



THE ROLE OF ENLIGHTENED LEADERSHIP IN ENHANCING ORGANIZATIONAL VITALITY: AN ANALYTICAL STUDY OF THE VIEWS OF A SAMPLE OF DOCTORS AND NURSES AT AL HOSEIN HOSPITAL KARBALA

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Abstract: The primary purpose of this study is to assess and test the impact of enlightened leadership with its six characteristics (developer, role model, servant, change agent, communicator and visionary) on increasing organisational vitality with its three dimensions (learning, innovation and entrepreneurship). The research problem is to determine the extent to which modern leadership styles can solve administrative and operational problems in the field and its application in the healthcare sector of the hospital under study. The rationale for this study is based on the urgent need to move toward flexible leadership styles which help to increase the efficiency and responsiveness of the medical and nursing personnel. The study population was the hospital workers and the main data collection technique was the questionnaire. A total of 105 questionnaires were distributed, of which 103 questionnaires met the criteria for statistical analysis. Data were processed and hypotheses were tested using advanced statistical software (SPSS and (AMOS) with principal statistical tools such as descriptive measures (arithmetic means and standard deviations), structural equation modelling (SEM), and coefficients of determination and direct effects. The research concludes that the “developer” dimension is the main and most important driver of organisational vitality and that enlightened leadership in all its dimensions has a statistically significant overall positive impact on the development of the organization’s capacity for adaptation and innovation. The most important recommendation based on these results is to focus on activating developmental practices through continuous training programs to develop the skills of field teams and attract knowledge-based talent to achieve the desired institutional excellence.

Keywords: Enlightened Leadership, Organisational Vitality, Al-Hussein Hospital, Karbala.

Introduction

Administrative leadership is the core foundation on which modern organisations depend to meet the difficulties of fast change and to survive and sustain in complex and competitive work settings. The value of this study is that it sheds light on a modern and important administrative concept: enlightened leadership. It covers the direct role of this notion for improving the vitality of organisations in healthcare institutions. Healthcare is one of the areas that most needs inspiring leadership styles that can enhance organisational learning, stimulate innovation and encourage entrepreneurial activities among medical and nursing staff. The study focuses on administrative literature that posits that institutional transformation and service excellence cannot take place without a leadership style that includes continuous development, ethical role modelling, human empowerment and effective communication. This research aims to fill the knowledge gap reflected by the dearth of applied studies that have explored the interactive relationship between the dimensions of enlightened leadership, developer, role model, servant, change agent, communicator and visionary, and the combined dimensions of organisational vitality within the healthcare sector, especially when considering the environmental and field of the study. Thus, this research can be a good scientific and practical contribution for the academic and administrative decision makers. The research structure is separated into four key sections to accomplish the study objectives and provide a comprehensive methodological approach. The first section deals with the scientific methodology and previous studies, while the second section deals with the theoretical framework of the study variables and their dimensions. The third section deals with the applied aspect and statistical analysis to test the hypotheses. The study ends with the fourth section, which reviews the most prominent conclusions and resulting field recommendations.

Research Methodology

1. The Problem of Research

The epistemological problem of this study is the absence of the number of theoretical frameworks and applied studies that have addressed the complex concept of enlightened leadership with its holistic dimensions and its interactive relationship to organisational vitality in healthcare management literature. Despite the growing intellectual importance of these two factors, the Arabic literature lacks an analytical model that explains how the direct effect of the six leadership characteristics is transmitted to the drivers of adaptation and entrepreneurship. This suggests a gap in knowledge which has to be scientifically addressed and conceptually grounded.

The applied problem is manifested in the administrative and operational challenges faced by the organization under investigation, relating to the extent of the ability of medical and nursing staff to respond rapidly to health changes and adjust to work pressures. This problem is manifested practically in the difference between the organisational learning levels, and the adoption of innovation and entrepreneurial solutions, in addition to the urgent need to replace the traditional methods with the modern leadership styles capable of dismantling the routine and improving the direct healthcare services provided to patients. The fundamental research question is: 'To what extent does enlightened leadership with its six characteristics increase organisational vitality in the organization under study?'

The sub-questions to this question are:

- a) What is the level of practice of the dimensions of enlightened leadership (creator, role model, servant, change agent, communicator, and visionary) among the administrative leaders in the organization under study?
- b) What is the amount of availability of the characteristics of organisational vitality (learning, innovation and entrepreneurship) among the personnel of the organization under study?
- c) What is the type and degree of linkage and direct influence of the characteristics of enlightened leadership collectively and individually on Organisational vitality in the organization under study?

2. The Importance of the Research

The scientific importance of this research is due to its contribution to the Arabic administrative literature with a modern and qualitative concept: enlightened leadership. It is a concept of accumulation that includes the intellectual, the human and the visionary. Its value is in providing a complete conceptual model that connects the six dimensions of enlightened leadership with company vitality and its axes of adaptation, innovation and entrepreneurship. This helps to close the knowledge gap on the interaction of these factors in complex organisational settings and provides a reference framework and an inferential database for academics and researchers interested in the development of management theory and organisational behaviour.

The practical value is that the field is provided with practical solutions and indicators which allow administrative and medical leaders of the examined organization to improve the performance of the institution and the quality of the healthcare services offered. The study's practical importance is to provide decision makers with a diagnostic guide to clarify the most influential leadership dimensions in motivating human resources, and how to direct these practices toward dismantling bureaucracy, supporting organisational learning, and adopting innovation and entrepreneurial solutions. This, in turn, will improve preparedness and prompt reaction to impending health emergencies and developments.

3. Research Objectives

The main objective of this research is to develop and deploy an analytical model for explaining the features of the relationship and influencing links between enlightened leadership practices and organisational vitality in the organization under investigation. The following detailed aims are realised with this:

- Identifying the level of understanding and practice of the six dimensions of enlightened leadership (creator, role model, servant, change agent, communicator and visionary) among the leaders of the organization under study.
- Assessment of the availability and practice of the dimensions of organisational vitality (learning, innovation, and entrepreneurship) among the personnel of the organization under study.
- The kind and type of collaborative interactions between the elements of enlightened leadership individually and collectively and the aspects of organisational vitality
 - To measure and explore the extent and size of the impact of six dimensions of enlightened leadership (individually and collectively) on promoting organisational vitality in organization under study.

- To measure the degree of integration and dynamic synergy between the overall dimensions of enlightened leadership in forecasting organisational vitality relative to the individual influence of each factor.
- Determine and rank the dimensions of enlightened leadership according to their degree of direct influence and contribution to inspiring and developing the dimensions of organisational vitality.

4. Research Hypothesis and Hypothetical Framework

The research is based on the following two main hypotheses:

a- The first main hypothesis (H1) states, "There is a statistically significant correlation between the independent variable, enlightened leadership, and the dependent variable, organizational vitality." The following sub-hypotheses branch out from this:

- (H1a) There is a statistically significant correlation between the developer dimension and the dependent variable, organizational vitality.
- (H1b) There is a statistically significant correlation between the role model dimension and the dependent variable, organizational vitality.
- (H1c) There is a statistically significant correlation between the servant dimension and the dependent variable, organizational vitality.
- (H1d) There is a statistically significant correlation between the changemaker dimension and the dependent variable, organizational vitality.
- (H1e) There is a statistically significant correlation between the communicator dimension and the dependent variable, organizational vitality.
- (H1f) There is a statistically significant correlation between the visionary dimension and the dependent variable, organizational vitality.

b- The second main hypothesis (H2) states, "There is no statistically significant effect between the independent variable, enlightened leadership..." The dependent variable is organizational vitality, and the following sub-hypotheses branch out from it:

- (H2a) There is a statistically significant effect between the developer dimension and the dependent variable organizational vitality.
- (H2b) There is a statistically significant effect between the role model dimension and the dependent variable organizational vitality.
- (H2c) There is a statistically significant effect between the servant dimension and the dependent variable organizational vitality.
- (H2d) There is a statistically significant effect between the changemaker dimension and the dependent variable organizational vitality.
- (H2e) There is a statistically significant effect between the communicator dimension and the dependent variable organizational vitality.
- (H2f) There is a statistically significant effect between the visionary dimension and the dependent variable organizational vitality.

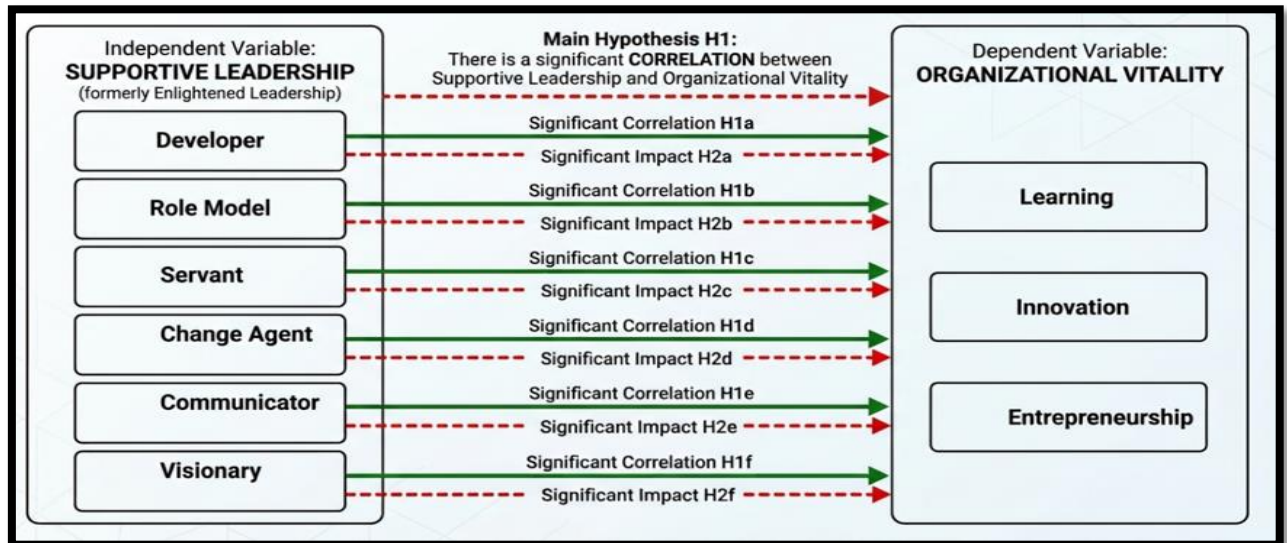


Figure 1. illustrates the hypothetical research plan

Source: Researcher based on the literature mentioned in the table.

5. Research Measures

To achieve the research objectives, the measures shown in Table (1) were adopted, indicating the specific measure for each variable along with its corresponding dimensions.

Table 1. shows the measures adopted in determining the dimensions of the research variables.

The variable	Dimensions	Scale
Enlightened leadership	Developer Role Model Servant Change Agent Continuer Visionary	(Andacao, 2017: 24)
Organizational vitality	Learning Innovation Entrepreneurship	(Kumer, 2016)

Source: Researcher based on the literature mentioned in the table.

6. Research scope

The scope of this research is:

- Geographical Scope: Al-Hussein Hospital, Karbala (Karbala Branch)
- Timeframe: (September 1, 2025) to (September 1, 2026)
- Subject Scope: Enlightened Leadership – Organizational vitality

7. Research Population and Sample

The choice of the Karbala Field Hospital was in line with the needs of the applied study and the nature of its subject matter. It is a key health care institution with a chosen cadre of highly specialised medical and nursing staff that ensures collection of extremely reliable and realistic data, demonstrating an accurate comprehension of leadership practices and organisational dynamics. The Karbala Field Hospital is a comprehensive health facility that applies the latest standards for

the delivery of health care and urgent medical care. It has many departments such out patient departments, emergency departments and operation theatres. Modern medical beds and advanced technology support continuous fieldwork with a high operational efficiency. It is an excellent organisational setting to see enlightened leadership methods and change management. The study population was all physicians and nurses working in the hospital, (140) individuals. A sample of (103) respondents was selected based on a questionnaire created according to five point likert scale to cover demographic and professional variables notably age, gender, educational qualification and years of service. The rationale for selecting the complete enumeration strategy for the study population is the small total population size and accessibility of all members of the population in the field. In addition, the researcher's interest in giving all medical and nursing staff members the opportunity to participate in the study, improves the comprehensive representation of the population, reduces sampling error and increases the statistical accuracy of the analysis results when measuring the impact of the study variables.

8. Research Methodology and Data Collection Tools

To conduct the research and arrive at the final results, the following tools were used:

Literature related to both enlightened leadership and organizational vitality.

Questionnaire: A questionnaire consisting of three sections was developed based on the sources listed in Table (1) and comprised:

- Section One: Description of the research sample.
- Section Two: Items related to the independent variable of the research (enlightened leadership), which included (30) items.
- Section Three: Items related to the dependent variable (organizational vitality), which included (15) items.

(109) questionnaires were distributed electronically to the entire research population, of which (103) were returned, representing a response rate of (94%).

9. Statistical Methods

The following statistical methods were adopted:

The five-point Likert scale was used, which is one of the most widely used methods in survey studies in the social sciences. It is also characterized by its clarity and accuracy. The scale values were set from (1) for the lowest value to (5) for the highest value.

- Arithmetic mean: to measure the average of the participants' responses.
- Standard deviation and coefficient of variation: to measure the dispersion of responses.
- Relative importance and ranking of importance: to assess the importance of the study variables.
- Cronbach's alpha coefficient: to measure the reliability of the measurement instrument.
- Pearson correlation coefficient: to measure the strength of the relationship between variables.
- Interpretation coefficient (R^2): to determine the proportion of variance explained in the dependent variable.
- Normality test: to verify the distribution of the data.
- Structural equation modeling and path analysis: to analyze the complex

relationships between variables.

Theoretical part

1. Enlightened leaders:

- a. **Concept:** Anderson & Caldwell (2019: 8) define it as a leader's behaviour that includes self-awareness, appreciation of the values and creativity of others, and dedication to continual learning and skills improvement. The leader takes scientific and intellectual knowledge and turns it into action, through humility, through commitment and by encouraging others. Vu (2020: 486) adds that it means being able to follow an effective work technique to solve difficulties by being proactive in problem-solving. It also talks about opportunities and risks and how to take proper action for each, including quick decisions to fulfil market demands. According to Adlan & Tayoush (2021: 58), it is a set of behaviours, interactions and approaches practiced by an inspiring and committed leader who creates a work ethic, promotes innovation and creativity, and identifies deviations by adopting a sustainable strategy to address the developments in the environment and competition.
- b. **The importance:** is that it promotes enlightened leadership on the part of employees, instills practical and scientific dynamism, and develops organisational loyalty, as Fattah (2024: 8) indicated. It also increases their performance and aligns the values, goals, and strategies of the organization to achieve objectives and build a dynamic organisational culture that fosters self-development and excellence. Alkass (2021: 148) stated that the importance is shown by leading the employees to establish positive values of organisational culture and strengthen social and professional ties among the workforce.
- c. **Dimensions:** The dimensions used were those of Andacao's (2017: 24) model that defines the dimensions as follows:
 - **Role Model:** Biloa (2018: 311), Biloa (2023: 420) defines a role model as a person who works within the framework of behaviour and considers different situations by following the principles of innovation, creativity and foresight, understanding professional and ethical roles, taking responsibility, and having values and a personality that comes from ethical leadership. According to Ronkaninen (2019:2), directives and instructions are behaviours that a leader embodies and affect employees through the enhancement of their skills and motivating them to attain goals. Such attributes make a leader an inspiration, as a role model and an example to be copied through their professional positions.
 - **The developer:** Ionescu & Boleas (2019:75) said that those who implement scientific and practical procedures and policies, create flexibility in work, adapt and face challenges, and develop suitable strategies to achieve competitive advantage are those who have the potential to develop and improve performance. The development leader is also defined as part of an integrated process that is intended to improve the performance of the company through planning and organization based on coordination with senior management while reducing administrative processes and promoting creative solutions to difficulties. This is the leader who strives to develop and improve the performance of the organization through his vision, methodologies, and effective work procedures, as well as the flexibility which is a powerful bulwark against developing challenges and obstacles.

Moreover, they ensure the quality and sustainability of work (Kutsyuruba & Straud, 2023:61).

- **The Servant Leader:** Cogswell et al. (2023: 3) said that the servant leader is focused on developing the followers to achieve the goals and has a good impact on the followers and the company. They have high loyalty, strong organisational behaviour and high dedication. Also, they have the trust of their personnel. The servant leader should endeavour to help and assist various resources including personnel inside the organization effectively and efficiently, which contributes to overcoming work pressures and problems and thus boosting their vitality (Jimenez-Estevéz, 2023: 2).
- **The Communicator:** Sreeja (2020: 5383) said the servant leader takes part in the direct or indirect exchange of knowledge and ideas with others (supervisors and coworkers) in or outside the organization to promote growth and sustainability, as well as to achieve satisfaction and loyalty. Zorlu & Korkmaz (2021: 315) defined the servant leader as a person who communicates well, listens and speaks well with others, has a wide understanding of their suggestions and positive contributions at the social or organisational level, and is able to develop solutions, evaluate facts based on analysis, and make appropriate decisions.
- **The change maker:** This is the enlightened leader who possesses the characteristics and ability to affect the behaviour of individuals, teams and the company as a whole. This includes a clear vision and including employees in the decision-making process through providing them with information and suggestions (Akinbode & Alshuhumi, 2018: 614). This leader, Frogouli & Tarrlaki (2020: 33) further noted, is a person who can communicate well by encouraging and motivating employees, inspiring workers, and also making great decisions and policies to attain organisational goals.
- **The visionary:** Marlia et al. (2020: 55) describe this leader as possessing the right vision to push staff to be creative and innovative constantly. This helps to modernise the work of the organization by adapting to the situations of today and the future that can be forecasted to be able to deal with them with appropriate solutions. Utomo, et al (2022: 32) also added that transformational leadership is an inspiring leadership style with a clear vision and leadership that allows subordinates to be creative and innovative and develop the work of the organization while being flexible and having a great focus on achieving the planned goals while creating a suitable work environment.

2. Organizational Vitality

- a. **Concept:** It is defined as the ability to stimulate and grow the organization's potential through a set of roles to achieve goals (Christophe & Lucille, 2020: 65). This includes: a good management that supports innovation and creativity, and reacts to problems in the external world. Adim & Poi (2021: 2) define it as the energy that the organization expends to be successful in serving the needs of external and internal consumers and stakeholders, and to ensure its continuous success and sustainability. As per Malhotra et al. (2022: 1) it is the organization's ability to accommodate the cognitive and technological changes, maintain flexibility and entrepreneurship, achieve high levels of optimal time

utilisation and enhance the organization's health, resilience and sustainable competitive advantage.

- b. Importance:** As Spanouli & Hofmans (2021: 1439) state, vitality is expressed through the constantly changing connection of the organization with all its activities, such as organisational commitment, employee safety, performance, and the promotion of values, the appreciation of creativity and innovation, the formation of a long-term strategy that efficiently accomplishes the goals, and the cultivation of employee happiness. Victor & Andy (2022: 16) further emphasised that vitality gives the organization with the strength needed for its survival and sustainability, which is reflected in high performance, problem-solving, increased production and service capacities and strong competitiveness with other organisations.
- c. Dimensions:** The dimensions identified by Kumer (2016) were implemented as follows:
 - **Learning:** Kaur & Hirudavarai (2021: 55) described learning as the programd process to acquire, analyse, generate, and then disseminate new information in a manner appropriate to the organisational work context, the work environment, and internal factors. Scipioni et al. (2021: 2) defined it as the "interrelated cognitive, technological, and behavioural processes of employees, and the work to embed it within the institutional framework using information systems, organisational structure, and culture."
 - **Innovation:** It is understood as the generation of basic changes in the vision of the organization for its plans in resources and organisational processes, contributing to the realisation of new goods, services, consultations and ways of working that bring value to the organization (Ferreira, 2023: 45). According to Verhoef et al. (2021: 890) "The process practiced by the organization to work with new administrative and technical approaches and actions based on knowledge and technology, with the goal of gaining new competitive opportunities and improving performance in the work environment".
 - **entrepreneurship:** Henslek et al. (2023:14) defined it as the ability of the organization to change and adapt to the needs and changes of the surrounding environment, through the application of creativity and innovation programs, and the transformation of entrepreneurial ideas and plans into practical actions, to improve performance and create sustainable and proactive competitive advantage. Mateus (2019: 197) described an activity aimed at implementing different actions that effectively reach objectives and provide value to the organization, at the same time as trying to reduce risks and uncertainty.

The Practice of the Research

This part of the research is concerned with the analysis of the questionnaire data which was created according to the measures set in table (1). The face validity of the questionnaire was checked and given to several specialists. After obtaining the answers of specialists, certain modifications were made and the questionnaire was delivered to the research sample. The following is an analysis of the questionnaire data in terms of the three axes:

1. Presentation of the Research Sample

The description of the research sample is shown in Table

Table 2. The description of the research sample.

The variable	Variable divisions	frequency	(%)
Gender	Male	57	55.3%
	Female	46	44.7%
the total		103	103
age group	18-30 years	25	24.3%
	31-40 years	41	39.8%
	41-50 years	23	22.3%
	51-60 years	11	10.7%
	61 years and over	3	2.9%
		103	103
the total Academic qualification	Nursing	19	18.4%
	Preparatory		
	Technical Diploma	26	25.2%
	Bachelor's Degree	45	43.7%
	Postgraduate	13	12.6%
	Studies		
the total		103	103
Actual service period	Under 5 years	22	21.4%
	5-10 years	37	35.9%
	11-15 years	26	25.2%
	16-20 years	12	11.7%
	21 years and over	6	5.8%
		103	103

The source was prepared by the researcher based on questionnaire data.

The following is a descriptive analysis of the research sample data regarding the demographic and professional characteristics of the respondents:

- Sex. The results of the statistics of the gender variable indicated that the distribution of health and nursing services in the hospital studied was balanced. The biggest group was males with (57) respondents, accounting for (55.3%), while females were (46) respondents, representing (44.7%). This distribution reflects the nature of the healthcare work environment where both genders are required for the provision of complete medical and nursing services to patients and visitors in many demanding and specialised departments.
- Age Group The age distribution implies that the research population is young and possesses field experience. The (31-40) age group rated best with (41) respondents which is (39.8%). Followed by (18-30) age group with (25) respondents which is (24.3%). The 41-50 age group was third with 23 respondents (22.3%), followed by the 51-60 age group with 11 respondents (10.7%) and the 61 and beyond age group with 3 respondents (2.9%). These indicators show that the vast majority are in the younger and middle-aged age groups, which are most suited for adaptation to the needs of organisational dynamism and enlightened leadership.
- Educational Qualification. The results related to educational credentials indicate a high level of educational and professional expertise within the sample. The largest group was those with bachelor's degree with 45 respondents (43.7%)

followed by those with technical diploma with 26 respondents (25.2%). The third group was the nursing preparation with responders (19) (18.4%) and the postgraduate category with respondents (13) (12.6%). This academic variety displays a high level of knowledge and understanding of the items of the questionnaire, which boosts the capability of grasping the modern administrative and leadership ideas of the research and implementing them practically in the health care environment.

- The Real Length of Service. Actual service length data represent the stability and variation in the cumulative field experience of medical and nursing professionals. The category of (5-10) years had most frequency with (37) respondents (35.9%) followed by the category of (11-15) years with (26) respondents (25.2%). The age group with less than five years of experience was third with 22 responses (21.4%), followed by the 16-20 age group with 12 respondents (11.7%), and last the 21 and older age group with 6 respondents (5.8%). The results obtained demonstrate that the sample group has an adequate knowledge of the nature of administrative decisions and leadership styles applied in the hospital as a consequence of fulfilling a proper length of field service.

2. Coding the Study Scale, its (Normal) Distribution and its Reliability

The two major variables of investigation together with their dimensions were coded using a consistent number and letter coding method to ease data entry and systematic analysis through the use of statistical software (SPSS v.26 and Amos v.26). A set of questionnaire items to measure each variable and the relevant dimension was allocated. This provides accuracy of the analysis and simplicity of the retrieval of the statistical indicators when performing the different tests. The consistency and internal reliability of the measurement instrument in measuring what it was supposed to measure was verified by Cronbach's alpha coefficient. According to Hair et al. (2017), the minimum dependability coefficient that is acceptable in scientific study is 0.70. Values over this threshold show a good internal consistency among the items of the variable, demonstrating the validity and reliability of the instrument to be applied in statistical field analysis. The normality of the data was confirmed with skewness and kurtosis coefficients before the parametric tests were used. The distribution is judged normal, based on the statistical criteria proposed by Hair et al. (2017), if the standardised Z-scores for skewness and kurtosis are between ± 1.96 at the 0.05 significance level (dividing the respective values with the standard error). This is to prepare the data for structural analysis and hypothesis testing. This is seen in Table 3 below:

Table 3. Code of Study Scale, Distribution of Normality, and Reliability Scale

variable	The Dimension	The symbol	Number of questions	Z-Skew	Z-Kurtosis	The value of (Cronbach's Alpha)
Enlightened leadership	The Developer	X X1	6	-1.14	0.82	88.42%
	The Role Model	X2	6	-1.35	0.64	90.53%
	The Servant	X3	6	-0.92	1.15	89.17%
	The Changer	X4	6	-1.28	0.77	87.64%
	The Continuous Visionary	X5	6	-1.06	0.94	86.83%

The Dimension	X6	6	-1.39	0.88	91.29%
Enlightened leadership variable		30	-1.19	0.87	88.98%
Organizational Learning	Y Y1	5	-1.43	0.76	89.62%
Vitality Innovation	Y2	5	-0.95	1.04	83.47%
Entrepreneurship	Y3	5	-0.68	0.81	88.91%
Organizational Vitality Variable		15	-1.02	0.87	87.33%

Source / Based on the SPSS output, the researcher prepared

Table (3) displays the structure of the study scale and the distribution of questions on the main variables and their sub-dimensions. The variable of Enlightened Leadership (X) has six sub-dimensions (X1-X6) with six questions and 30 items in total. The variable Organisational Vitality (Y) is made up of three sub-dimensions (Y1-Y3) and each sub-dimension has five questions, for a total of 15 items. Thus, the scale comprises 45 items in all.

The results of reliability shown in Table (3) reveal that all Cronbach's alpha coefficients for the dimensions and their primary variables were very high above the statistically admissible threshold of 70.00%. The coefficient for the key variable Enlightened Leadership was 88.98% and for Organisational Vitality was 87.33%. This supports a high internal consistency of the scale items and their usefulness for field application and statistical analysis.

The statistical markers that were totally fulfilled in the normal distribution of the study data are shown in Table (3). The Z-skewness for all standardised scores, and the Z-curtosis for the main dimensions and variables were within the range of acceptable standard of ± 1.96 , which allowed the application of parametric tests and hypothesis testing with excellent accuracy.

3. Analyse Sample Answers to Research Variables (Enlightened Leadership/Organizational Vitality)

In this section of analysis, we try to know the reality of study variables by looking at the dimensions of each variable in the viewpoint of all doctors and nurses in Al-Hussein Hospital in Karbala (103 respondents). The degree of response of the surveyed sample will be assessed according to their answers on a five-point Likert scale based on the responses of the sample to the questions of the questionnaire.

The results of measuring the range of the arithmetic mean of the respondents' responses are presented in the table below.

Table 4. The level of response and weighted mean

	Weighted average	Weights	
5	-4.21	100%	84.2%
4	-3.41	84%	68.2%
3	-2.61	68%	52.2%
2	-1.81	52%	36.2%
1	1-	36%	20%

Akadiri O. P. (2011), Development of Multi-Criteria Approach for the Selection of: Wolver Hampton, U. K.

The key dimensions and variables were prioritised on the basis of the lowest value of the coefficient of variation (CV), which is believed to be the most accurate statistical indicator of the homogeneity and consensus of the responses from the sample of doctors and nurses at the hospital under study. A lower VV suggests less spread, and a more consistent, cohesive reaction to the scale items.

- a. Enlightened Leadership Variable:** The statistical results showed that the overall enlightened leadership variable attained a weighted mean of (3.53), response intensity of (70.6%), standard deviation of (0.760), and VV of (21.5 %). The comparatively high indicators show a strong homogeneity and favourable response of the sample to the enlightened leadership approaches that are applied in the institution under study. This is because the doctors and nurses are aware that the direct leadership is committed to using conscious management practices that help guide their efforts to achieve the institutional goals efficiently.

The findings of the dimensions listed from top to lowest were as follows:

- **The Communication Dimension (First Rank)** The Communication Dimension scored first among the dimensions of enlightened leadership in terms of the lowest coefficient of variance (17.6%), a weighted mean of (3.82) and a strong response rate of (76.4%) and a standard deviation of (0.673). The results reveal that the members of the sample are very consistent and agree with the direct supervisor's commitment to opening direct and indirect communication channels and to the construction of positive ties outside formal authority. This is a manifestation of the success of the leadership to rely on persuasion and democratic method in conflict resolution and creating the suitable working environment for medical and nursing staff.
- **Development Dimension (Second Rank):** Development Dimension was ranked second with a coefficient of variance of (18.5%), weighted mean of (3.76), high response rate of (75.2%), and a standard deviation of (0.694). This points to a deliberate consensus among the sample regarding the role of the immediate supervisor to encourage subordinates to develop themselves and to stimulate dynamism within teams. This, in turn, illustrates the administration's dedication to the enhancement of performance, draw in skilled personnel, and foster contemporary technological and intellectual developments that guarantee the sustainability of the quality of healthcare services offered at the hospital studied.
- **The Servant Dimension (Third Rank)** The Servant Dimension was rated third with a coefficient of variation of 19.2%, a weighted mean of 3.66, a strong response rate of 73.2%, and a standard deviation of 0.703. The statistics reveal a good response at a high level in direct supervisors' empathy and willingness to help medical staff at all times. This demonstrates that the leadership seeks to enhance social relationships, enforces regulations on itself first and foremost and prefers the general interest of the healthcare institution over narrow personal objectives.
- **The Change Factor (Fourth Rank)** The Change Factor came in fourth place with a coefficient of variation of 21.7%, a mean value of 3.48, a strong response rate of 69.6% and a standard deviation of 0.754. The signs suggest that the respondents have a strong awareness that leadership may diagnose field problems and reduce procedures, away from cumbersome bureaucracy. This also shows the role of team effort and adherence of professional and legal ethics on the staff to motivate them for making unique proposals and solutions and connecting them positively to the practical realities in the hospital.
- **The Visionary (Fifth Rank) 5.** The Visionary factor ranked fifth with a

coefficient of variation of 25.8%, a weighted mean of 3.27, a strong response rate of 65.4% and a standard deviation of 0.843. This very wide dispersion of responses reflects a difference in the judgement of the proactive and predictive vision of emerging changes of the direct leadership by the sample. This shows the need of stressing the development of analytical and descriptive abilities for a healthy work environment and activating positive and logical thinking to motivate subordinates and promote a more positive work environment.

- **Dimension Role Model (6th Rank):** The sixth and last rank role model had a coefficient of variance of 28.1%, mean of 3.18, strong response rate of 63.6% and standard deviation of 0.893. The index exhibits the greatest variation in the responses of the sample, indicating how perceptions of the leadership's embodiment of exemplary behaviours and moral inspiration differ. This indicates the urgent need to improve the mechanisms of team work, to clarify the decisions of management so that they may better coordinate them with the aims of employees, and to solve problems through ethical advice where the leader is the role model.
- The hospital under study presented a good level of dedication to the practice of Enlightened leadership, fostering modernisation and direct connection with medical and nursing personnel. However, it could not match the absolute objective which demands setting up role models, personal example and future-oriented vision at all administrative levels.

Table 5. Classification of the dimensions of the variable (Enlightened leadership)

	Dimensions	Weighted average	Intensity of the answer	standard deviation	Coefficient of variation	dimension arrangement
1	Developer	3.76	75.2%	0.694	18.5%	2
2	Role Model	3.18	63.6%	0.893	28.1%	6
3	Servant	3.66	73.2%	0.703	19.2%	3
4	Change Agent	3.48	69.6%	0.754	21.7%	4
5	Continuous	3.82	76.4%	0.673	17.6%	1
6	Visionary	3.27	65.4%	0.843	25.8%	5
	(Enlightened leadership) variable	3.53	70.6%	0.760	21.5%	

Source / Based on the SPSS output, the researcher prepared

b. Organisational Vitality Variable

The statistical data presented in the above table reveal that the overall variable of organisational vitality obtained a weighted mean of (3.42), response intensity of (68.5%), standard deviation of (0.733) and coefficient of variation of (21.4%). These relatively high indicators are indicative of some level of agreement and positive response of the sample of doctors and nurses at the hospital under study on the availability of practices and good environment that supports organisational vitality. This is the way the healthcare facility shows its dedication to upgrading its capacities and creating a proper climate for continued growth.

The outcomes at the level of the variable dimensions (according to the lower coefficient of variation) were:

- **Innovation Dimension (First Rank):** The innovation dimension recorded the

first rank of the dimensions of organisational vitality with the lowest coefficient of variation of (16.9%) and a weighted mean of (3.64) and a response intensity of (72.8%) and a standard deviation of (0.614). The results suggest that the respondents were consistent and unequivocal in their opinion of the leadership and the hospital's commitment to the adoption of new ideas and current treatment and organisational approaches. It proposes that medical and nursing professionals should continue to be encouraged to find new solutions to regular difficulties so that services can be improved.

- **Entrepreneurship (Second Place)** Entrepreneurship ranked second with a coefficient of variation of 22.6%, mean of 3.42, a strong response rate of 68.4% and standard deviation of 0.772 . These indicators show a strong response and good agreement with the hospital's approach to capitalise on organisational and health opportunities and explore innovative techniques. This, in turn, suggests that employees are given the right level of flexibility and initiative to foresee changes and build work procedures efficiently.
- **Dimension Learning (Third Rank)** The third rank was Learning Dimension having a coefficient of variation of 25.3%, weighted mean of 3.21, strong response rate of 64.2% and standard deviation of 0.812. The spread in replies suggests a discrepancy in the sample's opinion on the adequacy of training programs and possibilities for continual organisational learning. This shows the necessity to improve the systems of exchange of medical and nursing information and skills and to create specialised training opportunities that will improve overall performance efficiency.

Overall, there is no question that the hospital under study has reached a good level of attention to the practices of organisational vitality but has not yet fulfilled its full potential. This means better chances for organisational learning, supporting the efforts of the medical staff, and creating an innovative and entrepreneurial atmosphere at all levels of the hospital.

Table 6. The ranking of the dimensions of the organisational vitality variable

	Dimensions	Dimensions	Weighted average	Intensity of the answer	standard deviation	Coefficient of variation
1	Learning	3.21	64.2%	0.812	25.3%	3
2	Innovation	3.64	72.8%	0.614	16.9%	1
3	Entrepreneurship	3.42	68.4%	0.772	22.6%	2
	the organisational vitality variable	3.42	68.5%	0.733	21.4%	

Source / Based on the SPSS output, the researcher prepared

4. Testing the Study Hypotheses

The study used a correlation matrix to investigate the relationship among the study variables, and Pearson's simple correlation coefficient was used to test the hypotheses of correlation between the dimensions of the independent variable (enlightened leadership) and the dimensions of the dependent variable (organisational vitality). Before doing the hypothesis tests, consider that the sample size is 103 factors and the test is 2-tailed. The researcher classified the direction of the association as positive (direct) or negative (inverse), and then used the classification of Lehman (2005: 123) to interpret the strength of the correlation between the two variables. The first interpretation is that any increase in the attention to the independent variable will result in an increase in the dependent

variable by the same value as the correlation coefficient. The second view is that the more attention we pay to the first, the less we pay attention to the second, and vice versa.

They will be examined in turn in the following way:

- a.** Main Hypothesis (H0/H1): "The enlightened leadership has a statistically significant correlation with the vitality of the organization". The results demonstrate that there is a significant and very strong positive link between total enlightened leadership and organisational vitality with a Pearson correlation value of 0.765** at the 0.000 significance level which is less than 0.05. This supports the theory and suggests that the higher the level of enlightened leadership practice the larger the growth in organisational vitality directly.

From this the following sub-hypotheses are derived:

- Sub-hypothesis 1 (H1a) "The developer dimension is significantly correlated to organisational vitality."

The results demonstrate a high positive association of the developer dimension with the vitality of the organization (correlation coefficient=0.543**; $p=0.000$). This finding shows that paying attention to growing the abilities of a team and boosting performance is successful in contributing to improving organisational vitality.

- Sub-hypothesis 2 (H1b): "There is a significant relationship between role model dimension and organisational vitality."

The data demonstrate a substantial positive association of moderate to high magnitude between the role model dimension and organisational vitality with a value of (0.476**) and a significance level of (0.000). The results suggest that inspirational and ethical leadership contributes favourably to organisational vitality.

- Sub-hypothesis 3 (H1c): "There is a significant correlation between the servant dimension and organisational vitality."

The results reveal a substantial positive relationship between servant dimension and organisational vitality ($r = 0.358^{**}$; $p = 0.000$). The relationship shows that employees will be more important and flexible if they have human and institutional support from the organization.

- Sub-hypothesis 4 (H1d): "There is a significant correlation between the change agent dimension and organisational vitality."

The results show that there is a substantial positive link between the change factor and organisational vitality with a correlation coefficient of 0.287 at the significance level of 0.000. This demonstrates that the embracing of change by leadership and the reduction of routine provide a beneficial impetus to organisational life.

- Fifth Sub-Hypothesis (H1e): "There is a significant relationship between communication factor and organisational vitality"

The results indicate that there is a moderate positive association between the communication element and the organisational vitality with a correlation value of 0.496 and a significance level of 0.000. This shows the necessity of good communication and listening to each other for making a vibrant work atmosphere.

- Sixth sub-hypothesis (H1f): 'Visionary factor and organisational vitality are significantly correlated.'

The results showed that there was a substantial positive association between

visionary factor and organisational vitality with the value of 0.348 at the significance level of 0.000. This shows that a proactive and forward thinking leadership boosts the capacity of a business to innovate and be dynamic.

Table 7. Correlation between Enlightened Leadership and the organisational vitality
the organisational vitality variable

Enlightened Leadership	Pearson Correlation	0.765 **
	Sig. (2-tailed)	0.000
Developer	Pearson Correlation	0.543**
	Sig. (2-tailed)	0.000
Role Model	Pearson Correlation	0.476**
	Sig. (2-tailed)	0.000
Servant	Pearson Correlation	0.358**
	Sig. (2-tailed)	0.000
Changemaker	Pearson Correlation	0.287**
	Sig. (2-tailed)	0.000
Communicator	Pearson Correlation	0.496**
	Sig. (2-tailed)	0.000
Visionary	Pearson Correlation	0.348**
	Sig. (2-tailed)	0.000

Source / Based on the SPSS output, the researcher prepared

5. Impact Hypotheses

In order to identify the impact relationships between variables, structural equation modeling was used, in which one variable, called the dependent variable, is shown to depend on one or more variables, called the independent variables. A mathematical model is built that describes the impact relationship between the dependent variable and the independent variables according to the statistical program (AMOS.V.26). The rejection or acceptance of this relationship depends on the values of the critical value (C.R). The higher the (C.R) than (± 1.96), the more it indicates that the standard impact factor is statistically significant (Byrne, 2010:68). As shown in the results in the probability column (P-value), the lower the values of ($\pm 1.96 < C.R$), the lower the (P-value) values are from the significance level (5%) (Hair et al., 2010). The second main hypothesis (H2) states: "The sixth main hypothesis states: (There is a statistically significant effect of enlightened leadership on organizational vitality)."

To measure the strength of the correlation and the extent to which an item belongs to the dimension for which it was designed, a method sometimes called structural equation modeling is employed.

Therefore, structural equation modeling is a fundamental approach to confirmatory factor analysis, which deals with a large set of variables and attempts to reduce them to a smaller set by determining the extent to which an item belongs to the dimension it was designed to measure. To interpret the confirmatory factor analysis of the study variables, these variables must be subject to fit quality criteria. The table below illustrates fit quality indicators according to the structural equation modeling.

Table 8. Fit Quality Indicators According to the Structural Equation Modeling

Index	The base
Ratio between (χ^2) value and degrees of freedom (CIMN/df)	Less than (0.05) Good, less than (0.02) Compliant, greater than (0.05) Rejected
Quality of Fit Index (GFI)	Value range between (0) - (1), acceptance

Comparative Fit Index (CFI)	rule: greater than (0.90), greater than
Tucker Lewis Index (TLI)	(0.95), match
Root Mean Square Error of Rounding (RMSEA)	Less than (0.05) is acceptable; values between (0.05 - 0.08) are good; values between (0.10 - 0.08) are average; values greater than (0.10) are unacceptable.
Item Saturation Rate	Greater than 0.40

The source was prepared by the researcher based on Hair et al. (2010).

The investigation based on a structural model whose dependability and plausibility were evaluated showed that the fit quality indicators were better than the needed indicators of Hair et al. (2010) as shown in Table 8.

As can be seen in the figure, the fit quality indicators obtained outstanding levels of acceptability in the outputs of the structural model. The chi-square ratio to degrees of freedom (CMIN/DF = 3.590) and good fit index (GFI = 1.000) were strong, as were the comparison indices such as CFI = 0.976, TLI = 0.968, and IFI = 0.969, with a root mean squared rounding error (RMSEA = 0.072). This indicates a good fit to the suggested model. Therefore, the inferential statistical results presented in the table below, indicate a direct and statistically significant positive influence of enlightened leadership on organisational vitality. The standard estimate is obtained (0.778) with a standard error (0.096) and a critical value (C.R. = 6.432) at the level of significance (Sig = 0.000) which requires the rejection of the null hypothesis and the acceptance of the alternative hypothesis.

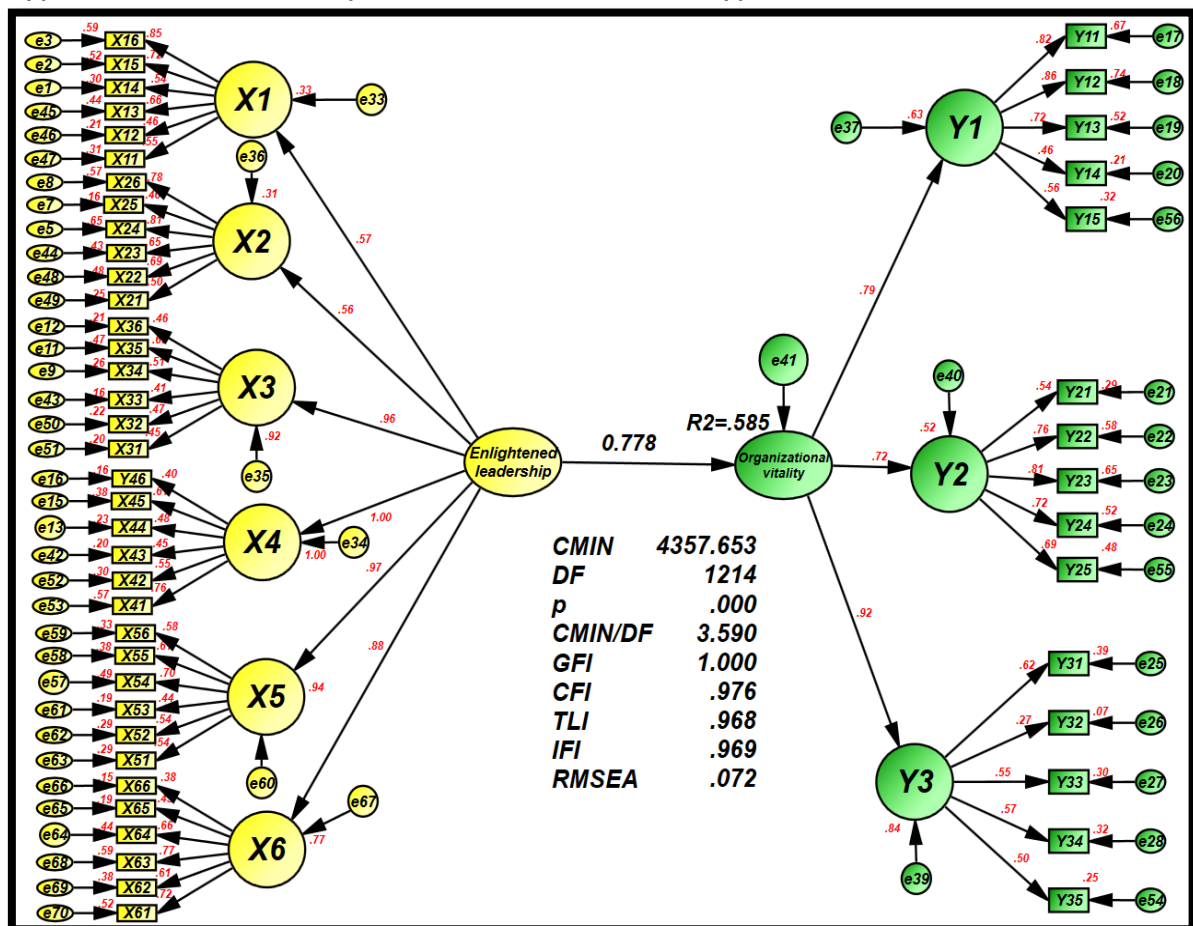


Figure 2. The structural model of enlightened leadership in organizational vitality
Source: Prepared by the researcher based on the outputs of the statistical

package "AMOS.V.26".

The results indicate that enlightened leadership significantly contributes to enhancing organizational vitality, but it only explains 58.5% of this improvement, implying that other, unstudied factors influence the remaining 42.5% of organizational vitality.

Table (9) presents the final results of the direct impact between enlightened leadership and organizational vitality.

The path			Standardized assessment	standard error	Critical value	R ²	Sig.
enlightened leadership	<--	organizational vitality	0.778	0.096	6.432	58.5%	0.000

Source: Prepared by the researcher based on the outputs of the statistical package "AMOS.V.26".

A structural model was developed to evaluate the direct influence linkages between the six aspects of enlightened leadership and the dependent variable, organisational vitality (learning, innovation and entrepreneurship). The evaluation results revealed a good degree of consistency between the suggested model and the field data. We obtained a decent chi-squared ratio (CMIN/DF = 2.845) and a goodness-of-fit index (GFI = 1.000), as well as high comparative concordance indices such as CFI = 0.965, TLI = 0.948 and IFI = 0.939. The root mean square error of approximation (RMSEA = 0.067) was also outstanding and confirmed the validity of the model for inferential statistics and the testing of the six sub-hypotheses below:

- Sub-hypothesis 1 (H2a): "The developer dimension has a statistically significant effect on organisational vitality in the organization under investigation."

The results of the structural analysis demonstrate a direct, positive effect of the developer component on organisational vitality that is statistically significant. The standardised value was (0.354) with standard error (0.106) and critical value (C.R. = 4.543) at significance level 0.000. The commitment of leadership to support intellectual and technological developments, develop skills of the team and to attract talent directly improves the ability of the organization to continuously adapt, acquire new knowledge and generate innovative ideas and thus, offers the most positive response to organisational vitality.

- Sub-hypothesis 2 (H2b): "The role model dimension has a statistically significant effect on the organisational vitality in the organization under study."

The results showed that the "role model" dimension has a direct and statically significant effect on the organisational vitality with a standard value of (0.256) and a standard error of (0.114) and a critical value of (C.R. = 3.472) at the significance level of 0.000. Organisationally, the reason for this link is that leadership involves inspiring behaviour and clear ethical decision making which sets an example for employees. It also raises their drive and inner commitment to try out new ways of working and to embrace a culture of entrepreneurship and innovation.

- Sub-hypothesis 3 (H2c): "The servant dimension has a statistically significant effect on the organisational vitality in the organization under study."

The results demonstrated that there was a statistically significant positive direct effect of the "server" factor on organisational vitality. The standardise score is (0.298), the standard error is (0.095), the critical value (C.R. = 4.576) and the significance level (Sig = 0.000). From an administrative point of view, this result is

founded on the assumption that the provision of human assistance, the promotion of the common good and the development of the capacities of subordinates create a safe and motivating work environment. The atmosphere gives personnel possibilities to leverage, to direct their energies, and to develop innovative solutions without fear of risk.

- Sub-hypothesis 4 (H2d): "The dimension of variable has a significant statistical effect on organisational vitality in the studied organization".

The statistical data showed that the "variable" dimension had a statistically significant positive effect on organisational vitality, with a standardised value of (0.165), a standard error of (0.112), and a critical value (C.R. = 4.003) at a significance level of 0.000. This factor has a management value in the sense that the capacity of the leadership to simplify procedures, reduce bureaucracy, involve employees in decision making and solve issues contributes to organisational flexibility and renewal of its organisational processes.

- Sub-hypothesis 5 (H2e): "The continuity dimension has a statistically significant effect on organisational vitality in the studied organization".

The results of the structural model demonstrate a statistically favourable impact of the "continuity" feature on organisational vitality. The standardised score was (0.187) with a standard error of (0.101) and a critical value of (C.R. = 3.972) at the 0.000 level of significance. In an organisational sense, this means that the activation of effective communication networks and the adoption of positive and democratic relationships favours the exchange of knowledge and constructive proposals between individuals, which positively impacts learning and the entrepreneurial climate.

- Sub-hypothesis six (H2f): "There is a statistical significant effect of the visionary dimension on organisational vitality in the organization under study.

The results supported the direct positive, statistically significant effect of the "visionary" dimension on organisational vitality with a standardised effect coefficient of (0.289) and a standard error of (0.089), and the critical value was recorded (C.R. = 4.113) at a significance level of 0.000. This result is due, from an administrative point of view, the fact that the power of foresight in leadership, the forward planning and the ability to analyse the environment motivate the employees and direct their efforts to excellence and the best use of strategic opportunities.

- The direct structural model indicated that the six dimensions together explain 57.5% ($R^2 = 57.5\%$) of the variance in organisational vitality, which is a high number and shows the strong explanatory power of the sub-dimensions. The comparison of the direct influence level between the dimensions indicates that the dimension of "Developer" came in the first place with the highest impact, as it recorded the largest standardised impact factor (0.354), followed by the dimension of "Servant" with an impact factor of (0.298), then the dimension of "Visionary" with an impact factor of (0.289).

The direct impact factor of the combined sub-dimensions ($R^2 = 57.5\%$) was compared to the direct influence factor of the overall primary hypothesis for enlightened leadership ($R^2 = 58.5\%$).

We observe that the percentages are quite close and almost the same (with a small difference of 1.0%). This is justified both literarily and statistically, that a complex variable and a complete concept such as "enlightened leadership" as an integrated whole has a cumulative explanatory power that exceeds the fragmented effect of the direct free dimensions. As the six dimensions (developer, role model,

servant, changer, communicator, visionary) work in a dynamic synergy and integration (Synergy Effect) within leadership behaviour, making the overall interaction of the concept more predictive of organisational vitality than dividing the variable into separate parts.

Table 10. Final results of the direct impact between enlightened leadership on organizational vitality in its dimensions (learning, innovation, entrepreneurship)

The path			Standardized assessment	standard error	Critical value	R ²	Sig.
Developer	---	Organizational vitality	0.354	0.106	4.543	57.5%	0.000
Role Model	---	Organizational vitality	0.256	0.114	3.472		0.000
Servant	---	Organizational vitality	0.298	0.095	4.576		0.000
Change Agent	---	Organizational vitality	0.165	0.112	4.003		0.000
Continuous Entrepreneur	---	Organizational vitality	0.187	0.101	3.972		0.000
Visionary	---	Organizational vitality	0.289	0.089	4.113		0.000

Source: Prepared by the researcher based on the outputs of the statistical package "AMOS.V.26".

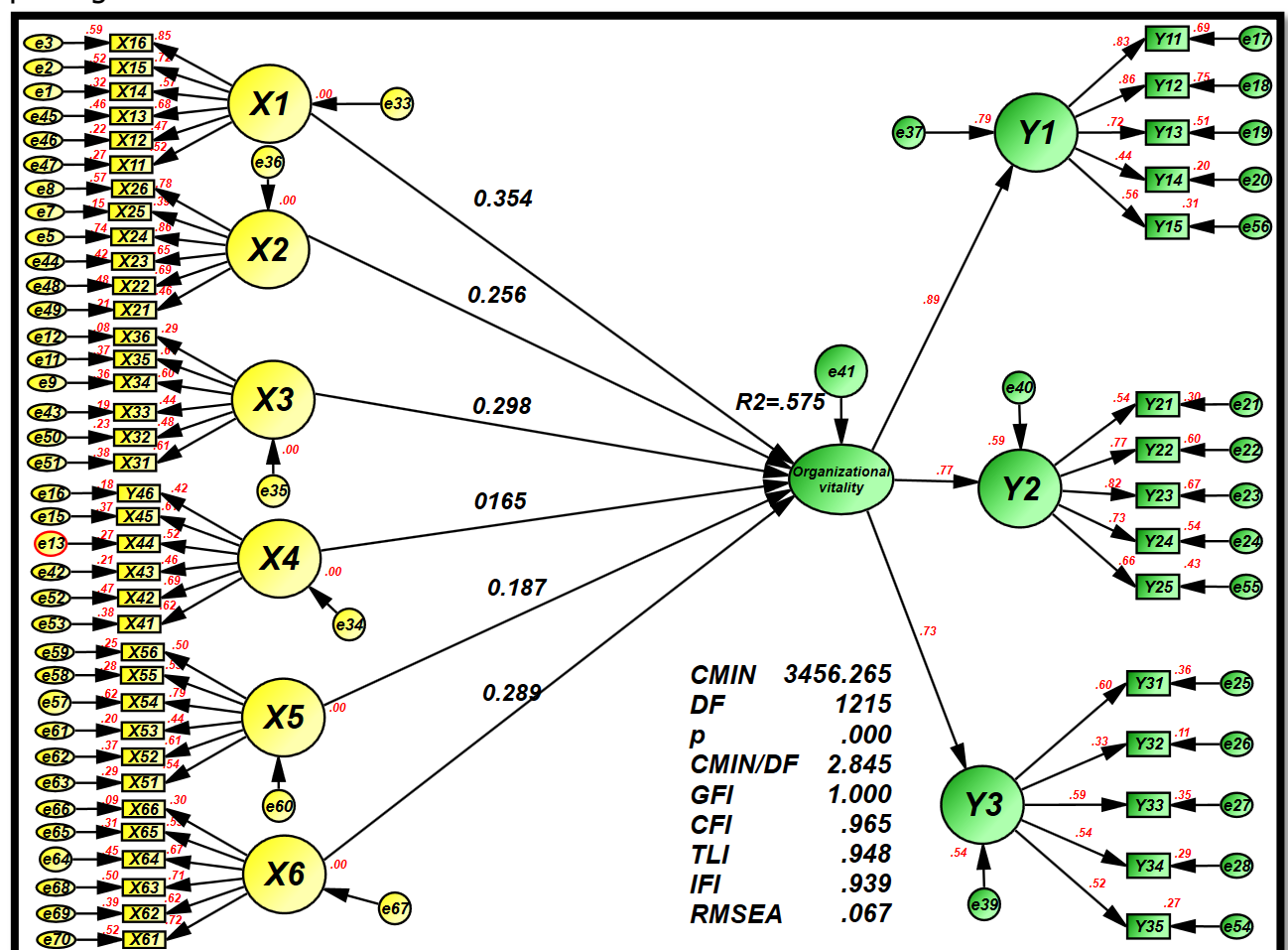


Figure 3. shows the final results of the impact. show the dimensions of enlightened leadership in organizational vitality with its dimensions (learning,

innovation, entrepreneurship).

Source: Prepared by the researcher based on the outputs of the statistical package "AMOS.V.26".

The results indicate that the dimensions of enlightened leadership contribute significantly to enhancing organizational vitality, but they only explain (52.2%) of this improvement, which means that there are other unstudied factors that affect (47.8%) of organizational vitality.

Recommendations and Conclusions

Conclusions

- The results of the descriptive analysis of the dimension (Developer) show that the leadership in the hospital tends to encourage employees to develop themselves, improve the performance of the team, update skills and recruit talent based on expertise. While this has been achieved to a good standard, it is not yet at the intended level of full development.
- The results of the descriptive analysis of the (Role Model) dimension show that leaders have inspiring behaviours and ethical direction in decision-making, embrace teamwork, and listen to the subordinates' perspectives. This has been achieved at a good level but not yet at the intended level of building a comprehensive role model.
- The results of the descriptive study of the (Servant) dimension show that administration is characterised by compassionate feelings, commitment to developing social relationships, prioritising the public interest, and regulations. This has been done to a good level, but not to the level of full human support yet.
- The results of the descriptive analysis of the (Change) dimension show that the leadership is trying to identify the problems, avoid routine and procedural complexity, and empower employees to make proposals and innovate. Although it was attained at a good level, it did not approach the needed level for attaining flexible administrative change.
- The results of the descriptive analysis for the dimension (Communication) show the emphasis on the development of positive connections and flexible communication channels, the adoption of administrative democracy and the prevention of conflicts. This was done at good level however with regards to transparency and effective communication did not meet the intended level.
- The results of the descriptive analysis of the (Vision) dimension reveal that the leadership has a clear vision for the future, proactive planning and analytical forecasts of the healthcare environment. This was done well but not to the anticipated level of long term strategic vision.
- The results of the descriptive study of the (Learning) dimension reveal that the hospital uses a research and development approach, experiments with new ways and acquires knowledge from other sources. This was achieved at a good level but did not reach the intended level in building sustained organisational learning.
- Descriptive study of the Innovation dimension shows that the organization is trying to create new ideas and inventive solutions and is using scientific approaches for problem solving. It has attained a good level but not the required level of keeping pace with the growing technical and health innovation.
- The descriptive analysis of the Entrepreneurship dimension shows that the organization looks for maximising chances, spreading an entrepreneurship

culture and developing innovators. It has reached a good level but not the level of competitive leadership and proactiveness that is required.

- The effect relationships of the first sub-hypothesis allow us to conclude that the "Developer" dimension has a direct and beneficial impact on the organisational vitality. This implies that the leadership's focus on improving team abilities and refreshing intellectual methods is the most potent force in the organization's ability to learn, innovate and adapt.
- The second sub-hypothesis effect correlations indicate that the dimension "Role Model" directly and favourably impacts the organisational vitality. This means that the leadership's inspirational behaviour and the ethical and professional dedication have a direct positive effect on the incentive of employees to experiment with new ways of working.
- The third sub-hypothesis, based on the impact correlations, leads us to conclude that the "Servant" dimension directly positively impacts organisational vitality. A safe atmosphere is created by considering the common good, offering human support and the requirements of subordinates which in turn promotes employees to take advantage of chances and innovate without fear.
- According to the impact linkages of the fourth sub-hypothesis, we conclude that the "Change" dimension helps to promoting organisational vitality. The organization's flexibility for operational process rejuvenation is enhanced by leadership's capacity to minimise bureaucracy, streamline processes, and include people in the decision-making process.
- The effect correlations of the fifth sub-hypothesis demonstrate that the dimension of "Communicator" has a beneficial impact on organisational vitality. Effective communication channels, mutual listening and administrative democracy enable the sharing of knowledge and solutions and promote collective performance.
- According to the effect correlations of the sixth sub-hypothesis we conclude that "Visionary" dimension has a beneficial effect on organisational vitality. The ability of leadership to have strategic foresight, to analyse the environment and to foresee obstacles is an inspiration to employees and guides them in their efforts toward leadership and proactive greatness.

Recommendations

- Keeping pace with and activating the developmental role to reach the desired level: Focusing on the development aspect by creating continuous and integrated training programs to enhance team skills, attracting talent, and providing modern technologies to move beyond the traditional scope and achieve institutional aspirations.
- Setting example and total commitment from leadership: Encouraging inspirational leadership behaviours and ethical commitment for all managers and heads of departments, so that they become integrated role models that help in boosting the level of motivation and discipline.
- Developing a culture of comprehensive, serving leadership: Giving serious consideration to the human and social factors of employees, and offering institutional and psychological assistance through creative ways that boost their contentment and feeling of being part of the group to bypass conventional activities.
- Fighting bureaucracy and deepening administrative reform: Working hard and

continually to minimise bureaucratic complexity and implementing flexible policies that provide employees more authority in decision-making and successful change in the field.

- Communication channels improvement: Implementing current internal communication tools and platforms that guarantee great openness and speed of messages and proposals, and good listening at all levels.
- Developing proactive and visionary planning: Setting up future-oriented strategic plans through foresight and deep environmental study to properly handle crises and health catastrophes.
- Strengthening organisational learning systems: Moving from traditional learning to developing a learning organization through supporting research and development centers, gaining external information and using it to improve performance.
- Fostering advanced innovation: Developing a system of awards and incentives that rewards creative ideas and innovative medical and nursing solutions beyond conventional levels to attain the required perfection.
- Encouraging entrepreneurship and empowering innovators: Creating a supportive atmosphere for pioneers and innovators (materially and morally) and spreading entrepreneurial ideas to improve the organization's capability to leverage strategic opportunities.
- development with an emphasis on dynamism: Stimulate renewal processes and sustainably modernise the capabilities of the company by leading administrative leaders to focus on developmental skills (as they are the most influential).
- Using inspiring role models in innovation: Drawing on the strengths of inspirational leaders to motivate teams to try out non-traditional ways of working and to raise the spirits of employees.
- Building a secure and stimulating environment for leadership: using servant leadership to minimise work stress and establish an organisational atmosphere that enables people to embrace opportunities without fear of making errors.
- Mobilising collective issue solving: Using a transformational leadership style to engage medical and nursing staff in developing suggestions for change and overcoming barriers to execution.
- Sharing knowledge through effective communication: Using democratic communication to promote the exchange of ideas and experiences among diverse disciplines and creating a safe and inspiring climate for teamwork.
- Strategic vision for rapid response: Employing leadership foresight talents to design proactive strategies for efficient and rapid management of health emergencies and crises.

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