

**T.C.  
ISTANBUL GEDİK UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES**



**THE EFFECT OF SERVANT LEADERSHIP ON ORGANIZATIONAL  
COMMITMENT A CASE STUDY: SAMARRA PHARMACEUTICAL  
FACTORY**

**MASTER'S THESIS**

**Mustafa Ali Kadhim AL-RUBAYE**

**Business Administration Department**

**Business Administration Master in English Program**

**FEBRUARY 2023**

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**Thesis Advisor: Prof. Dr. Ahmet KESIK**

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**İSTANBUL GEDİK ÜNİVERSİTESİ**  
**LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ**

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## **DECLARATION**

I am, Mustafa Ali Kadhim, as a result of this declare that this thesis titled “The Effect of Servant Leadership on Organizational Commitment a Case Study: Samarra Pharmaceutical Factory” is original work I did for the award of the master's degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (16/02/2023)

Mustafa Ali Kadhim AL-RUBAYE



## **DEDICATION**

I dedicated this work to my Family



## **PREFACE**

All thanks be to Allah Almighty for His Guidance that allowed me to complete my thesis. To those who drove me to complete my Masters' Thesis, I salute you all. My professors, and my family, and my friends, who have been a constant source of support during all my endeavors, their inspiration is what made me not give up during this arduous period.

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February 2023

Mustafa Ali KADHIM AL-RUBAYE

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# **THE EFFECT OF SERVANT LEADERSHIP ON ORGANIZATIONAL COMMITMENT A CASE STUDY: SAMARRA PHARMACEUTICAL FACTORY**

## **ABSTRACT**

The study aimed to measure the impact of servant leadership on organizational commitment in the Samarra Pharmaceutical Factory in Iraq. The study population consisted of (265) individuals from all workers in the factory. The study employed a quantitative approach and a descriptive design, together with a questionnaire with no open-ended questions. IBM's SPSS 25.0 was used in order to analyze the study's data. This is required in order to reach the desired conclusion based on the results of the investigation. It was found through regression and correlation analysis that there is a significant relationship between servant leadership and affective commitment; this confirms H1 of the study. This suggests that servant leadership can foster empowerment and development of individuals through the expression of humility, authenticity, interpersonal acceptance, and stewardship; and through the provision of direction, as well as increase the employees' intrinsic motivation, which in turn has a beneficial effect on their service-innovative behavior. The study found that servant leadership has positively affect continuance commitment and this result was found under regression and correlation analysis so the H2 of the study is accepted. The study result state that there is a positive and strong relationship between servant leadership and normative commitment, this result was found by analysis of regression and correlation test and this result was found statistically significant so that means the H3 of the study is accepted.

**Keywords:** *Servant leadership, Organizational commitment, Samarra pharmaceutical factory*

## HİZMETÇİ LİDERLİĞİN ÖRGÜTSEL BAĞLILIK ÜZERİNDEKİ ETKİSİ BİR ÖRNEK İNCELEMESİ: SAMARRA İLAÇ FABRİKASI

### ÖZET

Çalışma, Irak'taki Samarra İlaç Fabrikasında hizmetkar liderliğin örgütsel bağlılık üzerindeki etkisini ölçmeyi amaçlamıştır. Araştırma evreni fabrikadaki tüm işçilerden (265) kişiden oluşmaktadır. Çalışma, açık uçlu soru içermeyen bir anket ile birlikte nicel bir yaklaşım ve tanımlayıcı bir tasarım kullanmıştır. Çalışmanın verilerini analiz etmek için IBM'in SPSS 25.0 programı kullanılmıştır. Bu, araştırma sonuçlarına dayanarak istenen sonuca ulaşmak için gereklidir. Hizmetkâr liderlik ile duygusal bağlılık arasında anlamlı bir ilişkinin olduğu regresyon ve korelasyon analizi sonucunda; bu, çalışmanın H1'ini doğrular. Bu, hizmetkar liderliğin alçakgönüllülük, özgünlük, kişilerarası kabul ve yönetim ifadesiyle bireylerin güçlendirilmesini ve gelişimini teşvik edebileceğini; ve yönlendirme sağlayarak, çalışanların içsel motivasyonunu artırmanın yanı sıra, hizmette yenilikçi davranışları üzerinde olumlu bir etkisi vardır. Çalışma hizmetkar liderliğin devam bağlılığını olumlu yönde etkilediğini bulmuş ve bu sonuç regresyon ve korelasyon analizi altında bulunmuş ve çalışmanın H2'si kabul edilmiştir. Çalışma sonucu hizmetkar liderlik ile normatif bağlılık arasında pozitif ve güçlü bir ilişki olduğunu, bu sonucun regresyon ve korelasyon testi analizi ile bulunduğunu ve bu sonucun istatistiksel olarak anlamlı olduğunu, yani çalışmanın H3'ünün kabul edildiği anlamına gelmektedir.

**Anahtar Kelimeler:** *Hizmetkar liderlik, Örgütsel bağlılık, Samarra İlaç Fabrikası*

## **1. INTRODUCTION**

Business organizations need to be led in a distinctive way because the human relations between the leader and his subordinates have become the most necessary commands to achieve the goals of the organization, and stronger than routine communications, as Organizations have a greater need to enhance the organizational commitment of employees due to what is imposed by globalization, and the renewed challenges in the work environment.

Where leadership represents one of the basic administrative functions, which undertakes various efforts towards directing the efforts of individuals, with the aim of achieving specific goals, whether at the level of the individual or the organization. In administrative development, and facing internal and external challenges affecting the work of the organization, where the leadership style is the main factor in the success of organizations, because the administrative leader has an important role in influencing the behavior of workers in the prevailing environment.

Recent studies conducted by (Gallup) show that more than two-thirds of People who leave their jobs as a result of an unsuccessful manager, and the majority of employees who leave Their organizations do not leave the organization itself, but rather leave the president (Hunter, 2004), so organizations often seek to enhance employee commitment in order to achieve stability, reduce employee turnover and maintain a high level of organizational commitment, and within the scope of It is widely believed that committed employees work harder than others and go the extra mile to achieve organizational goals (Meyer & Allen, 2004).

In the development movement that dealt with theories and leadership approaches and finding appropriate solutions, there are problems in leadership approaches and theories, one of the modern leadership approaches that has gained popularity and interest by researchers and leaders, especially Westerners, is Servant Leadership, whose idea is based primarily on taking care of subordinates and increasing productivity. (Mustafa, 2015) and to harness all its capabilities and capabilities to serve the parties directly related to the institution (Al Hila and Al Shobaki, 2017).

The role of the servant leader depends on his sincere desire to serve the organization and its employees, and to provide care to them to satisfy their desires. Servant leadership has emerged as a different way of thinking as it does not control the employees but rather

It brings out all their capabilities and capabilities and enables them to work side by side with their business partners, and servant leadership works to help employees grow, uniqueness and creativity, and increase their stock of knowledge, questions and ideas, so they need to be free to achieve their goals and contribute to achieving the goals of the organization (Abdel-Fattah and Abu Seif, 2016), as the purpose of servant leadership is to improve the lives of employees and then raise the level of their organizations (Spears, 2005).

Organizational commitment is one of the most important things that enhance the effectiveness of the organization, and the degree of work done in it. The individual's attitude towards the organization, in order to remain an active member in it, and show commitment through the employee's exerting additional efforts at work. Individuals who are committed towards their organizations are a source of strength that helps in their survival and competition with other organizations, and therefore organizational commitment is one of the most prominent Organizational components that help in the development and development of organizations that benefit employees, especially those who are more productive, the behavior of committed employees can lead to achieving high levels of sustainability for the organization (6, 2016)

The topic of leadership is linked to organizational commitment, which is an important element in ensuring that goals are connected for which they were created, and for that interact a set of different patterns of employee behavior in a goal-oriented interwoven fabric, employees, according to their jobs, perform specific roles based on the position of each of them in the organizational structure, and this effective role of leadership within the organization depends through the leadership style that represents the set of behaviors with which the leader directs his organization (Hamadat, 2006).

## **1.2 Significance of the Study**

The specific goal of this research is to establish the connection between servant leadership and organizational commitment, and to provide strategies for strengthening that bond. The commitment, policies, and programs put in place to make the workplace healthier for employees may help to boost productivity and morale. The researchers used a unique technique to get at their findings, which clearly indicated that a company's dedication to servant leadership boosts employee morale and loyalty.

## **1.3 Problem Statement of the Study**

Pharmaceutical companies face many challenges and crises represented by the difficulty of strategic forecasting, the dynamics of the activities of organizations, and the presence of great competition between companies operating in this sector, at a time when it has become tasked with seeking to achieve progress and career development to empower its employees. It is stated that these organizations must be able to serve customers distinctly, which necessitates meeting their needs and achieving their aspirations. The service of leaders to subordinates makes them more ready to evaluate and support themselves in the service of others, that the servant leadership has a clear role in improving the level of operations and increasing the effectiveness of organizational performance, through the interaction of a set of roles, such as the obligation to develop and grow subordinates, convincing and influencing others, and a sense of team spirit. And altruism by prioritizing the interests of subordinates over the wishes of the leader, or dealing with others, and based on the importance of servant leadership and organizational commitment, the importance of linking them, that servant leadership contributes to explaining changes in organizational commitment levels and organizational variables better than other leadership styles. Thus, there is a need to conduct more research and studies to measure the relationship between the two variables of the study.

## **1.4 Study Terms**

**Servant leadership:** Is built on the insightful premise that followers will be more receptive to leadership if it serves them. To round out this concept, leaders who are

willing to put others before themselves in their service are the ones who should be hired or motivated and encouraged to practice servant leadership. The leaders here are the servant leaders who set the example by putting others before themselves and then taking charge to inspire their teams to do the same.

**Affective commitment:** It refers to an employee's commitment to his company, as evidenced by his belief that his issues are also his company's, his sense of pride in his work, and the fact that his personal beliefs align with those of his employer.

**Continuing Commitment:** What we mean when we talk about someone's "continuing commitment" is how much they want to keep working for the company in question. He stands to lose a great deal if he decides to leave the company. An individual's level of commitment is proportional to the hardship they foresee in quitting their current job. Committed workers have a strong commitment to stay with the company. Organization that they should remain since they believe quitting will result in more negative outcomes than positive ones. Work attendance can be severely impacted by changes in the workplace, employee performance, and health.

**Normative commitment:** Commitment to one's job as a result of social pressure from coworkers. The organization's good support for its employees, and allowing them to participate and positive interaction, not only in The procedures for implementing the work, but rather by contributing to setting goals, planning, and drawing up the general policies of the organization, reinforces the belief that such commitment is moral, even if it costs the employee himself to remain in the position.

## **2. LITERATURE REVIEW**

### **2.1 Servant Leadership**

A leader's first and foremost duty is to look out for the interests of those under them, as demonstrated by Greenleaf's 1970s-era concept of servant leadership and the 1977-era theory of servant leadership, which prioritized service to others, ethics, and working together through open communication. A servant leader's ultimate goal is the leadership of the organization and the satisfaction of its employees. Furthermore, it helps establish trustworthy networks of communication among workers (Dehliz and Ghali, 2018).

#### **2.1.1 The concept of servant leadership**

Servant leadership is defined as “the natural feeling of an individual who desires to serve others.” It seeks to develop individuals who ensure that the needs of others are met, and advocates a group-oriented approach to decision-making as a means of strengthening institutions and society” (Al-Zoubi, 2021: 14).

Servant leadership is also defined as: “The understanding and practice of leadership that puts the best interest of the employee first, with a focus on leader behaviors that focus on developing followers, and an emphasis on glorifying the leader”(Hale & Fields, 2007).

The idea of servant leadership is that the leader leads people to be more willing to serve others (Najm, 2006: 17) The goal of a servant leader is to help employees be wiser, more willing to accept their responsibilities and motivate them to perform to their fullest potential (Bambale, 2014).

In order to achieve servant leadership, the leader must seek to develop his relationship with employees through effective communication because of its impact on the employee, and the leader listening to employees and identifying their needs their aspirations and capabilities, and using the information collected to better serve employees, leads to Increased organizational commitment and employee confidence, loyalty and leader satisfaction, where employees are satisfied with leaders who are

perceived to be concerned with their needs and well-being, which are important aspects of servant leadership (Bambale, 2014)

Hill (2008) shows that servant leadership theory can be applied as an institutional philosophy, It is practiced by leaders in organizations to achieve their goals, whether they are profit or non-profit organizations, and among these companies, which constitute an important source of communication between people and its necessity in daily life, are telecommunications companies, which, if servant leadership is applied in an acceptable manner, will be reflected on the employees in them, which leads to providing The service is provided to its recipients in a convenient and useful way, and this is reflected in the achievement of the company's goals by increasing customers, and thus increasing profits and the control of the company that provides servant leadership over the competition of other companies.

From the foregoing, we note that servant leadership came to achieve the needs of the employees, and to exploit the energies of the servants Servant leader, serving to the goals and vision of the organization that seeks to achieve customer satisfaction on the one hand on the other hand, achieving employee satisfaction and servant leaders, and all of that makes servant leadership lead the organization to success in work. The principles of servant leadership work to consolidate the idea that leadership and work are one body, as leadership means achievement, work and the roles required of the leader, and supports the internal opinions of subordinates, where the primary goal is to serve the organization and its interest, by listening to opinions and not imposing My personal opinion on the employees (Abu Al-Ghanam, 2020).

The principles of servant leadership depend mainly on the leader's ability to create a similar work environment for the beehive, everyone works in his field of specialization even the leader himself, and thus people are distinguished by their extent their ability to provide services to others, support institutional work, and succeed as a team, while maintaining the powers that the leader possesses. Without the organization, he would not be a leader. The success of the organization means the success of the leader.

### **2.1.2 Servant leadership elements**

Servant leadership is a clear shift in the traditional leadership concepts, which transformed the concept of leadership from great Leader to Servant Leader, Although

servant leadership is considered a profound philosophical institution, Its elements are the basis for knowing what it is and its philosophy, and the elements of servant leadership are represented by three elements the main ones are: (Servant Leader, Servant Followers, and Servant Organization) (Karatepe, Ozturk & Kim, 2019). These elements are considered a source of strength and success for the organization, followers and leaders, and benefit and success in working in the organization.

### **2.1.3 Server leader characteristics**

The servant leader differs from the traditional leader, which is characterized by a set of characteristics that make it distinct from the the rest of the traditional and modern leaders that Yasser (2018) and Schulkers (2017) talked about in their study. Among these characteristics is service, which is the basis of servant leadership, which is serving others, and one of its conditions is that it is based on satisfaction and self-motivation to provide service. About insult, and humility that makes the followers carry out the orders of the leader without getting bored, in addition to sincerity and perseverance: sincerity means a sense of responsibility towards the organization, and perseverance is trying in various ways to solve problems and complete work in the right time, and knowledge is to identify the objectives, policy and laws of work and that prevents them from Making mistakes, and insight is finding alternatives and being creative in solving problems.

The previous characteristics are among the most important characteristics of servant leadership, which makes the organization is going to success with the desire of its employees and leaders, because of the love and construction that the servant leadership bears bridges of trust, desire and mutual salvation between the servant leadership elements.

## **2.2 The Role of Servant Leadership in Improving the Work Environment and Employees**

Harwiki (2013) spoke that servant leadership is based on activating the role of workers and leaders in it, developing their capabilities, and making them unleash the energies they possess and own new skills and energies, in addition to making the work environment accustomed to cooperation, love and respect among workers and an appreciation of their energies by the organization on the other hand, as Moawad (2017) pointed out to The role of servant leadership that is concerned with the

transition from the traditional leadership style, which depends on domination to servant leadership that depends on inspiration in teamwork, and that servant leadership helps the leader and subordinates understand their strengths and weaknesses, which makes them feel satisfied and loyal to the job, and makes the servant leader of all his team Active people have creative roles and contribute to others.

### **2.3 The Importance of Servant Leadership**

Servant leadership is the most effective when it comes to employee engagement, as the primary focus of achieving organizational goals rests on serving subordinates charged with achieving these objectives, servant leadership encourages subordinates to grow intelligently, and to be creative, and encourages them to self-manage and serve people, as servant leadership is found in the workplace to improve productivity, increase customer satisfaction, reduce work turnover, improve security and public safety, and increase loyalty. Organizational, and increasing employee participation (Worton, 2014). The first organizational output increases the operational performance of the organization (Muller, Smith, & Lillah, 2018).

There are several classifications of servant leadership models that explain its basic dimensions, including a model Millard, who identified dimensions of servant leadership b (teamwork, role model, affirmation, intimacy, individuality, flexibility, cohesion) (Cerit, 2009: 600-602), and the Russell & Stone (2002) model, where they put dimensions of servant leadership, which are (Vision, honesty, integrity, trust, service, modeling, leadership, appreciation of others, and empowerment), and the Spears (2005) model that identified dimensions of servant leadership b: (listening, empathy, cohesion, awareness, persuasion, visualization, foresight or foresight, honor or care, and a commitment to individual growth and community building (Stefansdottir, 2013:35).

And Paterson (2003) model that identified dimensions for servant leaders with: (sacrificed or unconditional love, humility, altruism, vision, trust, empowerment, and service) and Dennis (2004), which relied on dimensions: (sacrificed love, empowerment , humility, vision) and finally Barbuto & Wheeler (2006) model that identified dimensions of servant leadership, namely: (altruism call, emotional

cohesion, wisdom and persuasive planning, and organizational care), which are distinct conceptually and empirically on which the research depends.

In light of the above, it can be said that there are several models of servant leadership, each model has dimensions define servant leadership, and the research may adopt the Barbuto & Wheeler model, which identified five basic dimensions of servant leadership, which are: (advocating altruism, emotional cohesion, wisdom, persuasive planning, and organizational care). They are: (sacrificing personal interests to achieve the interests of followers, developing followers, trust between the leader and followers, providing emotional support and support to followers, and providing an organizational climate that provides safety Reassurance, observation, proactive thinking, rational planning, persuasion and contribution positivity to society, and a sense of social responsibility), and through these dimensions and the principles they bear lead to the achievement of an effective school, in which there is high job satisfaction for employees.

#### **2.4 Servant Leadership Behaviors**

Servant leadership is not just a management style, but rather a set of behaviors that must be developed by leaders who choose to adopt this leadership style, and for the leader to be effective he must master a group of behaviors where these behaviors are seen as an indicator of positive outcomes at the individual level and the organization across different organizational cultures and environments, and the most prominent traits and characteristics of leadership behaviors the maid is summarized in: (perception, empowerment, emotional processing, putting subordinates first, helping subordinates to grow and succeed, ethical dealing, and creating value for society) (Liden et al, 2014).

- **Emotional Healing:** Emotional healing is the degree to which a leader cares about personal problems of subordinates and their well-being, as the mastery of the servant leader as empathy, and his possession of the skills of listening effectiveness is what facilitates the practice of emotional healing behavior, as it is related to the leader's ability to listen for subordinates, his ability to empathize with their problems, and emotional healing is one of the strengths of leadership the maid, which begins with the leader's ability to listen to his subordinates first to learn and understand their needs, the leader who has a

high degree of emotional processing ability is the one who turns to him employees when they have problems, because this leader has managed to create a safe organizational environment for employees to express their personal and professional issues (Liden et al., 2014)

- **Creating value for the community:** Creating value for the community is one of the distinguishing features of servant leadership from other leadership styles that focus on achieving organizational outputs without paying attention to the needs of the local community. This is done through participating in community activities, and encouraging subordinates to participate in voluntary activities to serve the local community (Ghali, 2015)
- **Conceptual skills:** Leadership behavior by placing subordinates is the hallmark of servant leadership, and this means using words and actions that prove to subordinates that their interests are a priority for the leader, including placing subordinates' interests and success before those of the leader himself, which means that the leader may give Helping subordinates to perform their tasks takes priority over performing his own tasks(Northouse, 2015). Managers are required to possess communication skills, as well as competence in decision-making. The servant leader has the motivation to actively listen to subordinates and support them in making decisions, and the servant leader especially needs to pay attention to what remains unspoken in the management environment. this means relying on his inner voice to know what the body, mind and spirit communicate with (Al-Zoubi,2021: 38)
- **Perception:** Rachmawati & Lantu (2014) define visualization as thinking that goes beyond the present day and extends to thinking about a possible future. This term refers to the leader's overall understanding of the organization, its goals, complexities, and mission, which gives the leader the ability to think about complex problems, see if something about the business is going wrong, and the ability to creatively tackle problems in line with General objectives of the organization (Northouse, 2015)
- **Foresight:** Foresight is the ability to predict the likely outcome of a situation. It enables the servant leader to recognizing the past and achieving a better understanding of the current reality A servant leader defines the means for

building a community he is strong within his organization and wants to develop a true community between businesses and institutions (Al-Zoubi, 2021:40 - 41.)

- **Empowerment:** A term that refers to a type of organizational arrangement that increases autonomy and authority decision-making, and the responsibility for decision-making to subordinates, which means that ideas are provided with sufficient freedom and necessary information so that they can do what they want to achieve the goals of the organization successfully instead of forcing them to do what others want, and also refers to encouraging individuals to participate in Make decisions that affect their actions, meaning that they are provided with assistance to be able to create new ideas and turn them into actions (Begzadeh & Nedaei, 2017)
- **Helping subordinates grow and succeed:** This behavior refers to the leader's ability to recognize professional and personal goals of subordinates and help them achieve them, as servant leaders make servants career development for subordinates is a priority, through directing subordinates and providing them with the necessary support, helping them achieve self-realization and reach their fullest human potential (Northhouse, 2015)
- **Ethical behavior:** when servant leaders followed ethical behaviors and were trusted by before their employees, positive organizational outcomes such as job satisfaction and organizational commitment appeared subordinates are more willing to articulate and address everyday conflicts within an ethical work environment, which helps reduce unethical practices (Burton, Peachey, & Wells 2017)

## 2.5 Organizational Commitment

Organizational commitment is the relative strength to determine the identity of an individual and his association with a particular organization from three factors (Khalik, Hardhienata & Sunaryo, 2016): A strong belief in the organization, its goals and values, willingness and keenness to make the utmost effort to serve the organization. Loyalty, or a strong desire to maintain the continuity of the individual's membership in the organization. Hannouna (2006) defined organizational

commitment as the perception by individuals of the compatibility between their values and goals with the goals and values of the organization in which they work.

Al-Atwi (2007) defined organizational commitment as a psychological state represented by the individual's association with the organization. and his goals coincide with its goals, which is reflected in his behavior, as he seeks the success of the organization and exerts effort the utmost effort and commitment to achieve its goals, and expresses the individual's belonging and strong attachment to the organization's goals and its values regardless of the material value realized from the organization, or the desire that the individual shows in social interaction in order to achieve the goals of the organization.

Organizational commitment refers to the employee's association with the organization and the congruence of his goals with its goals in an increasing way, it means that the more the individual's service in the organization increases, the more his connection with it. Employees Organizational commitment is important to the organization (Khalik, Hardhienata & Sunaryo, 2016)

### **2.5.1 Stages of Organizational Commitment**

The organizational commitment takes a long time to achieve, because it embodies a state of complete conviction of the individual, as that abandoning it is not the result of the influence of superficial contingent factors, but rather it is the result of pressing strategic influences. Al-Thubaiti (2014) and Ahmed (2018) mentioned that there is a classification of the individual's organizational commitment, where these stages are as follows:

**Experience:** It is the training phase, and it is the first phase that extends to one year and describes this the stage of adapting and adapting, realizing the reality and showing experiences and skills.

**Work and achievement:** This stage extends between two and four years, and the individual establishes a concept achievement and loyalty to work.

**Confidence in the organization:** It begins in the fifth year of the individual joining the organization and continues beyond that is where his loyalty increases and his relationship with the organization strengthens.

Through what was mentioned, it becomes clear the previous stages I talked about, according to the gradation of the employees' feelings the direction of the organization in which he works, through loyalty, belonging and belief in the organization in which he works the individual, linked to the length and duration of service within the organization.

### **2.5.2 Characteristics of organizational commitment**

Organizational commitment is characterized by many characteristics agreed upon by researchers, among which are: Characteristics:

- The employee's ability to exert maximum effort for the benefit of the organization, and to achieve the goals and policies of the organization.
- The employee's sense of connection with the organization, and the achievement of the interests of the organization by working within its policy.
- The employee expresses organizational commitment through behavior that is characterized by loyalty and belonging for the organization.
- Organizational commitment is affected by many surrounding external circumstances and personal problems.

From the above it is clear that organizational commitment is a behavior that appears from the employee towards the organization, and this is the behavior is characterized by belonging and loyalty towards the employees, and the organization should appreciate this behavior of the employees and provide him with the appropriate stimulus.

### **2.5.3 Dimensions of organizational commitment**

The difference of researchers in determining the dimensions of organizational commitment makes it difficult to build a model and a concept of organizational commitment, but it has become common to view organizational commitment as including three dimensions: emotional commitment, normative commitment, and stable commitment, as follows:

**Affective commitment:** This term refers to an employee's dedication to his company, as seen by his belief that his problems are intertwined with those of his employer, as well as his pride in his place within the company and the congruence between his personal beliefs and those of his employer (Ali and Al-Qarni, 2017).

Employees who believe in and support the organization's values and goals are more likely to stay with the company rather than consider leaving. This type of commitment is characterized by a firm belief in the organization, acceptance of its goals and values, and a willingness to go above and beyond in order to achieve them. (Meyer & Allen, 2004).

**Continuing Commitment:** Continuing How invested someone is in staying on with the company is what we mean when we talk about commitment. He stands to lose quite a bit if he decides to abandon the company. Commitment is associated with how much people think they'd lose if they quit their jobs. High-commitment workers are more likely to stay with the company. Organization that they should remain since they believe quitting would result in more negative outcomes than positive ones. Changes in management, job satisfaction, or staff health can all have a detrimental impact on workers' ability to show up for their scheduled shifts (Meyer & Allen, 2004).

**Normative commitment:** This factor, as defined by Suharto, Suyanto, and Nedi Hendri (2019), is the degree to which an employee feels obligated to continue working for the company despite internal or external pressure to leave. And what reinforces this feeling is the organization's good support for its employees, and allowing them to participate and positive interaction, not only in The procedures for implementing the work, but rather by contributing to goal-setting, planning, and the development of the organization's overarching policies. To illustrate his normative commitment to the high moral connection, Ahmed (2018) described people with this orientation as hardworking individuals who do their jobs in accordance with their morals and the public interest, and who feel gratitude toward their employer and a desire to repay that gratitude by remaining with the company and continuing to give generously to its success.

## **2.6 Relationship of Servant Leadership to Organizational Commitment**

Managers and employees are more engaged and committed when they are led by a servant leadership (Hannay, 2009). According to Ulrich (2002), the dedication of competent personnel is critical to an organization's success. Employees' feelings, attitudes, beliefs, habits, and bright ideas in favor of the organization's interests are referred to as organizational commitment (Ambali et al., 2011). According to Rimes

(2011), there is a substantial correlation between servant leadership and employees' affective and normative commitment, but no such link exists between leadership style and staff continuity commitment.

Servant leadership is a leadership philosophy that addresses ethical issues, customer experience, and employee engagement while establishing a unique organization in which leaders and followers collaborate to achieve organizational goals and employees are viewed as one of the company's most valuable assets (Carter, 2012). Servant leadership improves the commitment of followers, which is linked to their performance (Jacobs, 2006). Winston (2003) stated that supporters of servant leaders will be more devoted to them. Fields (2002) developed the Supervisor-Related Commitment Instrument to examine a leader's followers' commitment in response to this.

According to Lim Si Wei (2012), servant leadership has a significant positive relationship with employees' persistent and normative commitment to supporting their emotional well-being. As a result, servant leadership's altruistic characteristics are strongly linked to normative commitment, whereas leadership policy is strongly linked to emotional commitment (Liden et al., 2008).

The literature on commitment is divided into three categories: emotive, calculative, and normative (Martn, 2008; Roxenhall, 2012). The affective relationship created between the interacting parties is described as the means by which the components of commitment are interrelated. According to the research, servant leadership enhances organizational commitment by prioritizing the needs of the people it leads.

## **2.7 Previous Studies**

Previous studies related to the topic of the study were reviewed and categorized from oldest to. The latest is as follows:

Study of Negin, et,al (2013) The Impact of Organizational Commitment on Employees' Job Performance : The purpose of this research was to examine the connection between organizational commitment and job performance at Millie's Bank in Iran. Three measures of organizational commitment (continuous, emotional, and normative) were employed in this analysis. It was discovered that normative commitment has a positive, statistically significant link in the performance of

workers, and that there is a positive association between organizational commitment and employee performance. Among the demographic features of the respondents, it was discovered that males had a higher relationship level than females.

Study of Harw (2013) the influence of leadership servant on organization culture organizational commitment, citizenship organizational behavior and employees' performance": Its aimed to identify the impact of servant leadership on organizational culture, organizational commitment, and behavior organizational citizenship and employee performance. The hypotheses were tested through a questionnaire that was applied to employees and workers in cooperatives in East Java Province, Indonesia. The sample included (249) employees were randomly selected, as well as included (31) managers in order to examine the efficiency of workers, and the study found a positive correlation between servant leadership and each of organizational culture, organizational commitment and workers performance, and the results showed that there is no relationship Between organizational commitment and employee performance.

The study of Chinmona (2013) the influence of servant leadership on employee trust in a leader and commitment to the organizations. The study was applied to factory employees in Charriville, Gauteng Province, South Africa. the experimental approach, and the study sample consisted of (146) employees, and the results showed a positive correlation with statistical significance between servant leadership and employees' trust in their superiors, and a positive correlation between servant leadership and organizational commitment.

The Al-Sheikh study (2014) entitled: "Servant leadership and its relationship to job satisfaction and organizational commitment: An applied study on Egyptian universities" The study aimed to achieve a set of goals represented in identifying the extent to which Egyptian universities practice the dimensions of servant leadership , the researcher adopted the experimental method and the questionnaire as a study tool distributed to the study sample of (150) and to achieve the study objectives, he used the statistical methods that were represented in the multiple correlation coefficient, and multiple regression analysis. the level of servant leadership practice in Egyptian universities or faculty members in these universities They see that there is no practice of servant leadership, if they understand the concept of servant leadership, and the practice of servant leadership affects servant leadership with its three dimensions

(service, vision, humility) in job satisfaction and commitment organizational faculty members in universities.

The study of Schulkers, (2017) "Servant Leadership and Affective Commitment to Change in Manufacturing Organizations" Schulkers (2017) study dealt with the relationship between employees' perceptions of the extent to which they enjoy they were led by servant leadership and their emotional commitment on a sample of (107) of employees in an industrial establishment in the United States of America in light of an environment dominated by a high degree of change. They are the most influential on emotional commitment, while emotional processing and conceptual skills are the least important and have a negative relationship with emotional commitment.

The study of Kurnaz,(2018) A Research on the Relationship between Servant Leadership and Organizational Trust "The study aimed to test the relationship between servant leadership and organizational trust among government hospital employees, and in order to obtain the necessary data for this study, 230 usable questionnaires were used from workers in a hospital In Aksaray region in Turkey, the data obtained in the framework of this study was analyzed through the SPSS statistical program package. Based on the results, it was concluded that there is an important and positive relationship between servant leadership and organizational trust and sub-components of servant leadership such as empowerment and humility Responsible leadership and forgiveness have positive effects on the level of organizational trust for workers in addition to having a positive impact on the sub-components of organizational trust such as trust in the manager, trust in colleagues and trust in the organization.

Dehliz and Ghali study (2018) entitled: "The impact of servant leadership on organizational commitment in palestinian Academic Institutions" The study aimed to test the relationship between servant leadership the organizational commitment of academic and administrative workers in the four major universities of the Gaza Strip (Islamic University, Al-Azhar University, Al-Aqsa University, Palestine University). The curriculum was followed analytical descriptive in this study and the use of the questionnaire as a main tool for collecting basic data a random sample of (400) employees from the four universities was selected the results indicated that the degree to which officials practice servant leadership was average in the local

universities the study, and the presence of a high level of organizational commitment in its three dimensions among university employees Palestinians in the Gaza Strip.



### **3. RESEARCH METHODOLOGY**

This part of the research talks about the kind of method that was used in this investigation. The research used a quantitative approach and a descriptive design. The sample of the study was chosen at random, which gives everyone an equal chance to take part in the study. A questionnaire was used in this study to save money and cut down on the amount of time it took to collect data. In this part, the research questions and hypotheses, as well as the theories that the study was based on, were presented.

This study focuses on the effect servant leadership has on the degree of organizational commitment. The study focuses on the Iraqi pharmaceutical company known as Sammara. It is the biggest pharmaceutical firm in the Middle East and was founded in 1958 as a result of an agreement between Iraq and the former Soviet Union for cooperative collaboration. In 1971, production did not commence. It is a state-owned enterprise for the pharmaceutical and medical device industries. The study employed a quantitative approach and a descriptive design, together with a questionnaire with no open-ended questions.

#### **3.1 Sample Procedure**

In this portion of the investigation, the researcher used Google Form to gather data using a random sample strategy. The target of the research is to collect replies from 300 employees of Sammara, an Iraqi medical provider. After a considerable amount of time, 265 questions have been completed, with the exception of 35 questionnaires that were not completed by respondents owing to a lack of interest, a lack of time, or worries about confidentiality. This includes recipients of research grants, whose data will only be used for academic reasons. Since the study was based on quantitative methodology and descriptive design, the researcher chose to use a random sample to ensure that everyone who participated in the study had an equal opportunity to participate. The researcher also chose to use a questionnaire because the study was based on quantitative methodology and descriptive design.

### **3.2 Data Source**

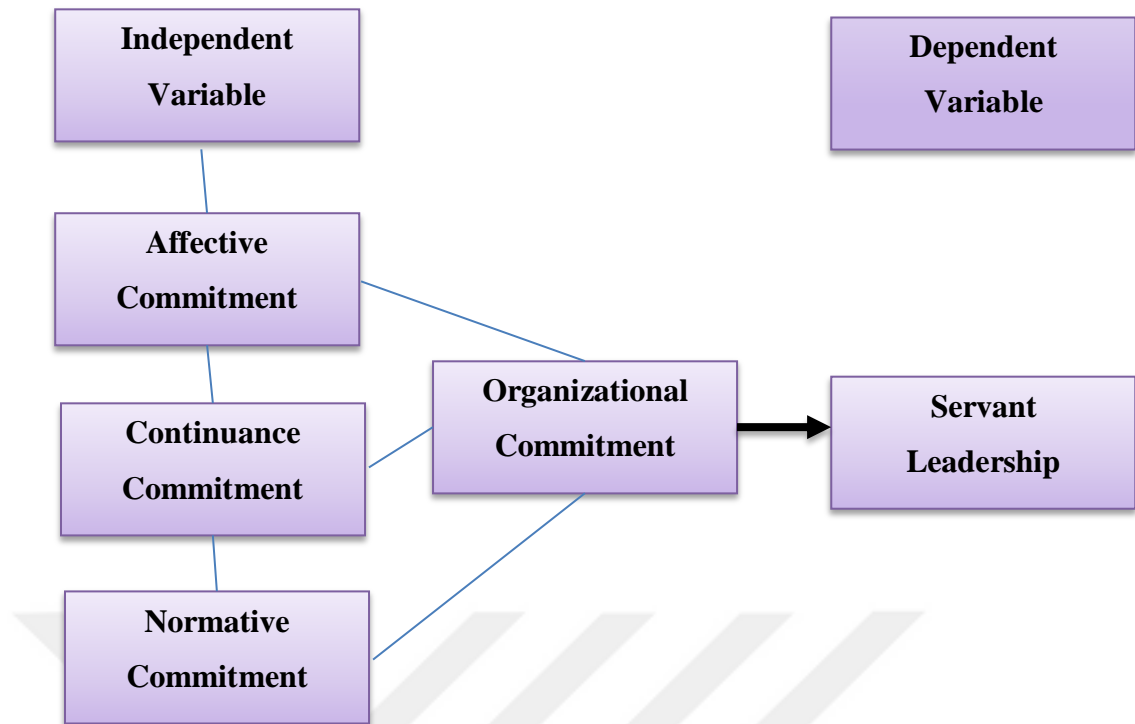
The main purpose of this study is to analyze the connection between servant leadership and loyalty to the organization. Primary data for this study were gathered from the study's population via a google form questionnaire with closed-ended questions between March 17 and April 30, 2022. There are no funding sources or sponsors for this study.

### **3.3 Research Instrument**

The study used close-ended questionnaire because it can be easily analysed by statistically. The questions in the questionnaire form was driven from their original items of the scale. The study has two scales which are servant leadership scale and organizational commitment scale. ***Measurement of Servant Leadership.*** A scale development study by Liden et al.'s (2014) were used seven Item to assess Servant Leadership. Using a 7-point Likert scale (1=strongly disagree, 2=disagree, 3=Somewhat disagree 4=Neutral, 5=Somewhat agree, 6=agree, 7=strongly agree). ***Measurement of Organizational Commitment scale.*** Organizational Commitment is measured by a 24-item scale and three subscales were used by Allen and Meyer's (1990 Using a 7-point Likert scale (1=strongly disagree, 2=disagree, 3=Somewhat disagree 4=Neutral, 5=Somewhat agree, 6=agree, 7=strongly agree).

### **3.4 Framework of the Study**

The study has two has two variables which are servant leadership as dependent variable and organizational commitment as independent variable but organizational commitment has subscale such as affective commitment, continuance commitment and normative commitment. So the figure below was drawn;



**Figure 1.1:** Conceptual Framework of the Study

### 3.5 Research Hypothesis

The study hypotheses were established throughout the study variables and the following statements is the study hypothesis

- H1: Servant leadership has positively effect on organizational affective commitment
- H2: Servant leadership has positively effect on organizational continuance commitment
- H3: Servant leadership has positively effect on organizational normative commitment

### 3.6 Data collection and Analyses Method

The research utilized a closed-ended questionnaire for data collection, and the use of a closed-ended questionnaire for data collection in this study maintained the total confidentiality of the responses supplied by the participants. The selection of participants for this study was conducted in a fully random way. IBM's SPSS 25.0 was used in order to analyze the study's data. This is required in order to reach the desired conclusion based on the results of the investigation. Due to the use of suitable

statistical tools, we now have access to a subset of the results. In an online poll, each responder was required to identify the extent to which they agreed or disagreed with several assertions. Using component analysis, potential scale factors have been identified in a number of instances. The findings of a reliability study were used to evaluate the suitability of certain scales and variables for future research. Given the amount of diverse considerations that must be made, there is much space for improvement in terms of adaptability. In light of this, we ran statistical tests to identify links, calculated relative effects, etc. Prior to trying to test the hypothesis, it was required to understand how and to what degree the variables interacted with one another. In this article, we analyze the outcomes of the hypothesis in great depth.



#### 4. RESEARCH FINDINGS

This part of the research included information on data analysis, which included many distinct approaches. The demographic questions that were asked of the respondents were analyzed in the research, and the results were presented in tables and figures derived from Excel. Additionally, the analysis of correlation between the variables of the research, as well as regression analysis to evaluate the effects of variables on one another, are both carried out in this phase of the study.

##### 4.1 Demographic Frequency Analysis

**Table 4.1:** Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	189	71.3	71.3	71.3
	Female	76	28.7	28.7	100.0
	Total	265	100.0	100.0	

The responders of the study are shown that is located above. The table reveal that 189 (71.3) percent of the participants are male, and 76 of the participants are female, which is equivalent to (28.7) percent of the entire population of the study.

**Table 4.2:** Age of the Respondents of the Study

What is your Age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 18 years	3	1.1	1.1	1.1
	20-29 years	222	83.8	83.8	84.9
	30-39 years	35	13.2	13.2	98.1
	40-49 years	5	1.9	1.9	100.0
	Total	265	100.0	100.0	

As it shown the table above, the age of the respondents has been analysis and the result indicates that the age group between (less than 18 years) are 3 participants of the study which is (1.1%) of total study population, where the majority participants

are aged between (20-29) which are (222 participants) that means (83.8%) of population of the study, the second highest age group is between (30-39) which is 35 person that equal to (13.2%) of the whole population of the study, while the minority participants are aged between (40-49) which is 5 participants that is equal to (1.9 % ) of total population of the study.

**Table 4.3:** Education Level of the Respondents of the Study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school	28	10.6	10.6	10.6
	Bachelor degree	84	31.7	31.7	42.3
	Master degree	110	41.5	41.5	83.8
	PhD	17	6.4	6.4	90.2
	Others	26	9.8	9.8	100.0
	Total	265	100.0	100.0	

The table 4.3 above shows the calculation of education level of respondents. The result reveals that the majority of respondents had a master degree education, which stands for 110 (41.5%) of the total participants in the survey. While the second highest participants of the study had a bachelor degree, which is 84 (31.7) percent of the total respondents of the study, where 17 participants had PhD level of education which is (6.4) percent, and 28 people of the respondents had secondary school education level which is (10.6) percent, and other participants of the study which are 26 people had other type of education

**Table 4.4:** Working Experience of the Respondents of the Study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	96	36.2	36.2	36.2
	2 - 4 years	119	44.9	44.9	81.1
	5 - 8 years	41	15.5	15.5	96.6
	More than 8 years	9	3.4	3.4	100.0
	Total	265	100.0	100.0	

As it seen the table above shows the calculation of working experience of respondents and the results shows that 96 people of the respondents had less than 1 year of experience which is (36.2) % of total population, whereas 119 people of participants had between (2- 4 years) of work experience which are equal to (44.9) %

of total population of the study, while the people who had (5 years to 8 years) of work experience are 41 which is equal to (15.5) % and 9 people of the respondents had more than 8 years of experience which are equal to (10.6)% of total population of the study.

## 4.2 Descriptive Statistics

Descriptive coefficients are used to characterize a sample of data that may be representative of the whole population or a specific subset of the population. Descriptive statistics include measurements of mean and standard deviation. The descriptive statistics may be divided down as follows. The mean, median, and mode provide information about the central tendency, whereas the standard deviation, difference, minimum and maximum variables, kurtosis, and skewness provide information about the variance of the dataset.

**Table 4.5:** Descriptive Analysis

		<b>Servant Leadership Scale</b>	<b>Affective Commitment</b>	<b>Continuance Commitment</b>	<b>Normative Commitment</b>
<b>N</b>	<b>Valid</b>	<b>265</b>	<b>265</b>	<b>265</b>	<b>265</b>
	<b>Missing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Mean		30.9698	36.9425	35.0274	35.9877
Median		32.2857	38.7500	35.7500	36.8750
Mode		36.86	42.75	42.75	42.75
Std. Deviation		7.07089	7.97240	7.89981	8.31253
Variance		49.998	63.559	62.407	69.098
Skewness		-1.122	-1.191	-.950	-.931
Std. Error of Skewness		.150	.150	.150	.150
Kurtosis		1.529	1.392	1.493	.906
Std. Error of Kurtosis		.298	.298	.298	.298
Minimum		6.14	7.13	7.13	7.13
Maximum		43.00	49.75	48.88	49.88
Sum		8207.00	9789.75	9282.25	9536.75

Table 4.5 shows descriptive analysis the highest mean of the data 36.9425 which is having human Affective Commitment variable which is one of the subscale of organizational commitment with high (SD= 7.97240). The lowest mean of data shows is 30.9698 which having the dependent variables of the study called Servant

Leadership Scale with (SD= 7.07089), and the data of this scale between (6.14 to 43.00). The table also reveals that Normative Commitment variables is second highest mean variable of the study and also one of the subscales of organizational commitment with value of 35.9877 and (SD=8.31253). The Continuance Commitment variable has the average mean value of 35.0274 and (SD=7.89981). The result shows that 265 respondents have been participated in this study and there is no missing value of the study. The study also provides skewness and kurtosis that show where the data tail is, so according the result that we have above table shows that there is a negative skewness of data which means the tail of the left side of the distribution is longer or fatter than the tail on the right side. The mean and median is less than the mode. The data also show that there is a positive kurtosis which means Positive values of kurtosis indicate that a distribution is peaked and possess thick tails.

**Table 4.6:** Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Servant Leadership Scale	.088	265	.000	.924	265	.000
Affective Commitment	.144	265	.000	.910	265	.000
Continuance Commitment	.073	265	.002	.943	265	.000
Normative Commitment	.094	265	.000	.941	265	.000
a. Lilliefors Significance Correction						

The Kolmogorov-Smirnov and Shapiro-Wilk tests were performed to check for normality at the 95% confidence interval, as indicated in the table above. For the distribution to be normal, the level of significance of the variables must be less than 0.05. The p-values in the table above are all significantly less than 0.001. This demonstrates that distributions have a normal distribution. This implies that the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests are shown in the table above. P is calculated by comparing the data from the two cumulative distributions and selecting the one with the greatest deviation (the KS test). Because the two samples in the table were drawn from the same population, their p-values are identical. Regardless of the improvements, this version of the test is inferior than the Shapiro-Wilk test.

The results of the Kolmogorov-Smirnov and Shapiro-Wilk tests are shown in the table above. The KS test determines which of two cumulative distributions differs the greatest from the other. Because both samples were drawn from the same population, their p-values are almost the same. Despite the modifications, the results demonstrate that the test is not as reliable as the Shapiro-Wilk test. In certain instances, the Kolmogorov-Smirnov test may be preferable to the chi-square test. It is also feasible to deal with a minimal number of samples. The normality test revealed that the data had a normal distribution. The Shapiro-Wilk table was used to assess for normalcy. Scale. Shapiro-Wilk was the creator of this. Their totals were more than 0.01, indicating that they followed a normal distribution.

### **4.3 Explanatory Factor Analysis**

Explanatory Factor Analysis is a technique that takes use of the possibility to focus on a few sub-dimensions rather than a huge number. This is the technique for reducing the overall size that is based on recognition. Additionally, the term may be used to describe the process of determining how a measurement is put together. For each scale bartlett, Kaiser-Meyer-Olkin (KMO) was used to determine sample adequacy and variable consistency. The sphericity test was likewise shown to be statistically significant. Factor analyses were found to be extremely acceptable, and the results of the tests and samples employed in the explanatory factor analysis are at a sufficient level of analysis. The factor structure was validated by a series of tests using data that was compliant with the factor retention standards. They were able to determine the factor structure as a result of this. The "varimax rotation methodology" and "principal component analysis approach" have been used to accomplish this. The scales were re-created using the same measurements as previously in light of the results of the explanatory factor analysis demonstrated factorization.

**Table 4.7:** Factor Analysis of Servant Leadership Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.737	53.380	53.380	3.737	53.380	53.380
2	.746	10.653	64.034			
3	.647	9.240	73.274			
4	.585	8.360	81.634			
5	.476	6.804	88.437			
6	.425	6.067	94.504			
7	.385	5.496	100.000			
Extraction Method: Principal Component Analysis.						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.885	
Bartlett's Test of Sphericity			Approx. Chi-Square		652.141	
			Df		21	
			Sig.		0.000	

The table above shows the calculation of factor analysis of servant leadership scale and the result can be clarified as follows: The KMO value for the scale is 0.885, which indicates that there is quality for the measurement. After conducting an examination of the elements that comprise the scale, we came to the conclusion that none of the variables could be eliminated, and that these factors together account for 53.380% of the variation in the findings of the study. This indicates that there is quality for the measurement. To put it in other words, the table that can be found above presents the findings of the factor analysis conducted on the servant leadership scale. This analysis reveals that every item on the scale has a high component load, and despite this, the findings indicate that none of the items should be reduced.

**Table 4.8:** Factor Analysis of Affective Commitment Scale

<b>Total Variance Explained</b>						
<b>Component</b>	<b>Initial Eigenvalues</b>			<b>Extraction Sums of Squared Loadings</b>		
	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>	<b>Total</b>	<b>% of Variance</b>	<b>Cumulative %</b>
1	3.621	45.266	45.266	3.621	45.266	45.266
2	.913	11.417	56.683			
3	.814	10.171	66.854			
4	.648	8.104	74.957			
5	.611	7.632	82.590			
6	.585	7.313	89.903			
7	.437	5.459	95.362			
8	.371	4.638	100.000			
Extraction Method: Principal Component Analysis.						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					0.861	
Bartlett's Test of Sphericity			Approx. Chi-Square		597.246	
			Df		28	
			Sig.		0.000	

The calculation of the factor analysis of the affective commitment scale is shown in the table above. This variable is also one of the subscales of organizational commitment. The result shows that the scale's KMO value is 0.861, which means that the measurement is accurate. After looking at the parts of the scale, we came to the conclusion that none of the variables could be taken out. These variables account for 45.266% of the difference between the study's results. This shows that the measurement is of good quality. In other words, the results of the factor analysis done on the affective commitment scale can be seen in the table above. This analysis shows that every item on the scale has a high component load, and the results suggest that none of the items should be dropped in rank.

**Table 4.9:** Factor Analysis of Continuance Commitment Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.66	45.806	45.806	3.66	45.806	45.806	2.56	32.051	32.051
2	1.20	15.047	60.852	1.20	15.047	60.852	2.30	28.801	60.852
3	.845	10.560	71.412						
4	.691	8.634	80.047						
5	.520	6.497	86.544						
6	.406	5.078	91.622						
7	.366	4.571	96.193						
8	.305	3.807	100.00						
Extraction Method: Principal Component Analysis.									
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.								0.801	
Bartlett's Test of Sphericity				Approx. Chi-Square				730.583	
				Df				28	
				Sig.				0.000	

In the table that can be seen above, the calculation for the factor analysis of the Continuance commitment scale can be found. This variable is also included as one of the subscales for the organizational commitment variable and the result reveals that the KMO value of the scale is 0.801, which is concluded that the measurement was carried out correctly. As a result of our examination of the components of the scale, we came to the realization that none of the elements could be removed. These factors are responsible for 45.806% of the overall variance in the findings of the research. This demonstrates that the measurement is accurate and reliable. To put it another way, the outcomes of the component analysis performed on the Continuance commitment scale can be seen in the table that is located above. This study reveals that every single item on the scale has a high component load, and the findings imply that none of the components could be removed.

**Table 4.10:** Factor Analysis of Normative Commitment Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.200	52.497	52.497	4.200	52.497	52.497
2	.736	9.201	61.698			
3	.658	8.226	69.924			
4	.607	7.592	77.516			
5	.578	7.219	84.735			
6	.476	5.945	90.680			
7	.405	5.060	95.740			
8	.341	4.260	100.000			
Extraction Method: Principal Component Analysis.						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.						0.899
Bartlett's Test of Sphericity				Approx. Chi-Square		797.510
				Df		28
				Sig.		0.000

The computation for the factor analysis of the normative commitment scale can be seen in the preceding table. This variable is also included as one of the subscales for the organizational commitment variable, and the result indicates that the scale's KMO value is 0.899, indicating that the measurement was conducted appropriately. As a consequence of our examination of the scale's components, we concluded that none of the components could be removed. These variables account for 52.497% of the total variation in the study results. This illustrates the measurement's precision and dependability. In other words, the conclusions of the component analysis conducted on the normative commitment scale are shown in the table presented above. This research demonstrates that every item on the scale has a high component load, and the data suggest that none of the components can be eliminated.

#### 4.4 Reliability Analysis

Reliability is the ability of a scale to show the thing being measured in an accurate way over time. Reliability analysis was used to figure out how consistent a variable was on its own. Reliability study uses Cronbach's metric extensively. Data are divided into two equal halves and the correlation coefficients are calculated for each split after each partitioning to arrive at this value. There's a comparable impact to

Cronbach's alpha if you take the average of these numbers. In order to test internal consistency, Cronbach's alpha might be used, which has an alpha range of zero to one. At the very least, a 0.5 acceptability level for reliability is advised.

**Table 4.11: Reliability Analysis**

Scales	Cronbach's Alpha	N of Items
Servant Leadership	0.853	7
Affective Commitment	0.824	8
Continuance Commitment	0.826	8
Normative Commitment	0.868	8

The table above shows the calculation of reliability analysis and the results indicates that the servant leadership scale a Cronbach's alpha score of 0.853, which indicates that it has a high degree of reliability. Also, the table shows the result of reliability analysis of affective commitment scale that has a Cronbach's alpha value of 0.824, which indicates that it has a high reliability value, continuance commitment scale has been analysis of its reliability and the result states that the scale has a Cronbach's alpha value of 0.826, which indicates that it has a high degree of reliability and The value for normative commitment scale was found to be 0.847, which is high reliable. The validity of the calculated Cronbach alpha values was established by looking at the reliability values for the variables of the scales, which were around 0.80

#### **4.5 Correlation Analysis**

Correlation analysis may be used to establish the linear link between two variables and to estimate their relationship. Analyzing how one variable influences another is what correlation analysis is all about. However, the association between these two factors seems to be weaker than it appears to be strong. Researchers may use correlation analysis in market research to assess quantitative data acquired via methods like surveys and polls in real-time. A positive correlation is defined as a rise in one variable followed by an increase in the other A negative correlation, on the other hand, means that when one variable rises, the other falls, and vice versa for the same variable

**Table 4.12: Correlation Analysis**

	<b>Servant Leadership Scale</b>	<b>Affective Commitment</b>	<b>Continuance Commitment</b>	<b>Normative Commitment</b>
Servant Leadership Scale	1			
Affective Commitment	0.605**	1		
Continuance Commitment	0.778**	0.669**	1	
Normative Commitment	0.904**	0.593**	0.733**	1
	N 265	265	265	265
**. Correlation is significant at the 0.01 level (2-tailed).				

The table above shows the calculations of correlation analysis between the variables of the study and the result indicate that servant leadership scale has positive relationship with affective commitment with coefficient value of (0.605\*\*). There is positive and strong relationship between servant leadership and continuance commitment with the degree value of (0.778\*\*) and also the table reveals that there is a substantial relationship between servant leadership and normative commitment scale with value of (0.904\*\*). So the result of the study shows that the dependent variable of the study has positive and strong associate with all independent variables of the study and all the variables of the study have correlated each other and statistically significant.

#### **4.6 Regression Analysis**

Regression is used to find the tight relationship between a single isolated variable and a large number of other independent variables. Regression analysis may help you understand how the dependent variable changes when some of the independent factors change. Discover and estimate causal relationships between variables using this method. The following are the test results for the elements and assumptions that effect of servant leadership on organizational commitment in terms of affective, continuance and normative commitment.

**Table 4.13:** Linear Regression between Servant Leadership and Affective Commitment

Dependent Variable: Servant Leadership Scale		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.153	1.646		6.776	.000
	Affective Commitment	.536	.044	.605	12.317	.000
F= 151.705, Sig. 0.000						
R= 0.605						
R Square 0.366						

The table above show the calculation of linear regression analysis between servant leadership and affective commitment. The result indicates that The F value of the model is 151.705 with sig. the value of 0.000 < 0.01 means that the model parameters are statistically significant. The coefficient of the independent variable is 0.605 And its corresponding sign. Since the value is 0.000 < 0.01, the effect of this coefficient on the dependent variable resulted to be statistically important. The R square shows the variation of the model and a result reveals that 0.366 which is quite a normal effect size, and the model is a good fit so it means that a full of 30% of the variation of the dependent variable is completely by independent variables. The equation coefficient of the affective commitment is 0.605, and is positive and statistically significant. This servant leadership variable has an increasing effect on affective commitment. In this case, the H1: hypothesis is accepted.

**Table 4.14:** Linear Regression Analysis between Servant Leadership and Continuance Commitment

Dependent Variable: Servant Leadership Scale		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.578	1.245		5.283	.000
	Continuance Commitment	.696	.035	0.778	20.083	.000
F= 403.319, Sig. 0.000						
R= 0.778						
R Square= 0.605						

In the table above, the results of the linear regression analysis between servant leadership and continuance commitment are shown. The result indicates that R value of 0.778 represents the correlation between expected and actual values. F value of the

model is 403.319 with sig value of  $0.000 < 0.001$  and this indicates that the model's parameters are statistically significant. The coefficient of the equation used to calculate continuance commitment is 0.778, and both its positive value and statistical significance are significant. The R square shows the variation of the model and a result reveals that 0.605 which is quite a normal effect size, and the model is a good fit so it means that a full of 60% of the variation of the dependent variable is completely by independent variables. Using these data to evaluate the H2 hypothesis demonstrates its validity, this means servant leadership variable has an increasing effect on continuance commitment.

**Table 4.15:** Linear Regression between Servant Leadership and Normative Commitment

Dependent Variable: Servant Leadership Scale		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.298	.828		3.981	.000
	Normative Commitment	.769	.022	.904	34.282	.000
F= 1175.260, Sig. 0.000						
R= 0.904						
R Square= 0.817						

The table above show the calculation of linear regression analysis between servant leadership and normative commitment. The result indicates that The F value of the model is 1175.260 with sig. the value of  $0.000 < 0.01$  means that the model parameters are statistically significant. The R square shows the variation of the model and a result reveals that 0.817 which is quite a normal effect size, and the model is a good fit so it means that a full of 80% of the variation of the dependent variable is completely by independent variables. The coefficient of the independent variable is 0.904 And its corresponding sign. Since the value is  $0.000 < 0.01$ , the effect of this coefficient on the dependent variable resulted to be statistically important. The servant leadership variable has an increasing effect on normative commitment. In this case, the H3: hypothesis is accepted. In this case, the H1: hypothesis is accepted.

## 4.7 Hypotheses Analysis

**Table 4.16:** Hypotheses Analyses of the Study

H1	Servant leadership has positive effect on organizational affective commitment.	Accepted
H2	Servant leadership has positive effect on organizational continuance commitment.	Accepted
H3	Servant leadership has positive effect on organizational normative commitment.	Accepted

## **5. CONCLUSION OF THE STUDY**

This research focuses on the effect of servant leadership on organizational commitment. The Iraq-based pharmaceutical company Sammarra medical supplier was selected as the case study for the research project. Servant leadership is a trait used to motivate followers in an organization to work hard to achieve business goals for the common good. It is a kind of leadership that promotes altruism. In the extremely competitive business environment of the twenty-first century, client satisfaction is one of the most important determinants of a company's success. As a consequence of the rising rivalry in the market, companies in the service sector have been driven to use all available resources to improve their service quality in the eyes of customers. If a corporation intends to be at the forefront of its industry, it must demonstrate servant leadership. Individuals may flourish when they are given with a caring environment fostered by servant leadership. This setting provides individuals the impression that they are at the top of the hierarchy, cherished, and revered. The use of these management techniques has the potential to result in a more pleasant workplace that also maintains a high level of job satisfaction and employee motivation.

It was found through regression and correlation analysis that there is a significant relationship between servant leadership and affective commitment; this confirms H1 of the study. This suggests that servant leadership can foster empowerment and development of individuals through the expression of humility, authenticity, interpersonal acceptance, and stewardship; and through the provision of direction, as well as increase the employees' intrinsic motivation, which in turn has a beneficial effect on their service-innovative behavior. Contradictory to the research are (Piong, 2016; Miao, et al 2014; Mahembe, and Engelbrecht, 2013; Hu and Liden 2011). According to their research, servant leadership increases people's emotional investment in the group. So at this point, an employee is dedicated to their firm, has bought into the company's vision and objective, and is enthusiastic about contributing to the company's success. They take more initiative, aim higher, and

accomplish more as a result. Dedication from employees benefits the organization as a whole. Employees that are invested in their work have a positive impact on the efficiency of their peers and superiors.

The study found that servant leadership has positively affect continuance commitment and this result was found under regression and correlation analysis so the H2 of the study is accepted. This means that servant leadership can boost long-term loyalty by fostering open lines of communication between management and staff, fostering an environment where everyone feels like a valuable contributor, encouraging creativity and new ideas, and rewarding good performance with praise rather than criticism. When talking about workers, "continuance commitment" refers to how much they want to remain with the company. Employees that are "continuance committed" have a strong desire to remain with the company, which boosts business results since loyal workers are invested in the company's success and hence are more enthusiastic about their job. Numerous researchers have come to the same conclusions as this one: (Muthia, and Krishnan, 2015; Miao, et al 2014; Setyaningrum, 2017).

The study result state that there is a positive and strong relationship between servant leadership and normative commitment, this result was found by analysis of regression and correlation test and this result was found statistically significant so that means the H3 of the study is accepted. Accordingly, servant leadership is strengthened, it might result in a rise in normative commitment, making employees feel that they have a duty to remain with the company. The research is supported by various empirical findings, including (Piong, 2016; Miao, et al 2014; Mahembe, and Engelbrecht, 2013; Hu and Liden 2011; Setyaningrum, 2017; Muthia, and Krishnan, 2015). In a servant leadership model, employees are the primary focus, they get ongoing assistance, and they are given opportunities to grow (Allen et al., 2016). This demonstrates the effectiveness of a servant-leadership model in fostering corporate dedication and staff performance, both of which are key factors in ensuring happy consumers.

## 5.1 Research Implementation

The results of this study suggest that there is a positive correlation between servant leadership and all three varieties of commitment (affective, continuing, and normative). Based on these results, the Iraqi medical supply firm Sammarra should develop leadership styles that are empowering and people-oriented, like servant leadership, in order to increase emotional commitment. Among the value-based leadership styles that fosters employee development and significantly influences affective commitment (i.e., when employees feel emotionally attached to their organization), one may find the leadership style known as "servant leadership."

The Sammara Medical Supply Company should pay some attention to the idea of continuance commitment, which has beneficial impacts but also generates fear about job security for its employees. This notion has both positive and negative consequences. It's possible that some employees may opt to leave as a consequence of this, but loyal employees are far less likely to call in sick than their peers will be. They are more likely to look forward to going to work, carrying out the task that has been allocated to them, reaching the objectives that have been established, and contributing to a cohesive team. If a person has grown to identify with the goals and values of the company, they are statistically less likely to consider quitting their job when they are unhappy with their work situation, even if they are unhappy overall. This is the case even in the event that the worker encounters the common yet unsettling sensations of discontentment in their employment.

Strong employee loyalty leads to improved teamwork, cooperation, and morale. Sammarra, an Iraqi medical supply company, should work on increasing its workers' normative commitment since it fosters a feeling of duty to remain and helps keep staff turnover low. The reason for this is because when workers have a personal stake in the success of their company, they are more willing to help one another out, dive deep into teamwork, and cooperate. Once again, this boosts the team's morale, leading to more output. Staff members who are invested in and enthusiastic about the future of their firm are more inclined to speak positively on its behalf. They have internalized the company's values and goals on both a personal and professional level. This shows that they are enthusiastic supporters of the company's stances and offerings.

Empowerment, team building, participative management, and the service ethic are all essential components of servant leadership, which are vital for the development of team commitment and team performance. This study found that using servant leadership and emotional commitment has key implications for teambuilding interventions, which can be used to aid work teams in becoming more successful. These interventions may be used to help work teams become more effective.

## **5.2 Limitations and Future Research**

One of the obstacles encountered by the research was the language of the questionnaire. The fact that contact would take place in English posed a difficulty, since some of the employees refused to participate in the survey on the grounds that its phrasing contradicted their organization's policy about the language used for official business. Although the methods required for the translation of traditional research instruments are time-consuming and arduous, future research will be faced with the huge challenge of having to collect data in the participants' native languages.

Servant leadership may be included into future research models to see whether it promotes employee dedication to managers in a unique manner. Finally, a comparable study may further this line of inquiry by looking at some research elements in a wider range of corporate and cultural settings. Future research should consider the possibility of extending the theoretical model by formally incorporating additional latent variables like cultural experiences, emotional intelligence, organizational justice, trust, empowerment, and organizational citizenship behavior in an effort to explain additional variance in team effectiveness. The goal here should be to improve the model in some way. The assessment instruments utilized in this study also need more psychometric improvement.

Research should be conducted into how organizations can safeguard against the potential dark side of servant leadership, i.e. that servant leaders may be tempted to favor their subordinates at the expense of their organization. It also needs to be examined whether there are diminishing returns to servant leadership, i.e. whether exhibiting servant leadership characteristics provides benefits only up to a certain degree in terms of employee performance and behavioral outcomes. It is important for there to be research done into how companies can protect themselves from the

possible negative aspects of servant leadership. One of these negative aspects is the possibility that servant leaders may be tempted to favor their subordinates above their company. It is also necessary to investigate whether there is a point of diminishing returns in servant leadership, which means determining whether demonstrating characteristics of servant leadership only provides benefits up to a certain level in terms of the performance of employees and the behaviors they exhibit.



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## APPENDIX

### Additional-1: Questionnaire

#### Section A: Demographic Characteristics

1. Gender

Male [ ]                      Female [ ]

2. Age

Less than 18 yrs [ ]              20 – 29 yrs [ ]

30 – 39 yrs [ ]                      40 – 49 yrs [ ]

More than 50 yrs [ ]

3. Education Level

Secondary School [ ]              Bachelor Degree [ ]

Masters Degree [ ]      PhD [ ]      Others [ ]

4. How long have you been worked?

a. Less than 2 year [ ]

b. 2 – 4 years [ ]

c. 5 – 8 years [ ]

d. More than 8 years [ ]

### **Section B: Servant Leadership Scale (SLS) – 7 Items**

Please pick one (1=strongly disagree, 2=disagree, 3=Somewhat disagree 4=Neutral, 5=Somewhat agree, 6=agree, 7=strongly agree)

#### **Liden et al.'s (2014) Servant Leadership Scale (SLS)**

1. My manager can tell if something work-related is going wrong.
2. My manager makes my career development a priority.
3. I would seek help from my manager if I had a personal problem.
4. My manager emphasizes the importance of giving back to the community.
5. My manager puts my best interests ahead of his/her own.
6. My manager gives me the freedom to handle difficult situations in the way that I feel is best.
7. My manager would NOT compromise ethical principles in order to achieve success.

### **Organizational Commitment Scale (OCS) – 24 Items with three sub-scales**

#### **Allen and Meyer's (1990) Organizational Commitment Scale (OCS)**

##### **Affective Commitment Scale items**

1. I would be very happy to spend the rest of my career with this organization.
2. I enjoy discussing my organization with people outside it.
3. I really feel as if this organization's problems are my own.
4. I think that I could easily become as attached to another organization as I am to this one.
5. I do not feel like 'part of the family' at my organization.
6. I do not feel 'emotionally attached' to this organization.
7. This organization has a great deal of personal meaning for me.
8. I do not feel a strong sense of belonging to my organization.

#### Continuance Commitment Scale items

9. I am not afraid of what might happen if I quit my job without having another one lined up.
10. It would be very hard for me to leave my organization right now, even if I wanted to.
11. Too much in my life would be disrupted if I decided I wanted to leave my organization now.
12. It wouldn't be too costly for me to leave my organization now.
13. Right now, staying with my organization is a matter of necessity as much as desire.
14. I feel that I have too few options to consider leaving this organization.
15. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice — another organization may not match the overall benefits I have here.



#### Normative Commitment Scale items

17. I think that people these days move from company to company too often.
18. I do not believe that a person must always be loyal to his or her organization.
19. Jumping from organization to organization does not seem at all unethical to me.
20. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain.
21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
22. I was taught to believe in the value of remaining loyal to one organization.
23. Things were better in the days when people stayed with one organization for most of their careers.
24. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

## **RESUME**

**Mustafa Ali Kadhim AL-RUBAYE**

### **EDUCATION:**

- Master student of Business Administration

### **SKILL:**

- Microsoft Office (Word, Excel, Power point)
- Scientific researcher
- Adaptability
- The ability to make decisions
- The ability to solve crises

### **EXPERIENCE:**

- Free business
- Al-Shariq \_ Money Transfer Company