a clear agreement about the reality of the practice of service leadership in the Nineveh Governorate office, which indicates a good percentage in the practice of servant leadership behaviors. The research provides leaders with a set of recommendations, the most important of which is the need to work on strengthening and consolidating the concepts of service leadership in the organization that is the subject of research, and working to raise the level of agility in it by promoting creativity and innovation and building a climate of trust in a way that reduces negative conflict and increases the motivation of the organization's members.

Keywords: Service Leadership, Workforce Agility, Headquarters Nineveh Governorate.

INTRODUCTION

The development and success of any organization depends on its proper management of its internal environment, due to the importance of this environment in the lives of workers. The various groups within the organization to achieve the objectives of the organization. One of the contemporary leadership styles is the servant leadership style adopted by managers to improve individuals. The term agility has emerged as a new solution for managing a dynamic and changing environment, as it has become a vital factor for the success of contemporary organizations, as the feature of agility has been used as a general description of the organization, or as a feature of one or More than the organizational components including goals, structure, processes, systems and workforce, the results of recent research showed in addition that organizations cannot be agile without having a workforce that has agility, and it has a vital impact in achieving organizational agility and can be counted as the backbone of speed response.

The research attempts to answer the following question about the impact of servant leadership in enhancing the agility of the workforce. The appropriate hypotheses were

formulated to answer the questions posed, and the research was conducted in the Nineveh Governorate Office as a field for studying the dimensions of the research variables. The current research is based on the questionnaire as a main tool.

The research included four topics, the first topic dealt with the methodological framework of the research, the second topic included the theoretical framework of the research, the third topic explains the field framework of the research, and the research concluded with the fourth topic presenting the research conclusions and recommendations.

RESEARCH METHODOLOGICAL FRAMEWORK

As the first topic focused on the methodological framework of the research, it also dealt with the research tools, which gave a clear and brief idea of the practical methods that were used in completing this research, as well as the research sample.

First: The Research Problem

Organizations are currently seeking to adapt to complex and intertwined global and local factors and variables, and from here they face challenges to keep pace with these factors and variables and coexist with them, and to achieve this, they must rely on the human resource, which is one of the basic pillars in the organization, so the problem of this research It was determined in an attempt to identify the impact of servant leadership in enhancing the agility of the workforce. This is done by answering the following two questions:

1. What is the nature of the correlation between servant leadership and workforce agility in the researched organization?
2. What is the nature of the influence relationship between servant leadership and workforce agility?

Second: Research Objectives

1. Presentation of the intellectual framework for the contributions of researchers in the two subjects of servant leadership and workforce agility.
2. Testing the correlation between servant leadership and workforce agility in the researched organization.
3. Examining the influence relationship between servant leadership and the agility of the workforce in the researched organization.
4. Reaching some conclusions related to the research variables and recommendations that help the administration enhance the agility of the workforce.

Third: The Importance of Research

The current research derives its importance from the following points:

1. The importance of the current research is that it is an attempt to understand and analyze the issue of servant leadership and its relationship to enhancing the agility of the workforce, as the current research sheds light on several contemporary concepts of servant leadership and the agility of the workforce.
2. The importance of the research, through its endeavor to demonstrate the impact of the servant leadership style in enhancing the agility of the workforce, at the level of the Nineveh Governorate Office, is reflected in the efficiency and effectiveness of the performance of working individuals.

Fourth: Research Hypotheses

The research was based on the following hypotheses:

1. There is no statistically significant correlation between the independent variable servant leadership and the dependent variable workforce agility.

- There is no statistically significant effect of the independent variable servant leaders on the agility of the labor force.

Sixth: Research Methodology and Tools

The research adopted the descriptive approach to analyze the data obtained from the research sample through the questionnaire, which included paragraphs related to the two research variables, which are servant leadership, and agility of workers, and agility.

Seventh: The Field of Research and its Sample

The research field was determined by the Nineveh Governorate Office, and the research sample was determined by its employees, who numbered (60) employees.

Eighth: Research Criteria

Research criteria the research variables were measured according to the selected models as listed in Table 1 according to the five-point Likert scale with levels:

- Completely disagree
- Disagree
- Neutral
- Agree
- Fully agree

S.No	Variables	Scale
1	Servant Leadership	Abu Shamala & Ahmed (2020)
2	Workforce Agility	Laith & Saleh (2020)

THEORETICAL FRAMEWORK

This topic included a presentation of the theoretical backgrounds of the research variables, and an attempt to encompass some of what is related to them theoretically.

First: The Concept of Servant Leadership

Leadership in its traditional sense is the accumulation and exercise of power by one side at the top of the pyramid, while servant leadership is a philosophy and a set of leadership practices that serve the needs of others, train them, help them develop, and facilitate their success in achieving goals. For the success of any organization, the success or failure of the organization in achieving goals is often attributed to leadership competence or incompetence. Kanaan, & Nawaf (2009) servant leadership represents the most wonderful leadership model ever, as it has occupied the forefront among ethical theories that are based on heavenly ideas and principles linked to spiritual values and ideals by making the needs of subordinate individuals a priority for the servant leader above all else (Al-Shibawi & Meteb, 2015).

The roots of servant leadership go back to the Prophet Muhammad, may God bless him and grant him peace, where he says (the servant of the people is their master). He, may God's prayers and peace be upon him, used to help his companions in building the mosque, and he would raise the stone himself and help his family in his house and mend their shoes, and he would also participate with his companions in digging the trench and transporting the soil

himself, and he would take his share of hunger, cold, and intense effort, and he would deal with what they were unable to dig. Great partnership in supervision and guidance and keenness to consult by hearing their opinions and taking the right ones from them Al-Awlaki, & Ahmed (2018), servant leadership is one of the most important exciting discoveries in the development of leadership theory, and it is an old concept that was revived in the 1970s. Greenleaf introduced the concept of servant leadership, based entirely on ensuring that the needs of others are met, taking precedence over the needs of the organization or even the person leading the organization. Greenleaf believes that the most effective leaders possess the competence and experience in developing and developing individuals and helping them achieve their full needs (Al-Sabbagh et al., 2020).

Rahim & Mohie (2018) believes that servant leadership is the process of developing others through their development and well-being to achieve the achievement of work in a more interesting and developed way for the public interest, and defined it Al-Amiri & Hussein (2021) as a philosophy and a set of practices that enrich the lives of individuals and work To build better organizations and thus lead to the creation of a more just and caring world for individuals, and Al-Sir & Muhammad (2019) believes that servant leadership is what makes the leader a servant of the followers to advance them and put their interests at the forefront, and meet their needs and requirements, and provide the appropriate environment for to develop and improve the skills of others, in a way that achieves the interest of the work and makes the leader motivating and inspiring for the followers and saving them through learning by example, which motivates them to provide service to the beneficiaries. He added Odeh & Ghaffar (2019) that servant leadership encourages individuals to strike a balance in their lives between practicing leadership and serving others, as it urges leaders that their priorities are to serve society, and at the same time encourages creativity to continue practicing leadership, as the purpose of leadership The servant is to improve the lives of the individuals themselves, and then raise the level of their organizations after them. The leaders in this are the servant leaders who present the model of serving first and who lead or can lead so that they can serve the workers and be motivating and encourage the workers to serve others (Dahleez & Ghali, 2018).

Second: The Benefits of Servant Leadership

The benefit of servant leadership at the community level is highlighted because it relies on the human virtues needed by societies, thus the social movement flourishes and promotes optimal values that are in the public interest. Servant leadership has several benefits that can be summarized as follows: (Al-Shammari & Athbi, 2019).

Team building: The servant leader usually understands the importance of building an effective team of employees that is geared towards achieving the goals of the organization. Unlike leaders who resort to hierarchical or authoritarian methods, which leads to a state of alienation among the employee, in addition to increasing the differences between the members of the same team. Therefore, servant leadership helps each member to demonstrate the skills they master and the experiences they possess in a way that contributes to achieving success for all team members.

Achievement: Servant leadership also plays a role in involving all employees in setting plans and making decisions in order to reach the organizational goals and objectives that the organization seeks to achieve. By securing a positive work environment that allows employees to develop performance indicators for their key tasks. In addition to the appropriate powers to make any change that would ensure organizational success in the future.

Change management: Change management depends on developing a comprehensive vision for the future by focusing on the servant leader's style by defining organizational tasks and goals based on the attitudes and opinions of employees. Enabling them to manage their career further.

Achieving job satisfaction: Through teamwork under service leadership, the focus shifts from the narrow personal interest to the public interest, taking into account the interests of all. This reflects positively on employee satisfaction rates. Especially when they feel their needs will be met. Their opinions matter and are heard.

Third: Characteristics of the Servant Leader

Awwad et al, (2021) refers to several characteristics of a servant leader, the most important of which are:

1. Listening deeply and caringly to others
2. Empathizing with others and appreciating their feelings and thoughts
3. Healing, which means the ability of a servant leader to heal oneself and others
4. General awareness of surrounding matters
5. Perception The servant leader seeks to enhance the capabilities of his followers to achieve great dreams for the organization
6. Persuasion instead of using coercive power
7. Insight: It reflects the vision of the servant leader to benefit from past experiences and present realities in the business tool and to make decisions that achieve future results.
8. Maintaining the management of the organization with confidence to achieve the common good of society
9. Commitment to developing individuals and showing appreciation and encouragement for them, as the servant leader believes that individuals have intrinsic value that goes beyond their tangible contributions.
10. Commitment to community building.

Fourth: Dimensions of Servant Leadership

Empowerment: Assistance is provided to subordinates so that they can create new ideas and turn them into actions, as subordinates are provided with sufficient freedom and the necessary information to do whatever they want to successfully achieve the goals of the organization Kamel Allam & Walid (2020) and empowerment is considered a major factor in servant leadership One of the main pillars on which this pattern is based, as it is based on the idea that decision-making authority must be delegated to workers to empower them and respond effectively to the needs of beneficiaries (Abu Shamala & Ahmed, 2020).

Confidence: Trust is the trust of the servant leader in the abilities of followers to achieve organizational goals trust is an integral part of servant leadership and the leader can be seen with followers that trust and work with the vision, trust that occurs at the time of the vision itself helps to introduce the process of the leader's engagement with followers about organizational elements. The level of trust of an individual is his ability or willingness to act in a fair, ethical, and predictable manner, and the values of integrity and honesty create trust between followers and the leader and lead to credibility. The goal of servant leadership is to give confidence to others. Servant leaders are willing to take risks to serve others well. Servant leaders believe they are authentic and can be relied upon. That trust comprehensively is that it is a desire for others who believe in trust, openness, and caring for each other, in addition, it is a group tendency Rahim, & Mohie (2018) and the interpretation of the result also trust increases the success of the servant school principal when he knows the field in which he works, where the principal enjoys The school is equipped with knowledge in several areas such as educational leadership, teaching science, educational psychology, education, measurement and evaluation, because such

knowledge has positive effects on increasing self-confidence and the workers' confidence in their leader.

The vision: The vision of the servant leader refers to the idea that the leader can see a person worthy of life, believes in his existence and his future condition and thus seeks to serve them in this way, and indicates that vision as a feature of the servant leader helps in making decisions, and the vision of the servant leader helps to create an atmosphere From cooperation and joint commitment within the organization Al-Sabbagh et al, (2020) vision is considered one of the most important things that distinguish an effective leader from others. , and his ability to support others in finding their purpose and inspire them towards it, and to believe in their ability to achieve the goals associated with it (Abu Shamala & Ahmed, 2020). The servant leader is the person who can inspire the vision within the organization. He has a strong sense that gives him the ability to predict what is difficult to predict. He also can provide a strategic vision for the organization and make others believe in his ability to achieve the strategic goals associated with it. This ability is measured by strong feelings and important in the personality of the leader. (Rahim, & Mohie, 2018).

Caring for employees: Servant leadership does not place the goals of the organization on the shoulders of employees. On the contrary, leaders make efforts and time to help followers understand their strengths and weaknesses. The servant leader always looks at the interests of others. Such qualities of the leader, which most subordinates look for in their leader, lead to the creation of job satisfaction and organizational loyalty among employees and help organizations to develop and maintain human capital. The importance of servant leadership lies in the fact that it primarily cares about followers. It achieves human self-respect for them, gives them a sense of independence, recognizes their achievements, appreciates their efforts, evaluates their work, and sympathizes with them (Al-Sir & Muhammad, 2019).

Second: What is the Agility of the Workforce

We can address the agility of the workforce through the lack of paragraphs, the most important of which are:

The Concept of Workforce Agility

Agility, idiomatically, is a type of flexibility. It is the ability to perform new, unplanned activities in response to unexpected shifts in market demands or unique customer requests. In the business concept, the concept of agility was discussed within the framework of manufacturing, especially about flexible manufacturing systems, after which the idea extended from flexible manufacturing to the business context on a larger scale, as the concept of agility emerged as an organizational and administrative feature Table 2 (Al-Dahan, & Mahdi, 2015).

The following is an illustrative table of the definitions that dealt with workforce agility:

Table 2 DEFINITION OF WORKFORCE AGILITY	
Sources	Definitions
Al-Qarala & Jamil (2016)	They are the forces capable of learning and self-development towards the situation, the ability to solve problems, as well as the ability to deal with changes, new ideas and new technology, the ability to generate creative ideas, accept new responsibilities, skill in work, knowledge in teamwork and negotiations, knowledge in presenting and manufacturing strategies Technological techniques, speed in adapting to the work of the new environment, speed in information access, use of technology in performance, independence of the workplace, knowledge sharing and empowerment of employees, improvement of impromptu behaviour, an

	adaptation of behaviour to general rules, as well as productive behaviour, i.e. learning and teaching.
Fildzahni & Nurtjahjanti (2018)	The workforce can solve everyday problems and respond quickly and flexibly to unexpected changes in the internal and external environments.
Doeze Jager-van Vliet et al. (2019)	The ability to adapt to new or different conditions caused by the different requirements of technological and organizational changes by changing the worker's actions, behaviour, attitude and mental state towards changes that are initiated internally by the worker or externally such as the organization or technology.
Al-Qarala, & Jamil (2020)	The ability of workers to respond to the environment in the context of disturbances and change, which is the ability of the organization to respond quickly and flexibly to deal with unexpected internal and external environmental changes.
Al-Darini & El-Sayed (2022)	Relates to how employees handle and respond to change by adapting to changes and new circumstances and using the company's capabilities.

Source: Prepared by the researcher based on the literature on the topic.

The Importance of the Agility of the Labor Force

The importance of the agility of the labor force is evident through what was explained by many researchers interested in this, including what he referred to Al-Mutairi, & Al-Rahman (2021); (Al-Rawashdeh & Taha, 2020).

1. It activates the concept of teamwork in business organizations and allows employees to make strategic decisions through continuous administrative delegation processes, by these organizations in general.
2. It helps business organizations to reduce the administrative levels in their organizational structures, which contributes to reducing the number of administrative positions in them at all administrative levels and reorganizing their human resources in line with the nature of their business (Al-Mutairi, & Al-Rahman (2021)).
3. The agility of the workforce leads to an increase in the efficiency of performance of the working individuals, which is reflected in the level of productivity of the organization, and the agility of the workforce works to develop knowledge and information and increase their ability to carry out their job duties effectively, solve work problems and optimize the investment of available resources through improving productivity And reduce the cost, and agility works on the self-development of individuals and achieve their interests by acquiring higher job grades, obtaining respect and appreciation from others and their sense of self-confidence (Al-Rawashdeh, Taha, 2020).
4. Agility relies on the skills of the workforce needed to identify and implement change proactively when needed and helps turn threats into opportunities and take advantage of them, as well as able to meet the growing needs of customers' demands for high-quality and low-cost products that require cooperation across functional and organizational boundaries (Almahamid, 2018).

Dimensions Workforce Agility

The researcher relied on the scale Laith & Saleh (2020); Fatlawi & Nima (2022) to measure the agility of the labor force, which consists of three dimensions:

Proactive: Proactive behavior means that it is the initiative taken by the workforce in terms of conducting activities that positively affect the changing environment. Change, setting effective and change-oriented goals, dealing with threats, responding to changing customer needs, responding to changing market conditions, anticipating problems and fixing them before they arise, persevering and achieving results. Change must not only be thought of or attempted to be done, but rather must be achieved, and due to the challenges and rapid and volatile changes in the work environment that require flexibility and continuous innovation, organizations must provide a proactive workforce ready to improve current conditions and take the necessary measures.

Adaptability: Adaptability refers to the behaviors of the workforce who have different competencies and skills to adapt to current and expected professional changes and

transformations and enables them to positively engage in work. It is also defined as the capabilities of the workforce in addressing ambiguity, dealing with uncertainty and tension, and working outside the traditional time and spatial boundaries, and includes the ability to change the behavior of the worker to suit the new environment, accepting feedback, and adapting to new work procedures, and the ability to adapt depends on four psychological resources Social, which is the interest that enables workers to realize and plan for the professional future, and to acknowledge that current actions are linked to achieving future professional aspirations), control (refers to self-discipline and taking responsibility for the worker's profession by making deliberate and conscious decisions, willpower and action) and curiosity (distinguished by Curiosity by demonstrating openness to new experiences and possibilities, self- and environmental exploration, inquiry and identification of successive career opportunities), and confidence that it is the effective ability of the worker to solve problems and overcome challenges and obstacles in building his future), as these psychosocial resources are self-regulatory abilities or skills that depend on them The workforce in facing and solving the challenges of daily life, it helps shape the strategies that the workforce uses to direct their adaptive behaviors, as these abilities affect many work or job-related outcomes to different domains such as work participation, job satisfaction, or successful transitions in Employment, or job tenure.

Flexibility: Flexibility is meant as the ability of the workforce to adapt to their jobs efficiently under the pressure and complexity of a rapidly changing work environment, and others defined it as the ability and willingness of the workforce to deal with different tasks and jobs in response to fluctuations in each of the demands of the rapidly changing environment, where the workforce needs to be Flexible in the way they perform their tasks In order for the worker to be flexible, he must have the ability to learn new skills and experiences, knowledge, education, and continuous innovation using information technology, job rotation, and training to deal with work pressure, complexity, and environmental uncertainty, as the flexibility of the workforce involves the ability to build Reconfiguring competencies and driving innovation in response to environmental changes, and includes the skills of the workforce (knowledge, know-how and behavior, as these skills and talents include courage, different ways of thinking and the ability to deal with complex information, indicating that the workforce is functionally flexible that they possess a wide range of skills and can Being reassigned flexibly to different jobs and tasks in the organization. To create and develop new ideas, the workforce needs flexibility in their job tasks. By the above, flexibility can be defined as the ability and willingness of the workforce to deal with the disruptions and opportunities that occur in the rapidly changing environment. This indicates that the workers can assume more responsibilities, carry out different tasks, and the ability to deal with unexpected situations, as the presence of flexible workers indicates that they do not have to search for other workers to do more work because they are ready to carry out the various tasks.

APPLIED SIDE (FIELD)

THE ARITHMETIC MEAN AND STANDARD DEVIATIONS OF THE RESPONSES OF THE RESEARCH SAMPLE INDIVIDUALS TO THE ITEMS OF THE SERVANT LEADERSHIP VARIABLE							
Variable Symbol	Resolution Scale					Arithmetic Mean	Standard Deviation
	Agree	I agree	I agree to some extent	I do not agree	I don't quite agree		

	S	%	S	%		%	S	%	S	%		
X1	17	28.33	29	48.33	7	11.66	4	6.66	3	5	3.56	0.894
X2	19	31.66	28	46.66	6	10	7	11.66	-	-	3.61	0.842
X3	22	36.66	30	50	3	5	4	6.66	1	1.66	3.72	0.694
X4	21	35	29	48.33	6	10	3	5	1	1.66	3.34	1.077
X5	23	38.33	24	40	7	11.66	6	10	-	-	3.72	0.890
X6	9	15	23	38.33	5	6	7	11.66	16	26.66	3.68	0.883
X7	20	33.33	17	28.33	10	16.66	8	13.33	5	8.33	3.95	0.865
X8	21	35	29	48.33	6	10	34	5	1	1.66	3.34	1.070
X9	20	33.33	24	40	11	18.3	5	8.33	-	-	3.77	0.813
Variable pointer		31.8		43.1		11.4		8.7		5	3.63	0.889
Aggregate index	79.9				11.4		13.7					

First: Description and Diagnosis of the Servant Leadership Variable

From the data of Table 3, it was found from the analysis of the variables (9-1X), which are considered the variables of servant leadership, that it was in a positive direction according to the answers of the respondents, as it was found that (79.9%) of the answers came with a degree of agreement (11.4%) and it is supported by the value of the arithmetic mean (3.63) and a standard deviation (0.889). Several factors contributed to the positivity of this variable, including (X3), with an agreement rate of (86.66%), an arithmetic mean (3.72) and a standard deviation (0.694).

Second: Description and Diagnosis of the Workforce Agility Variable

Variable Symbol	Resolution Scale										Arithmetic mean	standard deviation
	Totally agree		I agree		I agree to some extent		I do not agree		I don't quite agree			
	S	%	S	%		%	S	%	S	%		
X10	23	38.33	24	40	7	11.66	6	10	-	-	3.72	0.891
X11	19	31.66	28	46.66	6	10	7	11.66	-	-	3.61	0.847
X12	9	15	23	38.33	5	6	7	11.66	16	26.66	3.68	0.884
X13	1	1.66	9	15	30	50	11	18.3	9	15	3.52	0.925
X14	17	28.33	29	48.33	7	11.66	4	6.66	3	5	3.56	0.894
X15	20	33.33	24	40	11	18.3	5	8.33	-	-	3.77	0.814
X16	9	15	23	38.33	5	6	7	11.66	16	26.66	3.68	0.889
X17	21	35	29	48.33	6	10	3	5	1	1.66	3.34	1.071
X18	23	38.33	24	40	7	11.66	6	10	-	-	3.72	0.892
Variable pointer		26.3		39.4		15.0		10.9		8.4	3.6	0.897
Aggregate index	65.7				15.0		19.3					

From the data of Table 4, it was found from the analysis of the variables (10-18X), which are considered the variables of the agility of the labor force, that it was in a positive direction according to the answers of the respondents, as it was found that (65.7%) of the answers came with a degree of agreement and for the neutral (15.0%) and it is supported by the value of the

arithmetic mean (3.6) and a standard deviation (0.897) and several factors contributed to the positivity of this variable, including (X17) with an agreement rate of (83.33%) and an arithmetic mean (3.34) and a standard deviation (1.071).

Third: Testing Research Hypotheses

The first main hypothesis: There is a statistically significant correlation between servant leadership and workforce agility.

Dependent Variable	Workforce Agility
Independent Variable	
Servant Leadership	

$P \leq 0.5$ N= 60

We note from Table 5 that there is a correlation between servant leadership and the agility of workers, as well as the relationship is of significant significance and can be observed through the values of the correlation coefficient, which amounted to (67%) and at significant levels ($P > 0.5$) and these results reflect for us the acceptance of the main hypothesis The first states that there is a correlation between servant leadership and employee agility

The second main hypothesis: There is a statistically significant effect of servant leadership on the workers' agility.

Independent Approved	Servant Leadership			F	
	B ⁰	B ¹	R ²	calculated	Tabular
Workforce agility	10.550	0.502	0.65	7.059	4.20
	(2.576)	(2.657)			

Source: N=60. DF (1.58), $P \leq 0.5$

The data of Table 6 indicate that there is a significant effect of servant leadership on the agility of the workers, as the (B1) coefficient reached (0.502), which indicates that the change in servant leadership is the calculated (F) value of (7.059), which is greater than the tabular value, which amounted to (4.20) with a level of statistical significance (0.05) and indicates that there is an effect of the independent variable on the dependent variable. As for the coefficient of determination, it reached (0.65%) and this means that (0.65) of the number of differences and supports the outcome of the workers' agility leading to or caused by the servant leadership and the remaining percentage is due to other unknown random effects and indicates (2.657) the importance of the relationship and influence of the independent variable servant leadership on the dependent variable worker agility. This result reflects the acceptance of the second main hypothesis.

RECOMMENDATIONS

1. Work to promote and consolidate the concepts of servant leadership in the researched organization, by enhancing teamwork and the participation of individuals in management in a manner commensurate with their abilities and experience at work.
2. Work to improve the level of agility in the researched organization by promoting creativity and innovation and building a climate of trust in a way that reduces negative conflict and increases the motivation of the organization's members.

3. It is necessary to exploit everything that is associated with and leads to the increase in the agility of the workers, and therefore the concepts of servant leadership must be exploited in the researched organization in a way that contributes to raising the level of agility of the workforce.
4. Holding panel discussions to clarify the importance and role of servant leadership and the agility of the workforce, to create a positive and productive work environment.

CONCLUSION

1. The results of the respondents in the description and diagnosis showed a positive trend among the sample members and a clear agreement about the reality of the practice of servant leadership in the Nineveh Governorate Office, which indicates a good percentage of the practice of servant leadership behaviors among the leaders, which indicates their awareness of the importance of the leadership style in creating an environment Positive work so that employees feel that they are the center of attention and focus of their leaders and that leaders and subordinates work to achieve the success of the organization.
2. The results of the respondents in the description and diagnosis showed a positive trend among the sample members and a clear agreement about the agility of the workforce in the Nineveh Governorate Office. And effectiveness and flexibility, which gives these workers confidence, which in turn leads to continuity and stay in the place where he works.
3. The results of the statistical analysis revealed the existence of a significant effect of servant leadership on the agility of workers, which indicates that the dimensions of servant leadership contribute directly to embodying the pillars of workplace spirituality among individuals working in the researched organization.
4. It is clear from the results of the statistical analysis that the researched organization has servant leadership, which contributes to creating an atmosphere of mutual respect and cooperation between the leader and the working individuals, which helps in achieving the goals of the organization.

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