



THE IMPACT OF SERVANT LEADERSHIP ON ORGANIZATIONAL COMMITMENT: A FIELD STUDY AT THE TECHNICAL INSTITUTE \ AL-DOUR

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Article history:		Abstract:
Received:	26 th February 2025	This research investigates the impact of servant leadership —as an independent variable— and its key dimensions (empowerment, altruism, love, and humility) on organizational commitment, which serves as the dependent variable with its own components. The study was conducted at the Technical Institute of Al-Dour. The core research question asked whether servant leadership influences organizational commitment. To explore this, a theoretical framework was developed to illustrate the anticipated relationships and effects between servant leadership and organizational commitment, forming the basis for several main and sub-hypotheses. A descriptive-analytical approach was adopted, with data collected through a structured questionnaire. The target sample included 121 employees (faculty, technicians, and administrators), from which 110 responses were obtained 11 of which were excluded due to invalidity. The data were analyzed using SPSS, and the reliability of the questionnaire was verified using Cronbach's alpha coefficient. The results, based on the participants' high response levels, revealed a statistically significant and strongly positive correlation between servant leadership and organizational commitment at the institute. In light of these findings, the study concludes with a set of actionable recommendations aimed at fostering organizational commitment through the application of servant leadership principles.
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INTRODUCTION

In light of the noticeable scientific advancement in the present time, the perspective on leadership has changed significantly from what it was in the past. Leadership has shifted from a traditional style that marginalizes followers to one that aims to nurture subordinates and meet their needs, showcasing the servant leadership style that seeks to create a positive environment within educational institutions. Many educational institutions operating in the higher education sector have contributed to achieving excellence and raising the standards of organizational commitment among subordinates, especially when compared to organizations in other fields. Organizational commitment has become a concept that deserves attention due to its impact on the future of the organization and its members.

Thus, The aims of this study is to determine the level of organizational commitment in the organization sample of the study. In light of this data, the study

found it appropriate to address this topic based on the ideas of previous researchers concerning servant leadership and its role in increasing organizational commitment.

Chapter One: Methodological Aspect of the Research

First: Problem of the Study:

Servant leadership is a term that has recently gained focus in modern studies due to its importance in creating leadership that meets the needs of subordinates, provides them with service, and improves their capabilities, thereby elevating the level of the organization in which they work and achieving its goals. The formal role alone is not sufficient to achieve the organization's objectives; it is essential to activate the additional and voluntary role that subordinates provide to their organization based on loyalty and belonging, known as organizational commitment. This commitment is one of main elements of success or failure of any



organization. Therefore, it has become crucial for leaders to work on increasing organizational commitment, as it has become a priority that leadership aims to achieve.

Given the importance of educational institutions and the urgent need to adopt a modern leadership style to bring about change and improvement, the significance of having servant leadership in educational institutions lies in its ability to retain members and build relationships based on love and cooperation among all members to enhance their level of organizational commitment while adhering to university rules and regulations. Consequently, they become more willing to sacrifice for the survival and continuity of their organizations in the competitive field.

From the information presented, the core problem of the study is centered on examining the role of servant leadership in fostering organizational commitment within the selected organization. This research problem can be articulated through the following guiding questions:

1. Is there a significant correlation between the dimensions of servant leadership and organizational commitment in the investigated organization?
2. Is there a significant result of the dimensions of servant leadership on organizational commitment in the investigated organization?

Second: Importance of the Study

Significance of this study is evident through the following:

1. This study obtains its significance from how important the variables are—sample of the study—and the topic it addresses, as well as the field researched. It contributes by presenting the theoretical frameworks for the study variables represented by (servant leadership, organizational commitment).
2. Theoretical research and studies confirm that organizations today need new and innovative methods capable of enhancing organizational commitment among subordinates, as loyalty is crucial and reflects on the performance of the organization. This serves as a motivator in changing circumstances, and among these methods is servant leadership, which features a clearer and more positive approach to dealing with members to achieve the desired goals.

3. The field importance lies in assisting the researched organization in adopting the perception of servant leadership by its leaders, which contributes to the morale raising of the members regarding their organization, thereby enhancing their loyalty to the organization they work for. This will positively reflect on the organization's ability to overcome the challenges it faces and help it achieve its goals.

Third: Objectives of the Study

The primary goal of herein study is to understand what extent or range to which servant leadership in the researched organization affects the increase in organizational commitment, given that the teaching part is one of the vital and important sectors in our country. From this main objective, several sub-objectives arise as follows:

1. To identify the degree of practicing servant leadership as a strategic method in the researched organization.
2. To clarify the concept, dimensions, and nature of servant leadership and organizational commitment within the researched organization.
3. To comprehend the connection between servant leadership and organizational commitment.
4. To increase subordinates' awareness in the researched organization regarding the relationship between servant leadership and organizational commitment and to present this relationship in a proposed model aimed at practical application to test the hypotheses.
5. To generate practical recommendations related to servant leadership and organizational commitment that could be beneficial to the researched organization.

Fourth: Study Framework

Within the requirements of the scientific methodology for research and studies, and addressing the problem and related questions, and to achieve the goals of the current study, a study framework has been formulated that expresses the nature of the link between its variables, as shown in Figure (1):

1. Independent Variable: Servant leadership with its four dimensions (empowerment, altruism, love, humility) (Al-Bajari 2022: 14)
2. Dependent Variable: Organizational commitment. (Al-Hashimi, 2022).

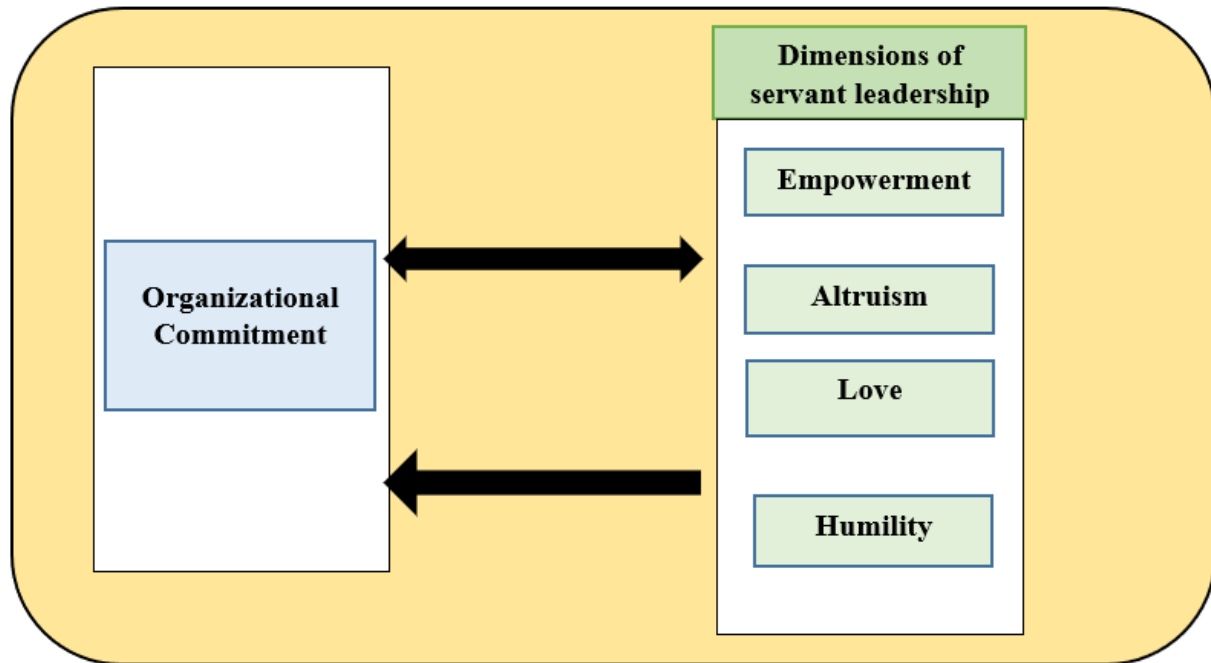


Figure (1): Hypothetical Study Framework.

Reference: Prepared by the Researcher.

Fifth: Study Hypotheses

Based on the primary question of the current study's problem and its objectives, several hypotheses have been developed as follows:

1. First Major Hypothesis: There exists a positive and statistically important correlation between servant leadership and organizational commitment within the researched organization.
2. Second Major Hypothesis: The dimensional ranges of servant leadership are having a positive and statistically significant effect on organizational commitment in researched organization.

Sixth: Definitions of Study Variables

The study includes the following variables:

1. Servant Leadership: Emphasizing cooperation, trust, empathy, and ethics, this approach asserts that a leader should prioritize being a servant first, driven by the intention to effectively serve others rather than seeking personal power. When leaders attend to the needs and aspirations of their followers, it fosters a reciprocal relationship, resulting in enhanced teamwork, greater involvement, and improved performance (Al-Bajari, 2022: 16)
2. Organizational Commitment: The individual's faithfulness to the organization they work for, striving to achieve its goals while taking pride in belonging to it at all leadership levels (Al-Hashimi, 2022).

Seventh: Study Limits

The limits of the study are represented by three boundaries as follows:

1. Temporal Limits: The temporal limits of the study are defined by the period allocated for preparing the research from (1/11/2023) to (25/12/2024).
2. Spatial Limits: The spatial limits of the study are confined to the Technical Institute Al-Dour, as it aligns with the current study's directions and philosophy.
3. Human Limits: The study sample consists of employees at the Technical Institute Al-Dour, representing the statistical community of the study.
4. Subjective Limits: These relate to the study variables in their dimensions as follows:

- Dimensions of Servant Leadership: This includes the dimensions of servant leadership (empowerment, altruism, love, humility).

- Dimensions of Organizational Commitment.

Eighth: Sources of Data and Information

To achieve the objectives of this study from both theoretical and practical aspects, two types of sources were utilized for data and information collection, as follows:

1. Secondary Sources (Scientific): The researcher relied on the theoretical frameworks for the current study from secondary data sources, including Arabic and foreign literature, such as books, theses, dissertations, published journals in scientific fields, websites, and articles related to the nature of the investigation. The persistence of using secondary sources is to understand



the proper scientific foundations for writing theses and dissertations and to gain a general perception of the latest developments in the current study's topic and its main variables.

2. Primary Sources (Practical): These include official sources, such as records and documents from the researched organization, in addition to the questionnaire developed as the main tool for the current study. This questionnaire includes a set of statements reflecting the objectives of this investigation and its questions, ensuring accuracy, coherence, and clarity of the questionnaire components towards the respondents. The final questionnaire was designed using the sources mentioned below, as shown in Table (1). The appendix included multiple-choice items divided into three main parts:

- Part One: Demographic data related to the study sample, including personal and professional variables: (gender, age, educational attainment, years of service).

- Part Two: Related to the scale of (servant leadership), which includes (4) sub-dimensions for measurement: (empowerment, altruism, love, humility), with each dimension containing a set of statements, totaling (16) statements, with a response range of (1-5) according to the Likert scale, as shown in Table (2).

- Part Three: Related to the scale of (organizational commitment), with a total of (12) statements, also with a response range of (1-5) according to the Likert scale, as shown in Table (2).

Table (1): Sources Utilized in Designing the Questionnaire

No.	Study Variables	Sources:
1	Servant Leadership	(Thelen & Yue, 2021: 3805), (Al-Muqabla & Al-Maliki, 2021: 618), (Darvishmotevali & Altinay, 2022: 4), (Al-Zaatari, 2020: 31), (Al-Sharbini et al., 2021: 3), (Mayer & Oosthuizen, 2020: 4), (Ibrahim & Al-Marzouqi, 2020: 161), (Ewrierhurhoma & Oga, 2022: 20), (Mahdi, 2019: 540), (Carvajal, et al., 2014: 17), (Dierendonck, 2011: 1233), (Al-Bajari 2018: 14), (Allen & Meyer, 2001).
2	Organizational Commitment	(Steers, 2007), (Kanter, 2008) (Becker, 2006) (Buchanan, 2004)

Table (2): Distribution of the paragraphs of servant leadership and organizational commitment for the study.

Servant leadership	Empowerment	Altruism	Love	Humility	Total phrases
No. of paragraphs	4	4	4	4	Independent
Paragraph order	(1-4)	(5-8)	(9-12)	(13-16)	16
Organizational commitment	12				

Ninth: Measurement Tool of the Study

The main study tool (the questionnaire) is finalized with (28) statements, relying on the five-point Likert scale, as it is the most suitable for answering the questionnaire's questions.

The study tool (the questionnaire) consists of (28) statements, using the Likert scale for the degree of agreement to measure the extent of agreement on the

questionnaire's axes. This scale can be either three-point or five-point (Abdul Majid, 2013: 10). Due to its ease of application and analysis of results, it is one of the most commonly used scales. It helps in understanding the opinions of the individuals in the study sample.

In this investigation, the five-point Likert scale, composed of (5) degrees, was used to measure the



respondents' agreement with the items of the questionnaire. After each individual from the research sample determined their extent of agreement with the presented questions, the data was then processed and analyzed to identify the trends of the individuals concerning the phenomenon under study, whether in total or in part, by understanding the direction of each axis. Each degree of agreement is given weighted

average scores, according to the following formula: (Al-Bajari, 2022: 18).

Evaluation level

$$= \frac{\text{Maximum scale} - \text{Minimum scale}}{\text{Number of scale degrees}}$$

$$\text{Evaluation level} = \frac{5 - 1}{5} = 0.80$$

Table (3): Scale for determining the level of suitability of the arithmetic mean.

Weighted Arithmetic Mean	Level of Evaluation
1-1.8	Very Low
1.9-2.7	Low
2.8-3.6	Medium
3.7-4.5	High
4.6-5	Very High

Reference: (Al-Bajari, 2022: 18).

Tenth: Study Methodology

This methodology reflects the mental perspective in the researcher's mind. Given the current study's focus on deepening knowledge across multiple topics and achieving its objectives, and in line with the viewpoints of many researchers, the researcher adopted a descriptive analytical approach.

Eleventh: Tests Before Distributing the Questionnaire

To measure the validity and consistency of the questionnaire, it was subjected to a series of tests before and after distribution, as follows:

1. Measurement of Face Validity: To ensure the questionnaire's ability to measure the study variables, face validity was tested by presenting it to a panel of 10 experts. Their feedback indicated a positive assessment of the suitability of most items, along with constructive suggestions for modifying and rephrasing certain statements. This input was valuable for evaluating the validity of these items, allowing for necessary corrections. Given that the percentage of objections to the questionnaire items was 10%, this instrument received an approval rate of 90% from the experts, which is considered valid according to Bloom's criteria, stating that if the agreement rate among judges is 75% or higher, one can feel confident about the test's validity. (Al-Jubouri, 2020: 25).

2. Internal Consistency: To test the content of the questionnaire, internal consistency was evaluated through correlations between the items expressing the study variables. The Pearson correlation coefficient was employed to assess the relationship between individual item scores and the overall score for the respective variable. The correlation values reflect the reliability of these items for both the main and sub-variables. The results of the internal consistency tests presented in Table (4) indicate a series of positive correlations at a significance level of 0.05, demonstrating the robustness of the questionnaire items, indicating a high degree of consistency among the questionnaire items.

3. Reliability Test of the Questionnaire: Reliability ensures that similar results are obtained if the questionnaire is re-administered multiple times to the same group under the same conditions, indicating the consistency of respondents' answers when the same questionnaire is administered multiple times under identical conditions. The researcher assessed the reliability of the questionnaire using Cronbach's alpha, calculating the alpha coefficient for both the overall sample of the study and for the specific variables, namely the dimensions of servant leadership and organizational commitment. It was found that the Cronbach's alpha coefficient value was high and positively indicative, which indicates the reliability of the scale, as shown in Table (4).



Table (4): Results of the Cronbach's Alpha Test for Internal Consistency Scale.

The variables	The dimensions	Items	Cronbach's Alpha Value
Servant leadership	Empowerment	Q1-Q4	0.80
	Altruism	Q5-Q8	0.79
	Love	Q9-Q12	0.82
	Humility	Q13-Q16	0.77
Organizational commitment			0.82
Total Score of the Questionnaire			0.79

Reference: Prepared by the Researcher Based on Outputs from the SPSS Statistical Program

Twelfth: Data Analysis Tools

Based on the objectives and trends of the current study and the content of its hypotheses, a set of statistical tools was used to find relationships between variables and to verify the validity of the hypotheses. The statistical program (SPSS) was employed for analysis, and these tools can be classified as follows:

1. Descriptive Tools for Study Variables: Frequencies, Percentages, Arithmetic Means and Standard Deviations.
2. Tools for Testing the Study Framework and Hypotheses, the researcher relied on several tools to assist in the testing, which are as follows:
 - A. Cronbach's Alpha Coefficient: This is used to evaluate the reliability of the measurement tool in the study, ensuring consistency in responses across items.
 - B. (F) (T) Test: This test is employed to verify the significance of the effect of all independent variables on the dependent variable, helping to determine whether the relationships observed are statistically significant.
 - C. Correlation Coefficient: This metric is utilized to evaluate the nature and strength of the relationship between the study variables, providing insights into how closely they are related.
 - D. Stepwise Regression Coefficient: This method is applied to ascertain the significance of the combined effects of the independent variables on the dependent variable, allowing for a deeper understanding of their collective impact.

Chapter Two: Theoretical Framework of the Research

First: The Theoretical Framework of Servant Leadership

1. Concept of Servant Leadership: Servant leadership is grounded in the leader's dedication to serving others, with the ultimate goal of enhancing

organizational processes by prioritizing the needs of subordinates. Central to this leadership style are the dual dimensions of service and leadership, both of which are crucial for achieving organizational success. Rather than embracing a traditional top-down authority model, the servant leader operates under the guiding principle: *"I am a leader; therefore, I serve"*—a clear departure from the conventional *"I am a leader; therefore, I lead."* This philosophy underscores a profound connection between servant leadership and the value of love, which in turn cultivates traits such as humility, gratitude, tolerance, and selflessness in the leader. By genuinely recognizing and responding to the needs of their followers, servant leaders move away from reliance on positional power and instead adopt a human-centered approach. This paradigm shift redefines individuals within the organization as trusted, self-confident contributors, rather than mere economic units. According to Aboramadan et al. (2022: 5), servant leadership is a purpose-driven model that places the individual needs and interests of employees at the heart of leadership decisions. It emphasizes active listening, personal support, and professional development, with the well-being of subordinates as a core focus. In doing so, servant leaders cultivate an organizational culture built on trust, collaboration, and mutual respect, leading to improved organizational outcomes. Ultimately, servant leaders serve not by commanding, but by empowering—fostering a workplace where employees thrive, feel valued, and are encouraged to realize both personal and collective goals. In light of the above, the researcher believes that servant leadership is a strategic leadership style that a leader follows to positively and effectively influence the organization's employees. It places the collective interest above personal gain, achieving the goals of both the employees and the organization through humility, altruism, and empowerment, thereby enhancing mutual trust.

2. Importance of Servant Leadership: Despite the criticisms directed at servant leadership, it has received increasing attention in recent years. Servant leadership



has emerged as a valid leadership theory. In this regard, it can be viewed as an approach to leadership characterized by its applicability in managing educational institutions, whose primary function is to develop individuals (Saida & Qaradaghi, 2020: 5). Additionally, the significance of servant leadership lies in the tangible positive outcomes it achieves for followers, summarized as follows:

- A. Importance at the Organizational Level: Empirical research has demonstrated the achievement of a higher organizational level under servant leadership, that has a huge focus on the what individuals need, whether they are followers or beneficiaries of the organization's work.
- B. Importance at the Community Level: The importance of servant leadership at the community level is highlighted by its advocacy for the human virtues needed in various societies.
- C. Importance at the Subordinate Level: The significance of servant leadership primarily concerns the followers, as it fosters self-respect, grants a sense of independence, acknowledges their achievements, appreciates their efforts, and evaluates their work with empathy.

The primary differentiation between "servant leadership and other leadership models" lies in its emphasis on humility, ethics, and the establishment of authentic relationships between leaders and followers. Servant leadership prioritizes the well-being of team members and focuses on creating a supportive and positive work environment. This approach fosters collaboration, trust, and mutual respect, encouraging leaders to serve their subordinates rather than simply directing them, ultimately enhancing both individual and organizational success.

3. Characteristics of Servant Leadership: There are several characteristics that researchers consider crucial for developing the servant leader, as they aim to convey authority and promise and enhance communication and effectiveness for those open leaders who are willing to challenge the status quo. (Gandolf and Stone, 2018: 265) and (Pawar *et al.* 2020: 71) identified a set of characteristics of servant leaders, which are as follows:

- A. Listening: This refers to responding to any issue by listening and accepting what is present.
- B. Empathy: The pursuit of accepting and understanding others without ever rejecting them. Some leaders sometimes refuse to acknowledge that their performance is good enough.
- C. Healing: This dimension serves as a powerful catalyst for transformation and integration,

representing one of the core strengths of servant leadership. It encompasses the concept of healing both oneself and others, facilitating personal growth and emotional well-being.

- D. Awareness: This dimension is characterized by a heightened sense of general awareness, particularly self-awareness, enabling leaders to perceive situations in a comprehensive manner. This understanding helps them make informed decisions and respond effectively to the needs of their team.
- E. Persuasion: Servant leadership relies primarily on persuasion rather than coercion. This approach fosters open communication and collaboration, encouraging followers to engage willingly and contribute to shared goals.
- F. Conceptualization: The pursuit of awakening and nurturing others' capabilities—"dreaming big dreams"—where the servant leader thinks beyond daily realities and envisions great things for the organization.
- G. Foresight: The intuitive understanding of past lessons, present realities, and the potential outcomes of conclusions in the future.
- H. Agency: A commitment to serving what others need first and foremost.
- I. Commitment to Developing People: This is the process of showing appreciation and encouragement to others, as the servant leader believes that individuals have intrinsic value that goes beyond their tangible contributions as subordinates.
- J. Community Building: The emergence of large organizations has led to the erosion of community, which is the social contract that unites individuals within society. What is required to restructure community as a viable way of life for many people is the presence of a servant leader who guides and illuminates the path while demonstrating an unlimited responsibility towards a specific group relevant to the community.

4. Dimensions of Servant Leadership: After reviewing the literature, scientific research, and previous studies related to servant leadership, as well as examining models that measure servant leadership and their domains, the current study will adopt four of these domains that align with the study's goals and the nature of the study community. These dimensions are as follows:

- a. Empowerment: Ibrahim and Al-Marzouqi (2021: 165) state that empowerment means allowing employees the freedom to act independently and



make decisions for themselves. This approach enables leaders to share power with their subordinates by granting them control and fostering trust through empowerment. Empowerment enhances subordinates' confidence in their abilities to think and act independently, as they are given the freedom to navigate challenging situations in the manner they deem most effective. Abdel Majid (2021: 5) emphasizes that empowerment is one of the essential dimensions of servant leadership, highlighting its critical role in promoting a supportive and collaborative work environment, based on the core idea that decision-making authority should be delegated to employees to enable them to respond effectively to customer needs. This idea requires leadership to abandon its old directive style and adopt a new approach based on consultation and participation. Mohammed and Mohammed (2020: 500) highlight that empowerment involves encouraging and facilitating others, particularly direct subordinates, by helping them identify and solve problems. This process also includes determining the optimal timing and methods for completing tasks effectively. Empowerment, therefore, not only enhances individual capabilities but also fosters a collaborative environment where team members feel supported and valued in their roles. Dennis and Bocarnea (2005: 604) clarify that empowerment means sharing power with subordinates by listening to them, caring for them, and emphasizing the importance of teamwork, brotherhood, and equality.

- b. **Altruism:** Singh and Krishnan (2008: 264) describe altruism as any behavior that benefits others regardless of the intermediary role of the advantages that such behavior may bring to the donor. They also state that altruism is the tool used by these leaders to influence their followers toward a collective goal. Altruism enhances the leaders' ability to grow, sensitivity to followers' needs, and leadership, as these leaders possess a stable social value system rather than a personal one. Since altruism focuses on helping others, it is filled with moral intentions and free from self-interest; it is an end in itself rather than a means to achieve a goal, as self-sacrificing behaviors focus only on the loss of the donor. Al-Zaatari (2020: 31) believes that altruism embodies the essence of servant leadership and distinguishes it, meaning that the servant leader prioritizes the needs of subordinates over their own. To understand these needs, they

must be close to their followers, understand their circumstances, advocate for their rights, and ensure that all means facilitating their work are provided. Therefore, altruism is considered one of the behavioral principles that a manager must adhere to ensure service to employees, which will drive them to achieve organizational goals later.

- c. **Love:** Patterson (2003: 3) notes that servant leaders exhibit unconditional love for their followers and sincerely appreciate them, demonstrating care that arises from the leader's personal values and virtues. These leaders inspire hope and courage in their teams. Additionally, servant leaders strive to recognize and honor individuals, acknowledging their intrinsic value as human beings. This approach fosters a nurturing and supportive environment that empowers followers to thrive. Mayer and Oosthuizen (2020: 4) add that love in the workplace affects the behaviors and achievements of subordinates, the organizational culture, and relationships among subordinates. Positive emotions have a significant and positive impact on subordinates and their performance, as love is related to concern, care and thriving relationships with other people, linked to kindness, compassion, open-mindedness, attention, and kindness. It also activates gratitude, forgiveness, and selflessness among leaders within the workplace. Dixon and Caldwell (2010: 92-93) note that recognition of the concept of love as a responsibility of servant leaders in organizations is increasing, as effective management involves loving and caring for others, rather than manipulating them.
- d. **Humility:** Humility is the capacity to view one's achievements and talents in the right context. Servant leaders acknowledge and value the contributions of others, recognizing their significance not just in achieving organizational goals but also in fostering personal development. This humility is evidenced by the leader's commitment to prioritizing the interests of others, demonstrating a genuine dedication to serving and uplifting their team members (Mittal & Dorfman, 2012: 556-557). Mahdi (2019: 540) states that humility means the ability of the leader to overcome the arrogance and superiority within themselves, focusing on others, placing the needs and desires of subordinates above their own, respecting, appreciating, and caring for them, and expressing gratitude towards them. When a leader is humble, they are closer to their employees.



Second: The Theoretical Framework of Organizational Commitment

1. Definition of Organizational Commitment: The topic of organizational commitment has received significant attention from both Western and Arab researchers in the fields of organizational behavior and industrial psychology. Similar to the concept of alienation, the definition of organizational commitment is complex, and there is no consensus on a specific definition or measurement scale. Among the early researchers who studied, analyzed, and defined the dimensions of organizational commitment and developed a model for its measurement are Kanter (2008), Buchanan (2004), Steers (2007), and Allen & Meyer (2001). The results of their research and studies serve as a starting point for subsequent scholars.

The Exchange Approach: Also referred to as the directional approach in other writings (Mathieu & Zagac, 2000), this approach views organizational commitment as a state of identification between the organization's goals and the needs of individuals. An individual's efforts at work are directed toward ensuring the organization's welfare and continuity (Ofelia & Trevizen, 2008, p. 3). This perspective reflects the bond between the individual and the organization and relies on individuals' knowledge, feelings, and perceptions of the balance between the efforts exerted and the rewards they receive (Al-Oufi, 2005, pp. 34-35).

There are two types of social exchanges that occur within organizations: the exchange that happens between the individual and their supervisor, and the exchange that occurs between the individual and the organization. When the second party makes concessions, it strengthens the relationships between the two parties, as noted by Beter Blau, a pioneer of this theory (Al-Hassan, 2005, p. 187). From the definitions provided in the previous table, it can be concluded that organizational commitment, according to this approach, is the process of placing bets by the individual to determine and understand the balance between the effort expended and the costs and rewards received to meet their needs. Their investments in the organization increase with the length of their service, leading to a higher cost of leaving the organization for another.

2. Importance of Organizational Commitment: One of the most significant behavioral variables that influence many organizational variables is the Organizational commitment, such as performance, turnover rate, organizational excellence, innovation, and others. It is a crucial component of outstanding

performance, as research indicates that organizations with high performance attribute their existence to clear vision and organizational commitment at all levels of leadership (Yusuf, pp. 37-27). This study indicated a strong relationship between commitment and innovation, suggesting the necessity for management to encourage and enhance commitment values to obtain more innovation. Additionally, acquiring human resources with high commitment aligned with the organization's goals and values has become one of the main strategies in human resource management, as it is one of the factors leading to organizational excellence (Lashley, 2001, p. 1). Many management researchers and theorists attribute the superiority of Japanese organizations to the high level of organizational commitment that, in turn, creates organizational loyalty among Japanese workers (Al-Zahrani, 2006, p. 1). Other studies, such as Meyer & Smith (2000, p. 7), indicate that organizational commitment and human resource management practices have a reciprocal impact. An individual may feel committed to their organization for several reasons (Allen et al., 2009, p. 5), including the investments that human resource management provides for its employees, such as free training, vacations, and allowances, or due to a sense of obligation to their family in meeting its needs, leading to a necessity to continue working in the organization to fulfill their needs and aspirations, subsequently fostering loyalty and a desire to reciprocate in some way. The relation between the practices of human resource management and commitment in its emotional and ethical dimensions is found to be stronger than its relationship with continuous commitment. Therefore, developing these practices aims to enhance emotional and ethical commitment more than increasing continuous commitment, assuming that an employee intending to leave the organization (with alternatives available) has no commitment to their organization (Brown, 2003, p. 28). Chughtai & Zafar (2006, p. 46) indicate that organizational commitment leads to several important behavioral outcomes for all organizations, resulting in positive outcomes for the success and sustainability of organizations, including increased and decreased turnover rates, high performance, enhanced morale among employees, reduced work-related issues between employees and management, and other behavioral outcomes. A high level of commitment necessarily leads to a lower intention to leave work and increased stability among employees, which is one of the primary objectives of industrial psychology (Al-Maghrabi, 2005, p. 73).



3. Factors Influencing Organizational Commitment:

Researchers and scholars have diverse perspectives and approaches regarding the factors that determine and influence commitment within the organization. However, the prevailing approach to classifying these factors is into those that occur within the work environment and those that occur outside of it. In the studies by Dela Rosa & Glazer (2008) and Allen & Meyer (2001), three factors were identified: personal characteristics, job-related factors, and alternative employment options, which are also indicated by Qiang Tu et al. (2001, p. 33). According to the classification by Williams & Hazer (2006), Shore & Nartin (2009), and Glisson & Durick (2008), the variables influencing organizational commitment are categorized into personal variables, job-related variables, and organizational variables, exploring this relationship within organizational behavior theories. Varona (2002) identified three other factors: personal, organizational, and relational factors, while Hahn (2007, p. 1) classified them into personal, job-related, and structural characteristics as influential factors in organizational commitment.

Third: The Relationship Between Research Variables

Servant leadership plays a key role in shaping subordinate behavior and attitudes, in organizations in particular that deliver goods or services—including academic institutions. In such settings, leaders often possess academic qualifications, and their leadership style directly influences the individuals they supervise. The behaviors and practices adopted by these leaders significantly impact performance, morale, and openness to change among employees.

One of the key outcomes of servant leadership is its capacity to inspire organizational loyalty and commitment. Employees develop loyalty when they genuinely believe in the organization's mission and values. By prioritizing the needs, emotions, and aspirations of subordinates over personal interests, servant leaders foster a deep sense of trust, belonging, and emotional connection. This, in turn, enhances the overall organizational commitment of employees.

The dimensions of servant leadership—empowerment, altruism, love, and humility—are central to cultivating this commitment. When employees express satisfaction with their jobs, it reflects not only their appreciation for their roles and working conditions but also their emotional investment in the organization. Servant leaders who advocate for their subordinates, understand their challenges, and strive to fulfill their

needs build up an environment for employees to feel seen, supported, and getting value. This strengthens their motivation to contribute toward shared goals and significantly boosts their sense of organizational belonging.

The impact of servant leadership is evident in both individual and collective empowerment, which leads to improved well-being, higher productivity, and stronger organizational performance. As Hashim (2017: 97) affirms, effective leadership is especially critical in higher education institutions, where it shapes not only performance but also long-term commitment and loyalty.

Moreover, servant leadership enhances emotional loyalty, where employees develop a strong affective attachment to their organization. As noted by Paudi et al. (2022: 82), emotionally loyal employees are more likely to align with the organization's goals and give their best effort. This loyalty is further reinforced when servant leaders provide psychological support and recognize achievements, reducing turnover and increasing retention.

However, organizations must continually address the challenge of developing and retaining talented human resources, a key driver of competitive advantage. As highlighted by Al-Sharbini et al. (2021: 2), servant leadership offers a strategic approach to this issue by cultivating a workplace culture that values and nurtures talent, encourages growth, and promotes lasting commitment.

Additionally, there is a relationship between ethical loyalty and servant leadership, as leaders strive to meet the needs of subordinates while focusing on motivating them and emphasizing ethical standards that transcend short-term profitability. Abdulai (2022: 184) confirms that when servant leaders express apprehension for their subordinates, consider individual members' needs, and work to meet those needs while creating a supportive work environment, subordinates may feel morally obligated to reciprocate through loyalty to the organization they work for.

Chapter Three: The Applied Framework of the Research

First: Description of the Organization Sample of the Study and Justifications for Its Selection

1. Description of the Field Sample of the Research:

The Technical Institute of Al-Dour is a formations of the North Technical University, belonging to the Ministry of Higher Education and Scientific Research. It is considered one of the first technical institutes established under the Technical Institutes



Authority, named the Technical Institute of Al-Dour, which was founded in 1989. The institute includes four scientific departments and is located in the southeast of Salah al-Din, in the district of Al-Dour. In 2014, the Technical Education Authority split into four technical universities, making the Technical Institute of Al-Dour affiliated with the North Technical University (<https://dti.ntu.edu.iq>).

During the 1990s, the Technical Institute of Al-Dour played a pioneering role as the Technical Institutes Authority sought to enhance the capabilities of its staff by implementing projects for various institutions and departments. Some of the projects executed include:

- The towers project for the General Telecommunications Company.
- The implementation of cooling boilers for the North Electricity Company.
- Contracts for the Military Industry.

The institute continues to play an effective and prominent role in leading advanced scientific institutions in Salah al-Din Province and the district of Al-Dour.

Justifications for Selecting the Researched Organization:

The process of selecting the field of study is an important aspect of the research, as a well fitting choice contributes to the accuracy of the results and the testing of hypotheses. The sector of higher education in Iraq is considered one of the vital sectors, evident through its contribution to meeting the country's needs for competencies across various specialties. Given the clarity of the current study's variables and their prominent presence in higher education institutions, the Technical Institute of Al-Dour was specifically chosen as the field for the current study for the following reasons:

A. The nature and objectives of this study align with the work of the Technical Institute of Al-Dour.

B. The ease of conducting the study in this field due to the support and cooperation of the administration of the Technical Institute of Al-Dour in obtaining necessary and essential information for the study.

C. The intense competition among the formations of the North Technical University, including the Technical Institute of Al-Dour, to enhance educational standards and improve the performance of the institute to achieve its goals.

D. The Technical Institute of Al-Dour is one of the institutions that continued to operate during the COVID-19 pandemic, functioning partially even though government regulations allowed employees to reduce their working hours.

2. Study Population and Sample: The study population consists of the employees in the researched organization, along with the tools used for data collection and analysis, as follows:

A. Study Population: The study population consists of employees in the researched organization, totaling (150) employees. The researcher selected a purposive sample of (130) employees to whom the questionnaire was distributed, with (2) on leave (sick or regular). The total number of retrieved questionnaires was (110). After the questionnaires were examined, it was figured out that (11) were invalid for analysis. Thus, the total number of questionnaires valid for analysis was (99), which is (91%) of the total distributed questionnaires, a good percentage for conducting analysis.

B. Description and Diagnosis of the Characteristics of the Study Sample: To identify the characteristics of the study sample in terms of gender, age, educational attainment, and years of service, frequencies and percentages were used to describe these characteristics as follows:

1) Gender: The total number of surveyed individuals selected from the sample indicates that the majority were male, comprising (77.5%), while females accounted for (22.5%). This distribution reflects the nature of the work performed in the researched organization, which requires university degrees, as well as prevailing societal customs and traditions. This indicates that most subordinates in the researched organization are male.

2) Age Group: The highest percentage was in the age group (31-40 years), which accounted for (54.6%). This was followed by the age group (30 years or younger) at (27.3%), and then the age group (51 and older) at (10.9%). The lowest percentage was in the age group (41-50 years), at (7.2%) of the surveyed sample. This suggests that the employees in the researched organization are mostly young individuals with good experience, although those in the older age group are not neglected. This reflects the human capabilities and potential of the researched organization in facing challenges, both in terms of experience and overall capabilities.

3) Educational Qualification: The highest percentage was among those holding a diploma, at (39%), followed by those with postgraduate degrees at (32.7%). The lowest percentage was among bachelor's degree holders, at (28.2%) of the surveyed sample.

4) Years of Service: The highest percentage was in the (11-20 years) category, at (35.4%), followed by the (21-30 years) category at (30%). The (30 years and above) group accounted for (20%), while the (1-10



years) group had the lowest percentage at (14.5%) of the surveyed sample.

Second: Description of Research Variables

1. Description of Servant Leadership: The resulting outcome presented in Table (5) states that the responses of the participants regarding altruism, across all its variables (X1 – X16), leaned towards agreement (Agree, Strongly Agree) at a rate of (88.6%), which is considered very high, with a mean score of (4.400) and a standard deviation of (0.641). Meanwhile, neutral

responses accounted for (4.5%), while the percentage of disagreement responses (Disagree, Strongly Disagree) was (6.9%). The most significant variable contributing to this dimension is (empowerment), which states that "the current leadership in our institute places the interests of employees before personal interests." This statement achieved the highest level of agreement among participants, estimated at (90.4%), with a mean score of (4.400) and a standard deviation of (0.641).

Table (5): The frequency distributions, percentages, means, and standard deviations of the responses of participants regarding servant leadership.

Variables	Response Scale												Importance Ranking	Evaluation Level
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Means	Standard deviations		
	No.	%	No.	%	No.	%	No.	%	No.	%				
Empowerment	58	53.5	44	36.9	4	2	2	1.3	2	1.2	4.400	0.641	1	Very High
Altruism	50	52.9	42	38.7	8	4.6	6	4.2	4	2.6	4.164	0.743	2	Very High
Love	44	50.6	45	40.2	6	3.2	11	6.3	4	2.6	4.036	0.781	3	Very High
Humility	33	39.7	47	42.2	17	8.4	7	6.1	6	3.8	3.855	0.724	4	Very High
Average		49.1		39.5		4.5		4.4		2.5	4.114	0.722		
Total	88.6				4.5		6.9							

Reference: Prepared by the Researcher Based on the SPSS Program.

2. Description of Organizational Commitment: The results appeared in (Table 6) indicate that the responses of the participants regarding humility across all its variables (M1 – M12) leaned towards agreement (Agree, Strongly Agree) at a rate of (84.6%), which is considered very high, with a mean score of (4.304) and a standard deviation of (0.825). Neutral responses accounted for (5.7%), while the percentage of disagreement responses (Disagree, Strongly Disagree) was (5.8%). The most significant variable contributing to this dimension is (M8), which states, "The leader in our institute desires to be evaluated by the members while taking into account all feedback directed toward them." This statement achieved the highest level of arrangement among participants, estimated at (93.9%), with a mean score of (4.375) and a standard deviation of (0.716).

Table (6): The frequency distributions, percentages, means, and standard deviations of the responses of participants regarding organizational commitment.

Variables	Response Scale										Means	Standard deviations
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)			
	No.	%	No.	%	No.	%	No.	%	No.	%		
Average		45.9		38.7		5.7		4.2		3.6	4.304	0.825
Total	84.6				5.7		5.8					

Reference: Prepared by the Researcher Based on the SPSS Program

Third: Testing the Research Hypotheses

1. Testing the Main Correlation Hypothesis: This hypothesis posits that there is a positive and statistically significant correlation between the dimensions of servant leadership collectively and the dimensions of organizational commitment collectively. This relationship was analyzed at the level of the researched organization, as shown in the table (7).

Table (7): Results of the Correlation Between Each Dimension of Servant Leadership and the Organizational Commitment Collectively in the Researched Organization.

Dimension of Servant Leadership	Organizational Commitment	
	Correlation	Probability
Empowerment	0.709**	0.000
Altruism	0.758**	0.000
Love	0.704**	0.000
Humility	0.737**	0.000
Total indicter	0.745**	0.000

$P \leq 0.01$, $N = 110$,

Reference: Prepared by the Researcher Based on the Outputs of the SPSS Statistical Program

Table (8) demonstrates a statistically significant correlation between the collective dimensions of servant leadership and the collective dimensions of organizational commitment within the researched organization, with an overall correlation coefficient of (0.745) at a significance level of (0.05). This finding indicates a strong relationship between the two variables, suggesting that an increasing in servant leadership is related to an increase in organizational commitment.

2. Testing the Second Main Hypothesis: This hypothesis posits that there is a statistically big effect of the dimensions of servant leadership collectively on the dimensions of organizational commitment collectively. This relationship was analyzed at the level of the researched organization.

Table (8): The Impact of Each Dimension of Servant Leadership on the Organizational Commitment Collectively at the Level of the Researched Organization.

Dimension of Servant Leadership	Organizational Commitment					Probability
	Regression		R ²	F		
	B ₀	B ₁		Cal.	Tab.	
Empowerment	34.513 (4.589)**	3.649 (8.989)**	0.503	80.805	3.973	0.000
Altruism	27.486 (3.826)**	1.830 (10.394)**	0.575	108.041	3.973	0.000
Love	49.338 (8.249)**	3.165 (8.875)**	0.496	78.760	3.973	0.000
Humility	41.764 (6.720)**	5.930 (9.751)**	0.543	95.077	3.973	0.000
Total indicter	14.744	0.619	0.555	202.974	3.873	0.000

$P \leq 0.01$, $N = 110$, $df = (3, 94)$, $t = (1.993)$

Reference: Prepared by the Researcher Based on the Outputs of the SPSS Statistical Program.

Table (8) clearly demonstrates a statistically significant impact of the combined dimensions of servant leadership (independent variable) on the combined dimensions of organizational commitment (dependent variable). The calculated F-value of 202.974 notably exceeds the tabulated F-value of 3.873, at range of freedom (3, 94) and a significance level of

0.05, prove the general significance of the regression model. Furthermore, the coefficient of determination (R^2) is 0.710, meaning that approximately 71.9% of the variance in organizational commitment can be explained by the collective influence of servant leadership dimensions. The remaining 28.1% of the variance is attributed to other factors or random variables not



included in the model. This high level of explanatory power underscores the strong and meaningful role that servant leadership plays in shaping organizational commitment within the studied institution.

Furthermore, the value of the coefficient β_1 is (0.619), and upon testing T for this coefficient, the calculated T value is (13.282), which is significant and greater than the tabulated value of (1.993) at a significance level of (0.05) and degrees of freedom (3, 94). This result indicates that improving the dimensions of servant leadership collectively by a single unit will contribute to enhancing the dimensions of organizational commitment by (0.619).

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

1. There is agreement among the employees that servant leadership in the researched organization is rated very highly. The researcher believes this is due to the organization's clear commitment to implementing servant leadership by providing a good work environment for employees and developing them through training courses, workshops, and involving them in decision-making.
2. The current leadership in the researched organization allows employees to participate in decision-making regarding their work, as indicated by the high level of agreement among employees regarding the dimension of empowerment.
3. The current leadership prioritizes the interests of employees over personal gain, which is evident from the huge extended agreement among employees regarding the dimension of altruism.
4. The current leadership defends its subordinates, as shown by the high level of agreement among employees regarding the dimension of love.
5. The current leadership seeks to be evaluated by its employees and considers all feedback directed toward it, which is reflected in the high level of agreement among employees regarding the dimension of humility.
6. Employees in the researched organization exhibit a very high level of organizational loyalty. The researcher attributes this result to the leadership's provision of good support, a positive work environment, and the fulfillment of all their needs.
7. The current leadership interacts with employees with kindness and sincerity, working to raise their morale, as indicated by the agreement among employees that they have a high level of emotional loyalty.

Second: Recommendations

1. The researched organization should grant employees greater freedom to handle difficult situations to increase their organizational loyalty.
2. The leadership in the researched organization should enhance empowerment for its employees to achieve the highest level of organizational commitment by granting them more authority and responsibilities to improve their interaction with the organization they work for, enabling them to perform their tasks effectively by delegating more authority and involving them in decision-making that affects them.
3. The researched organization must prioritize increasing attention to its employees by creating a suitable work environment for them, addressing their work-related needs, and placing their interests above personal gains to enhance their organizational loyalty and achieve the organization's goals.
4. The organization should demonstrate love, kindness, respect, and care for employees and listen to their opinions to increase their self-confidence and satisfaction, aiming for the highest level of organizational commitment.
5. The organization should foster humility among its employees by listening to them, accepting criticism directed at them, acknowledging mistakes in front of employees, and considering differing opinions to enhance their organizational loyalty.
6. The organization must focus on reinforcing organizational commitment among employees as a guiding factor for survival, growth, and sustainability.
7. The researched organization should leverage the emotional loyalty among employees towards one another and direct it toward the organization by assigning them most tasks and problems, making them take responsibility, and working to solve the issues faced by the organization as part of their own challenges.

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