THE ROLE OF SERVANT LEADERSHIP CHARACTERISTICS IN PROMOTING KNOWLEDGE SHARING AN EXPLORATORY STUDY OF THE OPINIONS OF A SAMPLE OF ADMINISTRATIVE EMPLOYEES IN A GAS FILLING COMPANY / KIRKUK BRANCH

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Article history:		Abstract:
		The main objective of the research is to verify the extent to which the servant leadership dimensions are applied in order to reach the highest levels of knowledge sharing among workers in the organization in question, and to identify the nature of the relationship between servant leadership and In the surveyed organization, achieving the best levels of knowledge sharing excellence in the organization through the adoption of knowledge sharing methods, whose idea is based on trust between employees, the role of incentives, rewards, organizational interactions, and the use of information and communication technology according to the monitoring and awareness of behavior, and this is supported by the possession of the researched organization justifications for sharing knowledge, which is given to those who own it among the employees Hence, the research problem arises with the main question, which is, What is the role of servant leadership in knowledge sharing? In order to answer these questions, a hypothetical research scheme was formulated, which shows the path of the relationship between the research variables through a set of hypotheses. (58) questionnaires were distributed to the administrative staff of the Gas Distribution Company / Kirkuk branch, and (36) questionnaires valid for analysis were retrieved from them. The researcher adopted the questionnaire as a main tool in addition to the interviews conducted by the researcher with some members of the surveyed sample to collect data on the researched field.

FIRST: INTRODUCTION

It turns out that recent trends of globalization and the importance of organizational innovation teams and competitive advantage is crucial to the survival of organizations Gaining competitive advantage using teamwork depends on the factors of culture, emotional intelligence, leadership skills, knowledge-sharing behaviour, etc. that may ultimately affect team performance. Many organizations face the challenge of finding ways to improve team performance through the transfer and sharing of knowledge among team members to achieve a competitive advantage for organizations. Team performance is influenced by various input factors such as leadership, culture, knowledge, and supportive behaviors of team members, as it asserts that the responsibility of the leader is to increase the independence and responsibility of employees to encourage them to think

for themselves in light of their focus on values, not only in behavior that servant leadership can be distinguished from other leadership styles (VanDierendonck , 2011, 1231). Servant leadership encourages employees to grow intelligently, creatively and self-manage, which leads to the improvement of society and calls for acceptance, tolerance, empathy, love and adherence to the golden rule "do for people as you would like them to do to you" (Han et all, 2010, 6), the concept of "leadership" can be The servant leadership in the organization from working to reduce and overcome the obstacles that face all of the two jobs, which has positive repercussions on all kinds of organizations, and with their various goals that they work to achieve, to adopt, adopt and apply the concept of servant leaders (Ajwa, 2010, 1).

SECOND: RESEARCH PROBLEM

There have been calls for a search for a new leadership style that has the ability to face different circumstances, including the difficulty of balancing the desires of the leadership and those who see that the measure of success is achieving the best results, regardless of the second party represented by the workers in the organization, hence the need for leadership that works To serve the employees of the organization and provide them with a helping hand, and works to facilitate work procedures by providing information and helping them to communicate with each other to share their knowledge, and in light of the foregoing, the research problem centers on the main question that what is the role of servant leadership in sharing knowledge? The following sub-questions emerge from the main question:

1- To what extent are the servant leadership dimensions available in the organization under study?

2- What is the availability of the dimensions of the researched organized knowledge sharing?

3- Does servant leadership contribute to achieving knowledge sharing in the organization under study?

4- What is the nature of the relationship between servant leadership and knowledge sharing in the organization under study?

THIRD: THE IMPORTANCE OF RESEARCH

This research gains its importance from the following:

1. Research in the frameworks and theoretical concepts of the research variables represented by servant leadership and knowledge sharing, which are strategic imperatives to raise the level of performance of the organization in question.

2. Enriching the field of competence with the theoretical and practical results and recommendations emanating from this research.

3. Shedding light on the active role of servant leadership in promoting knowledge sharing.

FOURTH: RESEARCH OBJECTIVES

By identifying the research problem and its importance, the main objective of the research in the servant leadership relationship can be clarified in promoting knowledge sharing, as well as the sub-goals, which are as follows:

1- Studying the relationship between servant leadership and knowledge sharing.

2- To test the influence relationships between servant leadership and knowledge sharing.

3- Verifying the dialectical relationship between the dimensions of servant leadership combined and its role

in promoting knowledge sharing through intellectual and theoretical propositions.

FIFTHLY: RESEARCH HYPOTHESES

The methodological treatment of the research problem, according to its theoretical framework and field contents, requires defining hypotheses for research that address the research problem, as well as clarifying the sub-dimensions of those variables and their effects on the researched organization under consideration, taking into account the possibility of measuring these dimensions statistically and on the assumption that the relationship points in one direction, as the servant leadership represents An independent variable, while knowledge sharing is a dependent variable, and accordingly, the hypotheses were determined as follows:

MAIN HYPOTHESIS:

H.1: There is a statistically significant effect of servant leadership with its dimensions (social love, humility, insight, service of others, altruism, empowerment), in sharing knowledge with its combined dimensions (trust, incentives, rewards, organizational interactions, information and communication technology) and hypotheses emerge from it the following sub:

SUB HYPOTHESES:

H1.1: There is a statistically significant effect of servant leadership represented by (social love, humility, insight, service of others, altruism, empowerment), on trust.

H1.2: There is a statistically significant effect of servant leadership represented by (social love, humility, insight, serving others, altruism, empowerment), incentives and rewards.

H.1.3: There is a statistically significant effect of servant leadership represented by (social love, humility, insight, service to others, altruism, empowerment), in organizational interactions.

H1.4: There is a statistically significant effect of servant leadership represented by (social love, humility, insight, service of others, altruism, empowerment), in information and communication technology.

The second axis / theoretical framework
1- Servant leadership
First: the concept of servant leadership

The concept of leadership that focuses on employee well-being rather than glorifying leadership, and that emphasizes social contribution, has proven to be very attractive in purpose and as a result, attention has been directed towards a new approach called

servant leadership (Hale&Fields, 2007, 398), where servant leadership focuses on personal integrity. Serving others, including employees, customers, and communities, as the growing interest in developing leaders who put their self-interests aside to achieve the interests of employees and organizations, and in order for organizations to achieve effectiveness, it is necessary to identify, use and develop the unique talents of employees, and here leaders can play a role important and decisive in helping employees achieve their potential (liden et all, 2008, 161-162), and table (1) reviews some definitions that deal with the concept of servant leadership

Table (1) Definitions of Servant Leadership

researcher, year, and page	definition
Greenleaf, 2010, 102	The leader's innate feeling that he wants to serve others (workers) by making rational decisions that make individuals desire or aspire to lead.
Kim, et al.,2014, 1155	Leadership that focuses on volunteer work, in which people with altruistic ethics volunteer to serve workers.
Jlab516 ,2011,	Leadership that exceeds its personal interests and favors the interests and prefers to serve the needs of others and helps them grow and develop and gives them the opportunity to achieve what they aspire to financially and emotionally, taking into account the work to achieve the goals of the organization.
Chan and Mak، 2014,273	It is a set of behaviors that focus on satisfying the needs and desires of employees and helping them to achieve their goals in particular in order to obtain their loyalty and increase their belonging and love to work in the organization.
Hebrew، 2017 4, 2	A leadership style that aims to build better organizations based on serving employees, putting their interests ahead of personal interests, participating in effective decision-making, and encouraging them to take initiative and innovation.
Cotezer, et al., 2017: 1	A theory of leadership that begins with the desire to serve others in the first place.
VanDierendonck,2011,1231	Who does not use his authority or power to get things done but tries to influence and persuade the employees.

From the foregoing, the researcher believes that servant leadership can be defined as "the leadership style that prefers the interests of the employees over the interests of the leadership and works to achieve their goals, desires and needs in a way that ensures the achievement of the goals of the organization."

Second: importance of servant leadership

Servant leadership is the leadership style that is suitable for all types of organizations in all business environments (Olesia et al., 2013, 87). The importance of this style of leadership increases because it focuses on a new style of leadership based on caring for employees by giving them confidence and giving them the opportunity to participate. And enabling them to achieve the goals of the organization (Kim, et al., 2014, 1156). Hence, a number of researchers agreed in determining the importance of servant leadership in the following points (Mahmoud and Omar, 2018: 33) and (Saeed, 2019, 61).

1- The great role it plays in achieving high and advanced levels of employee performance, and these levels are reached through the interaction that occurs between the leadership and employees in the organization.

2- Increasing the ability of organizations to meet the needs of customers in the way they desire, as the organization can achieve this only by achieving the desires and needs of employees.

3- Building a new style based on serving others, whether they are inside or outside the organization, instead of serving the organization's leadership.

4- Employees working in the organization shall be accorded equal dignity, as they participate in the decisions issued by the leadership by giving them

confidence, empowering them, cooperating with them, and using authority in an ethical manner.

5- Liberating employees from selfishness and fears, such as self-improvement and insecurity, and dedicating the servant leadership's interests completely to improving and developing the performance of employees in order to build the organization correctly.

Third: characteristics of servant leadership

The multiplicity of viewpoints regarding the characteristics of servant leadership has been defined by (Williams et al., 2017, 7) the following points:

1- Desire to serve others: The highest priority of servant leadership is to serve others, including stakeholders inside and outside the organization.

2- Its main focus is on the employees: the servant leadership appreciates the growth of the employees and views it as an important development, with the leadership feeling its responsibility to serve all stakeholders in the organization, but the employees are in the first place, because it has confidence that they will do what is best for the organization and its components.

3- It includes an ethical component (the moral compass): which is manifested in multiple forms, if the servant leadership strives to avoid contradictions in how it deals with employees.

Fourth: characteristics of servant leadership

The researchers' viewpoints varied with regard to determining the characteristics of servant leadership, so the researcher preferred to use the (patterson 2003) model, and the property of trust in employees was excluded as it is one of the dimensions used in knowledge sharing, in which he identified seven characteristics of servant leadership as follows:

1- **Social (moral) love**: stresses the importance of moral integrity, moral community, and moral organization, which are essential and necessary to maintain executive legitimacy (Mittal & Dorfman, 2012, 556) This love focuses on the fact that leaders view employees not only as a means, but as a whole person. He has needs and desires (Dennis & Bocarnea, 2005, 602). Therefore, the leadership's interest in employees in the organization is one of the most important features that characterize the servant leadership, as the servant leadership calls for the preference of the public interest over the individual interest of the employees, and this method of dealing achieves many advantages

for the employees and the organization. Through it, the performance of employees and then the overall performance of the organization is improved, which results from managing the interrelationship between employees and the various departments and sections, which contributes to enhancing the positive feelings of employees towards the organization, making the best effort to achieve the goals of the organization (Al-Araydah, 20112, 40).

2- **Humility**: It refers to the ability to put personal achievements and talents in the appropriate perspective, as the raw leadership recognizes the possibility of benefiting from the experience of others, they are constantly looking for the contributions of employees, and humility appears when the leader puts the interests of employees first, facilitates their performance and provides them with appropriate support. VanDierendonck, 2011,1233), and the tendency of humility to focus on the audacity of leadership by admitting mistakes that man is not infallible, and arises from the servant leadership's understanding of weaknesses and strengths correctly, as the leadership acknowledges the strength of the limitations imposed on it, which provides the opportunity for others to contribute to Overcoming these limitations (Van Dierendonck& Nuijten, 2011, 252) It puts employee success ahead of the leader's personal gains. This dimension may include rational strength, altruism, emotional healing, moral love, credibility, voluntary dependency, authentic self, transcendental spirituality, and behaving ethically. With various alternative leadership formulas (Hale&Fields, 2007,399).

3- **Insight**: The characteristic that distinguishes servant leadership is the lessons learned from the past and the facts of the present, and the expected result in the future for taking a decision (Said, 2019, 61), and servant leadership must look at insight as very important and necessary, as it helps in setting goals. The necessary and intended goals from the lessons of the past and understanding the present. When insight is lost, the events control the leader, as he becomes a leader only by name, then interacts with events without leading them (Muasher, 2014, 29),

and the presence of insight is associated with the ability to communicate vision to influencers and influence them In developing a common vision for the organization, this dimension includes wisdom, value creation for community, influence, and credibility (Hale&Fields, 2007,399).

4- Serving others: The main task of the servant leadership is Walter based on responsibility towards others, which appears through the attitudes, behavior and values of the servant leadership, and service is everything, they are responsible to those they serve, whether they are inside or outside the organization. Others (Dennis & Bocarnea, 2005, 60), it builds trust by serving others unselfishly, and the issue of service before it extends from the workplace to the home and community and in all aspects of life, servant leaders practice this approach (service), and perhaps most importantly it is It instills in the employees self-confidence and the desire to become among the servant leaders, and through the transformation of the employees into servant leaders can create a culture of servant leadership (Liden et all, 2008, 162), which means their willingness to assume responsibilities and take care and serve others inside and outside the organization instead of Self-interest and control, as the leader must be a role model for others and not a patron, which means its obligations to others, which are closely related to loyalty, teamwork, and social responsibility towards the community in which it operates In which the organization (Abdullah, 2015, 241-242).

5- Altruism: the voluntary behavior of the raw leadership, represented in helping employees to perform their work tasks without paying attention to obtaining a motivational reward for doing this behavior (Najah, 2017, 49), it is related to voluntary assistance that has links to work problems, if it reflects The leadership's desire to help employees and one of its methods is the leadership's sharing of new ways and methods of work with employees, as well as its desire to teach new employees to prevent them from falling into work-related problems (Abdullah and others, 2008, 17), which includes volunteering to do

additional work when the need requires it, as well as their desire They take on additional responsibilities and volunteer on committees even when they are not asked to do so (Let's, 2017, 41).

6- Employee empowerment: It is one of the best phenomena that emphasize the effectiveness of servant leadership and instill it in the hearts of employees, by enabling environments, enhancing their participation and encouraging their talents, the organization becomes more effective and possesses a workforce that does not lack motivation (Muasher, 2014, 26), it aims To promote a proactive attitude and self-confidence among workers and give them a sense of personal strength, and this behavior includes aspects such as, encouraging self-directed decision-making, information exchange, and training in innovative and creative performance. (2011, 251), it contributes to the development of employees' skills and enhances their abilities to make decisions and solve problems, and helps to respond quickly to changes that occur in the work environment (Hanaysha, 2016, 300).

2- Knowledge sharing
First: the concept of knowledge sharing

Knowledge sharing means giving and receiving the information contained within the framework of knowing its source. What is received is the information that is framed by the knowledge of its recipient, and since the knowledge obtained comes from a known source, but it may not be identical (Dhillon.et al, 2010,447), the knowledge is considered It is one of the strategic and critical resources for organizations within the framework of the knowledge economy, as it is considered one of the most important sources among other sources of competitive advantage, as knowledge sharing is a major factor in enabling knowledge management, as many organizations emphasize that sharing vital knowledge helps them exploit basic competencies and skills. employees in a way that contributes to achieving a sustainable competitive advantage (Anwar, 2017, 103). Table (2) reviews some of the definitions that deal with the concept of knowledge sharing.

Table (2) Definitions of knowledge sharing

researcher, year, and page	Definition
Masrek,et al, 2011,2	It is a process by which knowledge (tacit and explicit) is shared and new knowledge is created jointly.
Wang&Wang ,2012,8900	The primary means by which employees can mutually change their knowledge and contribute to the application of knowledge and innovation.
Jadin,et al, 2013,218	A process of communication between two or more people characterized by the sharing of individual knowledge to collectively create new knowledge.
Coyle et al., 2014,393	An activity that involves conscious action by an individual to engage in the sharing of knowledge even though there is no compulsion to do so.
Bilgihan et al., 2016,288	The combination of one or both parties seeking knowledge in response to a request so that one or both parties are affected by the experience.
Anwar, 2017,102	An association between the organization and its environment followed by an independent understanding of systems and beliefs.
Kremer et al ,2019,3	It is the means by which employees get the most out of the knowledge accumulated in the organization.

From the foregoing, the researcher believes that knowledge sharing can be defined as "the means through which employees can share knowledge (implicit and explicit) to achieve the maximum benefit for the organization and enhance its competitive advantage."

Second: importance of knowledge sharing:

Knowledge sharing is one of the most important aspects of knowledge management and the success of knowledge management initiatives depends on knowledge sharing, as knowledge sharing as an important part of knowledge management leads to many benefits at the individual and organizational levels (Yeşil, 2013, 2018).
(Al-Askari, 2013, 9) and (Nasser and Ali, 2017, 41) have identified the importance of knowledge sharing in the following points:
1. Knowledge sharing contributes to increasing cooperation between team members and facilitating the process of exchanging knowledge with us that helps increase the flow of information.
2. It has an impact on the different sections and divisions of the organization, because the knowledge in a particular section differs from the knowledge in the rest of the other sections. The interaction between the sections helps to reveal new knowledge for each of them, whether these interactions are horizontal or vertical.
3. Contributes to increasing the organization's opportunities to discuss the terms "Know- What" (Know- how) in order to help it move towards

expansion and future growth by adding value to its activities.
4. Reduces the time lost in attempts to error and experiment through the participation of individuals with relevant information and experiences, thus contributing to a significant increase in the organization's resources.

Fourth: Dimensions of knowledge sharing:

There are many and varied dimensions that the researchers used for knowledge sharing, the dimensions (trust, rewards and incentives system, personal interactions, information technology) were chosen, as far as the current study is concerned, in line with the environment of the organization under study.
1. Trust: Trust is one of the important parts of sharing knowledge that is indivisible because of its inherent value, as there are two types of trust (trust based on charity and trust based on competence), and both types affect knowledge sharing. Trust based on charity is linked to employees who They have trust in all parties and those who have good faith, while the trust based on competence is related to the trust of the recipient of knowledge with its provider (Najibullah et al, 2012, 11)), as knowledge sharing requires a level of trust, which is an integral part of building any relationship. Trust leads to better communication between work team members (Cheng et al, 2008, 286), as trust and mutual commitment between employees and reciprocity enhance knowledge sharing opportunities, which encourages the formation of a

work environment that enables work teams to integrate and overcome work problems , through employees sharing their ideas in meetings and group discussions (52019, Jamshed & Majeed).

2. Rewards and incentives system: The rewards system refers to what organizations can do and say about the behavior of employees, which can be moral such as job security and promotion, or monetary such as salary increases, and the employee's feeling that he will receive rewards will prompt him to increase his desire to donate and share his knowledge Automatically (Al-Hasnawi and Sabr 2019, 114) employees need a strong incentive to share their knowledge, as it is not logical to think that all employees are fully prepared to share their knowledge easily without having an assessment of what they can gain or lose as a result of their knowledge sharing (Al-Alwai et al 25, 2007) Employees are less interested in sharing their knowledge without there being a motive. Ensuring the flow of knowledge within the organization is not an easy task. On the contrary, it requires extensive efforts by the organization's leadership. It is possible that knowledge is closely linked with the employee's ego. , In order to motivate them, organizations use specific reward systems, which can be moral or monetary (Mahmoud and Fadel, 2019 ,213).

3. Interpersonal interactions: This dimension of knowledge-sharing behavior includes informal interactions between individuals, such as chatting during lunch and helping other employees who interact with them, as knowledge is shared through informal, person-to-person social interactions. The exchange of tacit knowledge has been highlighted through an informal conversation for this type of knowledge exchange (Yi, 2009, 69), as the best and most effective way to share knowledge is through verbal and non-verbal communication. The main things to encourage the sharing of knowledge, interaction contributes greatly to the sharing of knowledge (Fadel, 2019, 71-72). Knowledge consumption), which can happen through the employee leaving his job without transferring his knowledge or imperfectly transferring knowledge, so the current organizational knowledge becomes obsolete.

4. Information and Communication Technology: Information and communication technology plays an important and decisive role in managing knowledge sharing by providing mechanisms that accelerate the generation and sharing of knowledge, as it works on technical convergence and improve communication

between employees in the organization, which contributes to increasing the number of employees who participate In the processes of knowledge generation and circulation (Al-Shehri, 2017, 29), (Hendriks, 1999, 94) identified four areas through which information technology can affect knowledge sharing, which are:

A- Information technology contributes to reducing barriers to knowledge sharing (temporal, spatial, social).

B - access to the knowledge stored in the knowledge bases.

C - access to expert knowledge through expert systems.

d- It helps to define what is meta-knowledge and organize it according to the required fields of knowledge.

In order to fully benefit from information technology, the employees working in the organization must be well trained in the use of technology, and well aware of the changes that technology can bring about in the processes of acquiring and sharing knowledge. The availability of technology is not a necessary condition for knowledge sharing if employees are not prepared. to be used (Mohammed, 2009, 719).

The third axis / the practical side
Description and diagnosis of the research variables through the answers of the sample members in the researched field

The researcher described the answers of the researched sample towards the research variables and their interpretation through what he obtained of data and information collected through the research tool (the questionnaire) and extracted the results after analyzing them by adopting a set of descriptive statistics methods (arithmetic averages, standard deviations, coefficients of variation) as they were adopted to describe The main variables of the research and according to the answers of the research community sample. In order to stand on the level that is characterized by the paragraphs of the questionnaire, as the statistical effort results in the early detection of strengths and weaknesses within the answers of the surveyed sample in order for the researcher to achieve his objectives of the research, as he used the quinquennial Likert scale for the purpose of analyzing the respondents' responses to the research variables and for the sake of shortening in Presentation of the results The main variables were highlighted, as we show in the table below:

Table (3) Arithmetic means and standard deviations of the research variables

main variables	Sub dimensions	Arithmetic mean	standard deviation	Variation coefficient
	love	3.623	0.973	26.856
	humility	3.119	0.849	27.220
	insight	3.376	0.937	27.754
	service	3.384	1.063	31.412
	altruism	3.418	0.819	23.961
	Empowerment	3.180	0.990	31.132
server leadership		3.351	0.720	21.486
	Confidence	3.401	0.915	26.903
	Incentives and rewards	3.478	0.797	22.915
	Regulatory interactions	3.435	0.705	20.524
	Information and Communication Technology	3.572	0.885	24.776
knowledge sharing		3.472	0.488	14.055

The above table shows the values of the arithmetic averages, standard deviations, and coefficients of variation for the main variables in the research and their sub-dimensions together. The values of the independent variable (servant leadership) in general amounted to (3.351) for its arithmetic mean, with a standard deviation of (0.720), and this is a sign of an average tendency that is closer to acceptance than before. Respondents towards (serving leadership), which reflects the adoption of the leadership of the organization in question, strengthening the necessary capabilities and giving in the service of others, including stakeholders inside and outside the organization. Its value reached (3.472), a standard deviation (0.488) and a coefficient of variation that reached (14.055) to reflect the tendency of the research personnel for this variable towards neutrality, which requires the leadership of the organization to reconsider the extent of the ability to increase cooperation between the members of the work teams and overcome the ways that would lead to Facilitate the process of sharing knowledge and increasing the flow of information in a way that contributes to achieving its continuity and sustainability with complex environmental changes.

Main Hypothesis:
H.1: There is a significant effect of servant leadership with its dimensions (social love, humility, insight, service of others, altruism, empowerment), in sharing knowledge.

To test this hypothesis, "multiple regression analysis" was used to verify the effect of servant leadership in terms of its dimensions in sharing knowledge in the researched field, which is illustrated by the equation below and table (4) shows the test results.

$$Y = \beta_o + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \delta_1$$

Table (4) Results of the test of variance and multiple regression analysis of the effect of servant leadership on knowledge sharing

dependent variable	Model Summary			Variance analysis ANOVA		independent variable	regression coefficients		
	correlation	coefficient of	Adjusted R^2	F calcula	Morale		Impact	T calcula	Morale

	coefficientR	determination R²	Modified determination factor	ted	*Sig	Leadership	degreeβ	ted	*Sig
knowledge sharing	0.747	0.558	0.475	6.733	0.000	**love**	0.142	1.623	0.115
						humility	0.068	0.582	0.565
						insight	0.055	0.544	0.590
						service	0.145	1.690	0.101
						altruism	0.174	1.321	0.196
						Empowerment	0.656	2.500	0.017

* The effect is significant at the level ((a ≤ 0.05 .).

It is seen in the above table that the correlation coefficient R is 0.747 at the level (a≤0.05), which means that there is a strong correlation between knowledge sharing as a dependent variable and the independent variables of (servant leadership) mentioned in the above table, where the coefficient of determination reached (0.558). = R2, meaning that 55% of the changes that occur in (knowledge sharing) result from the change in the dimensions of (servant leadership/empowerment), and in the same context, the results of the analysis showed that the "adjusted coefficient of determination" R2 amounted to (0.475), This reflects the net level of interest in the aforementioned servant leadership dimensions after eliminating the values of errors resulting from sharing knowledge of the field under study. The results of the "regression coefficients" analysis also showed that the degree of influence β was (0.656) for (empowerment), which is a function of (a≤0.05), and this is confirmed by the calculated T value for the same variable, which amounted to (2,500), which means that every single increase in the level of Paying attention to the

dimensions of servant leadership, especially (empowerment) will lead to an increase in knowledge sharing in the researched field by (2.500), which is confirmed by the calculated F value, which amounted to (6.733) and is a function at the level (a≤0.05), which proves the validity of the model and its validity for analysis for that. The proven hypothesis is accepted with the exception of (love, humility, insight, service, altruism) because they are not morally significant.

In order to investigate the effect of servant leadership dimensions (love, humility, insight, service, altruism, empowerment) in each of (trust, incentives and rewards, organizational interactions, information and communication technology,) in the field investigated, "the main hypothesis" was divided into four sub-hypotheses. :

H.1-1: There is a significant effect of servant leadership represented by (social love, humility, insight, service of others, altruism, empowerment), in trust.

Table (5) results of the test of variance and multiple regression analysis of the effect of servant leadership on confidence

dependent variable	Model Summary			Variance analysis ANOVA		independent variable	regression coefficients		
	correlation coefficientR	coefficient of determination R²	Adjusted R² Modified determination factor	F calculated	Morale *Sig	Leadership	Impact degreeβ	T calculated	Morale *Sig
Confidence	0.908	0.825	0.792	25.143	0.000	**love**	0.120	0.117	0.908
						humility	0.138	1.006	0.322
						insight	0.093	0.792	0.434
						service	0.321	3.170	0.003

| | | | | | | altruism | 0.126 | 0.814 | 0.422 |
| | | | | | | **Empower ment** | 0.458 | 3.515 | 0.001 |

*The effect is significant at the level (a≤0.05)

It is seen in the above table that the correlation coefficient R is 0.908 at the level (a≤0.05), which means that there is a strong correlation between (confidence) as a dependent variable and the independent variables of (servant leadership) mentioned in the above table, where the coefficient of determination reached (0.825)) = R2, meaning that 82% of the changes that occur in (confidence) result from the change in the dimensions of (servant leadership / service, empowerment), and in the same context, the results of the analysis indicated that the "adjusted determination coefficient" R2 reached (0.792).), and this reflects the net level of interest in the dimensions of servant leadership mentioned above, after eliminating the values of errors resulting from (confidence) in the field investigated. The results of the "Coefficients" analysis also showed that the degree of influence β was (0.321) for (service), which is a function of (a≤0.05), and this is confirmed by the calculated T value for the same variable, which amounted to (3.170), while the degree of influence

was β of (Empowerment) (0.458), which is a function of (a≤0.05), and this is confirmed by the calculated T value for the same variable, which amounted to (3.515), which means that every single increase in the level of attention to the dimensions of servant leadership, especially (service, empowerment) will lead to an increase (confidence) In the investigated field, an amount of (0.321) for (service), and (0.458) for (empowerment), which is confirmed by the calculated F value, which amounted to (25.143) and is a function at the level (a≤0.05), which proves the validity of the model and its validity for analysis. Therefore, it is accepted The proven hypothesis with the exception of (love, humility, insight, altruism) as they are not morally significant.

H.1-2: There is a significant effect of servant leadership represented by (social love, humility, insight, serving others, altruism, empowerment), incentives and rewards.

Table (6) results of the test of variance and multiple regression analysis of the effect of servant leadership on incentives and rewards.

dependent variable	Model Summary			Variance analysis ANOVA		independent variable	regression coefficients		
	correlation coefficientR	coefficient of determination R²	Adjusted R² Modified determination factor	F calculated	Morale *Sig	Leadership	Impact degreeβ	T calculated	Morale *Sig
Incentives and rewards	0.283	0.080	0.093-	0.463	0.830	love	0.042	0.210	0.835
						humility	0.108	0.411	0.684
						insight	0.297	1.306	0.201
						service	0.193	0.990	0.330
						altruism	0.031	0.103	0.919
						Empower ment	0.035	0.141	0.888

*The effect is significant at the level (a≤0.05)

It is seen in the above table that the correlation coefficient R is (0.283) at the level (a≤0.05), which

means that there is no correlation between (incentives and rewards) as a dependent variable and the

independent variables of (servant leadership) mentioned in the above table, as The calculated F value was (0.463), which is not significant at the level (a≤0.05), which negates the validity of the proven hypothesis and confirms the proof of the alternative hypothesis to be as follows:

H.0-2: There is no significant effect of servant leadership represented by (social love, humility,

insight, service of others, altruism, empowerment), in incentives and rewards.

H.1-3: There is a significant effect of servant leadership represented by (social love, humility, insight, service of others, altruism, empowerment), in organizational interactions.

Table (7) results of the test of variance and multiple regression analysis of the effect of servant leadership on organizational interactions.

regression coefficients			independent variable	Variance analysis ANOVA		Model Summary			dependent variable
Morale *Sig	T calculated	Impact degreeβ	Leadership	Morale *Sig	F calculated	Adjusted R² Modified determination factor	coefficient of determination R²	correlation coefficientR	
0.012	2.671	0.418	**love**	0.042	2.513	0.193	0.320	0.566	**Regulatory interactions**
0.972	0.035	0.007	**humility**						
0.477	0.720	0.129	**insight**						
0.674	0.424	0.065	**service**						
0.622	0.497	0.117	**altruism**						
0.092	0.092	0.018	**Empowerment**						

*The effect is significant at the level (a≤0.05)

It is seen in the above table that the correlation coefficient R is 0.566 at the level (a≤0.05), which means that there is a strong correlation between (organizational interactions) as a dependent variable and the independent variables of (servant leadership) mentioned in the above table, as the coefficient of determination reached (0.320) = R2, meaning that 32% of the changes that occur in (organizational interactions) are caused by the change in the dimensions of (servant leadership / love), and in the same context, the results of the analysis showed that the "adjusted determination coefficient" R2 was (0.193)), and this reflects the net level of interest in the aforementioned servant leadership dimensions after eliminating the values of errors resulting from the organizational interactions of the field in question. The results of the "Coefficients" analysis also showed that the degree of influence β was (0.418) for (love), which

is a function of (a≤0.05), and this is confirmed by the calculated T value for the same variable, which amounted to (2.671), which means that every single increase In the level of interest in the dimensions of servant leadership, especially (love) will lead to an increase in "organizational interactions" in the field investigated by (0.418), which is confirmed by the calculated F value, which amounted to (2.513) and is a function at the level (a≤0.05), which proves the validity of The model and its validity for analysis, therefore, the proven hypothesis is accepted, except for (humility, insight, service, altruism, empowerment) because they are not morally significant.

H.1-4: There is a significant effect of servant leadership represented by (social love, humility, insight, service of others, altruism, empowerment), in information and communication technology.

Table (8) results of the variance test and multiple regression analysis of the effect of servant leadership in information and communication technology.

dependent variable	Model Summary			Variance analysis ANOVA		independent variable	regression coefficients		
	correlation coefficientR	coefficient of determination R²	Adjusted dR² Modified determination factor	F calculated	Morale Sig *	Leadership	Impact degree β	T calculated	Morale Sig *
Information and Communication Technology	0.684	0.468	0.369	4.700	0.002	**love**	0.095	0.549	0.586
						humility	0.032	0.137	0.892
						insight	0.301	1.513	0.140
						service	0.002	0.011	0.991
						altruism	0.656	2.509	0.017
						Empowerment	0.294	1.340	0.190

*The effect is significant at the level (a≤0.05)

It is seen in the above table that the correlation coefficient R is 0.684 at the level (a≤0.05), which means that there is an above-average correlation between (information and communication technology) as a dependent variable and the independent variables of (servant leadership) mentioned in the above table, as the coefficient of Determination (0.468) = R2, meaning that 46% of the changes that occur in (information and communication technology) are caused by the change in the dimensions of (servant leadership / altruism), and in the same context, the results of the analysis indicated that the "adjusted determination coefficient" R2 reached Its value is (0.369), and this reflects the net level of interest in the aforementioned servant leadership dimensions after eliminating the values of errors resulting from "information and communication technology" for the field in question. The results of the analysis of the "Coefficients" also showed that the degree of influence β was (0.656) for (altruism), which is a function of (a≤0.05), and this is confirmed by the calculated T value for the same variable, which amounted to (2.509), and this means that every single increase In the level of interest in the dimensions of servant leadership, especially (altruism), it will lead to an increase in "information and communication

technology" in the field investigated by (0.656), which is confirmed by the calculated F value, which amounted to (4.700) and is a function at the level (a≤0.05), which proves The validity of the model and its validity for analysis, therefore, the proven hypothesis is accepted, except for (love, humility, insight, service, empowerment) because they are not morally significant.

Fourth Axis / Conclusions and Suggestions
First: The Conclusions
1. The servant leadership has an important role in achieving knowledge sharing through the capabilities of the organization in question to achieve its goals and future directions.
2. The organization in question has a servant leadership on a level of culture, ambition, and access to planned future goals.
3. The servant leadership is of great importance in achieving knowledge sharing in the organization in question through the integration of its basic dimensions.
4. The organization's ability to achieve knowledge sharing by contributing strategically by outperforming its performance, solving its problems, and then achieving its future goals.

5. The organization's ability to train employees on a continuous basis, which leads to increasing the efficiency and effectiveness of the organization and maximizing their contribution to decision-making.

6. The organization in question is working to expand the horizons and perceptions of subordinates in the organization within the framework of achieving goals and an explanation of future events and activities.

7. Servant leadership contributes to the development of the organization by helping working individuals to realize themselves and improve their experiences in line with their social and cultural requirements.

8. The results of the analysis indicated that there is a strong and moral correlation between the variables of servant leadership and knowledge sharing in the organization in question.

Second: Suggestions

1. The necessity of accurately defining the objectives of the servant leadership and its future directions in a way that contributes to achieving its knowledge sharing.

2. The organization in question adopts training and development programs with the aim of increasing development and innovation, and this contributes to acquiring cumulative knowledge for individuals and workers.

3. The need to encourage management and employees to learn about working methods in the higher learning environment and to know the changes that occur there.

4. Increasing the organization's ability to achieve its knowledge sharing through its ability to contribute strategically by excelling in its performance, solving its problems and achieving its goals effectively.

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