



**THE ROLE OF SERVANT LEADERSHIP IN
ENSURING JOB INVOLVEMENT
CASE STUDY AT THE UNIVERSITY OF KIRKUK,
IRAQ**

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Seror Riyadh Hussein ALBAYATI

**Supervisor
Assoc. Prof. Dr. Halime GÖKTAŞ KULUALP**

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Seror Riyadh Hussein ALBAYATI

Assoc. Prof. Dr. Halime GÖKTAŞ KULUALP

T.C.

Karabuk University

Institute of Graduate Programs

Department of Business Administration

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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Seror Riyadh Hussein ALBAYATI titled “THE ROLE OF SERVANT LEADERSHIP IN ENSURING JOB INVOLVEMENT CASE STUDY AT THE UNIVERSITY OF KIRKUK, IRAQ” is fully adequate in scope and in quality as a thesis for the degree of Master Degree.

Assoc. Prof. Dr. Halime GÖKTAŞ KULUALP

Thesis Advisor, Department of Safranbolu Faculty of Tourism

This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master Degree thesis. 21/06/2022

Examining Committee Members (Institutions)

Signature

Chairman : Assoc. Prof. Dr. Halime GÖKTAŞ KULUALP (KBÜ)

Member : Assoc. Prof. Dr. Ozan BÜYÜKYILMAZ (KBÜ)

Member : Assoc. Prof. Dr. Öznur YAVAN (EBÜ)

The degree of Master Degree by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Prof. Dr. Hasan SOLMAZ

Director of the Institute of Graduate Programs

DECLARATION

I now certify that this thesis is the product of my own effort, and that all material contained has been gathered and explained in compliance with the institute's academic regulations and ethical policies. Furthermore, I certify that any assertions, findings, and materials that are not unique to this thesis have been cited and referenced verbatim. Without regard to time, I assume all moral and legal ramifications of any detection contrary to the aforementioned declaration.

Name Surname: Seror Riyadh Hussein ALBAYATI

Signature:

FOREWORD

Thanks to God Almighty, first and foremost, I extend my thanks, appreciation to everyone who helped me in completing this work, especially my dear supervisor Doç. Dr. Halime GÖKTAŞ KULUALP, for her valuable guidance while writing my thesis, and I express my appreciation and thanks to my sweet 'Mother' for her prayers and kindness for her trust on me. I am also too pleased to my "Father" and "Siblings" for their continuous encouragement and support and I extend my thanks and grateful to everyone who helped me and made an effort with me and saved me time. I ask God to protect and take care of them all.

ABSTRACT

Due to of continuous changes in the business environment, it has become necessary to put away the traditional concept of leadership and adopt modern models capable of developing the organization's performance and individuals. Servant leadership is one model that leaders can use to develop employees' job involvement. Servant leadership is concerned with follow-up and loyalty and tends to empower and develop employees to their fullest abilities.

The research aims to reveal the role of servant leadership with its dimensions (Service, Stewardship and Empowerment) in achieving job involvement at the University of Kirkuk. This research used a survey method to explore job involvement practices by the servant leadership of the administration and employees at Kirkuk University. The use of questionnaires was more useful and produced more complete results and thus stronger credibility. The study population consisted of employees at the University of Kirkuk. Field information was collected through the distribution of a questionnaire prepared online due to the pandemic by Google Form. Since it would be difficult for the researcher to apply to the all employees of the university, the researcher randomly selected three faculties of university. The total number of staff of these faculties is 500. The mail addresses of 500 people were obtained from the university and the questionnaires were sent by Google Form. 220 employees responded to the surveys. The statistical analytical method used, which aims to describe and analyze the phenomenon of the study and to reveal the relationship between its components and the processes it includes.

The results showed that all variables, whether independent or dependent, have a positive relationship. The correlation coefficient was in the range of 0,60 to 0,70, indicating a medium to the high correlation between the variables. Service and Empowerment have a significant and positive impact on job involvement at the University

of Kirkuk. However, Stewardship have not a significant and positive impact on job involvement.

In order to raise the efficiency of leaders' performance and increase job involvement, the university should organize workshops and courses to train managers on servant leadership practices, motivate and support employees to increase their level of stewardship and raise their level of job involvement.

Keywords: Servant Leadership; Job Involvement; University Employees

ÖZET

İş ortamındaki sürekli değişimler nedeniyle, geleneksel liderlik anlayışını ortadan kaldırmak ve organizasyonun performansını ve bireylerini geliştirebilecek modern modellerin benimsenmesi gerekli hale gelmiştir. Hizmetkar liderlik, liderlerin çalışanların işe katılımını geliştirmek için kullanabilecekleri bir modeldir. Hizmetkar liderlik, çalışanı takip ve sadakatle ilgilidir ve çalışanları tam yeteneklerine göre güçlendirme ve geliştirme eğilimindedir.

Araştırma, Kerkük Üniversitesi'nde işe bağlılığın sağlanmasında hizmetkâr liderliğin rolünü boyutlarıyla (Hizmet, Vekilharçlık ve Yetkilendirme) ortaya koymayı amaçlamaktadır. Bu araştırma, Kerkük Üniversitesi'nde yönetimin hizmetkar liderliği ve çalışanları tarafından işe katılım uygulamalarını keşfetmek için bir anket yöntemi kullanmıştır. Araştırmanın evrenini Kerkük Üniversitesi'nde çalışan kişiler oluşturmuştur. Pandemi nedeniyle online olarak anket formunun Google Form üzerinden dağıtılması yoluyla saha bilgileri toplanmıştır. Araştırmacının üniversitenin tüm çalışanlarına başvurması zor olacağından, araştırmacı tarafından üniversitenin üç fakültesi rastgele seçilmiştir. Bu fakültelerin toplam personel sayısı 500'dür. Üniversiteden 500 kişinin mail adresleri alınmış ve anketler Google Form ile gönderilmiştir. Anketlere 220 çalışan yanıt vermiştir. Çalışmada verileri analiz etmek ve değişkenler arasındaki ilişkiyi ortaya çıkarmak amacıyla istatistiksel analitik yöntemler kullanılmıştır.

Analiz sonuçları, bağımsız ve bağımlı tüm değişkenlerin pozitif bir ilişkiye sahip olduğunu göstermiştir. Korelasyon katsayısı 0,60 ile 0,70 arasında olup, bu değerler değişkenler arasında orta ila yüksek korelasyona işaret etmektedir. *Hizmet* ve *Yetkilendirmenin* Kerkük Üniversitesi'ndeki işe bağlılık (işe katılım) üzerinde anlamlı ve olumlu bir etkisinin olduğu saptanmıştır. Bununla birlikte, örneklem üzerinde *vekilharçlık* değişkeninin işe bağlılık (işe katılım) üzerinde anlamlı ve olumlu bir etkisinin olmadığı tespit edilmiştir.

Üniversiteler, liderlerin performansının verimliliğini ve çalışanların işe bağlılığını artırmak için yöneticilerini hizmetkar liderlik uygulamaları konusunda eğitmeli, çalışanlarının vekiilik düzeylerini artırmalı ve işe katılım düzeylerini yükseltmeleri için motive etmek ve desteklemek amacıyla çalıştaylar ve kurslar düzenlemelidir.

Anahtar kelimeler: Hizmetkar Liderlik; İşe Bağlılık; Üniversite Çalışanları

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Anahtar Kelimeler	Hizmetkar Liderlik; İşe Bağlılık; Üniversite Çalışanları

SUBJECT OF THE RESEARCH

The Role of Servant Leadership in Ensuring Job Involvement: A Case Study at the University of Kirkuk, Iraq.

PURPOSE AND IMPORTANCE OF THE RESEARCH

The topic of leadership has received great attention by researchers, because of its effective impact on administrative development, and facing internal and external challenges affecting the work of the organization, as organizations often seek to enhance the commitment of employees in order to achieve stability, reduce employee turnover and maintain a high level of job involvement. On a large scale, committed employees work harder than others to achieve the organization's goals.

Therefore, the purpose of this study is to find out the effect of the dimensions of servant leadership (Service, Stewardship and Empowerment) on job involvement by employees at Kirkuk University, as well as the level of employee involvement within the university.

Theoretical Importance

- This study highlights on the reality of the practice of servant leadership in organizations from the stand point of employees at the University of Kirkuk.
- The study results may contribute to providing information and concepts related to the dimensions of servant leadership and job involvement.

Practical Importance

- The study results may contribute to guiding leaders by the importance of applying the servant leadership style in organizations.
- The study results may assist leaders in choosing modern leadership styles, which in turn contribute to the job engrossing of their subordinates, which builds a more efficient and productive atmosphere.

- The study results may enhance the perception of decision-makers in higher administrations when choosing leaders; This ensures the selection of elements capable of leading the work with high efficiency.

- The results may benefit decision-makers and educational policymakers in the Ministry of Education in taking measures and methods that enhance job involvement.

- The study results may contribute to developing the reality of university leadership by presenting realistic descriptive results for the level of servant leadership in universities and its relationship to job involvement at Kirkuk University.

METHOD OF THE RESEARCH

In order to meet the study's aims, the statistical analytical approach adopted, which aims to describe the phenomenon of the study and analyze it and reveal the relationship between its components and the processes it includes.

The questionnaire method used to collect data because it suits the study's objectives: to identify the relation between the dimensions of servant leadership and job involvement among employees at Kirkuk University.

The questionnaire comprises three parts and two forms of variables. The first part is demographic variables: respondents' gender, level of education, age group, and career experience. The other two-parts of the survey includes the main study variables, which they are servant leadership (independent variable) with its three dimensions: Service, Stewardship and Empowering, in addition to job involvement (dependent variable).

HYPOTHESIS OF THE RESEARCH AND RESEARCH PROBLEM

The challenges faced by organizations in a rapidly changing world require leadership skills that affect the performance level of employees and increase their integration into their jobs and direct their energies towards performing their tasks. Hence, the need for a servant leadership style that focuses on serving employees, meeting their

needs, and then serving the organization is reflected in the outputs. Therefore, the study hypothesized that:

The following are the primary and secondary hypotheses:

H1: Servant leadership and job involvement have a statistically significant relationship.

From this hypothesis the following sub-hypotheses emerge:

H1a: Services have a significant and positive impact on job involvement.

H1b: Stewardship have a significant and positive impact on job involvement.

H1c: Empowerment have a significant and positive impact on job involvement.

SCOPE AND LIMITATION / DIFFICULTIES

Scope of the Study:

Human Scope: The staff of the University of Kirkuk.

Place Scope: The study is limited in the Kirkuk University.

Time Scope: The time of the research from January, 2020 to March, 2022.

Limitation of the Study

- Technical defects that may stand in the way of executing the electronic questionnaire, such as link failure or network weakness.
- Because some employees did not have time to complete the questionnaire on time, the researcher had to spend additional time gathering the essential data.
- Not all of the respondents were willing to fill the questionnaire.

1. INTRODUCTION

1.1. Background

As a result of the increasing difficulties and continuous changes in the work environment, it has become necessary to abandon the traditional concept of leadership and adopt modern models of leadership capable of developing the performance of the organization and individuals to accomplish the objectives of the organization to be able to face those changes (Greenleaf, 2008).

Servant leadership is one of the models that leaders can use to develop job involvement, it is concerned with follow-up and loyalty and tends to empower and develop employees to their fullest potential. Job involvement is related to servant leadership through pay, incentives, independence, workload, and supervision (Dierendonck & Patterson, 2014).

Job involvement is the stage in which an employee is rationally and cognitively involved in his job and present the great interest in it. It is one of the important variables that contribute to building the organizational identity. It is like building bridges in cultures where servant leadership is a better solution to increase job involvement (Paullay, Alliger, & Stone-Romero, 1994).

In order to meet the study's aims, the questionnaire method used to collect data; because it suits the objectives of the study, which is to identify the relationship between the dimensions of servant leadership and job involvement among workers at Kirkuk University, in addition to the statistical analytical method adopted, which aims to describe and analyze the phenomenon of the study, and to reveal the relationship between its components and the processes it includes.

In order to conduct a detailed study, the research has been divided into four chapters. The first chapter represents an introduction to the importance and objectives of the research and the problem and hypotheses for the second chapter, which includes the theoretical framework of the literature regarding the research variables. In contrast, the third chapter presents the practical side of the research methodology and hypothesis

testing. The research ends with the fourth chapter, which is devoted to presenting conclusions and recommendations.

Servant leadership is a management practice that is difficult to obtain in public organizations. Despite the prevalence of the concept of servant leadership in our time, there are many organizations that still suffer from problems in the leadership side and weakness in the relationship between management and employees.

For the purposes of this research, servant leadership is defined as trusting, empowering, and serving others. When employees are involved in their job, they comply with the guiding principles of servant leadership (Feltz, 2018).

According to (Helms, 2017) servant leaders put the interest of others above themselves which leads to a positive climate. (Engelhart, 2012) noted that when leaders demonstrate servant leadership skills, employees are more influenced in a positive way.

Several studies individually have assisted to form and define servant leadership (Feltz, 2018). However, the actual practices of service leadership and its impact on job involvement in Iraqi public organizations and universities are still few in the literature.

1.2. Case Study

This chapter covers the general research methodology framework that will be employed in this research study. According to (Dennis & Winston, 2003), the research design will be helpful in laying out the research study and how it will be conducted in this thesis, studies which contribute new knowledge and observations are known as exploratory research studies, while descriptive research is based on an informed set of observations about certain events and interests. On the other hand, (Davenport, 2014) highlighted explanatory research as the explanation of the observed phenomenon and its attributes.

The primary goal of this study is to put the conceptual model of servant leadership and job involvement. Hence, the research's major aim and purpose is to look at the impact of servant leadership on job involvement among employees at the University of Kirkuk in

Iraq. The research intends to utilize the quantitative research method in this study since it is one of the most effective techniques for investigating the behaviors and views of university workers toward servant leadership.

1.3. Study Statement

In order to attain the intended objectives, models and patterns of competent administrative executives with contemporary intellectual trends and differentiating abilities are needed by institutions. As a result, the research concern at Kirkuk University is the importance of understanding the function of servant leadership in ensuring job involvement.

The present research study is very important for those organizations and companies that are lacking behind the concept of servant leadership and job involvement. This study is very helpful for the management of various public and private sector organizations to know the positive role of servant leadership in engaging their employees towards productivity and involvement. Thus, through servant leadership, it becomes very easy for the management of the organization to dedicate their employees towards achieving common goals and objectives of the organization. Hence, through this leadership style, any organization can achieve good performance and growth because their employees are committed towards their job.

1.4. Purpose of the Research

The topic of leadership has received great attention by researchers, because of its effective impact on administrative development, and facing internal and external challenges affecting the work of the organization, as organizations often seek to enhance the commitment of employees in order to achieve stability, reduce employee turnover and maintain a high level of job involvement. On a large scale, committed employees work harder than others to achieve the organization's goals.

Therefore, the purpose of this study is to find out the effect of the dimensions of servant leadership on job involvement by employees at Kirkuk University, as well as the level of employee involvement within the university.

1.5. Importance of the Study

Theoretical Importance

- This study highlights on the reality of the practice of servant leadership in organizations from the standpoint of employees at the University of Kirkuk.
- The study results may contribute to providing information and concepts related to the dimensions of servant leadership and job involvement.

Practical Importance

- The study results may take part to guiding leaders by the importance of applying the servant leadership style in universities.
- The study results may participate to assisting leaders in choosing modern leadership styles, which in turn contribute to the job engrossing of their subordinates. Which builds a more efficient and productive atmosphere.
- The study results may enhance the perception of decision makers in higher administrations when choosing leaders; This ensures the selection of elements capable of leading the work with high efficiency.
- The study results may contribute to the benefit of decision makers and educational policy makers at the university and the ministry of higher education in taking measures and methods that enhance employee job involvement.
- The study results may contribute to developing the reality of university leadership by presenting realistic descriptive results for the level of servant leadership in universities and its relationship to employee job involvement at Kirkuk University.

1.6. Hypothesis

The following are the primary and secondary hypotheses:

H1: Servant leadership and job involvement have a statistically significant relationship.

From this hypothesis the following sub-hypotheses emerge:

H1a: Services have a significant and positive impact on job involvement.

H1b: Stewardship have a significant and positive impact on job involvement.

H1c: Empowerment have a significant and positive impact on job involvement.

1.7. Questions About the Research

The following are the most important research questions that are explored in the literature review and serve as the main basis of the current research study:

- What role does servant leadership make in ensuring job involvement in an organization?
- What's the action of the dimensions of servant leadership on job involvement?

2. LITERATURE REVIEW

The present research study on servant leadership and job involvement provides a detailed literature review through theoretical framework. Literature review and previous studies support the value and purpose of the research. This chapter contains the theoretical foundation of the concepts for servant leadership and job involvement.

2.1. Concept of Leadership

Among other things, leadership is associated with policymaking, directing and regulating other aspects, components, or people of the organization or team, leadership has the power to create and maintains hierarchy among members of a group or organization. Leaders are expected to use their authority to ensure the smooth operation of the company (Mitra, 2020).

Leadership, according to (Fiedler, 1967), is an interactive relationship in which authority and influence are unequally allocated and one person leads and controls the behaviors of others (Anwar, 2018).

The concept of leadership includes a wide range of people in the private, public, profit and non-profit sectors, so the concept of leadership cannot be categorized as an individual trait but as a common and interconnected social concept. Leadership is understood in many different and varied ways, making it difficult to give a unified concept of leadership. Leadership can be defined in its simple sense as the desire of a group of people to achieve a common goal. It is a practice practiced by people through influencing others to organize and facilitate activities within the organization (Yukl, 2010).

2.2. Differences between Leadership and Management

Leadership has several differences with management, as leadership focuses on the basic principles of the organization, such as commitment and organization, and the leader uses the vision and mission of the organization to direct and guide employees. The main objective of leadership is to achieve the goals of the organization. Leaders are concerned

with carrying out their responsibilities, exercising authority, and guiding employees to achieve business goals and aspirations. Managers are often being responsible for a variety of duties such as planning, research and development, motivation, and providing psychological support to employees. Managers are concerned with the style of business management and the influence on employees (Bass, 1985).

Leadership and management intersect, but they are not the same thing. Both entail influence, working with others, and striving for common goals (The Guardian, 2013). However, the domains of leadership and management are thought to be fundamentally distinct. According to Katz, leadership is a multidirectional influence connection, whereas management is a unidirectional authority relationship (Katz, 1955).

Zaleznik stated that the business needs both competent managers and effective leaders to achieve its goals, but he contends that managers and leaders contribute differently (Zaleznik, 1977). Whereas leaders advocate change, innovative ways, and seek to understand people's views in order to acquire their commitment, managers promote stability, exert authority, and work to get things done. As a result, different sorts of people are required in management and leadership.

Table 1. Differences Between Leader and Manager

Items	Leader	Manager
Focus	Vision and Mission	Structure and system
Total Quality	Efficacy	Efficiency
Authority	Derives it from himself	Derived from the systems
Planning	Strategic	Operational
Change	Interested in development and change	Interested in renewing the current situation
Censorship	Focuses on self-censorship	Focuses on monitoring the performance of its employees
The Work	Entrepreneur (Future Run)	Persistent (live in the present)

Source: Al-Shammari (2004).

Najm, (2012) states, “The main difference between leadership and management is the source of strength, which is the potential ability.” To influence employees, leadership depends on vision, personal strength, or subjective experience that attracts others to it while management depends on the strength of the administrative center”.

2.3. Concept of Servant Leadership

Leadership has a set of definitions, but it is concerned in the simplest with the ability to influence others to achieve organizational goals efficiently and effectively, as well as formulating the vision and mission of the organization, developing strategy and public policy, managing and organizing organizational activities and processes (Guangyong & Wang, 2008).

Many businesses and organizations encounter issues such as unethical behavior, high employee turnover, and poor financial performance, to mention a few. This might be attributable to ineffective leadership. The major purpose for organizations is to attain their goals; therefore, effective leaders must organize and encourage the employees (Vigoda & Gadot, 2012). However, some organizations do not realize the importance of their managers' leadership styles.

People's opinions of leadership conduct have shifted as the times have changed. The servant leadership paradigm has been developed in response to the growing need for more ethical, people-centered management. At the moment, the emphasis is on innovation and employee well-being, and ethical leadership is becoming increasingly vital (Luthans, 2002).

Robert Greenleaf (1904-1990) invented the phrase "servant leadership" in his landmark work "The Servant as Leader," which was originally published in 1970. According to (Davis; Schoorman; & Donaldson (1997), Beyond the principles of traditional leadership theory, with its assumption as individual and self-serving, it is important to go to new leadership based on people as organizational, trustworthy, and self-actualizing.

It is critical to emphasize that the servant-leader does not use his authority to get things done, but instead works to convince employees. A servant-leader is a dependable steward of the organization. It suggests that servant-leaders are motivated by factors other than self-interest. Other than a desire for power, they are driven by a desire to serve. This desire to serve is at the heart of successful leadership; it leads to a devotion to individual employee development, organizational survival, and community involvement. (Reinke, 2014). As a result, power becomes a means of serving others, and it may even be regarded a requirement for servant leaders.

2.4. The Importance of Servant Leadership

Servant leadership is important in organizations because it focuses on serving and growing human capital, which is something that all organizations, regardless of size, require in order to fulfill their objectives. It aims not just to meet its own requirements, but also to instill a culture of continual learning in its members by providing them with a sense of independence and growth. Servant leadership has an important role in developing teamwork, which leads to increased production (Tarr, 1995). It supports in the creation of a suitable organizational environment, resulting in job satisfaction and, as a result, organizational loyalty to employees towards their work (Laub, 1999). It is considered an efficient leadership style for motivating employees to learn, grow, and create, resulting in the development of future leaders (Bernard, 2000). It assists the organization in achieving beneficial outcomes such as focusing on value, mission, responsiveness, and flexibility, as well as developing innovative individuals, competencies, and work groups (Yoshida, 2013). Organizational transformation from traditional to learning organizations, defined by the fostering of collaboration, learning teams, and the adoption of an attitude of continuous learning for individuals and work groups at all levels of the organization. Servant leadership contributes to the establishment of a service culture within the organization.

Servant leadership represents a close association between the leader and the followers, and there are good relationships between them along a number of dimensions such as service, stewardship, and empowerment (Barbuto and Hayden, 2011).

Leadership refers to the process of intended influence, whereas servant leadership focuses primarily on this influence on followers. Servant leadership entails understanding and practicing leadership that prioritizes the interests of followers over the leader's self-interest, with an emphasis on leadership behaviors that stimulate the development of followers while reducing the leader's glorification and praise (Williams, 2017).

2.5. Servant Leader Characteristics

The servant leader is unique from the traditional leader, who is defined by a set of features that distinguishes it from the other traditional and modern leaders studied by (Yasser, 2018). It must be a source of satisfaction and self-motivation to perform the service; else, it would be considered an insult and humiliation, which will motivate the followers to carry out the leader's directions without becoming bored, as well as sincerity and perseverance: Sincerity entails a sense of responsibility toward the organization, perseverance entails attempting to solve problems and complete work in a timely manner in a variety of ways, knowledge entails identifying the organization's objectives, policies, and laws of work, and insight entails identifying alternatives and being creative in problem-solving.

Servant leadership is concerned with the interaction between leaders and other persons in organizations, and it entails equal parts humanity, openness, bravery, and critical thinking. According to Greenleaf's works, leaders are supposed to have traits and talents such as listening, empathy, awareness, foresight, stewardship, and community building (Stam, 2004).

2.6. The Difference Between Traditional and Servant Leadership

There are several differences between traditional leadership and servant leadership Al-Ruwaili (2019), the most important of which are:

Table 2. The Comparison Between Traditional Leadership and Servant Leadership

Traditional Leadership	Servant Leadership
<ul style="list-style-type: none"> • The leader looks at the outcomes, processes, and behavior of the team. • Each person's organizational productivity is measured by the leader. • People are valuable resources to a leader, and he sees himself as a leader whose task is to achieve goals. • A leader is a keen observer who is primarily concerned with his own interests. • Internal competition is encouraged. • Individuals have no place in the leader's time. • The leader is in charge of resolving conflicts. • It forces employees to labor in accordance with the company's policies. 	<ul style="list-style-type: none"> • The leader assists in the improvement of the work. • Initiatives, volunteerism, and teamwork, according to the boss, boost production. • People come first for the leader, and he sees himself as first among equals, with his purpose being to enable and cultivate the leadership talents of others. • In which the leader emphasizes ethical behavior and employees regard him as a trustworthy individual who welcomes new ideas and is adaptable, smart, and upbeat. • The leader believes that competition should be reduced and replaced with collaboration. • Individuals are given priority by the leader. • A leader is a mediator who cares about others who haven't listened to his point of view. • The leader interacts with the staff such that good ideas emerge, are carefully considered, and a shared vision emerges for everyone.

Source: (Al-Ruwaili, 2019)

2.7. Dimensions of Servant Leadership

The researcher has explained the main dimensions of the servant leadership used in the theoretical model taken from the previous literature review. The researcher has employed the main dimensions or characteristics that a servant leader must hold on to these three dimensions (Davenport, 2014) are as follows:

- Service.
- Stewardship.
- Empowering and Developing Employee.

2.7.1. Service

One obstacle to communicating with subordinates is traditional hierarchy. Too often - members of the organization look towards the top of the hierarchy and focus on pleasing their superiors, as opposed to a servant leader who flips the pyramid sideways so that the organization's emphasis is on the individuals for whom it is intended. Which makes the decisions of the leader more related to the needs of those served (Keith, 2008). Authentic leadership arises from the desire to serve and help others, not the exercise of power or self-interest, and here lies the greatness of the leader (Al-Siyabiya, 2017).

Servant leadership presupposes first and foremost a commitment to serve the needs of others, and emphasizes persuasion and openness rather than domination (Spears, 2010). Silvers (2010) sees that the leader's service consists in identifying and meeting the needs of workers, and dealing justly, and that he considers them his partners, so that he realizes that the power he possesses is a means of service and not an end. The leader's initiative to serve individuals will increase the love of his followers, which will strengthen his influence on them. Thus, creating a stimulating environment for service (Al-Ruwaili, 2019). Servant leaders enrich life, build human cadres, and encourage growth and development; Because their leadership is not just a job, but rather a message intended to serve others, which results in the success of organizations.

2.7.2. Stewardship

For any organization or corporation, careful and responsible management and leadership are in great demand. According to the stewardship notion, the supervisor is the only one who is accountable for supervising their employees and taking care of other concerns within a business. One of the key characteristics of servant leadership is stewardship management, in which leaders function as supervisors and are responsible for everything under their control. As a result, one of the most significant characteristics and dimensions of servant leadership is stewardship. Because this idea is becoming more essential in most international firms, where a supervisor is in charge of a team of employees working under him, this supervisor is the sole one who is accountable to senior management for all official operations, including those performed by team members. As a result, a competent servant leader is often in charge of everything that comes under their purview, as well as all other things (Southwestern Energy, 2013).

2.7.3. Empowering and Developing Employee

Servant leadership is defined by the fact that it devotes the bulk of its time to the training and development of its subordinates and workers. According to research, an educated and well-versed individual produces more output with less input than a less experienced and low-empowered one (Palumbo, 2016). As a result, one of the key roles of servant leaders is to empower and develop people within an organization. They are in charge of providing their personnel with the essential training and development in order to keep up with the world's rapid change. Employees who are more empowered and developed under the direction of servant leaders, on the other hand, are more contributing and loyal to the company.

Employee empowerment promotes employee creativity, work-life balance, teamwork, and organizational effectiveness. Organizations must not only empower their people, but also foster empowering leadership. Empowering leadership entails sharing authority and inspiring staff to strive for higher performance (Hieu, 2020).

2.8. Job Involvement

Job involvement is one of the modern terms that has emerged due to the changes taking place in organizations, as it achieves self-efficacy at work, and since enhancing the individual's self-efficacy enables him to adapt to the work environment, and accordingly, job involvement is a major factor in increasing the motivation of employees, which improves their performance. It brings them well-being and loyalty to their organizations.

Some also see that job involvement is one of the main dimensions of understanding the behavior of individuals within the organization, as it is an indicator that reflects several behavioral variables such as absence, satisfaction, performance, productivity, and work turnover. It is also considered as evidence of the richness of the function and the quality of the design (Zenati, 1997).

Job involvement is a form of attitude toward job that is typically characterized as the degree to which one mentally connects with employees' job, i.e., how much emphasis one places on their job. Job involvement is related to one's present job and is influenced by one's current employment position and the amount to which it fits one's requirements. (Brown, 1996).

2.9. Concept of Job Involvement

The concept of job involvement was popularized in the year (1990) when William Khan, a professor and researcher at Boston University, presented a definition of the term job immersion. After that, the term was developed to include a positive feeling for the leader towards his work environment, and a sense of the feasibility and significance of the work he is doing, and looking at work stress as something that can be managed, and that generates a bright future in the work environment (Khan W. A., 1990).

Job involvement can be expressed through the internal integration of the individual at work, and psychological response to work, which is reflected in the form of achieving the leader's self or commitment to his work, as involvement means that the leader loves his work or is interested in the work associated with it (Pollock, 1997).

Leaders who love their jobs work more efficiently and more productively than those who do not like their jobs. Therefore, having workers with a high level of involvement in work, enthusiasm and working efficiently, will enable the organization to improve the level of organizational performance, and gain a good reputation (Miller, 2008).

Based on the foregoing, raising the level of employee performance to reach a high degree of organizational performance is achieved when there are conditions and factors that encourage employee involvement such as empowerment, participation in decision-making, justice, confidence-building, wages, rewards and teamwork (AL MAghribi, 2008).

Job involvement represents that state in which the individual integrates with his job, sensing its importance. The issue here is related to both the mental and emotional aspects. Job involvement is affected by several influences, such as the emotional level that appears through the positive effects that are reflected on the employee; For example: feelings of happiness, satisfaction and self-esteem, and on the contrary, the negative effects are clear; Such as anxiety, distress, depression, and a sense of hopelessness when the level of job involvement decreases (Madi, 2014).

According to Uygur & Kilic (2009) the concepts of job involvement can be grouped into three essential elements:

- Work is the primary concern in an individual's life; Because it satisfies his main needs, and constitutes his identity.
- Active participation of the individual in the work that achieves independence, self-regard and respect through decision-making.
- Job performance is the basis for self-realization, where the individual feels self-worth. This is achieved through job involvement.

2.10. The Importance of Job Involvement

Employee performance is influenced by a variety of factors, including job involvement. Individuals' natural energies are highlighted by the energy and passion,

which improves motivation and quality of work and motivates individuals to take on more extra duties, all of which contribute to the organization's excellent performance.

The following highlights the relevance of job involvement at the organizational level (Sakovska, 2012):

- Job involvement has a positive impact on a variety of organizational performance measures, including productivity, profitability, employee turnover, efficiency, satisfaction, and effectiveness.

- Individual productivity: When compared to their colleagues who are less active at work, people who are busy at work are frequently more productive, satisfied, contented, and committed to work, with less leakage. Organizational commitment, improved mental health, and improved capacity to perform functional responsibilities are all important factors.

- Retaining employees and talents: Job involvement contributes significantly to the positive intentions that it develops in individuals to stay in their positions and not leave them, as it provides them with job stability.

- Employees who are actively involved in their jobs are particularly engaged in and influential in the organization's creativity, which leads to successful organizational change. Making the organization capable of implementing change and adapting to changes in the environment.

In terms of the level of working individuals, Mahmoud (2013) emphasized the importance of job involvement in the following points:

- Assist workers in enhancing their quality of life and earning potential.
- Increased motivations to work and stay with the company.
- Increased job satisfaction.
- Intensifying an individual's effort at work; on the other hand, tiredness at work reduces.
- Increasing employee organizational citizenship
- positive attitudes toward their employers, such as respect and trust

2.11. The Impact of Leadership in Increasing Job Involvement

Leadership is a major role focus for the development of job involvement among employees within the organization, as the leader's practices of servant leadership principles such as empowering, developing, training workers, and putting their needs and requirements first, leads to improving the work environment and increasing the motivation of workers, motivating them to complete the tasks assigned to them, in addition to accepting the additional work assigned to them, So, according to Moawad (2017) the leader has an essential role in improving the degree of job involvement among his employees, and the leader plays this essential role by:

- Developing leadership, negotiation, decision-making, and influencing abilities, as well as designing and implementing training programs to qualify employees, provide them with the essential skills.
- Providing the necessary resources to enable employees to make better decisions and accept responsibility for their outcomes, as well as improving communication and coordination between administrative units to ensure that tasks are completed as efficiently as possible.
- Strengthening employee communication by implementing a professional care system and holding regular meetings between management and staff to clarify the required goals, share expertise, and encourage teamwork
- Provides performance evaluation, links it to rewards, and encourages positive behavior by providing possibilities for development and emotional support.

2.12. Strategies to Enhance Job Involvement

Leadership is a major focus for the improvement of job involvement among employees in the organization; as the leader's strategies of servant leadership principles such as empowering, developing, and employee training, and putting their needs and requirements first, leads to improving the work environment and increasing job involvement, motivating them to complete the works assigned to them, as well as

accepting additional works. As a result, the leader plays a significant role in increasing the degree of job involvement among his employees (Moawad, 2017).

There are several strategies that organizations use to implement the job involvement of their employees, including (Tiwari, 2011):

- Job: Relies on self-motivation at work, which helps increase job involvement.
- Self-development: This strategy is based on providing opportunities for growth, development and learning, to create an organizational knowledge environment that facilitates business management.
- Leadership: focuses on the duties of managers and their leadership role in enhancing employee involvement within the organization, and implementing learning methods to help them develop their skills and job performance.
- Work environment: focus on self-motivation at work and immersion, depending on the method of organizing work.
- Participation: Enabling employees to participate in administrative processes, and encouraging them to cast their votes and suggestions, provided that the organization's management is open and ready to receive the opinions of their employees.

2.13. Previous studies

2.13.1. Servant Leadership

Below are the studies on servant leadership:

Haga (2022) “*Servant Leadership Practices of Principals: A Case Study*” aimed to find out how school principals used servant leadership techniques. Haga focused on some main questions which are: (a) What are the servant leadership techniques used with students? (b) How do you employ servant leadership with parents? (c) How do you apply servant leadership with your teachers and staff? The study's conclusions included servant leadership techniques that highlight diverse styles of interactions and communications, as well as instances of servant leadership style leaders in a natural and interpretative environment.

Thacker (2018) *“How Might Servant Leadership Principles Impact Employee Turnover at a Solid Waste Management Firm?”* The research aimed to explore the influence of servant leadership on employees’ turnover in a solid waste management organization. A large amount of material on servant leadership has been evaluated. Multiple interviews with existing employees of a servant-driven solid waste management firm were undertaken for the sake of obtain a greater realization of their experiences. According to the study's findings, servant leadership has a significant beneficial influence on employee satisfaction and, as a result, decreased attrition.

Pleasant (2021) *“A Case Study: The Servant Called to Lead as Head of School of A Pk-12 Private Faith-Based School in North Central Florida”* The goal of this case study was to get a better understanding of the servant leadership behaviors of a “PK-12 leader” from a “private religious school in North Central Florida” that influence the job involvement for employees. In this study, servant leaders were described “as those who serve with a focus on followers”, where followers come first and organizational issues come second. Chapel Academy hosted the research (pseudonym). A sample of Chapel Academy stakeholders was chosen from a religion-based private PK-12 school based on criteria for both interviews and focus groups. Interviews, documentation analysis and focus groups used to collect data. For subjects, all data were evaluated, processed, and coded. The findings are consistent with recent research that supports the influence of service leadership on school environment.

Deno (2017) *“A Quantitative Examination of the Relationship between Servant Leadership and Age on Organizational Commitment in Faith-Based Organizations”* Servant leadership is an effective strategy for growing followers to their full Possibilities, since it prioritizes the person while also building the ability to fulfill organizational goals. Employees are frequently turning over. There are several aspects that impact employees' loyalty to their firm. The aim of the quantitative work was to investigate the relationship between servant leadership and organizational commitment in religious organizations with paid workers and volunteers of various ages. A survey of religious groups used to collect data, which was then analyzed using multiple regression (and cohort-generation ANOVA). Age and servant leadership used as independent variables, with organizational

commitment levels serving as the dependent variable. According to the data, age has no significant relationship with religious organization commitment, however servant leadership predicts religious organization commitment. Several recommendations for future practice and research are derived from these findings.

Akbari & Kashani (2014) "*Servant leadership and organizational identity: The mediating role of job involvement*" The purpose of this study is to look at the relation within servant leadership, organizational identity, and job involvement in Iran's "Guilan Tax Office". A total of 122 employees took part in the research. For this purpose, a three-part questionnaire used. There were three components to the questionnaire: servant leadership, organizational identity and job involvement. According to the questionnaire results, servant leadership had a significant influence on organizational identity and job involvement participation. Involvement in the workplace also has a positive influence on corporate identity. The study's findings, implications, and recommendations for further research in this area have all been examined.

Jalil (2022) "*The Relationship Between Servant Leadership and Job Performance of Employees: An Empirical Study*" This study aimed to look at the relationship between employees' perceptions of servant leadership and their job performance. A random sample of (196) individuals from the Directorate of Agriculture in Assiut, Arab Republic of Egypt, used for the study. The hypotheses were tested using simple and multiple regression analysis in the SPSS/PC statistical program. The study produced several conclusions, the most important of which are: the existence of a positive moral relation between servant leadership and workers' performance in general, in addition to a positive moral relationship between some dimensions of servant leadership or worker performance in its dimensions.

2.13.2. Job Involvement

Below are the studies on job involvement:

Khan & Jam (2011) "*Job Involvement as a Predictor of Employee Commitment Evidence from Pakistan*" The study's goal was to examine the relation between job

involvement and job satisfaction at Rifaah University Hospitals in Pakistan. The research sample included 127 doctors from Rifaah University Hospitals, and the descriptive methodology used to analyze the research data. One of the most significant findings was that there is a positive correlation between job involvement and job satisfaction, and that a high level of job involvement lowers the negative effects of job discontent.

Gupta & Kumar (2015) "*Justice and job involvement: Examining The Mediating Role Of Trust In Indian B-Schools*" The purpose was to test the function of trust as a mediator in the link between justice and job involvement in Indian schools, and a sample of 320 faculty members used for the test. The study revealed an influence of procedural fairness, vertical confidence, and horizontal confidence in job involvement, and the teaching was of a high level.

Al-Masry (2015) "*Job immersion and its relationship to organizational citizenship behavior, a field study on government hospitals in the Gaza Strip*" The study aims to know the degree of job involvement among doctors working in Gaza Strip government hospitals. The scale was utilized to a sample of (285) doctors, and the researcher employed a descriptive technique. The findings revealed a direct relation between the dimensions of job involvement and the high level of occupational immersion practice among doctors, as well as the absence of statistically differences in the level of job involvement based on the variables (gender, marital status), and the presence of significant statistically differences based on the variables (gender, marital status job title, age, Years of service, hospital name, educational qualification).

Al-Zubaidi (2017) "*Mechanisms Of Enhancing Job Involvement For Secondary School Teachers In Jeddah*" The study intended to evaluate the degree of job involvement for male and female secondary school teachers in Jeddah, as well as to recommend strategies to improve their job involvement. The study sample consisted of (616) people, and the scale used to gather data. The level of job involvement reached a (high) level, indicating that the strategies for increasing their job involvement were approved (very high).

Muhammed (2016) "*The role of organizational trust in promoting and consolidating job involvement: An exploratory study at the Municipality's Presidency*"

Center - Sulaymaniyah City / Iraq” The research attempted to diagnose the level of job involvement in the research sample and the level of confidence they had, and a descriptive analysis was utilized, with a sample of (100) employees. Furthermore, there was a good statistical relation among organizational confidence measures and job involvement variables.

After reviewing the previous studies, the current study is one of the few studies that dealt with the relationship between servant leadership and job involvement, and it clarified the impact of servant leadership with its dimensions (service, stewardship and empowerment) on job involvement in Kirkuk University, as there were no similar studies and thus this study covers the gap in the lack of studies that dealt with this topic, this study provides an intellectual framework for the study and its various variables, and therefore it is hoped that the current study will be the beginning of other future studies.

3. METHODOLOGY

The research utilized a statistical analytical methodology, in which a questionnaire tool has been developed through a valid measurement scale to collect the data samples for research analysis. The idea of statistical measures is to check the reliability of data as well as the relation between the data that has been used. In this regard, the regression model along with descriptive statistics had been defined. The sampling measures and further details for the research design and method are as follows:

Research sample involved employees of university of Kirkuk located in Iraq. Non-administrative employees were asked to answer several questions in regards to their work commitment, their manager's Servant Leadership, and level of job involvement in their relationship with that boss. In addition to some questions about their job involvement.

About sample, researcher randomly selected three faculties of university. The total number of staff of these faculties is 500. The mail addresses of 500 people were obtained from the university and the questionnaires were sent by Google Form. 220 employees responded to the surveys. Therefore, the data obtained in this study represent the general population (Sekaran, 2003:294).

3.1. Research Model

The theoretical model below demonstrates the present research study's relationship between servant leadership as an independent variable and job involvement as a dependent variable. The research addresses the dimension of servant leadership using past research studies and a literature review as a foundation.

The theoretical model below depicts the relation among the independent and dependent variables of the current study. Servant leadership is an independent variable comprised of one main hypothesis and three dimensions; the whole servant leadership dimensions are the main characteristics of a well-versed servant leader that influences on job involvement between the employees.

The researcher discusses every dimension of servant leadership with support from the previous research studies and literature review. First, it is pertinent to note that servant leadership comprises three dimensions: Service, Stewardship and Empowerment.

The overall dimensions are the fundamental features of a well-versed servant leader that have an impact on job involvement among individuals working in a comparable firm or organization (Sendjaya & Pekerti, 2010).

The present study aims to investigate the influence and role of servant leadership in ensuring job involvement.

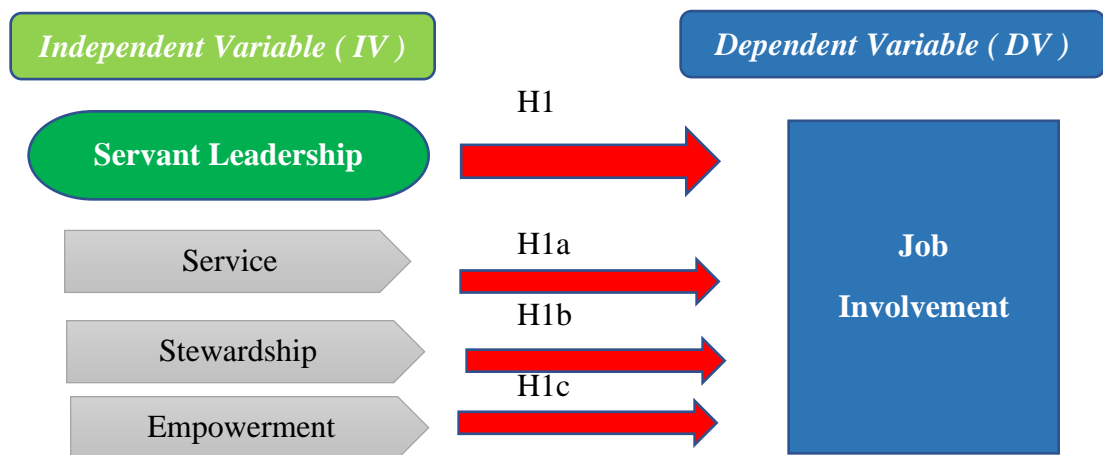


Figure 1. Model of the Study

The researcher randomly selected three faculties of university. The total number of staff of these faculties is 500. The mail addresses of 500 people were obtained from the university and the questionnaires were sent by Google Form. However, 220 employees responded to the surveys.

3.2. Population and Sample

The employees at Kirkuk University were chosen as a research community. According to (Estimation of Population Size Using Sample Maximum, 2016), and some other research scholars there are more chances of generalizability in the results taken from the chosen population in case there is a large sample size. Therefore, the sample size should be large enough to produce better results and findings. The same has been argued

by (Bhattacharjee, 2012), there is more accuracy in the research results that are drawn from a large sample size. Hence, a comparable sample size has been taken in this research study. So, the current sample size of the present research study is 500 employees. However, 220 employees responded to the surveys data were included in the analysis, employees were randomly selected who are working at the University of Kirkuk, Iraq.

About Kirkuk University:

Kirkuk University was founded on January 17, 2003. It had four colleges at the start of its career: Law, College of Education for Humanities, Science, and Nursing. To meet market demands for various scientific expertise, the university established three colleges: Medicine, Engineering, and Agriculture, as well as the College of Administration and Economics, which was established in 2007-2008, and the College of Education for Pure Sciences in 2011-2012, following which the university witnessed a comprehensive scientific leap that included the establishment of Faculties of Veterinary Medicine, Physical Education, Sports Sciences. The Arabic language, the Department of Horticulture at the College of Agriculture, the Ph.D. at the College of Law, and the Arabic Language Department at the College of Education for Human Sciences are all part of the university's plan and vision to open new horizons and provide promising experiences to the governorate.

And the university's scientific achievements continued after it moved to its new university location, with the establishment of the College of Dentistry and the College of Arts, as well as the establishment of a College of Education and another for Agriculture in the Hawija District of Kirkuk Governorate, and the establishment of the College of Computer Science and Information Technology (Kirkuk University official website, 2022).

3.3. Data Collection Method

The research has collected 220 survey data were included in the analysis respondents', and due to the pandemic, surveys were conducted online taking help from Google Form. The data has been collected from the current university employees about

the servant leadership and job involvement constructs. The research has created an online document using Google Form that is a freeware web-based drive. It is one of the best products of Google where you can easily collect online responses from the respondents. Hence, it is time-efficient and convenient for both the researcher and the respondents.

3.4. Measures

The adopted questionnaire and list of questions have been extensively used and applied by most of the previous researchers and academicians (eg. Haga (2022); Thacker (2018); Pleasant (2021); Deno (2017)). For measuring the servant leadership Mook (2012) and Alghamdi (2020) scales are used and for measuring the job involvement of employees Al-Ghamdi (2020) scale is used. Based on these sources, 23 questions were derived by combining the questions with the same or similar meanings. A total of 23 questions were used in the survey. However, because of cross-loading or a low load factor, three items were eliminated. The remaining 15 questions in the survey were compiled from Alghamdi (2020) and 5 questions from Mook (2012).

The questionnaire comprises three parts and two forms of variables, the first part is demographic variables: respondents' gender, level of education, age group, and career experience, the other two-parts of the questionnaire include the main study variables, which they are three dimensions of Servant Leadership (independent variable): Service, Stewardship and Empowering, in addition to Job Involvement (as dependent variable).

Questionnaire used on 220 participants to assess servant leadership, which captures leadership traits through the dimensions of 'Service, Stewardship and Empowerment' and building job involvement. The questionnaire contains 4 questions for each dimension of servant leadership, in addition to 8 questions related to the axis of job involvement. So, 20 questions are used totally. A five-point Likert scale used to evaluate the participants' responds, ranging from 1 "strongly agree" to 5 "strongly disagree". Then the data collected from the questionnaire is processed by the SPSS program, after which statistical tests are applied to verify the research hypotheses.

5 points Likert scale was employed to examine the respondents' answers about the questionnaire questions. There are many reasons for employing 5 points Likert scale:

- This format gives the respondents a choice to choose the neutral option.
- This format is most convenient where respondents are not supposed to respond either with agreement or disagreement.
- Researcher preferred to have a rating of the responses in odd numbers to the commitment of the respondents either in the positive and negative end of the instrument.
- Researcher preferred to get the ratings in odd numbers by committing respondents on both ends of the scale agreement and disagreement (Edmondson, 2005).

3.5. Analysis Method

The unit of analysis is an important factor while analyzing a research study. Depending on the type and manner of the research project, it might be individual or group. As Washington; Karlaftis & Mannering (2011) stated that unit of analysis is one of the major entities to be outlined before the data analysis. The unit of analysis may be the individual, group, organizations, and even states. As the research is focusing on the specific university employees in the present research study, therefore, the unit of analysis is individuals.

The collected data through online sources were further compiled into a spreadsheet and entered in the SPSS databases for further statistical analysis (descriptive and inferential). To test the hypothesis, analysis of Validity and reliability analysis, correlation analysis, factor analysis, regression analysis have been used.

3.6. Statistical Analysis

3.6.1. Descriptive Statistics

Under this title, descriptive statistics of demographic variables and Descriptive Statistics of Variables And Sub Variables are given.

3.6.1.1. Descriptive Statistics of Demographic Variables

Table 3, table 4, table 5 and table 6 show descriptive statistics of demographic variables.

Table 3. Gender

Gender				
Information	Frequency	Percent	Valid Percent	Cumulative Percent
Male	67	30.5 %	30.5	30.5
Female	153	69.5 %	69.5	100.0
Total	220	100.0	100.0	

In Table 3, the total number of respondents was 220 in University of Kirkuk. Among these 220 respondents, the number of female participants was (153), with a percentage of (69,5%). While male participants numbered (67) with a percentage of (30,5%). This means that the percentage of females was higher than males in the University of Kirkuk.

Considering the age range of Table 4 of respondents from the University of Kirkuk, The number of samples participating in the questionnaire for the age group between (25-35) years was (89) samples with a percentage of (40,5%). In contrast, the participation samples for the age group between (36-45) years amounted to (88) samples representing (40%), while the number of the participation sample in the age groups between (46-60) years amounted to (43) samples with a percentage of (19,5%).

Table 4: Ages

Age				
Information	Frequency	Percent	Valid Percent	Cumulative Percent
25 – 35 Years	89	40.5	40.5	40.5
36 – 45 Years	88	40.0	40.0	80.5
46 – 60 Years	43	19.5	19.5	100.0
Total	220	100.0	100.0	

Table 5 represents the percentage of respondents with higher education at the University of Kirkuk, was (90) (40.9%), while (79) (35,90%) of the surveyed respondents claimed to have a Bachelor's degree. The percentage of respondents who hold a diploma is (51) (23,2%). The lowest percentages of respondents were holders of diplomas, respectively.

Table 5. Educational Qualification

Educational Qualification				
Information	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	51	23.2	23.2	23.2
Bachelor	79	35.9	35.9	59.1
Higher educations	90	40.9	40.9	100.0
Total	220	100.0	100.0	

Table 6. Employment

Employment				
Information	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 10 Years	45	20.5	20.5	20.5
10-15 Years	120	54.5	54.5	75.0
more than 15 Years	55	25.0	25.0	100.0
Total	220	100.0	100.0	

According to Table 6, (120) (54,5%) of the surveyed respondents have been working in the selected university for between (10-15) years, (55) (25,0%) have been working in the university for (more than 15) years, and (45) (20,5%) have been working in the university for (less than 10) years.

3.6.1.2. Descriptive Statistics of Variables and Sub Variables

Descriptive statistics of variables and sub variables statistics results are below:

Table 7. Descriptive Statistics of Independents Variables (Servant Leadership)

Independents Variables Servant Leadership	Descriptive Statistics				
Service	N	Min	Max	Mean	SD
The manager is keen to know the employees' career goals	220	1	5	2.10	1.128
The manager uses his powers to fulfill the needs of the employees	220	1	5	2.36	1.026
The manager creates a motivating environment for service	220	1	5	2.41	1.010
The manager helps the employees to perform the work better	220	1	5	2.43	0.988
Total	220	4	20	9.30	3.461
Stewardship	N	Min	Max	Mean	SD
Most of the tasks are carried out through teamwork	220	1	5	2.21	1.027
The manager provides the necessary support to the employees	218	1	5	2.36	1.074
The manager delegates certain powers to employees to complete tasks assigned to them	220	1	5	2.31	1.023
Preparing employees to become future leaders	220	1	5	2.43	1.068
Total	218	4	20	9.29	3.559
Empowerment	N	Min	Max	Mean	SD
The manager encourages the employees to join the training programs.	220	1	5	2.22	1.181
The manager helps employees find opportunities to develop their skills.	220	1	5	2.37	1.058
The manager helps in solving problems in the work of the employees.	220	1	5	2.40	1.187
The manager acts as a supervisor who takes care of employee development.	220	1	5	2.51	1.168
Total	220	4	20	9.50	4.090

Table 7 shows the descriptive statistics of independent variables Servant Leadership. The highest mean score of service is (M = 2,43) and the lowest mean score is (M = 2,10) on a five-point scale. Followed by Stewardship (M = 2,43), while

Empowerment has recorded the highest score ($M = 2,51$). Scale items, 1: Strongly Agree, 2: Agree, 3: Neutral, 4: Disagree, 5: Strongly Disagree.

Table 8. Descriptive Statistics of Dependents Variable (Job Involvement) Scale and Items

Descriptive Statistics					
Dependents Variable (Job Involvement)	N	Min	Max	Mean	SD
The most of personal objectives are job oriented	220	1	5	2.27	1.185
Most of my interest's center around my job	220	1	5	2.39	1.147
I am interested in developing my personal skills to improve my job performance.	220	1	5	2.22	1.215
I feel happy when I do my job.	220	1	5	2.22	1.113
I feel functional belonging to my organization.	220	1	5	2.41	1.188
I do my best to complete my job.	220	1	5	2.22	1.219
I do my job within the required time.	220	1	5	2.14	1.249
I don't feel the time while doing my job.	220	1	5	2.08	1.274
Overall scale Job Involvement	220	8	40	17.94	8.298

Table 8 displays the descriptive statistics for the Job Involvement scale and items. On a five-point scale, the scale had a mean score of ($M=2,41$) JI8 has the lowest mean value ($M= 2,08$).

3.6.2. Factor Analysis

Table 9 presents the Kaiser-Meyer-Olkin tests that determined the appropriateness of the test sample, $KMO = 0,778$. The Bartlett Sphericity test aids in testing for the presence of links between variables, and the matrix for associations = 769,352, $p < 0,001$ for at least some of the variables. Each element in the findings was subjected to original analysis in order to determine its own value. Because of cross-loading or a low load factor, three items were eliminated. Four composite variables explain (14,832) percent of the variance. Alghamdi (2020) is referenced to name the subdimensions of servant

leadership. Subdimensions of servant leadership are service, stewardship and empowerment. In the dimension of Servant Leadership, Service is Factor One; Stewardship is Factor Two; Empowerment is Factor Three. Job involvement is gathered under one dimension (in Factor Analysis Factor 4).

Table 9. Factor Analysis

Variables	Component			
	1	2	3	4
S1	0.746			
S2	0.742			
S3	0.705			
S4	0.812			
ST1		0.775		
ST2		0.855		
ST3		0.833		
ST4		0.785		
EM1			0.844	
EM2			0.817	
EM3			0.783	
EM4			0.795	
J11				0.748
J12				0.868
J13				0.856
J14				0.861
J15				0.865
J16				0.887
J17				0.908
J18				0.918
Variance Explained (%)	2.781	2.887	3.172	5.992
Total Variance Explained (%)	14.832			
KMO and Bartlett's Test	0.778			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				
Bartlett's Test of Sphericity	769.352, p <.001			
Extraction Method: Principal Component Analysis.				

3.6.3. Scales Validity and Reliability

Scientific researches must meet two conditions: (1) reliability and (2) validity. Reliability defined as the unity of results from frequented measurements (Glasser, 1990).

Validity is defined as the accuracy of the results that are obtained, used by most researchers in the social sciences when they make a questionnaire in order to study a specific case, and the validity and reliability is a value between the specified number and the expected number, used by most researchers in the social sciences. Where the result of the validity shows whether it is possible to rely on the questionnaire data or not (British Standards Institution, 1987).

3.6.3.1. Reliability Test

Cronbach's alpha coefficient testing is used to check reliability and internal consistency of the scale. This test examines the questionnaire's reliability as well as the consistency between each domain and the average of all questionnaire domains. The standard range for the Cronbach's alpha coefficient test result is between 0,0 and +1,0, since the higher the test value, the greater the degree of internal consistency, and therefore the reliability of the questionnaire used to gather study data (Abushabab, 2016).

Table 10. Cronbach's Alpha

Reliability Statistics			
Variables	Cronbach's Alpha	N of Items	
Service	0.852	4	GOOD
Stewardship	0.871	4	GOOD
Empowerment	0.914	4	V.Good
Job involvement	0.952	8	V.Good
Total		20	

Table 10 Shows the Cronbach's alpha range is higher than 0 indicates that each dimension is dependable and authentic. All of the dimensions demonstrate the test's dependability. If Cronbach's alpha was closer to 1 and more than 0,7, (Bonett & Wright,

2015) the data would be extremely internally consistent or the questions would be very consistent.

Table 11. Reliability Test for all Items

Reliability Statistics		
Cronbach's Alpha	N of Items	N. of case
0.871	20	220

According to table 11, Cronbach's alpha coefficient for all items contained in variables is 0,871, indicating that the items (questions) are very consistent in all variables.

3.6.4. Normality Test (Skewness and Kurtosis)

A “Skewness and kurtosis” values within range from -2 and +2 are considered suitable for displaying a normal distribution (George & Mallery, 2010). According to (Byrne, 2010) data is count “normal” if the skewness is between +2 and -2 and the kurtosis is between +7 and -7. Skewness varied from 0,909 to 0,987.

According to the data. Kurtosis values ranged between 1,048 and 0,765. When skewness and kurtosis were considered combined, the findings showed that just 2,41 percent of distributions were near to predicted values under normalcy. Table 12 displays the descriptive statistics for the normalcy test, including mean, skewness, and kurtosis for all variables (Service, Stewardship, Empowerment and Job Involvement).

Table 12. Skewness and Kurtosis

Descriptive Statistics				
Variables (Service)	N	Mean	Skewness	Kurtosis
The manager is keen to know the employees' career goals	220	2.10	0.987	0.271
The manager uses his powers to fulfill the needs of the employees	220	2.36	0.667	0.091
The manager creates a motivating environment for service	220	2.41	0.171	1.048
The manager helps the employees to perform the work better	220	2.43	0.347	-0.580-
Variables Stewardship	N	Mean	Skewness	Kurtosis
Most of the tasks are carried out through teamwork	220	2.21	0.761	0.049
The manager provides the necessary support to the employees	218	2.36	0.587	-0.326-
The manager delegates certain powers to employees to complete tasks assigned to them	220	2.31	0.681	-0.120-
Preparing employees to become future leaders	220	2.43	0.554	-0.321-
Variables Empowerment	N	Mean	Skewness	Kurtosis
The manager encourages the employees to join the training programs.	220	2.22	0.726	-0.520-
The manager helps employees find opportunities to develop their skills.	220	2.37	0.549	-0.362-
The manager helps in solving problems in the work of the employees.	220	2.40	0.472	-0.814-
The manager acts as a supervisor who takes care of employee development.	220	2.51	0.452	-0.586-
Variables Job involvement	N	Mean	Skewness	Kurtosis
The most of personal objectives are job oriented	220	2.27	0.703	-0.376-
Most of my interest's center around my job	220	2.39	0.447	-0.765-
I am interested in developing my personal skills to improve my job performance.	220	2.22	0.729	-0.501-
I feel happy when I do my job.	220	2.22	0.641	-0.366-
I feel functional belonging to my organization.	220	2.41	0.630	-0.381-
I do my best to complete my job.	220	2.22	0.734	-0.462-
I do my job within the required time.	220	2.14	0.859	-0.359-
I don't feel the time while doing my job.	220	2.08	0.909	-0.412-

3.6.5. Correlation Analysis

Pearson correlative matrix depicts the interdependence of each variable. Furthermore, when the 'r' value is near to one, it shows a strong correlation between two variables, whilst positive (+) and negative (-) marks indicate whether variables are connected forward or backward. Table 13 shows that all variables, whether independent or dependent, have a positive relationship. Correlation coefficients range between 0,60 and 0,70, with all factors significantly related at 0,01 levels.

Table 13. Correlation Coefficients

Correlations				
	Service	Stewardship	Empowerment	Job Involvement
Service	1	0.834**	0.692**	0.774**
Stewardship	0.834**	1	0.814**	0.767**
Empowerment	0.692**	0.814**	1	0.799**
Job Involvement	0.774**	0.767**	0.799**	1
**. Correlation is significant at the 0.01 level (2-tailed).				

3.6.6. Regression Analysis

Regression analysis is one of the important statistical tests in a variety of domains since it investigates the influence of independent variables on dependent variables. If there is only one independent variable, it is referred to as simple linear regression; if there are more than one independent variable, it is referred to as multiple linear regression (Souad, 2015).

Table 14. Multiple Regression Analysis

Variables		Standardized B	T	P.Value
<i>Service</i>		0.418	6.435	0.000
<i>Stewardship</i>		0.015	0.187	0.852
<i>Empowerment</i>		0.496	8.046	0.000
<i>F</i>	190.017			
<i>R</i>	0.854^a			
<i>R²</i>	0.729			
<i>Adjusted R²</i>	0.725			

a. Dependent Variable: Job involvement

b. Predictors (Constant): Servant Leadership Dimensions (Service, Stewardship, Empowerment)

In Table 14, R (correlation coefficient) was a positive (0,854^a), while R² was (0,729). This suggested a direct relation between the servant leadership and job involvement at Kirkuk university. This was further demonstrated by the adjusted R², which measures the model's goodness of fit and yielded a value of (0,725), implying that after all errors were corrected and adjustments were made, the Servant leadership model could only account for 72,5 % percent of job involvement at the University of Kirkuk.

In addition, according to Table 14, F-statistics was (190,017) with T-TEST (6,435 for Service), (0,187 for Stewardship) and (8,046 for Empowerment), and this result is significant, indicating that the model has predictive potential.

Standardized *B* shows the effects of independent variables separately Which that a unit change in independent variables can result in a change in the dependent variable. The significant values are Service = (0,418) and Empowerment = (0,496).

These results also reveal that each independent variable has a varied level of influence on job involvement intentions.

Following the investigation, it was discovered that service and empowerment were both positively correlated. As a result, at the University of Kirkuk, hypotheses such as H1a and H1c, Service and Empowerment have a significant and positive impact on job

involvement. H1b: Stewardship have not a significant and positive impact on job involvement. H1b was rejected, while H1a and H1c were accepted.

Service contributes to the establishment of a culture of service to others, both inside and outside the organization, as service helps the social movement to flourish. While for empowerment, leaders put in the effort and time to help employees understand their own strengths and weaknesses, which creates job satisfaction and organizational loyalty among employees, and help organizations to develop and maintain human capital.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Researchers and specialists are increasingly interested in the concept of servant leadership and its applications in our time, as an administrative approach based on serving others and achieving the benefit of work and workers. In order for the servant leader in the organization to achieve his job and role efficiently, this requires the availability of a set of characteristics based on moral commitment, humility, cooperation, support, motivating and empowering workers... Servant leadership in the organization requires the manager to possess the necessary knowledge, experience and skills, and an understanding of the nature of the work and tasks of employees, the characteristics and needs of employees, and community participation and follow administrative practices and behaviors that accommodate contemporary administrative trends.

The concept of job involvement has expanded in recent years as an introduction to understanding employee behaviors, and a necessity to improve the work climate and raise the morale of employees. job involvement can be enhanced for employees through leadership strategies, work environment, personal growth, and active participation.

The results of the field study revealed that the degree to which Kirkuk University employees practice servant leadership and job involvement was high, and among these practices (the principal is characterized by humility, helping others, presents the public interest to work over private interest).

The results showed that the level of job involvement among university employees was high, and one of the most important expressions of job involvement was (I am interested in developing my personal skills to improve my job performance, I feel a job affiliation with my organization, I do my work on time).

The data was analyzed and the study's hypotheses were tested using a variety of statistical approaches. The study gave a number of conclusions, the most important of which are:

According to the results of Correlation Analysis, the study variables have a good relationship; all variables, whether independent and dependent, show positive correlation. The correlation coefficient was in the range of 0,6 to 0,7, indicating a high link between the variables.

According to the results of Multiple Regression Analysis, The T-TEST statistic for the slope on Servant Leadership dimensions is Service (6,435), Stewardship (0,187) and Empowerment (8,046), this slope is significant, which shows that the model has power of predictability between the dimensions of Servant Leadership (Service, Stewardship and Empowerment) and job involvement.

According to the results of Multiple Regression Analysis, Standardized β explain that one unit of change in independent variables can cause an amount of change in dependent variable. Service, and Empowerment have a significant and positive impact on job involvement at the University of Kirkuk. However, Stewardship have not a significant and positive impact on job involvement. The significant standardized β values are Service = (0,418) and Empowerment = (0,496). If the service dimension, which is the sub-dimension of servant leadership, increases by 1 unit, job involvement will increase by 0.418 units.

Regarding these results; a manager who wants to increase work engagement needs to increase the service dimension of servant leadership. And, if the empowerment dimension, which is the sub-dimension of servant leadership, increases by 1 unit, job involvement will increase by 0.496 units. Thus, a manager who wants to increase job involvement needs to increase the empowerment dimension of servant leadership. No significant and positive effect of stewardship on job involvement was found for this sample. University employees may not see the stewardship position as valuable as the principal executive position. Therefore, the practices of stewards may be ineffective on them.

The results also revealed a statistically correlation between the practice of servant leadership at the University of Kirkuk and the level of employees' job involvement. Service and Empowerment have a significant and positive impact on job involvement at the University of Kirkuk. However, Stewardship have not a significant and positive impact on job involvement and this is due to weak awareness of the importance of

teamwork, lack of access to support and incentives, whether material or moral incentives, lack of authority to complete tasks, and lack of training courses to develop job performance.

Recommendations

These research results offer theoretical and practical benefits. The benefits in the application are as follows:

Giving education departments more powers and decentralization of leadership

Establishing correct criteria for selecting managers on the basis of administrative competence and service to others.

Organizing workshops and courses to train managers on servant leadership practices.

Motivating and supporting employees in order to increase their level of stewardship and raise their level of job involvement.

And the benefits in the university or education system are as follows:

Organized planning for the university's work and setting a future vision for its development.

Attention to the participatory approach in setting goals and programs and the participation of workers and the community.

Keeping the university administration in line with the changes of the era, scientific developments and administrative approaches.

Suggestions For Future Studies

For future studies, it is important for institutions and companies to focus on job involvement because of its significant role in increasing workers' desire to work for them, which has a positive impact on a number of organizational performance indicators such as

productivity, profitability, employee turnover, job security, efficiency, customer satisfaction, and so on.

- Future studies will contribute to the literature if they are on the following topics.
- Obstacles to practicing servant leadership in universities.
- Requirements for practicing servant leadership in universities.
- Job involvement to confirm or deny the results of this study, especially the relationship of job involvement with leadership styles.

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APPENDIX A

You are invited to participate in this survey about THE ROLE OF SERVANT LEADERSHIP IN ENSURING JOB INVOLVEMENT, CASE STUDY AT THE UNIVERSITY OF KIRKUK, IRAQ. This research is an achievement to complete my MBA degree from Karabük University and I would be grateful if you could take the time and consider completing the survey. I hope you will cooperate in completing the questionnaire as best as possible.

All information in this survey will in no way reflect the identity of the participants. It will be kept strictly confidential and will be used for academic purposes only.

Thank you all

Section A
PERSONAL INFORMATION

Kindly, fill in the special space or tick (✓) clearly, in the space that represents the most appropriate answer for your case:

1. Gender:

Male Female

2. Age

25 – 35 Y 36 – 45 Y 46 – 60 Y

3. Education Level

Diploma Bachelor Higher educations

4. Years of Employment

Less than 10 Y 10 – 15 Y more than 15 Y

Section B

Kindly answer the following questions based on your conviction and personal opinion.
Likert scale is used to evaluate the answers and as follows:

1 = Strongly Agree

2 = Agree

3 = Neutral

4 = Disagree

5 = Strongly Disagree

Independent Variable: Servant Leadership

No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First Dimension: Service						
1	The manager is keen to know the employees' career goals					
2	The manager uses his powers to fulfill the needs of the employees					
3	The manager creates a motivating environment for service					
4	The manager helps the employees to perform the work better					
Second Dimension: Stewardship						
1	Most of the tasks are carried out through teamwork					
2	The manager provides the necessary support to the employees					
3	The manager delegates certain powers to employees to complete tasks assigned to them					
4	Preparing employees to become future leaders					
Third Dimension: Empowerment						
1	The manager encourages the employees to join the training programs.					
2	The manager helps employees find opportunities to develop their skills.					
3	The manager helps in solving problems in the work of the employees.					

4	The manager acts as a supervisor who takes care of employee development.					
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Dependent Variable: Job Involvement

No.	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The most of personal objectives are job oriented					
2	Most of my interest's center around my job					
3	I am interested in developing my personal skills to improve my job performance.					
4	I feel happy when I do my job.					
5	I feel functional belonging to my organization.					
6	I do my best to complete my job.					
7	I do my job within the required time.					
8	I don't feel the time while doing my job.					

CURRICULUM VITAE

Seror Riyadh Hussein Al-BAYATI, completed Bachelor's degree in Business Administration at the College of Administration and Economics \ Kirkuk University in 2018. began studying for a master's degree in Business Administration at Karabuk University / Turkey 2020-2022. works as an administrative employee for the Ministry of Labor and Social Affairs in the city of Kirkuk.