The Role of Servant Leadership in Ensuring Job Involvement in University Employees: The Case of Kirkuk University in Iraq
(Sayfa 51-63)

Doç. Dr. Halime GÖKTAŞ KULUALP
Karabuk University, Safranbolu Faculty of Tourism, Karabuk, Türkiye
halimegoktas@karabuk.edu.tr
Orcid ID: 0000-0002-1485-3026

Seror Riyadh Hussein ALBAYATI
Karabuk University, Institute of Graduate Programs
Department of Business Administration, Karabuk, Türkiye
sarroosarroo23@gmail.com
Orcid ID: 0000-0002-8088-1017

Abstract

The purpose of this research is to determine the effect of servant leadership on job involvement. 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 (Validity and Reliability Analysis, Correlation Analysis, Factor Analysis, Regression Analysis) 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 (the dimensions of servant leadership) 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.

Keywords: Servant Leadership, Job Involvement, University Employees.

JEL CODE: M10, M12, 015.

Üniversite Çalışanlarında İşe Bağlılığın Sağlanmasında Hizmetkar Liderliğin Rolü: Irak Kerkük Üniversitesi Örneği

Özet

Bu araştırmanın amacı hizmetkar liderliğin işe bağlılık üzerindeki etkisini belirlemektir. Araştırmacının üniversitenin tüm çalışanlarına başvurması zor olacağından, araştırmacı üniversitenin üç fakültesini rastgele seçmiştir. Bu fakültelerin toplam personel sayısı 500'dür. Üniversiteden 500 kişinin mail adresleri alınmış ve anketler Google Form ile gönderilmiştir. Anketlere 220 çalışan yanıt vermiştir. Çalışmanın hipotezlerinin test edilmesi amacıyla istatistiksel analiz yöntemleri (Geçerlilik ve Güvenilirlik Analizleri, Korelasyon Analizi, Faktör Analizi ve Regresyon Analizi) kullanılmıştır. Sonuçlar (hizmetkar liderliğin boyutları olan) Hizmet ve Yetkilendirmenin Kerkük Üniversitesi'nde işe bağlılık üzerinde anlamlı ve olumlu bir etkisinin olduğunu göstermiştir. Bununla birlikte, Vekilharçlığın işe katılım üzerinde anlamlı ve olumlu bir etkisi tespit edilmemiştir.

Anahtar Kelimeler: Hizmetkar Liderlik, İşe Bağlılık, Üniversite Çalışanları,

Introduction

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).

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. So, the study is expected to contribute theoretically and practically.

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 study, after writing about the definitions of the concepts and their relations with each other, the research method, sample, scales, analysis methods, findings and finally part of conclusions and recommendations were completed.

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

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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.

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 & 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).

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 and Empowering and Developing Employee.*

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.

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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)**.**

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).

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, 1990).

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). 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.

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.

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.

Based on this information, the following hypotheses were established.

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.

Methodology

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). 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".

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. The collected data through offline and online sources were further compiled into a spreadsheet and entered in the SPSS databases for further statistical analysis (descriptive and inferential).

Research questions are developed using previous studies in the literature (Haga (2022); Thacker (2018); Pleasant (2021); Deno (2017). Two scales are used in the study. For measuring the servant leadership dimensions, Mook, Dalton Elder, (2012) Survey Module Questionnaire, and to determine the job involvement of employees Al-Ghamdi, Maryam Misfir (2020) scale is used. The questionnaire used in this study consisted of two parts: the first part consists of questions on the demographic characteristics of the respondent such as gender, age, education and job position, The second part includes questions on study dimensions: Service, Stewardship, Empowerment, Job Involvement. For the survey conducted in Iraq, the questionnaire uses English language (see attached appendix).

The collected data through online sources were further complied 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.

Population and Sample

The employees at Kirkuk University were chosen as a research community. According to 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 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. Therefore, the data obtained in this study represent the general population (Sekaran, 2003:294).

FINDINGS

According to demographic variables, 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 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%).

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.

According to Table 1, 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.

Table 1: Descriptive Statistics of Demographic Variables

Gender				
Information	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Male	67	30.5 %	30.5	30.5
Female	153	69.5 %	69.5	100.0
Age				
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
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
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**	

Factor Analysis

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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. Servant Leadership Service is Factor One; Stewardship is Factor Two; Empowerment is Factor Three; and Job Involvement is Factor Four.

Table 2: Factor Analysis

Variables	Component			
	1	2	3	4
The manager is keen to know the employees' career goals	0.746			
The manager uses his powers to fulfill the needs of the employees	0.742			
The manager creates a motivating environment for service	0.705			
The manager helps the employees to perform the work better	0.812			
Most of the tasks are carried out through teamwork		0.775		
The manager provides the necessary support to the employees		0.855		
The manager delegates certain powers to employees to complete tasks assigned to them		0.833		
Preparing employees to become future leaders		0.785		
The manager encourages the employees to join the training programs.			0.844	
The manager helps employees find opportunities to develop their skills.			0.817	
The manager helps in solving problems in the work of the employees.			0.783	
The manager acts as a supervisor who takes care of employee development.			0.795	
The most of personal objectives are job oriented				0.748
Most of my interest's center around my job				0.868
I am interested in developing my personal skills to improve my job performance.				0.856
I feel happy when I do my job.				0.861
I feel functional belonging to my organization.				0.865
I do my best to complete my job.				0.887
I do my job within the required time.				0.908
I don't feel the time while doing my job.				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.

Scales Validity and Reliability

Table 3 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 3: 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	

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Cronbach's alpha coefficient for all items (20 items for 220 data) contained in variables is 0,871, indicating that the items (questions) are very consistent in all variables.

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 0,171. Kurtosis values ranged between 1,048 and 0,049. When skewness and kurtosis were considered combined, the findings showed that just 2,41 percent of distributions were near to predicted values under normalcy. The descriptive statistics for the normalcy test, including mean, skewness, and kurtosis for all variables (Service, Stewardship, Empowerment and Job Involvement).

Correlation Test

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 4 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 4: 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).

Regression Analysis

In Table 5, 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.

Table 5: Multiple Regression Analysis

Variables		Standardized B	T	P.Value
Service		0.418	6.435	0.000
Stewardship		0.015	0.187	0.852
Empowerment		0.496	8.046	0.000
F	190.017			
R	0.854[a]			
R²	0.729			
Adjusted R²	0.725			

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a. Dependent Variable: Job involvement
b. Predictors (Constant): Servant Leadership Dimensions (Service, Stewardship, Empowerment).

In addition, according to Table 5, 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 independent variables vales, on the other hand, are Service = (0,418), Stewardship = (0,015) 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 RECOMMENDATION

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 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:

- The study variables have a good relationship; all variables, whether independent or dependent, show positive correlation. The correlation coefficient was in the range of 0,6 to 0,7, indicating a moderate to high link between the variables.

- Standardized β explain that one unit of change in independent variables can cause an amount of change in dependent variable. The independent variables Service = (0,418), Stewardship = (0,015) and Empowerment = (0,496). 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 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.

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 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.

It is anticipated that this research will contribute theoretically and practically. The recommendations for working life 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.

- 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.

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.

The researcher suggests that future studies be conducted according to the following:

- 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.

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.

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