

STRATEGIC AGILITY ON INNOVATIVE WORK BEHAVIOUR IN THE JORDANIAN UNIVERSITIES: A MEDIATED-MODERATED MODEL

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Abstract: In today's global context, the higher education sector grapples with new demands and obstacles, prompting the search for innovative solutions. To investigate how academics' behavioural variables influence universities' innovative behaviour, this study sought to investigate the impacts of strategic agility on innovative work behaviour in Jordanian universities, with servant leadership serving as mediating and psychological capital as moderating. A total of 371 academics from ten public universities were chosen using stratified random sampling. To evaluate the provided hypotheses, the questionnaire data was analysed using SmartPLS 3.0's partial least squares structural equation modelling. The findings validated the connection between strategic agility, servant leadership, and innovative workplace behaviour. In addition, it emphasised the mediating role of servant leadership between strategic agility and innovative work behaviour. Similarly, it indicated the moderating impact of psychological capital between strategic agility and innovative work behaviour. Notably, the findings highlight the importance of psychological capital in generating innovative workplace behaviour in higher education. Without strong support from university management, innovation may decline due to a lack of strategic agility and leadership. The research underscores the need for greater collaboration among faculty, administration, and students to overcome barriers and foster innovation. This study contributes to the understanding of how strategic agility, servant leadership, and psychological capital interact to influence innovative work behaviour in Jordanian universities.

Keywords: innovative behaviour, strategic agility, higher education, Jordan

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INTRODUCTION

Historically, institutions of higher learning have been instrumental in educating elites and driving advancements in science and the humanities (Grant, 2021). With the increasing accessibility and affordability of education, universities have expanded their capacity to contribute significantly to technological progress (Opesemowo & Adekomaya, 2024). Jordanian universities, in particular, have taken on a pivotal role in advancing research, both basic and applied, that deepens our understanding of life while translating scientific knowledge into practical applications (Alamri, 2025).

However, the strategic agility of higher education institutions (HEIs) to achieve these objectives varies significantly worldwide, making this a key area of research, especially for developing countries (Khaw & Teoh, 2023). For online distance-learning institutions, fostering innovative work behaviour among educators adds another layer of complexity (Zhang et al., 2024). While technological advancements provide tools for innovation, their effective utilization is contingent on addressing the psychological and motivational factors influencing educators (Aidoo et al., 2022). Thus, to align teaching and research with societal goals, universities must adopt strategic agility by effectively leveraging technology while cultivating an environment that empowers educators and encourages the innovative behaviours needed to address contemporary educational challenges (Menon & Suresh, 2022). The significance of innovative work behaviour among educators has expanded dramatically (Rafique et al., 2022). Innovative work behaviour, which includes generating, encouraging, and implementing new ideas in a professional setting, is critical to the continual improvement of educational processes and the use of modern technologies (Hosseini et al., 2021; Rababa et al., 2025). This is especially relevant in online distance-learning environments, where the absence of traditional face-to-face interactions demands creative strategies to engage, motivate, and effectively teach students (Barak & Usher, 2019). Recent advancements in HEIs reveal a heightened focus on innovation to transform teaching and learning (Al-Husseini et al., 2021). To address this, it is essential to establish an organizational culture that nurtures psychological capital, offers strategic agility, and provides strong servant leadership, as these factors are critical for fostering innovation (Karimi et al., 2023).

There is growing evidence that servant leadership is effective in encouraging employee creativity and innovative work behaviour (Ekmekcioglu & Öner, 2024). Nevertheless, more research is required to determine the causal relationship

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between servant leadership and innovative work behaviour. Job crafting, or employee-initiated job changes, is one possible causal pathway that is supported by the confidence in leadership that is created by servant leadership's employee-focused approach (Mahendri et al., 2022; Mohammad et al., 2023). According to the study, which is based on the ideas of leader-member exchange, servant leadership may help workers develop their leadership skills because of its employee-focused methodology (Zada et al., 2024). When employees acquire psychological capital, which includes self-efficacy, optimism, hope, and resilience, they are better equipped to overcome difficulties and take advantage of opportunities (Liu et al., 2024). The enhanced psychological capital broadens their repertory of thinking actions, allowing individuals to successfully produce and execute innovative thoughts (Blasco-Giner et al., 2023).

In the Jordanian context, studies of innovative work behaviour in HEIs are still scarce. Although innovative work behaviour has evident implications for the organization itself, the application of innovative work behaviour is still in its infancy in developing nations, including Jordan (Abualoush et al., 2022). By integrating these characteristics and examining their relationships, the study allows for a more in-depth understanding of innovative activity within the specific context of Jordan's higher education scene. This improves theoretical frameworks for strategic agility, servant leadership, psychological capital, and creative work behaviour while also making a significant addition to academic literature.

THEORY AND LITERATURE REVIEW

1. Innovative Work Behaviour

Numerous research have put forth various definitions of what constitutes innovative workplace behaviour. Within a particular job, team, or organisation, Kmiecik (2021) defines it as the activities people do to generate and share innovative and valued ideas, products, procedures, or processes. Similarly, Bhatta et al. (2024) emphasise the connections between different ideas that have attracted scholarly attention and creative work practices.

This supports the idea that innovative workplace practices, employee inventiveness, and creative job performance are all strongly related to innovative work behaviour (Mohammad et al., 2025).

According to AlEsa & Durugbo (2022), innovative work behaviour is the use of specific knowledge and abilities to produce significant and innovative advancements. Building on this, Kyaw (2024) defined it as encompassing all organizational activities directed toward developing, sharing, and implementing viable innovations. When individuals exhibit innovative work behaviour, they exceed their standard job requirements by generating and delivering new services, products, or processes for their organization. Al Daboub et al. (2024) emphasise that employees engaging in innovative work behaviour often explore new technologies, promote innovative task approaches, adopt advanced practices, and seek resources to realize their ideas. Essentially, they consistently go beyond their expected job responsibilities.

2. Strategic Agility

Strategic agility has received a lot of attention since it is associated with the success of organisations that can adjust quickly to changes in their external environment (Khan et al., 2021). These organisations exhibit the capacity to change and improve their operations in order to successfully accomplish strategic goals and objectives. This wide notion includes both flexibility and adaptation (AlTaweel & Al-Hawary, 2021). Although strategic agility has been characterised in a variety of ways, one key feature of organisations that exhibit this trait is their capacity to quickly adjust to unexpected changes in a competitive business environment (Alhosseiny, 2023; Poi & Sorbarikor, 2022).

These organizations go beyond mere survival, establishing leadership within their markets (Zahoor et al., 2024). For them, continuous self-renewal is an inherent practice embraced by both the organization and its members.

3. Servant Leadership

Servant leadership stems from the basic human need to connect with others and contribute to society's progress (Meuser & Smallfield, 2023). What distinguishes servant leadership from other leadership models is its emphasis on service motive, as demonstrated by empowering and assisting employees with empathy and humility (Hull, 2023). According to Kainde & Mandagi (2023), servant leaders foster team effectiveness and team potency by prioritising the organization's overall success. Unlike other leadership styles that often emphasize achieving specific organizational objectives, servant leadership centres on advancing the organization's broader goals (Meuser & Smallfield, 2023).

The concept of servant leadership, introduced by Hai & Van (2021), emphasizes a leadership style that prioritizes serving others over personal gains. It entails directing individuals towards growth and development, allowing them to attain both tangible and emotional goals (D'Ascoli & Piro, 2023). Servant leadership is more than a compelling idea it is essential for progress in today's world (Abbas et al., 2022). This leadership approach must evolve from being an abstract concept to a practical realization as the way forward (Hai & Van, 2021). While its principles have existed for centuries, the modern framework of servant leadership has been recognized since the 1970s (Spears & Horsman, 2021). The role of a servant leader is to foster creativity and support the development of team members (Chen et al., 2022).

4. Psychological Capital

Psychological capital is a "higher-order construct" that reaches beyond the ideas of social and human capital, according to Lee et al. (2024). "A positive assessment of circumstances and the likelihood of success, motivated by hard work and perseverance" is how Fidelis et al. (2021) define it. Additionally, it is described as "a positive psychological state of development of an individual" (Sánchez-Cardona et al., 2021). Hope, effectiveness, optimism, and resilience are the four essential components that make up psychological capital, which is the "best self" (Donaldson & Villalobos, 2024).

According to Thompson (2024), these elements "share a common confidence core that exists at a higher level of abstraction" and overlap. It is necessary to quickly examine the four elements of psychological capital. Hope is a "positive motivational state" that arises from a combination of agency (energy focused on goals) and pathways (planned strategies to achieve those goals) (Harahsheh et al., 2021). A person's conviction in their ability to employ motivation, cognitive resources, and appropriate actions to accomplish certain tasks in a particular environment is known as efficacy (Al-hemud & Mohammad, 2025). Employees with more psychological capital are better able to maintain control over their work-related outcomes (Ayad & Hasanein, 2025). This is a result of their perseverance and accomplishment in reaching their objectives.

5. Hypothesis Development

Having control over unique resources that cannot be replicated by competitors is considered crucial for establishing a sustainable competitive advantage (Ayele & Singh, 2024). Among these resources, strategic agility and organizational innovation play a significant role (AlTaweel & Al-Hawary, 2021). The ability to act with agility and innovate within volatile environments is expected to result in substantial improvements in organizational performance (Alkandi & Helmi, 2024; Menhat et al., 2023). Agile organizations are those that have effectively adapted to disruptive conditions (Johannessen, 2025). Strategic agility necessitates changes that go beyond regular, routine adjustments (Shams et al., 2021). These changes include continuous, systematic variations in an organization's products, processes, services, and structures (Reed, 2021). Companies use organisational innovation to achieve goals such as increasing efficiency, improving quality control, encouraging learning, driving product and process innovation, and extending market reach (Farahmand, 2019). A rise in innovation allows businesses to fulfil consumer expectations, penetrate new markets, save costs, and improve production flexibility (Tarba et al., 2023). As a result, it is critical to identify the important variables that contribute to successful innovation management inside an organisation (Alhawamdeh et al., 2024). Previous research demonstrated a link between strategic agility and innovative work behaviour (Alaa et al., 2023; El-Sayed & Abdel-Azeem, 2022). So, the first hypothesis is as follows:

H1: Strategic agility has a significant effect on innovative work behaviour

Modern managers and leaders are increasingly concerned with the increased unpredictability that organisations confront due to variable pricing, trade tensions, changing global competition legislation, and unexpected customer behaviour (Iriani et al., 2024). This has led to critical questions about how effectively and rapidly companies can detect, respond to, and adapt to these changes (Kotter et al., 2025). Such challenges have heightened the focus on strategic agility and the leadership required to achieve it. Strategic agility presents a promising approach to addressing these complex issues (Mohammad et al., 2024; Tarba et al., 2023).

In today's dynamic environment, particularly in developing countries, innovative companies are striving to transform into agile enterprises a key aspect of modern manufacturing techniques (Hussein et al., 2023). Strategic agility has become a critical factor in addressing environmental concerns within supply chain management, especially where supply chains are integral to business success (Pfaff, 2023). Identifying the most effective leadership style for promoting strategic agility is especially important in scientific parks, where rapid developments in technology and frequent change are prevalent (Christofi et al., 2024). Previous research has indicated that strategic agility and servant leadership are positively related (Han & Zhang, 2024). Therefore, the second hypothesis is as follows:

H2: Strategic agility has a significant effect on servant leadership

An innovative work attitude is vital in modern organisations and is increasingly recognised as a fundamental component of successful management (Alheet et al., 2021). Such attitudes foster the development of new knowledge, skills, and technologies (Akbari et al., 2021). Sudibjo & Prameswari (2021), emphasize the importance of addressing problems through innovative solutions, leveraging individual or collective knowledge, and experience, and maximizing skills and expertise to tackle emerging challenges. Similarly, Gelaidan et al. (2024), highlight that achieving innovation requires employees to possess diverse skills and a comprehensive understanding of creative innovation. Jan et al. (2022) underscore the urgent need for companies to actively encourage innovative work attitudes. This leadership approach provides employees with the support needed to implement their ideas effectively (Meuser & Smallfield, 2023). Moreover, the support extends beyond leaders to other stakeholders, offering employees greater opportunities to achieve innovative outcomes (Canavesi & Minelli, 2022). These perspectives are consistent with the findings of several studies, which have shown a strong link between servant leadership and innovative work behaviour (Baety & Rojuaniah, 2022; Bou et al., 2021; Khan et al., 2021; Munawar et al., 2024; Vuong et al., 2021). Therefore, the third hypothesis is as follows:

H3: Servant leadership has a significant effect on innovative work behaviour

According to Iqbal et al. (2023), servant leadership influences employees' innovative behaviour either directly or indirectly by enhancing their commitment to supervisors and boosting individual self-efficacy. Similarly, Hu & Liden (2011) found that within teams in China, servant leadership not only fosters perceptions of team strength and independent evaluations of team effectiveness but also amplifies the impact of goal clarity and process transparency on team outcomes. Furthermore, servant leadership is favourably related to a variety of outcomes, including employee happiness (Febrian & Sani, 2023), fulfilment of psychological needs (Liu & Pak, 2023), empowerment (Mohzana et al., 2023), organizational commitment (Howladar & Rahman, 2021), promotion focus (Yang et al., 2018), and creative behaviours (Ucar et al., 2021). Servant leadership can also help to alleviate role stress, job uncertainty, and employee cynicism, lowering the tendency to hide information (Hafiz et al., 2024; Mackasare, 2022).

According to research, four significant factors contribute to the efficacy of servant leadership. First, it gives employees a platform to learn, exchange expertise, and successfully contribute to job performance (Mohammad et al.,

2022). Second, it cognitively stimulates people, encouraging them to take on new tasks at work. Servant leadership promotes knowledge sharing by building trust and collaboration among colleagues, inspiring them to help one another (Miralles et al., 2024). Finally, it emphasises the importance of employee contributions to their duties and overall success (Sutiyatno, 2024). Consequently, the fourth hypothesis is as follows:

H4: Servant leadership mediates the relationship between strategic agility and innovative work behaviour

Research on the relationship between work values and entrepreneurial tendencies is scarce from the perspective of positive psychology. In this context, very few studies have examined the indirect role of psychological capital. The link between employment values and entrepreneurial inclinations is mediated by entrepreneurial psychological capital, according to research by Tian (2022) and Sun & Xu (2020). Similar findings were made by Megeirhi et al. (2018), who discovered that psychological capital mediates the relationship between bad results and authentic leadership. According to these findings, internal psychological factors have an enormous influence on college students' low entrepreneurial inclinations.

According to research, the capacity to handle stress correlates positively with the four elements of mental capital (Xiao et al., 2022). In 2018, Wang, Wang, and Xia discovered a negative correlation between psychological capital and stress linked to safety. Psychological capital successfully mitigates the impacts of organisational cynicism by moderating the relationship between perceived organisational fairness and cynicism, according to Hussain & Shahzad (2022). According to Tang et al. (2023), psychological capital is crucial for managing burnout. Shah et al. (2021) found that psychological capital moderated the relationship between job burnout and occupational stress. So, the fifth hypothesis is as follows:

H5: Psychological capital moderates the relationship between strategic agility and innovative work behaviour

MATERIALS AND METHODS

A survey questionnaire was used to collect data for this study. A questionnaire is a set of pre-developed written questions with clearly defined options, and respondents record their replies for data collecting purposes (Sekaran & Bougie, 2016). When the desired survey is limited to a specific location, and the business entities are willing and prepared to gather all staff members at the workplace to respond objectively to questionnaires, personal questionnaire administration is an appropriate channel for data collection. The table below presents the instruments utilized for measuring the variables in this study.

Table 1. Measuring Instruments

No.	Variable	No. of Items	Adapted
1	Innovative Work Behaviour	7	Sudibjo & Prameswari (2021)
2	Strategic Agility	15	AlTaweel & Al-Hawary (2021)
3	Servant Leadership	7	Darvishmotevali & Altinay (2022)
4	Psychological Capital	12	Karimi et al. (2023)

This is an example of associative research, which seeks to identify the association between two or more variables. The population for this study is made up of academics from 10 Jordanian public institutions, hence the unit of analysis is the person. As well these academics have worked at public universities for the 2023/2024 academic year. An adequate sample size represents a sufficient quantity of the entire population.

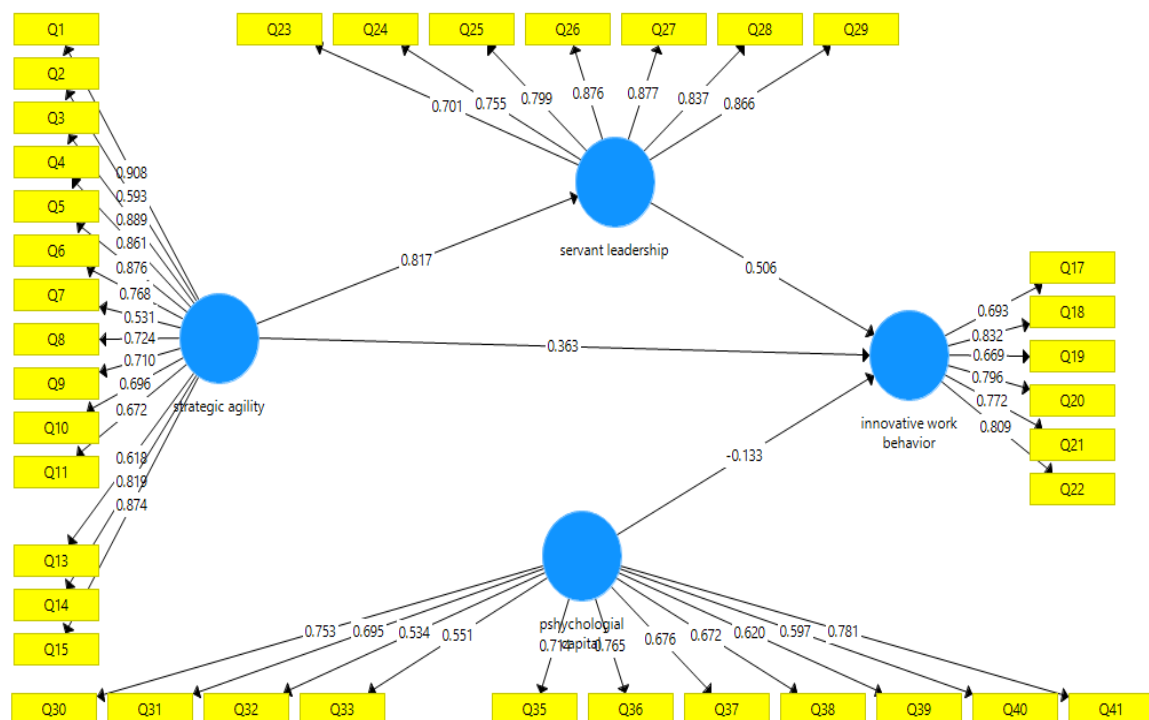


Figure 1. Measurement Model

Thus, establishing the appropriate sample size is critical. Concerning this, Krejcie & Morgan (1970) advise that for a population of 7,429 or more, the sample size should be at least 317 respondents, and stratified random sampling was used. Each research indication was assessed on a Likert scale of 1-5 points, with degrees of agreement ranging from strongly agree to strongly disagree. The analytical approach utilised in this study was SEM with PLS (Partial Least Square).

RESULTS AND DISCUSSION

The study instrument consists of 41 measuring items taken from relevant literature, including constructs. The random sampling approach was used to acquire data from an enormous population. Out of 317 valid replies, male students (38%) outnumbered female students (62%). The current study employed the partial least squares (PLSs) strategy with SmartPLS4 because sophisticated statistical analyses such as the bootstrapping technique for hypothesis testing employ 5000 samples. This method may generate a large number of samples by selecting instances from the study sample. PLS analysis is appropriate for different sample sizes and can handle highly predictive models. As generally known, PLS is also a suitable method to analyze both measurement and structural models.

Measurement model

The measurement model was mainly assessed in the current investigation using a confirmatory factor analysis. The measurement model was assessed using convergent, reliable, and discriminant validity extraction assessments. Convergent validity was evaluated using factor loadings, average variance extracted (AVE), and composite reliability (CR). The item factor loadings, as indicated in Table 1, fell within the permissible range of 0.70, and the study constructs' composite reliability values ranged from 0.893 to 0.950, satisfying the analytical requirements (Hair et al., 2019). The AVE values for all research constructs exceed the suggested value of 0.50 (Hair et al., 2019). Furthermore, the findings include scaled values for means, standard deviations, and Cronbach alpha (i.e. internal consistency) to confirm dependability. The alpha values were more than 0.70, ranging from 0.860 to 0.942, which meets the standard requirement of 0.70. As a result, the constructs' convergent validity and reliability were established (Table 2).

Table 2. Analysis of reliability and convergent validity

Factor	Item	Loadings	Alpha	CR	AVE
Strategic agility	Q1	0.908	0.942	0.950	0.581
	Q2	0.593			
	Q3	0.889			
	Q4	0.861			
	Q5	0.876			
	Q6	0.768			
	Q7	0.531			
	Q8	0.724			
	Q9	0.710			
	Q10	0.672			
	Q11	0.672			
	Q12	Delete <.5			
	Q13	0.618			
	Q14	0.819			
	Q15	0.874			
Innovative work behaviour	Q16	Delete <.5	0.860	0.893	0.584
	Q17	0.693			
	Q18	0.832			
	Q19	0.669			
	Q20	0.796			
	Q21	0.772			
	Q22	0.809			
Servant leadership	Q23	0.701	0.917	0.934	0.670
	Q24	0.755			
	Q25	0.799			
	Q26	0.876			
	Q27	0.877			
	Q28	0.837			
	Q29	0.866			
Psychological capital	Q30	0.753	0.879	0.900	0.544
	Q31	0.695			
	Q32	0.534			
	Q33	0.551			
	Q34	Delete <.5			
	Q35	0.714			
	Q36	0.765			
	Q37	0.676			
	Q38	0.672			
	Q39	0.620			
	Q40	0.597			
	Q41	0.781			

The discriminant validity study revealed that the square root scores of all constructions' AVEs were greater than the associated constructs. In this investigation, square root scores showed the strongest connections between each component, indicating beneficial discriminant validity. To examine validity, the multicollinearity of various variables was examined for high correlation. The diagonal values are the square roots of the average variance extracted (AVE) at a significant level of $p < 0.01$ as shown in Table 3.

Table 3. Analysis of discriminant validity

Variable	Innovative work behavior	Psychological capital	Servant leadership	Strategic agility
Innovative work behaviour	0.764			
Psychological capital	0.655	0.737		
Servant leadership	0.628	0.177	0.818	
Strategic agility	0.700	0.210	0.766	0.762

Structural model

The bootstrapping method was used to test the proposed hypotheses using SEM with a sample size of 5000. Consequently, 51.2 and 51.2 per cent of the variation in innovative work behaviour was explained by the external components. Strategic agility has a considerable influence on innovative work behaviour, as shown in Figure 2 ($\beta = 0.365$, $t = 3.761$, $p < 0.001$).

This validates hypothesis 1. Hypothesis 2 is supported by the results, which show that strategic agility significantly affects servant leadership ($\beta = 0.817$, $t = 20.720$, $p < 0.001$). The study supports hypothesis 3 by finding that servant leadership significantly impacts innovative work behaviour ($\beta = 0.505$, $t = 5.588$, $p < 0.001$). The mediation results show that servant leadership mediates the association between strategic agility and innovative work behaviour ($\beta = 0.412$, $t = 4.995$, $p < 0.001$), which supports hypothesis 4. However, the moderation results show that psychological capital does not modify the connection between strategic agility and innovative work behaviour ($\beta = 0.011$, $t = 0.215$, $p > 0.05$), rejecting hypothesis 5.

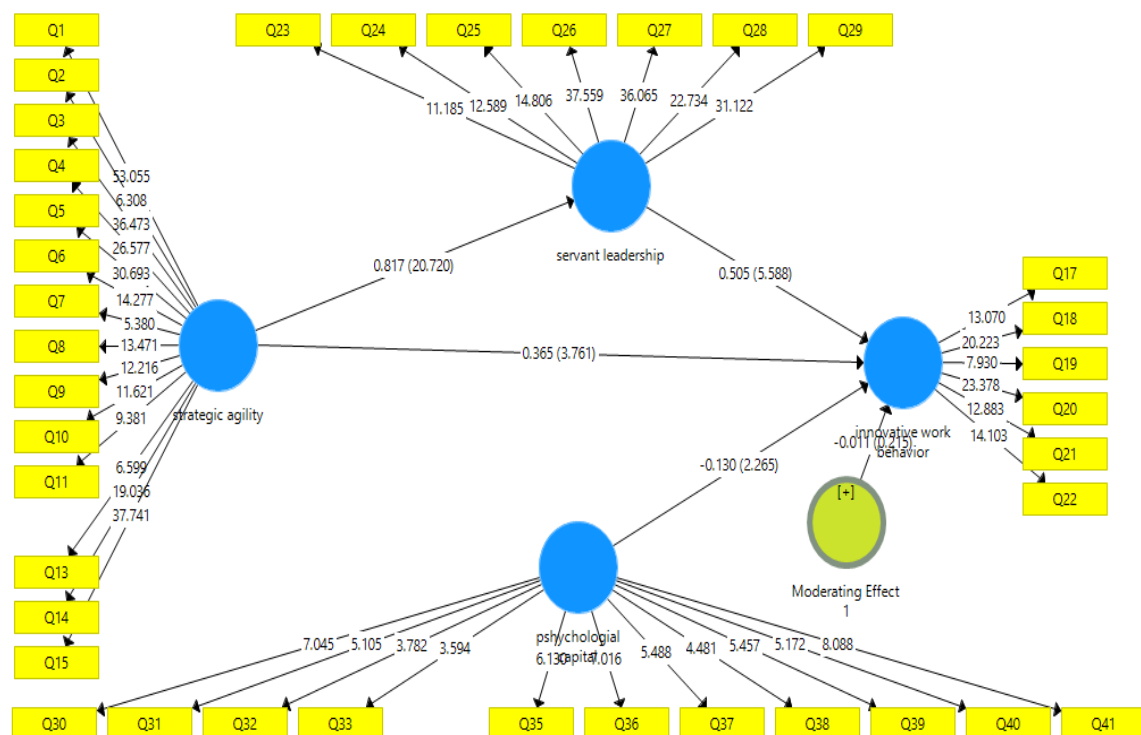


Figure 2. Results of the structural model

DISCUSSION

Results demonstrate that strategic agility, innovative work behaviour, and servant leadership are linked characteristics that can have a major impact on organisational effectiveness and success, particularly in fast-changing circumstances. The results of this research suggest that strategic agility refers to an organization's capacity to rapidly detect, adapt to, and capitalise on changes in the market, technology, or competitive landscape.

As a result, organisations, particularly universities, must be flexible in their decision-making, anticipate future trends, and promptly alter their strategy. As a result, strategic agility is more than just making rapid judgements in isolation; it is also about being proactive, adaptable, and linked with strategic objectives. However, the study concludes that strategic agility to be effective should be adaptable, which refers to the ability to alter course rapidly when new potential opportunities or threats appear, which is consistent with (Pfaff, 2023).

Proactiveness is also connected with strategic agility techniques, which suggest anticipating environmental changes and being constantly ready to respond successfully before the need arises. Agility enables institutions to adopt a learning

attitude in which they continually acquire insights and apply them to enhance strategy and operations. In terms of findings, the study on innovative work behaviour refers to the activities that employees take to create, execute, and employ new ideas or procedures in the workplace. The major purpose of innovative behaviour is to develop both creativity and innovation inside the organisation, which will eventually lead to growth, competitiveness, and sustainability. The findings are also consistent with the relevant literature (Ullah et al., 2024), which supports the implications of that concept.

Similarly, innovative work behaviour contributes to the elements impacting this term, such as individual motivation and creativity, because employees who feel empowered and respected are more likely to participate in innovative behaviours. Essentially, an organization's culture supports experimentation, tolerates failure, and rewards originality, which drives innovation. The findings of leadership influence on research themes confirmed the function of servant leadership, indicating that leaders who offer resources, time, and encouragement for innovation may have a major impact on innovative work behaviour. According to the findings, servant leadership is a type of leadership philosophy that emphasises the leader's duty as a servant of others. In contrast to traditional leadership approaches in which the leader's responsibility is to issue orders and command people, servant leaders prioritise team members' growth and well-being by empowering and serving others, and the leader develops an innovative culture. The research (Zada et al., 2024) in this context supports the importance of servant leadership in influencing organisational and individual results.

Empathy is fundamental to servant leadership because it entails understanding and caring for the well-being of others, as well as listening to team members with full attention to understand their viewpoints. The findings for the interaction of three multiple variables (strategic agility, innovative work behaviour, and servant leadership) are interrelated and mutually reinforcing the strategic agility and innovative work behaviour, demonstrating that agility requires innovation to maintain a competitive advantage. Universities that value innovative work behaviour encourage their workers to think creatively, which may be compatible with the organization's capacity to adjust rapidly to changing situations. Servant leadership may promote strategic agility by creating a supportive atmosphere in which people feel empowered to take the initiative, innovate, and contribute to the organization's strategic objectives.

Servant leaders aggressively encourage and foster their workers' innovative behaviours by offering tools, coaching, and a secure environment in which to explore. Furthermore, servant leaders demonstrate that they respect innovation and new ideas, motivating employees to take more initiative in their innovative endeavours.

When strategic agility, innovative work behaviour, and servant leadership are combined, they form a powerful synergy because servant leadership fosters a culture in which people feel appreciated and encouraged to innovate. This innovation is critical for universities' agility, which allows them to quickly adjust to market developments. Finally, institutions that emphasise all of these areas may prosper in dynamic contexts, remaining ahead of the curve and always upgrading their services and procedures, as suggested by (Vuong et al., 2023).

According to the findings, psychological capital is an important notion in higher education, where both teachers and students must engage in creative and innovative activities in order to keep up with research and academic breakthroughs.

Psychological capital is a key predictor of innovative work behaviour in universities since professors and students who are optimistic are more likely to set ambitious objectives for their research or studies and stay focused on innovative activities. They are confident in their ability to overcome problems, and their resilience drives them to continue pursuing new ideas or approaches. This is consistent with (Zhao & Gantalao, 2024), who examined the association between this variable and organisational results.

CONCLUSION

According to the report, colleges with a high degree of strategic agility are better equipped to deal with ambiguity and seize fresh chances, creating an atmosphere that encourages innovative work practices. Employees' innovative work behaviour is also positively impacted by servant leadership, which is defined by an emphasis on helping others, empathy, and the growth of followers. This is because servant leadership makes employees feel more empowered and supported to take risks. Strong psychological capital also makes individuals more resilient and open to trying new things, both of which foster more creativity at work. Organisational adaption is improved by leaders who exhibit servant leadership qualities by creating a positive work atmosphere that promotes creativity.

Future research implications and cross-disciplinary studies on leadership styles may look at how different leadership styles (transformational, transactional, etc.) interact with strategic agility to influence organisational success.

A better knowledge of how leadership influences individual and organisational creativity might yield significant insights. Furthermore, further study is needed to investigate psychological capital as a variable across different ideas in order to better understand the intricacies of how psychological capital develops and impacts work behaviour, which might lead to improved organisational interventions.

Longitudinal studies that look at how the link between strategic agility, leadership, and innovation changes over time can provide more thorough insights into these elements' long-term implications on organisational success. Future studies should look at how the link between these elements varies between sectors, geographies, and cultures.

The organizational culture, for example, may either hinder or accelerate the development of strategic agility and innovative behaviours depending on local norms and values. For practical applications for training and development strategic agility and servant leadership have been shown to enhance innovative behaviours, the universities hence should focus on incorporating training programs for leaders that emphasize empathy, development of psychological capital, and fostering creativity. Future research can also evaluate the effectiveness of such programs and evaluate the organizational

impact or investigate how improving strategic agility and innovative work behaviour, driven by servant leadership affects overall organizational performance, including market competitiveness, financial performance, and employee retention.

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