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The Effect of Inclusive Leadership on Organizational Agility: An analytical study in the General Company of Battery Industry

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Abstract:
Purpose: Explaining the impact of comprehensive leadership in achieving organizational agility that contributes to achieving the desired goals and retaining competent cadres.

Theoretical framework: Achieving the primary goal, which is by defining the effect of inclusive leadership with its dimensions on organizational agility. The research investigated the extent to which comprehensive leadership contributes to enhancing organizational agility through employees' ownership of the two concepts.

Design/methodology/approach: The descriptive-analytical method was adopted, and the data were analyzed to reach the results using SPSS V.26 software. The company registration department, a subsidiary of the General Company for Battery Industries, was chosen to represent the study population. Data was collected from 111 employees, including managers and employees, using a a questionnaire. It was analyzed using statistical methods such as arithmetic mean, standard deviation, and simple linear regression.

Findings: The higher level of managers adopting inclusive leadership, and organizational flexibility.

Research, practical & social implications: Promoting a culture within the organization that encourages proactiveness and interest in innovation. This can be achieved by encouraging the manager and employees to share new ideas and suggestions.

Originality/value: Describing contemporary administrative concepts that play a major role in improving the level of public services provided to citizens.

Keywords: Inclusive Leadership, Organizational Agility.

JEL Classification: M12, M13, M14.

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1.Introduction:

It is known that the public sector in the entire world suffers from many problems related to several aspects, and this is evident through the dissatisfaction of citizens with the public service provided to them. Iraq is not isolated from the world, as the public sector in it suffers from many problems, which forces managers to strive for enhancing the reality of public service. Recently, interest in the public sector and the study of the behaviors adopted by public sector employees compared to the private sector has increased. Perhaps one of the most prominent aspects that researchers are interested in is the study of organizational agility. The justifications are embodied in the case of Iraqi organizations, specifically productivity, including the importance of adopting modern administrative concepts and philosophies that evolve from their routine reality, to become more proficient and quicker to confront environmental threats and challenges. Since time immemorial, leadership has been an important phenomenon in social life in general and the organizational field in particular, as it plays in directing and caring for subordinate individuals and the ability to make change; achieve objectives; and meet requirements and needs. Inclusive leadership is one of the leadership styles that allows the organization and the leader to achieve social justice in the organization in particular and society in general. Like the types of leaders with high qualities, they will not be able to achieve their goals easily, as there are many obstacles and challenges that they face (Ryan, 2006). Hollander, (2012) introduced the concept of inclusive leadership to the field of social psychology, which reached the common relationships and bonds that the leader establishes with his employees to carry out joint work that ultimately leads to achieving the common goal, inclusive leadership revolves around all the relationships through which it is possible to achieve mutual benefits for both parties (Cissna & Schockman, 2020). It must be noted that the rapid changes in the environment of organizations and businesses and the increased intensity of competition between them have led to the abandonment of the concept of the role of the "Heroic" leader, which requires the leader to carry out most of the tasks to achieve the success of the organization (Adapa & Sheridan, 2018). Inclusive leadership relates to employees more than to leaders. Inclusive leaders convey to employees a clear sense of organizational objectives and methods for reaching the organization's vision (Ashok, 2022). Nonetheless, leaders who do not provide support for a sense of belonging or supporting their needs to feel discrimination (Randel et al., 2018). The discovery of inclusive leadership is useful in increasing the diversity of relationships between leaders and followers. The concept of inclusive leadership also includes that, in contrast to the general idea of the existence of exceptional leaders, it includes everyone with distinction and exception, from the highest levels to the lowest levels (Bradley, 2020). Bawany, (2020) stated that organizations are more vulnerable to disturbances that force leaders to follow a set of strategies and methods that work to protect organizations or mitigate the risks and threats associated with them. Meaning, these unstable environments require that traditional methods be reorganized and evaluated where they were previously relied upon. On employees only from the side (Danook & Omar-F, 2024)(Metin & Bogavac, 2022). Foley, (2022) explained that inclusive leadership is a dynamic process based on two basic principles. The first principle is an integrative principle that is based primarily on how to acquire and collect knowledge, whether sources or experiences and methods of using it. The second principle is a functional principle that requires continuous learning and the possibility of adaptation and efficient application. Peng & Li, (2022) add that many strategies are taken into consideration by the leader to become a successful inclusive leader, such as opening a space for constructive conversations and discussions to uncover and stop attempts and patterns of exclusion, providing support and motivation to others by following the pattern of participation to identify their differences in knowledge and experiences, and following the distinguished treatment method for each member to make them feel their importance.

Inclusive leaders tend to adhere to the principles of inclusion and inclusion and make it a personal matter because of its priority (Bourke & Dillon, 2019) and align it with the personal values of the leaders. As for awareness in inclusive leadership, it refers to focusing on personal, organizational, and personal blind spots to ensure "The Right Game." "Conscious work to ensure competence. Courage is positioned as an approach to change in which they challenge the status quo, are humble about their capabilities, and deal with their strengths and weaknesses. Leaders are intelligent and characterized by high self-confidence, which helps them to recognize different types of cultures (business knowledge, social practices, and standards). Cultural intelligence does not stop at identifying cultures, but rather accepting them, which requires adopting behaviors to adapt to them (Zeng et al., 2020). The open leader, with his/her qualities and characteristics, represents a positive response to employees, through his/her use of the strength of inclusive, supportive leadership, which opens the door to listening to employees' opinions and demands (Burgess, 2017). Inclusive leadership is keen to implement accessibility to leaders, as it works to provide a supportive and motivational environment for employees, as it acts as a motivational force for employees to achieve the organization's objectives (Clark, 2017). Choi et al., (2015) noted that leaders who are available and interact with employees' opinions, provide support to them, and guide modern behavior encourage employees to make more efforts to reach the goals of the leaders and the organization. Available leaders will further improve the employee's capabilities and capabilities and facilitate the work of employees, which increases their sense of loyalty and belonging to the organization. The need arises to adopt the concept of organizational agility because, through organizational agility, organizations can gain a competitive advantage and thus be able to distinguish themselves from the rest of the organizations and compete with them in light of unstable environmental conditions. This is due to the ability they gain to sense environmental fluctuations, prepare for them, and the ability to adapt to them and respond to them by exploiting them. Available opportunities and avoiding threats or reducing their effects (Alhadid & As' Ad, 2015). Organizational agility provides low costs by finding work methods and mechanisms that lead to the optimal use of the organization's available resources, and it also works to raise the quality of the services provided and the final products (Harraf et al., 2015)(Danook et al., 2024). They explain that the model is developed by Young, (2013) with readiness or preparedness, adaptation, strategic forecasting, inclusive perspective, and value estimation. The dimensions of organizational agility were adopted, starting with organizational response, which is a set of organizational procedures and administrative decisions that lead to the implementation of the organization's plan to achieve its future goals. Therefore, the response is a great value in the business environment (Ovitasari, 2022). The response is the organization's reaction to conditions and events in the external environment. Organizational flexibility can play a major and effective role in the organization's entity, maintain the organization's entity under unpredictable, and change environmental conditions. It is considered one of the branches related to the concepts of organizational agility, adaptation, and harmony in interactive aspects (Felipe et al., 2016). Speed was explained as the ability of the organization and its ability to complete tasks and operations or to complete any work in the shortest period, where speed is summed up in the rapid completion of all operations required to produce products and services provided to the market in the shortest possible period without affecting the quality of the product (Aburub, 2015). It also means the ability to complete profitable businesses and activities, in addition to the speed of launching new products, their flexibility, and rapid response to changes in the market environment, as well as the ability to provide appropriate products that suit customers' tastes and desires and at the appropriate time (Hussein et al., 2021). As for merit, it refers to the organization's ability to meet and achieve the organization's long-term goals (Amira A.W.H. & haled M.B.H., 2022).

It also requires the ability to continuously improve current and future skills to make the organization able to adapt to market changes or efficiency and succeed in meeting work requirements (Holsapple & Li, 2008). Abdolrasoul Hosseini et al., (2014) have shown that leadership has a significant impact in directing employees or followers toward objectives by using means of encouragement, support, and motivation to raise the level of the organization, achieving creativity, and supporting its competitive position. Agility means responding quickly and with high efficiency without the organization losing its high efficiency and modern and innovative ways to create competitive value for the organization, by producing modern products and providing high-quality services to customers at the appropriate price (Abbaspour et al., 2015). Organizational agility is the appropriate method to increase the ability of organizations to confront external threats and obstacles in addition to achieve the highest level of performance. It provides the organization a work structure characterized by flexibility and ease of movement and change, moving away from the centralized system that reduces the ease of movement and decision-making by granting work groups more powers in solving the problems facing the organizations (Colak & Mai, 2022) . The availability of the inclusive leader may enhance employee satisfaction in interactions with the leader and expands the employee's knowledge and experience, and thus motivates employees to engage in creative work, that inclusive leadership (Tran & Choi, 2019). Inclusive leadership can build positive relationships between individuals and diverse work teams and encourage them to take initiative, take risks. The ability to provide innovative products and services may enhance the competitive position of organizations (Agger-Gupta & Harris, 2017). Organizations that focus on IT exploration capabilities can understand the advantages that IT innovation brings and thus can identify and choose IT technologies that fit the future development of the organization. In addition, organizations with strong resource exploration capabilities can analyze and forecast environmental changes. The potential resulting from progress in information technology (Chen et al., 2014). Therefore, it can be noted that organizations that seek excellence and achieve a high organizational reputation, and that seek to maintain this distinction and superiority, rely on agility as an effective means of entering the world of the future, as Dawes and Kosonen explain that organizations that do not achieve organizational agility become, over time, a rigid organization unable to continue and compete (Joiner, 2019).

2.Literature Review and Hypothesis Development:

2.1. Studies Discussed Inclusive Leadership and Organizational Agility:

This mixed-methods case study, Young, (2013) examined the impact of leadership on organizational agility practices. Leaders and employees from three organizations (two universities and one financial institution) participated in surveys and interviews to generate data. Study results indicated that leadership varies based on industry and organization-specific requirements, organizational agility can exist across industries and types of organizations, and adopting a long-term focus and practicing behaviors of agile leadership throughout the organization may further enhance organizational agility. Future research should use larger samples, improved data collection tools, and focus on examining the few agile leadership behaviors that may strongly predict organizational agility. In 2017, an analytical study conducted by Allwein,(2017), the focus was on information technology within large companies, which serves as digital infrastructure and organizational agility within them. These infrastructures can support agility, focusing on interactions between information technology and the individuals who use and design it. Data was collected through questionnaires, with the study targeting Tillco Company in the United Kingdom. Key findings indicated that well-defined flexibility in specific areas does not expose the company to risk. The study of Zeng et al., (2020) aimed to demonstrate the impact of leadership style on mitigating undesirable negative outcomes. The study also aimed to observe the effect of inclusive leadership style on psychological distress while assessing the mediating role of mental well-being. Data was collected through an online questionnaire.

The study targeted five hospitals caring for COVID-19 patients in Wuhan City (the epicenter of the disease outbreak in China). Key findings indicated that repeated or prolonged experiences in the workplace can lead to tension and anxiety, and without mechanisms to address these effects, may result in psychological distress. Leadership style can contribute to reduce psychological distress among healthcare workers by creating a safe environment. In a study conducted by Vladić et al., (2021), an analytical approach was employed to delve into the intricate relationship between inclusive leadership and innovation. The study aimed to illuminate the distinct role of fostering workplace engagement in fostering innovation. Organizations could tailor more effective strategies for leading employees toward achieving high levels of participation and innovation, both at the individual and organizational levels. Data collection was facilitated through the use of a questionnaire. The study focused on Pipistrel doo, a globally renowned company in the Lightweight Aircraft industry and electric aircraft development. Key findings unveiled valuable insights into leadership, workplace engagement, and innovation. Cooke & Green, (2023) conducting an analytical study aimed at identifying comprehensive leadership frameworks to propose a leadership model that is more productive, less arbitrary, fair, and inclusive of all human groups (black individuals and women). The data collection tools used were surveys. The study targeted leadership within white male-led companies in the United States. The main findings emphasized the importance of creating change by taking positive steps towards establishing a recruitment and mentoring network to diversify leadership across various leadership positions. Another study aimed to identify the extent of organizational agility and job engagement in the institutions under study and to determine the extent of the impact of flexibility as one of the dimensions of organizational agility on job engagement (Mahmoud et al., 2023). The study relied on the descriptive analytical approach. The study population consisted of workers in higher institutes in Sohag Governorate, and a random sample of 401 individuals from the workers was selected. The study found a statistically significant relationship between flexibility as one of the dimensions of organizational agility and the dimensions of job engagement.

2.2. The research aims to validate the following hypotheses, the main hypothesis:
The research aims to verify the validity of the hypothetical outline and hypotheses are as follows:
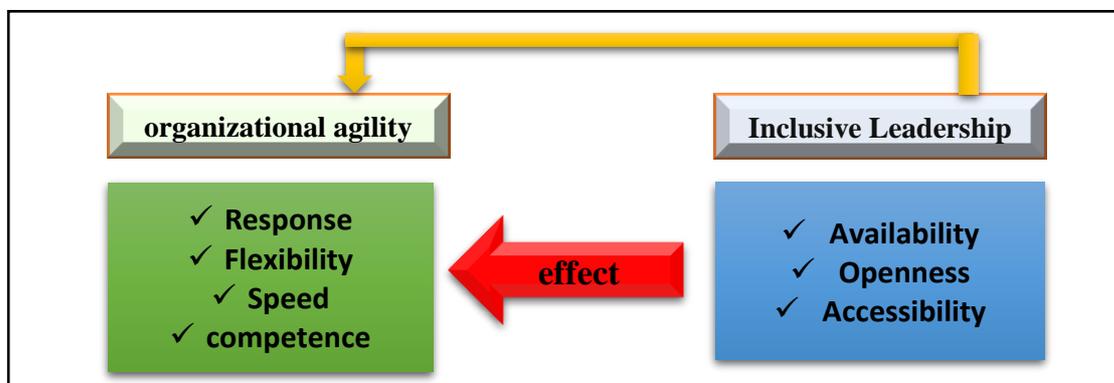
The main hypothesis: There is a statistically significant effect of inclusive leadership on organizational agility, and three sub-hypotheses branch out from this hypothesis, which are: -
H1: There is a statistically significant effect of availability on organizational agility.
H2: There is a statistically significant effect of openness on organizational agility.
H3: There is a statistically significant effect of accessibility on organizational agility.

3.Methodology:

In this section, the researchers employs the descriptive-analytical methodology to comprehend the problem, its dimensions, and limitations, aiming to achieve objectives, validate assumptions using an established scale, and formulate solutions.

3.1. Research Instruments:

Data collection for the practical aspect of this study primarily relied on a survey, utilizing a five-point Likert scale. The use of the five-point Likert scale is prominent in management fields, being widely recognized and utilized.

3.2. Data Analysis Techniques:

Statistical software such as SPSS and AMOS were utilized by the researchers for data analysis. Various statistical methods including mean, standard deviation, and variance were employed to assess dispersion and central tendency. Moreover, simple linear regression equations were used to scrutinize the research hypotheses.

4.Results:

4.1. Analyzing and explaining the dimensions of the inclusive leadership variable:

An analysis and explanation of the dimensions of the Inclusive leadership variable was conducted. This variable consists of three dimensions: (openness, accessibility, and availability). Statistical methods are used, such as coefficient of variation, arithmetic mean, and standard deviation. The results of these methods can be seen in Table 1:

**Table 1: Analyzing the dimensions of the inclusive leadership variable**
No.	dimensions	mean	standard deviation	variance
1	openness	4.357	0.414	9.50%
2	accessibility	4.126	0.521	12.63%
3	availability	4.220	0.487	11.55%
\multicolumn{2}{c}{**The inclusive leadership variable**}	4.234	0.348	8.22%

☐ The openness dimension. The arithmetic mean for this dimension is 4.357, which is the highest among the three dimensions of the "Inclusive leadership" variable. It has very high availability. The standard deviation value for this dimension is 0.414, which is a low value that indicates that there is relative uniformity in opinions about openness as one of the aspects of Inclusive leadership. The coefficient of variation shows that the difference in opinions on this dimension is relatively low, as the percentage of difference constitutes 9.50%. The accessibility dimension, the arithmetic mean was 4.126, showing high availability of the importance of open communication and easy access to management. The standard deviation is 0.521, which is a small value that indicates that there is some variation in opinions among the participants. The coefficient of variation shows that the difference in opinions on the accessibility dimension is considered reasonable, as the percentage of difference is 12.63%. As for the "Availability" dimension, the arithmetic mean shows that the average of the answers on the "Availability" dimension is 4.220, which is very high availability, while the standard deviation is 0.487, which is a small value, which means that there is some discrepancy in opinions about the extent of availability. The coefficient of variation shows that there is a reasonable difference in opinions regarding the availability dimension, as the percentage of difference is 11.55%.

4.2. Analyzing and explaining the dimensions of the organizational agility variable:

An analysis and explanation of the dimensions of the organizational agility variable was conducted. This variable consists of four dimensions: (responsiveness, flexibility, speed, and competence). Statistical methods are used, such as coefficient of variation, arithmetic mean, and standard deviation. The results of these methods can be seen in Table 2:

N	responsiveness	mean	standard deviation	variance
Table 2 Analyzing the dimensions of the organizational agility variable				
1	Response	3.234	0.440	13.60%
2	flexibility	3.266	0.351	10.75%
3	speed	3.329	0.361	10.85%
4	competence	3.178	0.344	10.82%
Organizational Agility variable		3.252	0.268	8.24%

In terms of the "Response" dimension the arithmetic mean was 3.234, which indicates moderate availability. The standard deviation is 0.440, which is a small value, which indicates some variation in opinions. The coefficient of variation shows that there is a reasonable variation in opinions of 13.60%. While the "flexibility" dimension. It came with a mean of 3.266, which is moderate availability. The standard deviation is 0.351, which is a low value, which indicates the unification of a large percentage of opinions, as the percentage of disagreement is 10.75%. As for "speed", it came with a mean of 3.329, which is moderate availability. The standard deviation is 0.361, a value that indicates little diversity of opinions. While the coefficient of variation shows that there is good agreement between the participants' opinions on the "speed" dimension, with the percentage of difference reaching 10.85%. Finally, the "worthiness" dimension came with an arithmetic mean of 3.178, which is moderate availability. The standard deviation is 0.344, which is a value that indicates the presence of a certain diversity of opinions about the organization's competence in providing high-quality products. As for the coefficient of variation, it shows that there is good agreement between the participants' opinions on the "merit" dimension, with the percentage of difference reaching 10.82%.

4.3. Testing the First Main Hypothesis: There is a statistically significant effect of Inclusive leadership on organizational agility:

Based on the data analysis provided in Table 3. It is evident that the value (α= 0.458) represents the minimum possible value for the organizational agility variable. Additionally, it can be observed that the value (β= 0.660) indicates a positive effect of inclusive leadership on organizational agility. The coefficient of determination shows a value of 0.733, suggesting that 73.3% of the variance in organizational agility can be explained by inclusive leadership, while 26.7% of this variance is attributed to other variables beyond the scope of the study. Through the F-value (246.561), it is evident that there is a statistically significant effect of inclusive leadership on organizational agility, as the significance value (0.000) is less than the common statistical significance level (0.05). Therefore, the first main hypothesis is accepted. Its regression equation is as follows:

Organizational Agility = 0.458 + 0.660 * Inclusive Leadership

4.4. Testing Sub-Hypothesis 1: There is a statistically significant effect of openness on organizational agility :

Based on the data analysis provided in Table 3, the value (α = 1.526) represents the minimum possible value for the organizational agility variable. Additionally, it can be observed that the value (β = 0.396) indicates a positive effect of openness on organizational agility. The coefficient of determination shows a value of 0.373, suggesting that 37.3% of the variance in organizational agility can be explained by openness, while 62.7% of this variance is attributed to other variables beyond the scope of the study. Through the F-value (53.648), it is evident that there is a statistically significant effect of openness on organizational agility, as the significance value (0.000) is less than the common statistical significance level (0.05). Therefore, Sub-Hypothesis 1 is accepted. Its regression equation is as follows:

Organizational Agility = 1.526 + 0.396 * Openness

4.5. Testing Sub-Hypothesis 2: There is a statistically significant effect of accessibility on organizational agility

Based on the data analysis provided in Table 3, the value (α = 1.826) represents the minimum possible value for the organizational agility variable. Additionally, it can be observed that the value (β = 0.346) indicates a positive effect of accessibility on organizational agility. The coefficient of determination shows a value of 0.451, suggesting that 45.1% of the variance in organizational agility can be explained by accessibility, while 54.9% of this variance is attributed to other variables beyond the scope of the study. Through the F-value (73.807), it is evident that there is a statistically significant effect of accessibility on organizational agility, as the significance value (0.000) is less than the common statistical significance level (0.05). Therefore, Sub-Hypothesis 2 is accepted. Its regression equation is as follows:

$$\text{Organizational Agility} = 1.826 + 0.346 * \text{Accessibility}$$

4.6. Testing Sub-Hypothesis 3: There is a statistically significant effect of availability on organizational agility:

Based on the data analysis provided in Table 3, the value (α = 1.865) represents the minimum possible value for the organizational agility variable. Additionally, it can be observed that the value (β = 0.329) indicates a positive effect of availability on organizational agility. The coefficient of determination shows a value of 0.356, suggesting that 35.6% of the variance in organizational agility can be explained by availability, while 64.4% of this variance is attributed to other variables beyond the scope of the study. Through the F-value (49.857), it is evident that there is a statistically significant effect of availability on organizational agility, as the significance value (0.000) is less than the common statistical significance level (0.05). Therefore, Sub-Hypothesis 3 is accepted. Its regression equation is as follows:

$$\text{Organizational Agility} = 1.865 + 0.329 * \text{Availability}$$

Table 3: The impact values for the inclusive leadership variable and its dimensions on organizational agility.								
Variables and dimensions	Organizational agility							States
	α	β	$t(\beta)$	$Sig.t(\beta)$	R^2	F	Sig.(F)	
Openness	1.526	0.396	7.324	0.000	0.373	53.648	0.000	significant
Accessibility	1.826	0.346	8.591	0.000	0.451	73.807	0.000	significant
Availability	1.865	0.329	7.061	0.000	0.356	49.857	0.000	significant
Inclusive leadership	0.458	0.660	15.702	0.000	0.733	246.561	0.000	significant

5. The discussion of results:

The General Company of Battery Industry has implemented multiple management strategies to enhance performance and improve operations. The company began to enhance availability management by increasing resource efficiency and improving production planning. This was represented by inefficiently securing raw materials, providing the necessary equipment, and developing a trained and motivated labor base, and this was evident through its interest in availability. Moreover, the company has promoted a culture of openness within the organization by enhancing communication between all levels of management and employees. Mechanisms have been established to exchange information and feedback regularly, which has contributed to improving working relationships and increasing engagement and commitment. It shows the company's interest in the openness dimension. In addition, the company has implemented policies and procedures to enhance employees' access to necessary resources and information. Electronic platforms and technological systems have been developed to facilitate access to important data and information, which has contributed to improving work efficiency and

decision-making. Through her interest in applying the accessibility dimension. The company was working to improve the level of response to market and customer needs but with some limitations in communicating and interacting with customers, which led to missing some opportunities to fully meet customer expectations. It has also taken the initiative to enhance some aspects of flexibility in its operations, but to a limited extent, as it has not yet been able to implement integrated flexibility strategies that enable it to effectively adapt to changing challenges quickly enough. Regarding the concept of speed, the company has made some improvements in accelerating some internal processes, but there are still some delays that limit its ability to respond quickly to changes in the market. As for the concept of competence, the company has made some efforts to enhance the capabilities of its employees, but there remains a need for more focus on developing skills and stimulating innovation and creativity in the work environment.

Authors Declaration:
Conflicts of Interest: None
-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.
- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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