

Research Article



The Mediating Role of Regulatory Energy in the Relationship Between Humble Leadership and Organizational Symmetry: An Exploratory Study at the General Company for Ports of Iraq

Asst. Prof. Zaid Sadiq Majed

Basra University – Faculty of Management and Economics – Department of Business Administration
zaid.majid@uobasrah.edu.iq

Abstract: The study was conducted on a sample of 289 employees working in the General Company for Ports of Iraq, with the aim of ensuring that the modest leadership pattern is followed, determining the level of organizational symmetry and organizational capacity, as well as identifying direct and indirect impact relationships between the three study variables. The study relied on the questionnaire as the main tool for collecting study data from the studied sample and it consisted of three areas: the first is demographic information, the second is questions for the modest leadership variable, the third is questions for the organizational symmetry variable, and the last is for the energy variable. The views of the sample were analyzed using SPSS v. 23, Amos, and Microsoft Excel 2010. The study reached the conclusion that there is a correlation and a moral impact between the three study variables, and at the level of all sub-dimensions, as well as the mediation of the organizational energy variable in the relationship between modest leadership and organizational symmetry. The study recommended that the company's management consider leadership as a basis for influencing the behaviors of employees, which makes them lead them to accomplish tasks in the required way, and work to raise the levels of organizational symmetry by establishing an organizational culture that focuses on the matching of goals, values, and beliefs between the two parties, in addition to activating the role of the employee within the organization, through attention to behavioral energy as the main source of charging the employee's energy.

Keywords: humble leadership, organizational symmetry, organizational energy, General Company for Ports of Iraq.



This is an open-access article under the [CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/) license

First: Methodology of the Study

1. **The Problem of the Study:** Modest leadership refers to the personal characteristics of the leader that help to interact between him and the employees, as the leader here is

characterized by a careful focus on self, great appreciation of employees, learning from them, and motivating them, which leads to an increase in the strength of employees' attachment to work (Owens et al.). Therefore, this type of leadership will achieve great results at the organizational level, represented in increasing performance and focusing on employees, by attracting talents capable of achieving excellence and the bright future of the organization and achieving a good level of organizational stature (Al-Awai, 2021), which is one of the behavioral topics that examines the emotional state of attraction felt by the employee and makes him stick to the workplace, on the one hand, and on the other hand, it examines the strength of the changes taking place in the internal and external environment, which always reflect negatively or positively on the employee's sense of the analogous situation with the organization and the extent of his fusion with its goals, values, and beliefs that work to consolidate it through its dealings with its surroundings. Weak organizational symmetry may sometimes result from a sense of injustice, which results in many problems such as dissatisfaction, low loyalty, increased work turnover rates, and other negative behaviors within the organization (Al-Ghazali and Al-Khuzai, 2016, p. 76) that make workers feel dispersed and confused, which creates an urgent need to activate the organizational symmetry process to confront negative phenomena (Ahmed, 2016, p. 279) to achieve integration between the individual and the organization in order to reach the level of organizational symmetry desired by the organization itself (Al-Hashemi and Abu Rden, 2023, p. 506). As for organizational energy, it can take a clear role in increasing levels of organizational symmetry. Considering that the subject deals with the psychological energy of the employee and works to encourage him to perform his tasks and duties in the best way and with full activity and without complaining (Al-Anzi & Al-Atwi, 2013). The problem of the study is the low levels of symmetry of employees within the General Company for Iraqi Ports, and the tendency of some of them to leave the job in the long term if the alternative is available, and here it can be said that some of them are forcibly similar to the organization as a kind of continuous commitment. The researcher has to ask the questions of the problem of the study as follows: Does modest leadership affect organizational symmetry, and is there an intermediary role for organizational energy in this relationship? What are the levels of organizational symmetry and organizational energy in the company in question, and do its leaders follow a modest leadership style in their work?

2. **Significance of the Study** The importance of the study is clear from the fact that it tries to address one of the important topics that are directly related to the human resource, which is organizational energy, by creating a combination of triangular variables that have not been previously studied, and it can achieve valuable results for researchers and the research company, as well as the location of the company, which is one of the oldest companies in Iraq, established in 1919, which has a long organizational originality, and it also participates in the formation of the national income.
3. **Objectives of the Study**
 - Ensure the modest leadership style is followed within the company.
 - Determine the level of organizational symmetry and organizational energy levels.
 - Determine the dimension that takes the most important percentage according to the directions of the study sample and according to the dimensions of the three study variables.
 - Recognize the type of relationship between humble leadership and organizational symmetry.

- Identify the mediating relationship of the organizational energy variable between humble leadership and organizational symmetry.

4. Hypotheses of the Study

- (H1) There is a significant positive influence relationship for modest leadership in organizational symmetry.
- (H2) There is a significant positive influence relationship for modest leadership in organizational energy.
- (H3) There is a positive and significant influence relationship of organizational energy in organizational symmetry.
- (H4) There is a positive and morally significant influence relationship of modest leadership in organizational symmetry with the presence of the intermediate variable organizational energy.

1- Hypothetical Study Outline

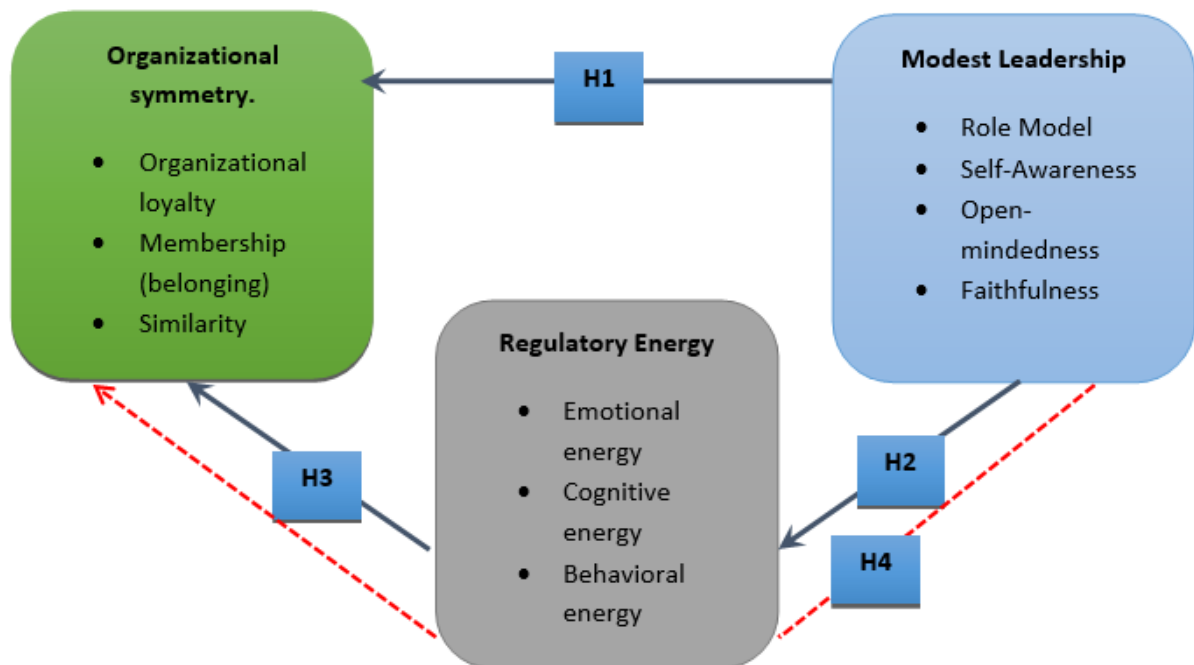


Figure (1) Hypothetical study outline

2. Data Collection Tools

- **Theoretical Aspect:** The researcher relied on a variety of sources related to the subject of the study.
- **Practical Aspect:** The researcher relied on the scales of (Alawi, 2021), (Lemoine et al., 2019), and (Schein & Schein, 2018), which consist of four dimensions, each with five items. For the organizational symmetry scale, the researcher used (Shereefi et al., 2021) and (Al-Ani et al., 2019), which consist of three dimensions, each with five items. For the mediating variable, the researcher used the scale of (Al-Khazaali et al., 2022) and (Mallah et al., 2024), which includes three dimensions, each with five items.

3. Limitations of the Study

- ✓ **Human Limits:** A group of employees.
- ✓ **Spatial Limits:** General Company for Iraqi Ports - Iraq - Basra.
- ✓ **Objective Limits:** A study of modest leadership, organizational symmetry, and organizational energy.

4. Population and Sample

The population consists of employees working in the General Company for Ports of Iraq. The researcher selected a sample of 300 individuals according to the sample table published in (Krejcie & Morgan, 1970). The questionnaire was distributed to this sample, and 289 responses were returned and deemed valid for analysis.

5. Data Analysis Tools

The researcher relied on a set of tools such as the arithmetic mean, standard deviation, response ratio, Cronbach's Alpha, Pearson correlation coefficient, one-sample test, and simple linear regression.

6. Data Analysis Software and Tools

(SPSS v. 23), (Amos), and (Microsoft Excel 2010).

Section Two: Theoretical Framework

First: Modest Leadership (Concept and Dimensions)

Humble leadership is a new and promising leadership style that supports the positive behavior of employees, going beyond self-awareness and tending to be more ready to empathize with the situation. This is an essential element of humble leadership, which is always looking for everything that stimulates the employee's emotional intelligence by possessing a subjective and objective view that positively affects situations and behaviors associated with work situations (Cho et al., 2021). Additionally, humble leadership is a style that provides advice, addresses things in a balanced manner, and examines the reflection of the external environment on the organization. Thus, this style is more willing than others to accept new ideas and knowledge, contain employee behaviors, benefit from their strengths, and enhance their self-efficacy. Humble leaders are also seen as having a strong influence on employee behavior (Liu, 2016). Therefore, this indicates that this type of leadership depends on the personal characteristics of the leader that help him interact with employees, and does not discriminate in seeing the inner self with high accuracy and communicating it to others in an expressive way (Owens et al., 2013). This can be understood and defined by employees through their relationship with the leader within the workplace (Ei-Gazar et al., 2022) and enhances internal cooperation between employees, working to empower them through appreciation and sharing ideas and knowledge among them (Al-Rjoub & Mrayyan, 2024).

Owens and Hekman (2012) believe that humble leadership is intertwined with servant leadership, and that the former is unique because it is associated with three elements (behavior, process, and results), as well as two basic differences. The first is that humble leadership works to model employees, while servant leadership works to model employee service. The second difference is that humble leadership believes in uncertainty and that humble leaders openly admit uncertainty, while servant leaders pretend to know everything (Owens & Hekman, 2012). (Quaquebeke & Gils, 2024) pointed out that humble leaders are flexible, which enables them to understand the feelings of others and respond to them in a way that improves interaction within the organization. This is achieved through the encouragement of innovation and creativity so that employees feel appreciated and supported (Overath, 2014). (Johnson & King, 2024) emphasized good listening

that enhances deep understanding and acceptance of the team's views to contribute to building trust between the leader and the team. To illustrate the concept more comprehensively, we review some of the terminological definitions of humility. Humility is defined as "the desire to see oneself clearly, appreciate the strengths of others and their contributions, and the ability to learn and be open to new ideas" (Jiang et al., 2019). Humble leadership was defined as "positive behaviors that employees prefer to have in the personality of the leader and that enhance their participation in work" (Aliwi, 2021). It was also defined as "a personal trait that is enjoyed by the leader that makes subordinates feel confident and safe when communicating with their leaders, and this is reflected positively on work and increases levels of job satisfaction" (Al-Akabi & Al-Janabi, 2023). Additionally, it is defined as "behaviors that the leader shows humility, such as recognizing weaknesses, appreciating contributions, and opening up to ideas that enhance the work environment and encourage participation" (Al-Hawamdeh, 2024). Modest leadership consists of four dimensions: role modeling, self-awareness, open-mindedness, and sincerity. These dimensions have been adopted in many studies, such as (Vera & Lewis, 2006), (Neubert et al., 2008), (Humborstad & Hope, 2011), and (Ou, 2016), and are as follows:

1. **Leading by Example:** According to this dimension, the leader will be a role model, showing behaviors of recognizing weaknesses, appreciating the contributions and innovation of others, and opening up to their new ideas. This approach works to enhance mutual trust among employees within the work environment, contributing to the dissemination of knowledge. It reduces employees' fears, pushes them towards a sense of confidence in their abilities and leaders, and encourages them to participate and open up to the organization (Al-Hawamdeh, 2023). This happens through the recognition of leaders that they do not have the answer to everything and that they always seek to learn continuously from employees (Collins, 2001), with a focus on honesty by fulfilling the promises they make to employees and working confidently, openly, and in a way that serves the organization, instead of over-exploiting the authority to manage the organization (Schein & Schein, 2018).
2. **Self-Awareness:** This dimension is characterized by demonstrating a prominent role in deep social communication within the team and seeks to build relationships based on trust and mutual respect (Schein & Schein, 2018). It involves accepting criticisms and comments that promote work with openness to feedback as an opportunity for growth and continuous improvement (Owens & Heckman, 2012). This is achieved through motivation, guilt, and pride, humiliation, embarrassment, and the formation of ethical behavior that enhances work, repairing relationships, and social image (Leeming et al., 2021). The humble leader is the one who realizes that no one can recognize his strengths and weaknesses, and the presence of an accurate self-view is a correct evaluation of it and does not mean a decrease in the capabilities or achievements of the human resource (Wens et al., 2013).
3. **Mental Openness:** In this dimension, the humble leader adopts the ability to adapt to the diverse feelings with team members and motivate them based on their emotional needs, which enhances the supportive and effective work environment (Quaquebeke & Gils, 2024). This is achieved by listening carefully to the opinions and ideas of others, which supports effective communication and encourages participation within the team (Johnson & King, 2024). Compatibility with them quickly, and not hesitating to provide assistance to others, people always resort to it without prior barriers and supports its strength. Additionally, mental openness often calls for positive thinking (Jason et al., 2012) and attributes good ideas to employees when presented and motivates them financially when doing outstanding work (Wens et al., 2013).
4. **Sincerity:** A person's commitment to work and walk in one direction towards success and progress is the secret of sincerity by abandoning greed, selfishness, and narcissism. It moves with a spirit and mental clarity to share with others (Al-Obaidi, 2019). Here, the humble leader

always makes a continuous effort to motivate their teams, as they show a real commitment to collective success and encourage members to continue to improve their performance and achieve collective goals (Thomas & Thomas, 2024). This is achieved through sincerity and effective cooperation in achieving high performance within teams, as the humble leader motivates the team to work together and mutual respect, which enhances the team's ability to reach its goals successfully (Lee & Brown, 2024).

Second: Organizational Symmetry (Concept and Dimensions)

The organizational symmetry approach is one of the administrative approaches that took care of the employee in the workplace. Foote is one of the first to talk about this topic in 1951, where organizational symmetry was seen as a key element in the process of motivating employees and increasing their motivation, performance, cohesion with their organizations, and aspiration to achieve their goals. This is achieved through their focus on developing a sense of loyalty and organizational affiliation within them, where the employee feels that he is an effective member that cannot be separated from the organization, leading to a high level of job satisfaction and organizational commitment (Moksness, 2014, p. 6).

Organizational symmetry is a key element in motivating individuals, as it is seen as commitment to identity and expresses the working individual's view of himself as a member of the organization, pushing the working individual to work on behalf of the organization (Bartels, 2005, p. 5).

Moksness (2014, p. 4) added that organizational symmetry indicates a state of integration and solidarity of employees in the organization in which they work, a sense of familiarity and affection between them, their quest to achieve the goals and interests of the organization, and a sense of pride in belonging to it.

Urgent (2022, p. 24) believes that it is a kind of relationship and positive psychological promotion between the organization and its employees. Through symmetry, the employee feels united with the organization, the similarity of his goals and values to the goals and values of the organization, and the full feeling of his membership with the work group in that organization.

Organizational symmetry has several definitions. Glynn (1998) defines it as "a cognitive process to define the self by which key qualities of the group are adopted and elicited as essential qualities of the individual and the employee's sense of having ties to the organization in which he works." Kane (2012, p. 29) defined it as the organization members' sense of solidarity with continuous support, similarity in interests and goals, members' sense of belonging and loyalty to the organization, and defense of its policies and future directions.

Moksness (2014) also defined it as "the situation in which absolute respect for the employee is achieved within the organization, increasing his level of ambition and desire to work and reducing his desire to leave work." Al-Ani and Al-Sarraf (2019) defined it as "a positive feeling generated by the working individual towards the organization in which he works, the association, sincerity, and compatibility with its values and goals, and the keenness to meet and converge between the goals of the organization and the goals of the employee in order to achieve the goals." Urgent (2022) defined it as "the similarity between the employee's goals, values, directions, and desires and the goals that the organization seeks to achieve by overcoming current and future problems, and the individual working with pride and pride derived from that association."

As for the dimensions, organizational symmetry has been studied in three dimensions: organizational loyalty, membership (belonging), and similarity. These dimensions have been adopted in a number of studies, such as (Al-Masoudi, 2022), (Al-Kaabi, 2022), and (Eid, 2022), and can be clarified as follows:

1. **Organizational Loyalty:** It is the emotional and positive feeling of the individual towards his organization, which is practically translated into organized good work even in the absence of control. The interests of the individual do not affect his personal interests despite the absence of material and moral incentives. It also expresses the desire to continue working in the organization despite better conditions outside it and is an indicator of the support and defense provided by the employee to the organization (Reese, 2014). Additionally, it is a form of social behavior, as it reduces the turnover rate of workers. Employees who enjoy high levels of organizational loyalty are best able to remain in the organization even during periods of temporary setbacks that leave members in uncomfortable situations (Park, 2014).

Organizational loyalty is the basis for achieving effective performance and includes the interaction of three main elements: conformity (accepting the values and objectives of the organization), active participation and satisfaction (engaging in activities and feeling the importance of work), and loyalty (belonging and the desire to continue). Organizational loyalty is also an indicator of its great impact on administrative and organizational mechanisms, including the desire to stay in the organization (Al-Jaidah & Obeidat, 2020). It is a feeling that arises in the employee as a result of the relationship with the organization, which leads him to make great efforts and sacrifices to achieve its interests and the desire to stay and continue in it (Al-Khuzai, 2022).

2. **Membership (Belonging):** Membership is one of the main pillars on which the organization is based and is considered an important factor in achieving the success or failure of the organization. It is also the basic thing to control the behavior of employees within the organization. Membership always expresses the alliance of employees and their desire to provide their efforts to achieve the goals of the organization. It also includes their acceptance of the values and objectives of the organization, working to achieve them, and participating in its activities to reach the highest levels of performance (Mael & Ashforth, 2001). Because it represents the level of self-awareness of the worker through his association with the organization and his affiliation with it, in addition to his pursuit of identity above his membership in the organization (Dumbrava, 2014). This stems from the employee's belief in being accepted as a member of the organization, which enhances his sense of affection and affiliation, and thus satisfies his need to join the group (Al-Khuzai, 2022).
3. **Similarity:** It is the acceptance and compatibility with the organizational beliefs and values similar to the values and beliefs of the employee. Internal tension always occurs when the employee does not harmonize with the values of the organization. The similarity ranges between abandoning personal identity and accepting some characteristics in the organizational culture. When there is harmony between what the employee sees as distinctive for the organization and his self-concept, he integrates organizational characteristics with his self-concept, and he is aware of the overlap of the characteristics of the organization with his personality, which makes him psychologically linked to the organization. The degree of similarity affects the work group at the level of similarity, as high similarity contributes to enhancing general symmetry (Abdul Rahim, 2018). Similarity is the exchange of understanding of common goals and desires between employees and other colleagues in the organization or with the organization itself (Al-Khuzai, 2022). This is rooted in the strength of the employee's belief in the existence of common characteristics between his goals and values and the goals and values of the organization, as the criterion by which we infer the success of organizational symmetry (Reese, 2014).

Third: Regulatory Energy (Concept and Dimensions)

The concept of organizational energy refers to the level of activity and movement within the organization, which affects its abilities to achieve goals and adapt to changes. It is a joint effort between employees and work teams, as well as contributing to the enhancement of innovative

capabilities and the development of the organization. This is very important for leaders and managers who strive to support organizational performance (Baker, 2019). It always reflects the level of enthusiasm, motivation, and collective commitment towards achieving common goals (Preskae, 2020) and the spirit, morale, motivation, vitality of the organization's life and its ability to withstand difficulties (Derman et al., 2011).

(Cole et al., 2005) indicated that organizational energy determines the way employees interact with their work environment and their ability to motivate change and achieve results. Successful organizations rely on managing this energy effectively to ensure high performance and adaptation to challenges in the business environment.

Organizational energy contributes to enhancing organizational performance and innovation within organizations. By understanding and evaluating these dimensions, organizations can improve the work environment, increase interaction and participation among employees, and achieve their goals more effectively (Preskar & Zizek, 2020) and (Bull & Janda, 2018).

Organizational energy is defined as "the possession of gains and privileges and the ability to make successful organizational decisions and implement them in the service of the organization" (Fiol et al., 1996). It was also defined as "a set of capabilities that are deployed across units within the organization and are the thing that you can do excellently as the key to strength" (Wheelen & Hunger, 2021) and defined it (Vogel, 2022) as "the extent to which employees collectively invest their emotional, cognitive, and behavioral resources in order to achieve common goals" (Vogel, 2022).

Organizational energy can be studied through three dimensions: emotional energy, behavioral energy, and cognitive energy. These dimensions have been studied by a number of researchers, such as (Abdullah et al., 2023) and (Coole et al., 2011), and will be explained below:

1. **Emotional Energy:** Refers to positive emotions such as enthusiasm and passion that motivate employees to actively participate in work (Preskar & Zizek, 2020) through the emotional and rational excitement that members receive in the organizational work environment (Alexiou et al., 2019). When positive, it will enable and motivate the employee to pursue continuity, change, and progress in the field of work. This generates positive feelings that closely link employees to the performance of tasks and help build valuable and new resources for the organization (Schudy, 2010).
2. **Cognitive Energy:** Cognitive energy is related to mental focus and the ability to think creatively and solve problems effectively (Bull & Janda, 2018) due to common intellectual processes that lead to continuous and constructive thinking when it comes to solving work-related challenges (Alexiou et al., 2019). As a source of organizational energy, it leads to the development of intellectual processes among employees, and cognitive energy tends to contribute to more optimistic attitudes and better results among employees (Abualhamael, 2017).
3. **Behavioral Energy:** It is the internal force that drives employees to follow certain ways to achieve their goals and meet their needs. This energy is influenced by internal factors such as personal motivations and emotions and external factors such as the social and cultural environment. Behavioral energy can be seen as a motivator that affects performance and achievements, as it depends on the extent of self-motivation of the individual and his willingness to make appropriate decisions and behaviors in certain situations (Ryan & Deci, 2000). It reflects employees' efforts and proactive behaviors to achieve organizational goals (Cole et al., 2005) and in the right way with their sense of enthusiasm and desire to continue (Alexiou et al., 2019).

Section Three: The Practical Part

First: Stability and Internal Consistency of the Study Tool

To reach stability and internal consistency, the researcher used Cronbach's α , where the variable was dealt with in all its dimensions, that is, in total. The modest leadership coefficient was within the limits of 0.90, organizational symmetry 0.91, and organizational capacity 0.88. From this, we note that all ratios achieved a level higher than 0.70, which is considered the percentage allowed in administrative studies.

Second: Descriptive Statistics

The researcher used the SPSS v. 23 program to analyze the sample's answers to the questionnaire items, which will be reviewed holistically and according to each of the three study variables, by indicating the arithmetic mean, standard deviation, response rate, and coefficient of variation according to the following table:

Table (1) shows the average, deviation, variation and response rate for the three study variables

#	Variable	Mean	Std.	CV	Response Percentage
1	Modest Leadership	3.7	0.49	0.13	0.74
2	Organizational symmetry.	3.01	0.55	0.21	0.60
3	Organizational Energy	3.6	0.44	0.12	0.72

Table prepared by the researcher based on the outputs of the spss program

The above table reviews the description of the sample's answers on three variables and they were as follows:

- 1- The modest leadership obtained the highest mean of (3.7), which is higher than the hypothetical mean, and a deviation of (0.49). This means that the sample's answers were more homogeneous. As for the coefficient of difference only, it was at a level of (0.13). This indicates that the answers were stable, and a high response rate of (0.74).
- 2- Organizational symmetry obtained an arithmetic mean of (3.01), which is higher than the hypothetical mean, and a deviation of (0.55), which means that the sample answers were almost homogeneous. As for the coefficient of difference only, it was at a level of (0.21), which indicates that the answers were somewhat stable, and a high response rate of (0.60).
- 3- Organizational energy obtained the highest mean of (3.6), which is higher than the hypothetical mean, and a deviation of (0.44). This means that the sample answers were more homogeneous. As for the coefficient of difference only, it was at a level of (0.12). This indicates that the answers were stable, and a high response rate of (0.72).

Third : Correlation Relationships between Variables

The following table shows the correlations between the three study variables based on Pearson's coefficient as follows:

Table (2) Pearson correlation between study variables

	Organizational symmetry.	Loyalty	organic	Similarity	Modest Leadership	Role Model	Awareness	Being Open	Faithfulness	Organizational Energy	sentimentality, emotionality, emotionalism,	Cognitive	Behavioural
Organizational symmetry.	1	0.80	0.70	0.79	0.46	0.40	31.0	0.47	0.43	0.22	0.50	0.39	0.45
Loyalty		1	0.73	0.69	0.48	0.44	0.3	0.47	0.41	0.21	0.46	0.37	0.47
organic			1	0.78	0.39	0.31	0.27	0.42	0.38	0.17	0.44	0.35	0.48
Similarity				1	0.39	0.33	0.26	0.39	0.39	0.21	0.47	0.34	0.79
Modest Leadership					1	0.77	0.75	0.71	0.48	0.29	0.47	0.48	0.47
Role Model						1	0.72	0.59	0.41	0.21	0.42	0.41	0.48
Awareness							1	0.56	0.32	0.19	0.29	0.34	0.41
Being Open								1	0.5	0.35	0.48	0.42	0.69
Faithfulness									1	0.69	0.79	0.74	0.78
Organizational Energy										1	0.57	0.42	0.47
sentimentality, emotionality, emotionalism, susceptibility											1	0.70	0.42
Cognitive												1	0.29
Behavioural													1

Table prepared by the researcher based on the outputs of the spss program

We note from the table that all correlation coefficients are significant and to a high degree. (* * Means highly moral)

Fourth : Testing hypotheses

The first hypothesis: (H1) There is a positive and morally significant influence relationship for modest leadership in organizational symmetry.

Table (3) shows the first hypothesis test (H1) to determine the relationship of influence between the independent variable (modest leadership) and the adopted variable (organizational symmetry)

Result	Approved Variable	The independent variable							
		Modest Leadership							
Hypothesis acceptance H1	Organizational symmetry.	D.W	R ²	Sig.	F	Sig.	t	the teacher	
		1.52	0.20	0.000	82.14	0.000	6.58	1.544	b0
						0.000	9.04	.665	B1

Source: - SPSS Outputs

After reviewing the above table, the following results can be reached:

1. The value of the fixed limit B0 in the first estimated model is significant below the significance level (0.01) because the value of the test (t) of the fixed limit is (0.000), which is less than the significance level (0.01).
2. The significance of the coefficient of the variable x is below the significance level (0.01) because the probability value of the test (t) of the modest leadership coefficient is (0.000), which is less than (0.01).

3. The significance of the value of F is calculated below the significance level of (0.05) because its probability value has reached (0.000), which is less than (0.01). This means that the estimated model as a whole is significant.
4. The value of the coefficient of determination (R²) amounted to (0.20), which means that modest leadership explains (20%) of the changes in organizational symmetry. The remaining percentage of (80%) is due to other factors.
5. There is no autocorrelation of errors, as the value of D.W=1.52 falls between dL and dU.
6. Based on the above results, the hypothesis (H1) is accepted.

The second hypothesis: (H2) There is a positive and morally significant influence relationship for modest leadership in organizational energy.

Table (4) shows the second hypothesis test (H2) to determine the relationship of influence between the independent variable (modest leadership) and the intermediate variable (organizational energy)

Result	Mediating variable	The independent variable							
		Modest Leadership							
Hypothesis acceptance H2	Organizational Energy	D.W	R ²	Sig.	F	Sig.	t	the teacher	
		1.44	0.21	0.000	91.57	0.000	18.84	2.019	b0
						0.000	9.59	0.324	B1

Source: - SPSS Outputs

After reviewing the above table, the following results can be reached:

1. The first estimated model is significant below the significance level (0.01) because the probability value of the test (t) for the fixed limit is (0.000), which is less than the significance level (0.01). This indicates the significance of the fixed limit.
2. The significance of the modest leadership coefficient is below the significance level (0.01) because the probability value of the test (t) for the modest leadership coefficient is (0.000), which is less than (0.01).
3. The significance of the value (F) is calculated below the significance level (0.05) because its probability value has reached (0.000), which is less than (0.01). This means that the estimated model as a whole is significant.
4. The value of the coefficient of determination (R²) amounted to (0.21), which means that the independent variable explains (21%) of the changes in the dependent variable, while the remaining percentage of (79%) is due to factors within the random error.
5. There is no autocorrelation of errors, as the value of D.W=1.44 falls between dL and dU.
6. Based on the above results, the hypothesis (H2) is accepted.

The Third Hypothesis: (H3) There is a positive and significant influence relationship of organizational energy on organizational symmetry.

Table (5) shows the test for the third hypothesis (H3) to determine the relationship of influence between the mediating variable (organizational energy) and the dependent variable (organizational symmetry).

Result	Mediating variable	Approved Variable							
		Organizational symmetry.							
Hypothesis acceptance (H3):	Organizational Energy	D.W	R ²	Sig.	F	Sig.	t	the teacher	
		1.67	0.19	0.000	69-85	.016 0.000	2.39 8.36	.811 0.933	b0 B1

Source: - SPSS Outputs

After reviewing the above table, the following results can be reached:

1. The value of the fixed limit B0 in the first estimated model is significant below the significance level (0.05) because the probability value of the t-test for the fixed limit is (0.017), which is less than the significance level (0.05). This indicates the significance of the fixed limit.
2. The significance of the organizational energy variable coefficient is below the significance level (0.01) because the probability value of the t-test for the coefficient (M) is (0.000), which is less than (0.01).
3. The significance of the F-value is calculated below the significance level (0.05) because its probability value has reached (0.000), which is less than (0.01). This means that the estimated model as a whole is significant.
4. The value of the coefficient of determination (R²) amounted to (0.19), which means that the independent variable explains (19%) of the changes in the dependent variable, while the remaining percentage of (81%) is due to factors within the random error.
5. There is no autocorrelation of errors, as the value of D.W=1.67 falls between dL and dU. This supports the acceptance of the hypothesis.
6. Based on the above results, the hypothesis (H3) is accepted.

The Fourth Hypothesis: Indirect Influence (H4)

There is a positive and statistically significant influence relationship for modest leadership on organizational symmetry with the presence of the mediating variable organizational energy.

Table (6) Path Analysis Coefficients between Modest Leadership and Organizational Symmetry by Organizational Energy

Result	Approach	Direct impact	C.R.	P-value
Acceptance	Humble Leadership Organizational Energy	0.320	584	***
	Regulatory capacity Regulatory symmetry	589.	906	***
	Modest Leadership Organizational Energy Organizational Symmetry	478	905	***

Source: Outputs of the AMOS Program

From the above table, it is clear to us the following:

1. The direct impact value of the modest leadership variable on organizational symmetry was (0.320), and this relationship is significant according to the P-Value.

2. The value of the direct impact between the organizational energy variable and organizational symmetry amounted to (0.589), which is a significant value according to the P-Value.
3. The indirect impact value of the mediating variable organizational energy between modest leadership and organizational symmetry amounted to (0.478), which is a high and significant value depending on the level of significance (P-Value).
4. Based on the above results, the hypothesis (H4) is accepted.

The Fourth Topic: Conclusions and Recommendations

First: Conclusions

1. It was found that the company in question follows a modest leadership style, as the arithmetic mean of modest leadership achieved an average level of (3.7) with a response rate of (74%). This suggests that the company may not be managed according to a specific leadership style, but work is still proceeding correctly or acceptably.
2. The level of organizational symmetry was at the lower end of the acceptance limits for employees, achieving an arithmetic mean of (0.31) with a response rate of (60%). This may be due to the lack of clarity in the leadership style followed to address the behaviors of employees and how to motivate them and increase the levels of alignment between the goals, values, and directions of the company and employees.
3. The respondents' level of awareness of the mediating variable organizational energy was at an acceptable level, achieving an arithmetic mean of (3.6) with a response rate of (72%). This is a positive indication that the company can rely on organizational energy as an interactive variable to increase levels of similarity in the future.
4. There is a correlation and a significant impact between the study variables of modest leadership, organizational symmetry, and organizational energy, and all sub-dimensions of the variables were significant.
5. The organizational energy variable mediates the relationship between modest leadership and organizational symmetry, as evidenced by the indirect impact value of (0.478), which is considered a high and significant value according to the P-Value (0.000), which is less than the significance level (0.01).

Second: Recommendations

1. The company's management should consider leadership as a basis for influencing employee behaviors, leading them to accomplish tasks in the required manner. Implementing humble leadership requires leading employees in a way that reveals both what they know and do not know, with the aim of developing their intellectual levels and extracting creative ideas from them and working to apply them after confirmation.
2. Work to raise the levels of organizational symmetry by establishing an organizational culture that conveys to employees the importance of the company's role in society and the extent to which goals, values, and beliefs align between them and the company, ensuring that the company does not abandon them and works to develop them continuously.
3. Organizational energy is the main driver of work and activating the role of the employee within the organization. Therefore, the company must pay attention to energy, especially behavioral energy, as it is the main source of charging the employee's energy, which in turn generates incentives for compliance with the company and accomplishing duties and high job commitment.
4. Provide employees with the opportunity to participate in critical decisions to achieve diversity of opinions and select the best alternative among them. Employees are fully aware of what is

happening at the lower levels of management, and this can be implemented by holding periodic meetings and opening various channels of communication in different directions.

5. Focus on mental openness and sincerity as key pillars to activate humble leadership, as they emphasize adapting to co-workers, motivating them, and meeting their emotional needs, all of which enhance the establishment of a supportive and effective work environment.

List of References

1. Collins, Jim (2001). *Good to Great: Why Some Companies Make the Leap... and Others Don't*. HarperBusiness.
2. Vogel, Bernd, Raes, M.L., Bruch, Heike (2022). "Mapping and managing productive organizational energy over time: The Energy Pattern Explorer tool", *International Journal of Strategic Management*, Vol. No. 6.
3. Alexiou, A., Khanagha, S., & Schippers, M. C. (2019). "Productive organizational energy mediates the impact of organizational structure on absorptive capacity", *Long Range Planning*, 52(2), 155-172.
4. Abualhamael, Z. W. H. (2017). "The power of productive organizational energy in relation to leadership style and job satisfaction: The context of Saudi Arabian universities" (Doctoral dissertation, Manchester Metropolitan University).
5. Cole, M. S., Bruch, H., & Vogel, B. (2005, August). "Development and Validation of a Measure of Organizational Energy", *Academy of Management Proceedings* (Vol. 383/2005, no. 1, pp. V1 Briarcliff Manor, NY: Academy of Management.
6. Abdullah, H. O., Atshan, N., Al-Abrow, H., Alnoor, A., Valeri, M., & Erkol Bayram, G. (2023). "Leadership styles and sustainable organizational energy in family business: modeling non-compensatory and nonlinear relationships", *Journal of Family Business Management*, 13(4), 1104-1131.
7. Kay, Aaron, C. (2002). "Sour Grapes, Sweet Lemons, and the Anticipatory", *The Society for Personality and Social Psychology, Inc.*, Vol. 28, No. 9.
8. Wheelen, Thomas L., & Hunger, J. David (2010). *Concepts in Strategic Management and Business Policy: Achieving Sustainability*, 12th Edition, Pearson Education, Inc.
9. Fiol, C. M., O'Connor, E.J., & Aguinis, H. (2001). "All for one and One For all? The Development and Transfer of Power across Organization Levels", *Academy of Management Review*, Vol. 29.
10. Derman, L., Stanz, K., & Barkhuizen, N. (2011). "The validation of a measure of organizational energy in the South African context", *SA Journal of Human Resource Management*, Vol 9, No 1.
11. Owens, B.P., & Heckman, D. (2012). "Humility in Organizations: Implications for Performance, Teams, and Leadership", *Organization Science*.
12. Lee, Diana R. K., & Brown, James B. (2024). "Humble Leadership: The Importance of Commitment and Collaborative Cooperation in High-Performing Teams", *Leadership & Organization Development Journal*.
13. Baker, W. E. (2019). "Emotional energy, relational energy, and organizational energy: toward a multilevel model", *Annual Review of Organizational Psychology and Organizational Behavior*, 6(1), 373-395.

14. Leeming, D., Marshall, J., & Hinsliff, S. (2021). "Self-conscious emotions and breastfeeding support: A focused synthesis of UK qualitative research", *Maternal & Child Nutrition*, e13270.
15. Overath, A. (2014). "Humble Leadership as a Factor for Creativity & Innovativeness in the Start-Up E-Commerce Branch" (Master's thesis, University of Twente).
16. Al Hawamdeh, N. (2024). "The influence of humble leadership on employees' work engagement: the mediating role of leader knowledge-sharing behaviour", *vine Journal of Information and Knowledge Management Systems*, 54(6), 1252-1269.
17. Moksness, L. (2014). "Verbal Measure, or Graphic Measure, or Both? Psychometric Study of Organizational Identification", Master's degree in psychology, UiT Norway's Arctic University.
18. Al Hawamdeh, N. (2023). "Does humble leadership mitigate employees' knowledge-hiding behaviour? The mediating role of employees' self-efficacy and trust in their leader", *Journal of Knowledge Management*, 27(6), 1702-1719.
19. Reese, Simon (2014). "Examining the Relationship between Organizational Identification and Learning Organization Dimensions: A Study of a U.S. Franchise", *Management and Organizational Studies*, 1(1), 7-20.
20. Rajendran, Muthuvelo, & Radian, Rose (2005). "Typology of organizational commitment", *American Journal of Applied Sciences*, 2(6).
21. Puutio, Risto, Kykyri, Virpi, & Wahlström, Jarl (2008). "Constructing Asymmetry and Symmetry in Relationships Within a Consulting System", *Syst Pract Act Res Journal*, No. 21.
22. Mael, F.A., & Ashforth, B.E. (2001). "Identification in Work, War, Sports, and Religion: Contrasting the Benefits and Risks", *The Executive Management Committee*, 31(2), 197-222.
23. Bartels, J. (2006). "Organizational identification and communication: employees' evaluations of internal communication and its effect on identification at different organizational levels", Unpublished master's thesis, University of Twente, the Netherlands.
24. Dumbrava, C. (2014). *Nationality, Citizenship and Ethno-Cultural Belonging: Preferential Membership Policies in Europe*, Springer.
25. Hur, W. M., Park, S., & Moon, T. W. (2014). "The moderating roles of organizational justice on the relationship between emotional exhaustion and organizational loyalty in airline services", *Journal of Services Marketing*, 28(3), 195-206.
26. Glynn, M. A. (1998). "Individuals' need for organizational identification (nOID): Speculations on individual differences in the propensity to identify", *Identity in Organizations: Building Theory through Conversations*, 238-244.
27. Simon, H. A. (2007). "Public Administration in today's world of Organization and markets", *Political Science & Politics*, 33(7), 749-756.
28. Al Jaidah, Jassim Mohammed & Obeidat, Abdallah Mishael (2020). "The Role of Internal Social Responsibility in Achieving Organizational Symmetry", *International Journal of Academic Research in Business and Social Sciences*, 10(5).
29. van Quaquebeke, Niels & van Gils, Michele E.A.W. (2024). "Humble Leadership: The Importance of Self-Reflection and Emotional Flexibility", *Journal of Organizational Behavior*.

30. Kane, R., Magnusen, J., & Perrewew, L. (2012). "Differential Effect of Identification on Extra-role Behavior", *Career Development International*, 17(1).
31. Moulay, Amar (2023). "The Impact of Proactive Work Behaviors on Outstanding Performance: An Applied Study on Doctors at the Mohamed Boudiaf Public Hospital Institution in Ouargla", *University of Ouargla Research Journal*.
32. Al-Ubaidi, Issam Alawi Sahib (2019). "Behavioral Integrity and Its Reflection in Humble Leadership: An Exploratory Study of the Opinions of a Sample of Professors from Imam Al-Kadhim College (Babylon Branch)", *Arab Journal of Administration*, 39(3), September.
33. Jiang, Hong, Wentao Liu, & Lili Jia (2019). "How Humble Leadership Influences the Innovation of Technology Standards: A Moderated Mediation Model", *Sustainability*, School of Management, Jilin University.
34. Owens, B.P., Johnson, M.D., & Mitchell, T.R. (2013). "Expressed humility in organizations: implications for performance, teams, and leadership", *Organization Science*, 24(5), 1517-1538.
35. Al-Rjoub, S., & Mrayyan, M. T. (2024). "The Impact of Humble Leadership on Knowledge-Sharing and Creativity in Nursing Setting: A Cross-Sectional Study", *sage Open Nursing*, 10, 23779608241306999.
36. Edgar H. Schein & Peter A. Schein (2018). *Humble Leadership: The Power of Relationships, Openness, and Trust*, Berrett-Koehler Publisher.
37. Al-Ubaidi, Issam Alawi Sahib (2019). "Behavioral Integrity and Its Reflection in Humble Leadership: An Exploratory Study of the Opinions of a Sample of Professors from Imam Al-Kadhim College (Babylon Branch)", *Arab Journal of Administration*, 39(3), September.
38. El-Gazar, H. E., Zoromba, M. A., Zakaria, A. M., Abualruz, H., & Abousoliman, A. D. (2022). "Effect of humble leadership on proactive work behaviour: The mediating role of psychological empowerment among nurses", *Journal of Nursing Management*, 30(7), 2689-2698.
39. Owens, B.P., & Hekman, D.R. (2012). "Modeling how to grow: an inductive examination of humble leader behaviors, contingencies, and outcomes", *Academy of Management Journal*, 55(4), 787-818.
40. Michael K. Johnson & Sarah K. King (2024). "The Power of Humble Leadership: Listening, Empathy, and Trust", *Leadership Quarterly*.
41. Liu, C. (2016). "Does humble leadership behavior promote employees' voice behavior?—A dual mediating model", *Open Journal of Business and Management*, 4(4), 731-740.
42. Cho, J., Schilpzand, P., Huang, L., & Paterson, T. (2021). "How and When Humble Leadership Facilitates Employee Job Performance: The Roles of Feeling Trusted and Job Autonomy", *Journal of Leadership & Organizational Studies*, 28(2), 169-184.
43. Al-Akabee, Abbas Ahmed, & Al-Janabi, Yazen Salem (2023). "The Role of Humble Leadership in Empowering Human Resources: A Field Study on the Opinions of a Sample of Educational Staff in Al-Ameed Educational Group", *Iraqi Journal of Administrative Sciences*, 19(75), March 2023.
44. Jason, H. H.; T. C. Steve & Y. Hung (2012). "The Influence of Humility on Leadership: A Chinese and Western Review", *International Conference on Economics, Business and Marketing Management*, IPEDR, Vol. 29.

45. Aliwi, Ali Hussein (2021). "The Role of Humble Leadership in Achieving Organizational Symmetry through Talent Management Processes", *Iraqi Journal of Administrative Sciences*, 17(68).
46. Ryan, R. M., & Deci, E. L. (2000). "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being", *American Psychologist*, 55(1), 68-78.
47. Ou, A. Y. (2016) "The role of humble leadership in employee motivation: A study of the relationship between humble leadership, organizational justice, and employee outcomes.", *Journal of Leadership & Organizational Studies*, 23(3), 264-276.
48. Humborstad, S. I. W., & Hope, C. (2011). "The effect of humility in leadership on employee trust: A study in Norwegian organizations", *Journal of Leadership Studies*, 5(3), 23-34. Doi: <https://doi.org/10.1002/jls.20231>
49. Vera, D., & Lewis, M. W. (2006). "Disruptive technologies: When cultures clash", *Academy of Management Perspectives*, 20(2), 77-93. Doi: <https://doi.org/10.5465/amp.2006.20389220>
50. Neubert, M. J., et al. (2008). "Leader humility and the development of employee engagement: The mediating role of positive affect", *Journal of Organizational Behavior*, 29(6), 709-726. Doi: <https://doi.org/10.1002/job.50>
51. Alawi, A. H. (2021). "The role of humble leadership in achieving organizational symmetry through talent management processes", *Iraqi Journal of Administrative Sciences*, 17(68), 255-280.
52. Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). "Serving humility: Examining the effects of humble leadership on follower outcomes", *Journal of Applied Psychology*, 104(10), 1444–1460.
53. Schein, E. H., & Schein, P. A. (2018). *Humble Leadership: The Power of Relationships, Openness, and Trust*, Berrett-Koehler Publishers.
54. Shereefi, Ali Kazem Hussein. (2021). "Utilizing Organizational Similarity in Achieving Sustainable Strategic Performance", *Iraqi Journal of Administrative Sciences*, Volume 17, Issue 67, Pages 197-221.
55. Al-Ani, Alaa Abdul Mawjood, and Al-Sarraff, Saja Nadhir. (2019). "Measuring the Level of Organizational Similarity among Employees at the University of Mosul: A Field Study", *Journal of Anbar University for Economic and Administrative Sciences*, Volume 11, Issue 24, Pages 477-492.
56. Mallah, Israa Tariq Hussein, and Al-Obaidi, Duaa Maysar. (2024). "Measuring the Availability of Dimensions of Productive Organizational Energy: An Analytical Study in Several Private Tutoring Institutes in the City of Mosul", *Journal of Kirkuk University for Administrative and Economic Sciences*, Volume 14, Issue 2, Pages 166-177.
57. Al-Khazaali, Mutaz Hamid Raheem, Al-Jather, Dhiyaa Abdul Ali, and Al-Dulaimi, Ali Abdul Hussein. (2022). "Digital Leadership and Its Role in Enhancing Organizational Energy Flow: An Analytical Study of the Opinions of a Sample of Employees in Travel and Tourism Companies in Najaf Governorate", *Al-Ghary Journal for Economic and Administrative Sciences*, Special Volume, Conference Issue, Pages 2145-2170.
58. Owens, B. P.; Johnson, M. D. & Mitchell, T. R. (2013). "Expressed Humility in Organizations Implications for Performance, Teams and Leadership", *Organ. Sci.*, 24: 1517–1538.

59. Al-Anzi, S. A., & Al-Atwi, A. A. (2013). "The relationship between productive organizational energy and organizational innovation: An analytical study in selected colleges of Iraqi universities". Available at: <https://www.researchgate.net/publication/300051398>
60. Fiol, C. M., Harris, D., & House, R. J. (1996). "The energy of organizations: A model of organizational energy and its impact on organizational change", *Academy of Management Review*, 21(4), 1012-1035.
61. Al-Masoudi, Fatima. (2022). "The Role of Organizational Similarity Indicators in Addressing the Causes of Organizational Crises in Light of the COVID-19 Pandemic: An Analytical Study of the Views of a Sample of Healthcare Staff in Private Hospitals in Karbala Governorate", *Entrepreneurship, Finance, and Business Journal*, 3(1). <https://doi.org/10.56967/ejfb202228>
62. Al-Kaabi, Dr. Hamid Salem. (2018). "The Role of Organizational Similarity in Reducing Organizational Silence: An Exploratory Study of the Views of a Sample of Employees in Private Iraqi Banks / Baghdad", *Anbar University Journal of Economic and Administrative Sciences*, 10(23), 45-67.
63. Eid, Noor Iman Ashraf Mohamed. (2022). "Organizational Similarity as an Approach to Achieving Institutional Excellence in Government Organizations", *Future of Social Sciences Journal*, 10(4), 137-202.