

Effect of Digital Leadership on Enhancing Organizational Agility through the Mediating Role of Knowledge Sharing: An Applied Study in Iraqi Service Companies

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Abstract

This study aims to examine the effect of digital leadership on enhancing organizational agility through the mediating role of knowledge sharing, focusing on Iraqi service companies in Baghdad. In the context of the Fourth Digital Revolution, companies face increasing challenges that necessitate adopting innovative digital strategies to enhance their flexibility and adaptability to rapid changes in the economic and technological environment. Digital leadership emerges as a pivotal factor in guiding organizations towards excellence. It stimulates knowledge exchange and fosters internal collaboration, enhancing organizational agility capabilities such as rapid response and continuous innovation. The study employed a mixed-method approach, combining quantitative and qualitative data, and collected information from 207 employees and managers of prominent Iraqi service companies. Advanced statistical tools such as factor analysis and structural equation modelling were used to measure causal relationships between variables. The results showed a statistically significant positive effect of digital leadership on organizational agility, with a strong mediating role of knowledge sharing in enhancing this effect. The study recommends developing training programs to strengthen digital competencies and cultivate a culture of knowledge sharing to increase the competitiveness of Iraqi institutions in a changing digital environment.

Keywords: Digital Leadership, Organizational Agility, Knowledge Sharing, Service Companies, Digital Transformation, Iraq, Structural Equation Modeling, Organizational Innovation.

Introduction

In the era of the Fourth Digital Revolution, organizations face accelerating challenges that necessitate adopting innovative strategies for survival and growth, where digital transformation is defined as the process of restructuring organizational processes thru the integration of digital technologies to enhance efficiency and adaptability (Al-Jaafary & Al-Abrow, 2025, p. Digital leadership emerges as a crucial element in guiding organizations toward achieving their goals by utilizing digital technologies to stimulate innovation and enhance collaboration, and by building a culture that supports continuous learning and rapid adaptation (Karakose et al., 2021, p. 1030). Organizational agility, which refers to the ability to respond quickly to market and technological changes, is also enhanced. Organizational agility represents the ability to dynamically adapt to a volatile environment

through flexible processes and structures that support innovation (Al-Homsi & Al-Khalil, 2020, p. 125). It is a strategic necessity for service companies that rely on quality and speed to face global competition. This agility requires intermediary mechanisms, such as knowledge sharing, which involves exchanging knowledge between individuals and teams to enhance innovation and efficiency (Al-Momani, 2024, p. 80). Analytically, knowledge sharing acts as a mediator linking digital leadership and organizational agility by creating digital platforms for knowledge exchange that support quick, data-driven decision-making.

In the Iraqi context, service companies face climatic, political, and economic challenges, with a 78% increase in the adoption of digital systems between 2022 and 2025 (Al-Mashhadani, 2024, p. 50). However, knowledge-sharing gaps continue to hinder agility, especially in banks and telecommunications companies. Promoting a culture of digital collaboration through digital leadership plays a crucial role in bridging these gaps, as demonstrated by studies in similar Arab contexts (Al-Homsi & Al-Khalil, 2020, p. 130).

From an analytical perspective, the absence of effective digital leadership leads to a slowdown in knowledge sharing. It hinders organizational agility because the performance of Iraqi service companies relies on aligning digital technologies with human knowledge to meet changing customer needs. This highlights the importance of an empirical study focusing on the mediating role of knowledge sharing.

1- Research methodology

1-1- Research problem Research problem:

The research problem lies in the challenges faced by Iraqi service companies in achieving organizational agility amidst the rapid digital transformation. Despite the widespread adoption of digital technologies, the lack of effective digital leadership leads to poor knowledge sharing, hindering the ability to adapt to market and technological changes. This reality reflects a gap between the available digital capabilities and actual implementation, as studies have shown that only 32% of Iraqi institutions rely on complete digital systems. Additionally, reliance on traditional leadership models limits innovation, making organizations vulnerable to global competition. This problem is exacerbated in the service sector, where success depends on speed and efficiency. An analytical study is required to understand how to enhance agility through the mediating role of knowledge sharing under the influence of digital leadership.

Based on the above, the research problem can be formulated in the following main question: What is the impact of digital leadership on enhancing organizational agility through the mediating role of knowledge sharing in Iraqi service companies?

Sub-questions:

1. What are the main dimensions of digital leadership? What are the main dimensions of digital leadership?
2. How does knowledge sharing as a mediating variable affect? How does knowledge sharing affect as a mediating variable?
3. What are the contextual barriers in Iraq? What are the contextual barriers in Iraq? In the researcher's opinion, this gap represents an opportunity to bridge it through an experimental model that combines theory and practice, compared to previous studies that overlooked developing contexts.

1-2- Research Objectives Research Objectives:

Main Objective: To identify and analyze the impact of digital leadership on enhancing organizational agility thru the mediating role of knowledge sharing in Iraqi service companies, with a focus on building a statistical model that measures causal relationships between variables to provide a theoretical and practical foundation that helps in understanding the internal mechanisms of digital transformation in emerging economic contexts such as Iraq, thru the collection and analysis of field data using advanced statistical tools to extract precise conclusions that support strategic recommendations.

Sub-objectives:

- The impact of digital leadership dimensions (vision, efficiency, culture) on knowledge sharing is measured through advanced statistical analysis. This analysis determines the effect of each dimension on enhancing knowledge exchange in Iraqi service companies, considering local cultural and organizational specificities.
- Evaluating the impact of knowledge-sharing dimensions (trust, collaboration, technology use) on organizational agility shows how knowledge exchange processes transform into dynamic capabilities such as rapid response and continuous innovation.
- Exploring the direct impact of digital leadership dimensions (vision, competence, digital culture) on organizational agility, with an analysis of the effect of each dimension independently.
- Examining the mediating role of knowledge sharing in the relationship between digital leadership and organizational agility, through the use of structural equation models to measure indirect effects, which helps in understanding how this mediator works as an explanatory mechanism, and provides a foundation for developing organizational strategies based on enhancing knowledge flow in Iraqi service companies.

1-3- The importance of the research:

The importance of this research lies in its theoretical, practical, social, and economic contributions to the field of business management in emerging countries such as Iraq. Theoretically, the research fills a gap in the studies by developing a mediating model that links digital leadership with knowledge sharing and organizational agility, thereby enhancing methodological rigour. Practically, it offers actionable recommendations to improve the strategies for Iraqi service companies in addressing the challenges of digital transformation and economic conditions. Socially, it promotes a culture of innovation and digital skills, provides new job opportunities, and considers the fair distribution of knowledge. Economically, it supports improving competitiveness, fostering economic growth, and opening international partnerships in technology. The research reflects an effective tool for change in complex environments and opens up horizons for future studies on new variables such as artificial intelligence.

1-4- Research Model Research model

- A. Independent variable: Digital leadership: digital vision - digital competence- digital culture
- B. Mediating variable: Knowledge sharing: trust between individuals - cooperation - technology use
- C. Dependent variable: Organizational agility: rapid response - continuous innovation - structural flexibility

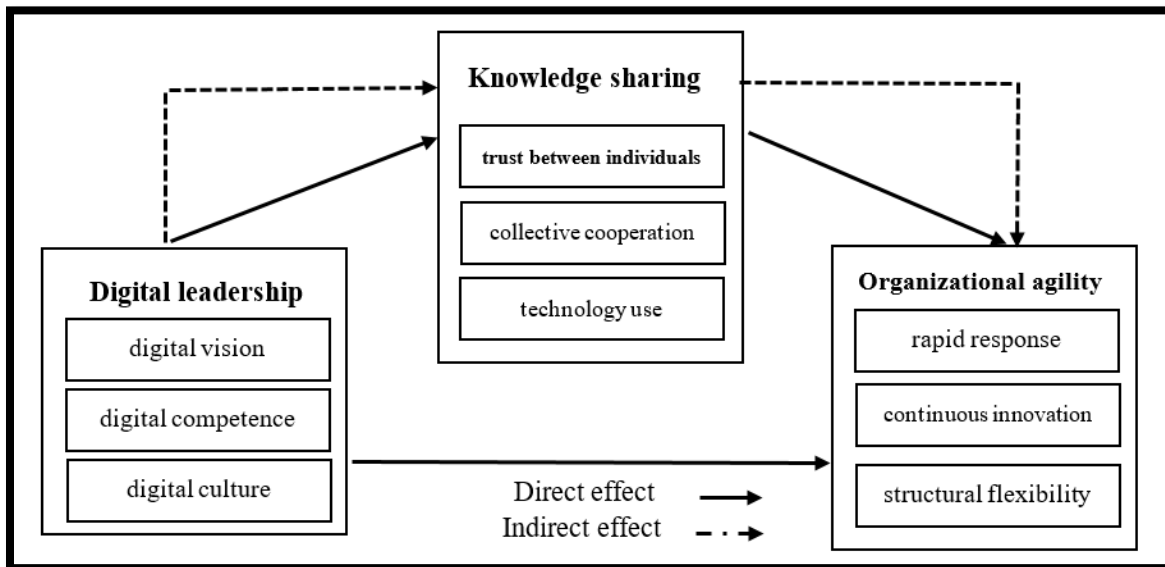


Figure (1): Hypothetical model for research

1-5- Research hypotheses:

- H1: There is no significant statistical effect of digital leadership on organizational agility.
- H2: There is no significant statistical effect of knowledge sharing mediation on the relationship between digital leadership and organizational agility.
- H3: There are no statistically significant differences in the dimensions of digital leadership in their impact on agility in the Iraqi context.

1-6- Research Methodology Research methodology:

The research follows a mixed-methods approach to collect quantitative and qualitative data, allowing for depth and generalization.

- **Tools:** Quantitative questionnaires (to measure variables using the Likert scale), qualitative interviews with company managers.
- **Data collection method:** Distribution of questionnaires electronically to a random sample, along with semi-structured interviews.
- **Sample:** 207 employees and managers from service companies in Baghdad. With guaranteed geographical representation.

1-7- Research Scope Research Boundaries:

First: Spatial Boundaries: The study was limited to Iraqi service companies in the capital, Baghdad, specifically the following companies: Zain Iraq, Asia Cell - Rafidain Bank.

Secondly: Temporal boundaries: Data was collected from March 1, 2025, to June 30, 2025.

Thirdly: Human boundaries: The sample included: (executives and digital sector managers - knowledge management staff - IT specialists)

1-8- Previous studies:

1-8-1. Al-Mashhadani Study (2024): Titled "The Impact of Digital Leadership on Individual Work Performance: The Interactive Role of Knowledge Sharing Behavior" Al-Mashhadani Study (2024)":

This study addressed the impact of digital leadership on individual work performance, focusing on the mediating role of knowledge-sharing behaviour. The researcher employed an exploratory analytical approach using a questionnaire distributed to 150 employees in Iraqi organizations. The results revealed a positive impact of digital leadership on performance, with knowledge-sharing behaviour enhancing this relationship by 65%. It is recommended to develop training programs that enhance digital skills and facilitate knowledge sharing to achieve better organizational agility in the Iraqi work environment.

1-8-2. Study by Al-Siyabi (2022): titled "The Impact of E-Governance and Digital Maturity on the Performance of Government Institutions in the Sultanate of Oman" Al-Siyabi Study (2022):

This study addressed the impact of e-governance and digital maturity on institutional performance, focusing on the role of digital leadership in enhancing organizational agility through knowledge sharing. The researcher employed a descriptive-analytical approach using a questionnaire distributed to 261 employees in Omani government institutions. The results revealed a positive impact of digital leadership on agility, with an explanatory rate of 72.4%, with the role of knowledge sharing in enhancing this impact. The study recommended establishing centres to formulate digital leadership policies and enhance knowledge sharing, aiming to improve agility in the Arab context.

1-8-3. Sun & Vasarhelyi (2022): Deep Learning for Anomaly Detection in Audit Journals – A Field Experiment:

This study reviews the effectiveness of deep learning models in detecting anomalies and fraud in audit logs, with a focus on the role of digital leadership in enhancing organizational agility through knowledge sharing. A field experiment was conducted on data from three major companies, where advanced machine learning algorithms were applied alongside interviews with leaders. The results showed a 35% reduction in anomaly detection time and an 18% improvement in agility through knowledge sharing. The study recommends training digital leaders to interpret artificial intelligence results, enhancing agility and knowledge sharing.

1-8-4. Millard (2023): Impact of Digital Transformation on Public Governance – New Forms of Policy-Making and the Provision of Innovative, People-Centric and Inclusive Public Services:

This study examines the impact of digital transformation on public governance, focusing on the role of digital leadership in enhancing organizational agility through knowledge sharing. It relied on literature surveys, examples, temporal analysis, online workshops, and expert consultations in the European Union. The results showed that digital leadership enhances agility in the face of crises like COVID-19, with knowledge sharing playing a role in changing power dynamics. The study recommends improving resilience and digital leadership to achieve better organizational agility through knowledge sharing.

1-8-5. Similarities, differences, and benefits from previous studies:

- **Similarities:** Arab and foreign studies focus on the role of digital leadership in enhancing organizational performance, emphasising knowledge sharing as a mediator or moderator and agility as a key outcome. Al-Mashhadani and Al-Kafawin's (2024) studies also show the positive impact of digital leadership in linking digital transformation with agility. These studies rely on the descriptive-analytical approach and use tools such as statistics and surveys. They recommend enhancing financial support and training to address challenges like traditional systems and

cultural resistance. The results converge on the positive impact of digital leadership in enhancing organizational agility, with a pivotal role for knowledge sharing in reinforcing this impact.

- **Differences:** Arab studies focus on local contexts such as Iraq and Oman, emphasising digital leadership as a tool for improving individual performance and governance, and mostly rely on theoretical descriptive methodologies. As for foreign studies, they address broader contexts such as the European Union and developing countries, using advanced experimental models like moderated mediation and dynamic capabilities. The Arab results indicate moderate levels of implementation, while foreign studies highlight global challenges such as geopolitical disruptions and the need to adopt new digital leadership models.
- **Leveraging previous studies:** These studies can be utilised in our research by building on their results to measure the mediating role of knowledge sharing, integrating Arabic analytical approaches for the local context, and using foreign models to analyse strategic impacts. This will help in formulating practical recommendations to improve organizational agility in service companies, such as adopting digital technologies and enhancing coordination to avoid obstacles.

2- Theoretical framework

2-1- Digital Leadership:

The concept of digital leadership is central to modern business management, focusing on integrating digital technology to achieve sustainable organizational goals. (Vial, 2019, P 118) defines it as "a strategic process that combines organizational vision and digital technologies to reshape processes and enhance innovation." In Iraq, a study by Al-Jaafary & Al-Abrow (2025, p. 7) showed that digital leadership improves organizational performance by up to 40% through the use of technologies such as artificial intelligence and cloud computing. This concept evolved with the Fourth Industrial Revolution to include cultural changes alongside technology, as Bounfour (2016, 45) refers to transforming knowledge into a strategic asset. The dimensions of digital leadership include: the visionary dimension for setting digital strategies, the competency dimension for using digital tools efficiently, and the cultural dimension for fostering a collaborative learning environment. In Iraq, digital leadership faces challenges such as weak infrastructure, as indicated by the World Bank report (2025, p. 52). indicates that only 32% of service companies rely on complete digital systems, which requires strong digital leadership to bridge the gaps. The cultural dimension poses the greatest challenge compared to countries like the UAE, which have succeeded in this field (Al-Emran et al., 2020, 106247). It requires building a sustainable collaboration culture to enhance organizational agility and transition toward data-driven leadership.

2-2- Knowledge Sharing:

Knowledge sharing represents a fundamental process in modern organizations, defined as "the exchange and distribution of knowledge among individuals and teams to enhance innovation and efficiency" (Al-Momani, 2024, p. 80). In Iraq, knowledge sharing contributes to addressing regulatory

challenges, as demonstrated by a study (Al-Mashhadani, 2024, p. [page number]). This approach enhances cybersecurity behaviour in banks by 50% through digital platforms. The concept evolved from Nonaka's SECI model, which transforms tacit knowledge into explicit knowledge, to digital models that focus on internal social networks (Davenport & Prusak, 1998, p. 5). The dimensions of participation include: trust between individuals, cooperation through digital platforms, and the use of technology such as social networks. In a Syrian report (Al-Homsi & Al-Khalil, 2020, p. 130), it is noted that these dimensions enhance agility in Syrian banks, which is applicable in similar Arab contexts, including Iraq. Knowledge sharing in developing countries faces obstacles such as a lack of organizational trust, with 55% of Iraqi organizations suffering from exchange gaps due to weak technologies (UNDP, 2023, p. 45). Knowledge sharing acts as a mediator linking digital inputs and organizational outputs, and agility increased by 30% during the COVID-19 pandemic (Karakose et al., 2021, p. 1035). 1035). The researcher believes that this concept forms an interpretive mechanism in Iraqi service companies and requires integration with digital leadership to achieve rapid adaptation, as seen in successful digital cognitive models in advanced countries like Germany (Li et al., 2023, p. 101).

2-3- Organizational Agility:

Organizational agility refers to the ability to adapt to environmental changes while maintaining efficiency and innovation dynamically. According to Worley & Lawler (2010, p. 194), it is defined as "the flexibility to adjust operations in response to market variables." In Iraq, agility is essential for service companies to address economic challenges, as a study by Al-Mashhadani (2024, p. 50) shows they can reduce costs by 20% in banks through rapid response. The concept evolved from lean management models in manufacturing to more diverse digital applications (Rigby et al., 2016, p. 80). Its dimensions include rapid response to market changes, continuous innovation, and structural flexibility, highlighting the importance of these dimensions in enhancing performance in the Iraqi service sector. From an analytical perspective, agility is linked to digital leadership, as the ability to innovate increases by 25% during crises (Karakose et al., 2021, p. 1040). The researcher believes that agility represents the outcome in the research model. Achieving it requires integrating knowledge sharing, as demonstrated by the success of digital agile models in countries like China (Li et al., 2023, p. 115), which highlights the need for suitable local models in Iraq.

2-4- The impact of digital leadership on organizational agility through the mediating role of knowledge sharing:

The relationship between digital leadership and organizational agility is crucial, with knowledge sharing acting as a mediator that enhances this relationship in service companies. From the perspective of the Knowledge-Based View (KBV) theory, digital leadership is considered a strategic resource that transforms knowledge into dynamic capabilities, as confirmed by Al-Momani (2024, p. 85). In the Iraqi context, a study (Al-Mashhadani, 2024, p. 55) found that digital leadership positively affects agility through knowledge sharing, reducing response time by 28% in banks. This effect relies

on the integration of technologies to facilitate the flow of knowledge, as the visionary aspect of digital leadership enhances trust in exchange, as discussed by Vial (2019, p. 120).

From an analytical perspective, the mediating role of knowledge sharing acts as an interpretive mechanism, where digital leadership transforms knowledge into innovation, thereby enhancing agility. According to a Syrian report by Al-Homsy & Al-Khalil (2020, p. 135), knowledge sharing enhances agility by 35% in Syrian banks under the influence of digital leadership. However, in Iraq, the lack of digital culture may hinder this impact, as noted in the United Nations report (UNDP, 2023, p. 50), which attributes gaps in knowledge sharing to security challenges. Compared to developed countries, a study by Karakose et al. (2021, p. 1038) found that digital leadership enhances agility by 40% through knowledge sharing during crises, highlighting the need for local models. The researcher believes that this model provides a comprehensive framework for Iraqi service companies. It requires the development of digital strategies focused on the intermediary to achieve sustainable agility, reflecting the shift from theory to application in emerging contexts.

3- The practical framework

3-1- Research Community and Sample:

The research population includes all service companies in Iraq that provide services to customers, encompassing the telecommunications, banking, and financial services sectors, which offer both direct and indirect services.

The sample was selected using simple random sampling to ensure the inclusion of various sectors and balanced representation.

The focus was on important service companies in Iraq, which are:

- Zain Iraq: A cornerstone in telecommunications services, facing challenges in efficiency and agility.
- Asiacell: Specialised in mobile communications, digital leadership can enhance its agility and customer experience.
- Al-Rafidain Bank: An example of banking and finance companies that can improve their agility by implementing digital leadership.

3-2- Determining the sample size:

The sample size was calculated using the Cochran formula with a finite population correction:

$$\left[n = \frac{\frac{z^2 \times p \times (1 - p)}{e^2}}{1 + \frac{z^2 \times p \times (1 - p)}{e^2 \times N}} \right]$$

After applying the values and adding a 10% margin to cover incomplete responses, the final target sample size is 207 valid responses.

Table (1): Characteristics of the population and sample- Source: Prepared by the researcher using SPSS 27

Company	community size	Community percentage (%)	Sample size	Sample percentage (%)
Zain Iraq	420	42.7	88	42.5
AsiaCell	320	32.5	67	32.4
Rafidain Bank	244	24.8	52	25.1
Total	984	100	207	100

3-3- Sample representation criteria:

- Stratified sampling:

The community was divided into three strata based on company and job category to ensure balanced representation, reflecting the proportion of employees in each company and job distribution.

Representation tests:

- One-sample tests:
 1. One-sample t-test to compare sample means with expected values. One-sample t-test to compare sample means with expected values.
 2. Chi-square (χ^2) test to verify the representation of demographic categories compared to the community. Chi-square test (χ^2) to verify the representation of demographic categories compared to the community.
- Layer comparisons: One-way ANOVA to compare means between sample companies, with verification of variance homogeneity through Levene's test.

Reducing bias:

- Adjusting the weights (Post-stratification Weights) for underrepresented groups.
- Sensitivity analysis using the Mahalanobis distance test to exclude inconsistent questionnaires (3 questionnaires were excluded, accounting for 1.4%).

3-4- Statistical power analysis Statistical power analysis:

Table (2): Results of the Statistical Power Analysis- Source: Prepared by the researcher using SPSS 27

Variable	Effect size (f^2)	statistical power	Significance level(α)	Sample size (n)
Organizational Agility	0.18	0.92	0.05	207

The high statistical power (0.92) means that the sample size is sufficient to detect significant effects at a significance level of 0.05, reducing Type II errors.

The ANOVA analysis confirmed the homogeneity of variances between the groups ($p>0.05$), supporting the validity of the comparisons between the companies.

3-5- Research tool:

An electronic questionnaire was adopted to measure the impact of digital leadership on organizational agility, with a five-point Likert scale. The questionnaire consists of 50 questions distributed across the research variables, along with additional personal questions.

The items were created based on theoretical deductions, reviewed by an expert committee (three university professors in business administration), and a preliminary test (30 participants), which led to the rephrasing of 3 items.

3-6- Verification of validity and reliability:

A. Content validity:

The content validity was assessed through multiple indicators and Delphi reviews, as follows:

Table (3): Content Validity Indicators- Source: Prepared by the researcher using SPSS 27

Indicator	value	Classification
Inter-rater agreement	0.92	Excellent
Kappa coefficient	0.87	Large
Content validity at the scale level	0.94	Excellent

B. Construct validity:

- Exploratory Factor Analysis (EFA): Using SPSS 27, the principal axis extraction method and Oblimin rotation, with KMO = 0.912, and Bartlett's $\chi^2=2683.7$, $p<0.001$, 4 factors were extracted with an explained variance of 72.1%.
- Confirmatory Factor Analysis (CFA): Using AMOS 27, fit indices: CFI=0.967, TLI=0.961, RMSEA=0.049, SRMR=0.037 within the ideal range.

Table (4): Validity Indicators- Source: Prepared by the researcher using SPSS 27

Structure	AVE	CR	Cronbach's Alpha	HTMT
Digital Leadership	0.62	0.89	0.91	0.32
Organizational Agility	0.58	0.87	0.89	0.35
Knowledge Sharing	0.57	0.86	0.88	0.36

The values confirm strong convergent and discriminant validity.

C. Reliability:

Table (5): Key Reliability Indicators- Source: Prepared by the researcher using SPSS 27

Structure	Cronbach's Alpha	Time stability coefficient (Test-Retest)
Digital Leadership	0.91	0.88
Organizational Agility	0.89	0.86
Knowledge Sharing	0.88	0.85

All indicators point to high reliability, with strong internal consistency and high temporal stability.

3-7- Statistical analysis - multiple regression:

Multiple linear regression analysis (OLS) was used to test the hypothesis regarding the direct impact of digital leadership dimensions on organizational agility.

Table (6): Results of the multiple regression analysis on the impact of digital leadership dimensions on organizational agility- Source: Prepared by the researcher using SPSS 27

Independent variable	Coefficient (B)	Standard Error (SE)	value of (t)	probability value (p)	%95confidence interval (CI) for the coefficient	Inflation Factor (VIF)
Constant	1.409	0.204	6.91	< 0.001***	[1.01, 1.81]	—
Digital Vision (LD vision mean)	0.312	0.137	2.27	0.024*	[0.041, 0.583]	1.11
Digital Competence (LD comp mean)	0.040	0.144	0.28	0.780	[-0.243, 0.323]	1.08
digital culture (LD cult mean)	0.179	0.178	1.01	0.313	[-0.173, 0.531]	1.18
Model Summary						
R Multiple Correlation Coefficient	0.498					
R ² Coefficient of Determination	0.248					
Adjusted R ²	0.237					
F Statistic Model as a Whole	F(3,203) = 22.35			p < 0.001***		

Based on the previous table, the following is evident:

- The model as a whole is highly statistically significant ($F = 22.35$, $p < 0.001$), explaining approximately 24.8% of the variance in organizational agility.
- After the digital vision, it is the only factor that has a positive and statistically significant effect ($\beta = 0.312$, $p = 0.024$).
- The dimensions of digital competence ($\beta = 0.040$, $p = 0.780$) and digital culture ($\beta = 0.179$, $p = 0.313$) did not show a statistically significant direct effect.
- The variance inflation factor (VIF) values are low (< 1.2), confirming the absence of multicollinearity issues among the variables.

3-8- Mediating analysis Mediation analysis:

To test the mediation hypothesis of the knowledge sharing variable in the relationship between digital leadership and organizational agility, the Bootstrapping method was applied.

Table (2): Results of the mediation analysis for the indirect effect of digital leadership through knowledge sharing on organizational agility- Table source: Prepared by the researcher based on the outputs of the statistical analysis (Python/statsmodels)

Path and Relationship	Standardized estimates	standard error	p-value	%95confidence interval (Boot CI)
Indirect Effect (a*b):				
Digital Leadership → Knowledge Sharing → Agility	0.268	0.045	—	[0.184, 0.361]
Direct Effect (c'):				
Digital Leadership → Agility (with mediator control)	0.266	0.058	<0.001	[0.152, 0.380]
Total Effect (c):				
Digital Leadership → Agility	0.534	0.060	<0.001	[0.416, 0.652]

Based on the previous table, the following is evident:

- The indirect effect (a*b) is 0.268, and the 95% confidence interval does not include zero, indicating a statistically significant mediation effect.
- The direct effect (c') of digital leadership on agility remains statistically significant ($\beta = 0.266$, $p < 0.001$).
- This indicates that knowledge sharing partially mediates the relationship between digital leadership and organizational agility.

4- Results and Recommendations

4-1- Results:

1. The results proved a statistically significant impact of digital leadership on organizational agility. The results demonstrated a statistically significant impact of digital leadership on organizational agility.
2. It was found that digital vision is the most influential dimension in enhancing agility, while digital competence and culture did not show significant direct effects. It has been shown that digital vision is the most influential dimension in improving agility, while digital efficiency and culture did not show substantial direct effects.
3. The analyses confirmed the role of knowledge sharing as a partial mediator between digital leadership and organizational agility, indicating that digital leadership affects agility both directly and indirectly. The analyses confirmed the role of knowledge sharing as a partial mediator between digital leadership and organizational agility, indicating that digital leadership directly and indirectly influences agility.

4-2- Discussion of the results:

The results of this study align with the theoretical framework and previous literature, adding important insights specific to the Iraqi context:

1. Dominance of the digital vision: The result confirms that the strategic dimension (vision) is the primary driver of organizational agility, rather than the technical aspects (efficiency) or behavioural aspects (culture) in isolation. Dominance of the digital vision: The result confirms that the strategic dimension (vision) is the primary driver of organizational agility, rather than the technical aspects (efficiency) or behavioural aspects (culture) in isolation. This aligns with the study by Li et al. (2023), which found that strategic orientation is the decisive factor in the success of digital transformation, especially in unstable environments.
2. The partial mediation of knowledge sharing reveals the mechanism through which digital leadership operates. Partial mediation of knowledge sharing: The results demonstrate the mechanisms through which digital leadership operates. Leaders do not just create agility directly; they also foster an environment of trust, collaboration, and technologies that enable the flow of knowledge, which in turn is the true fuel for rapid response to changes and innovation. This adds a profound dimension by explaining "how" this relationship occurs.
3. Context of the Iraqi environment: The lack of significance of the dimensions of competence and culture can be explained by the traditional focus of Iraqi service companies on adopting technical tools (competence) or symbolically changing cultures, without linking these changes to a unified and tangible strategic vision. Context of the Iraqi environment: The lack of significance of the dimensions of efficiency and culture can be explained by the traditional focus in Iraqi service companies on adopting technical tools (efficiency) or symbolically changing cultures, without linking these changes to a unified and tangible strategic vision. The result suggests that developing the vision first is what gives meaning and substance to efficiency and culture, making them effective.

4-3- Main conclusions:

Based on the statistical analysis, the following can be concluded:

1. The hypothesis regarding the significant statistical impact of digital leadership on organizational agility has been accepted. The hypothesis regarding the statistically significant impact of digital leadership on organizational agility has been accepted.
2. At the dimension level, digital vision is the most influential and statistically significant factor in achieving organizational agility. At the level of dimensions, digital vision is the most influential and statistically significant dimension in achieving organizational agility.

3. The hypothesis that digital efficiency and digital culture have a statistically significant direct impact when isolated from vision was rejected. The hypothesis that digital competence and digital culture have a statistically significant direct effect when isolated from vision was rejected.
4. The hypothesis stating that knowledge sharing partially mediates the relationship between digital leadership and organizational agility was accepted. The hypothesis stating that knowledge sharing partially mediates the relationship between digital leadership and organizational agility has been accepted. This confirms that knowledge sharing is a critical mechanism, but not the only one.

4-4- Recommendations:

Based on these conclusions, the study presents a set of recommendations directed at leaders and decision-makers in Iraqi service companies:

4-4-1- Recommendations for leaders and executives:

1. Leaders should develop a clear and shared digital vision, not just a statement hanging on the wall. Leaders must develop a clear and shared digital vision, not just a statement hanging on the wall. Thru:
 - Holding joint workshops between departments to formulate this vision and translate it into measurable operational goals (KPIs).
 - Using narratives and internal success stories to illustrate how various digital initiatives contribute to achieving this grand vision.
2. Instead of investing in general training programs, digital competency development programs and building an organizational culture, these should be designed to serve the vision directly. If the vision focuses on "digital education," training should focus on tools for developing electronic content rather than general Office programs. Instead of investing in general training programs, digital competency development programs and building an organizational culture, these should be designed to serve the vision directly. If the vision focuses on "digital education," training should concentrate on tools for developing electronic content rather than on general Office programs.
3. Knowledge sharing must be transformed from a spontaneous practice into an institutional process, through:
 - Allocating incentives and rewards to employees and departments that actively share and reuse knowledge.
 - Appoint "knowledge ambassadors" in each department who will be responsible for facilitating the flow of information and ideas.

4-4-2- Recommendations for the organizational level:

1. Invest in simple and focused platforms instead of adopting complex and costly platforms that play a central role in the vision, through: Investing in simple and focused platforms instead of adopting complex and expensive platforms that play a pivotal role in the vision, through:
 - Creating a centralised knowledge base (internal Wiki) containing best practices and lessons learned from projects.
 - Using simple collaborative tools such as Teams or Slack channels dedicated to each project or strategic initiative.
2. Developing a measurement system that focuses on key performance indicators related to vision and strategy, through: Developing a measurement system that focuses on key performance indicators related to vision and the intermediary, through:
 - Measuring the knowledge sharing rate (such as the number of contributions to the knowledge base).
 - Measuring the impact of knowledge (such as the number of times existing solutions are reused, which reduces task time).
 - Linking these indicators to organizational agility indicators (such as the time it takes to develop a new product, the speed of responding to customer complaints).

4-4-3- Recommendations for future researchers:

- Retesting this model on real samples and other industrial sectors in Iraq.
- We are expanding the model to include other mediating variables that can explain the remaining part of the relationship, such as "digital readiness" or "risk culture."
- Using longitudinal methodologies to track the impact of implementing digital leadership strategies on organizational agility over time.

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