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# **SERVANT LEADERSHIP AND ITS ROLE IN REDUCING ORGANIZATIONAL CONFLICT-A SURVEY STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES OF THE NAJAF EDUCATION DIRECTORATE**

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## **Abstract**

This research aims to test the correlation and impact relationship between the independent variable (servant leadership) with its dimensions (empowerment, helping employees, caring for employees, ethical dealings, creating value for society, emotional treatments) and the dependent variable (organizational conflict) in the Directorate of Education in Najaf Al-Ashraf and showing the extent of its application. The main problem of our research can be summarized in clarifying the role played by servant leadership in reducing organizational conflicts generated in the organization under study. The researcher adopted the exploratory approach, and the data were processed and analyzed using the statistical program Smart PLS V.4. The questionnaire was adopted as the main tool for collecting data in the organization under study. The research community reached 90 people, and thus a deliberate sample of the directorate's employees, numbering (80), was selected. (75) ready-to-analyze forms were retrieved. The most prominent conclusions show that the presence of servant leadership that serves employees and has knowledge of their needs, develops their skills and experiences, motivates them and does not lean toward one party over another, contributes significantly to reducing Conflicts between them and contributes to the organization's achievement of the goals it seeks.

**Keywords:** Servant leadership, organizational conflicts, Najaf Education Directorate.

## **Introduction**

In the midst of the developments taking place in the world from the scientific and civilizational side and in an unprecedented manner, which has affected business organizations, which led to the development of modern and contemporary concepts of leadership that suit this development and keep pace with modern administrative and organizational thought. Organizations achieve their goals by satisfying working individuals and meeting their moral and material needs, thus gaining the satisfaction and acceptance of beneficiaries. Leadership is a social phenomenon that represents the relationship between the leader and the working individuals to achieve goals that serve their interests. Many organizations have achieved unprecedented successes due to the presence of a leader with

experiences, skills, charisma and vice versa. Hence the concept of servant leadership, which is an ancient and ingrained practice in all societies and is urged by the Islamic religion, but its emergence as a term at the hands of the American thinker Green Leaf in 1970. Many researchers and writers have found that servant leadership has a great impact in reducing organizational conflicts within and outside the organization by using a sound leadership style in dealing with others to serve them, identify and meet their needs, encourage working individuals to perform their work, and create a state of balance for workers in their lives between exercising leadership and serving others. This in turn reflects the positive side of personal relations and an important element in reducing conflicts when It broadcasts it from the spirit of cooperation, which reflects positively on the behavior of working individuals and pushes them to develop and improve their performance in order to achieve the objectives pursued by the organization. The research consists of four sections. The first section is devoted to the methodology research. The second section is devoted to the theoretical framework for research. The third section is devoted to the practical aspect. The fourth section is devoted to conclusions and recommendations.

### **The first topic: Methodology Scientific Research**

#### **First : Research Problem:**

The phenomenon of organizational conflict in advanced organizations is one of the most important obstacles to work for senior management, as it consumes the management effort if the appropriate strategy is not used to manage it. It has become necessary for departments to recognize the existence of organizational conflict between working individuals as a result of differences in opinions, business, experiences and skills, and to know its causes and ways to address it through the presence of a servant leadership that takes it upon itself to address all types of conflicts by following up and developing workers and knowing their needs to achieve the goals of the organization. The research problem lies through the following main question:

What is the role of servant leadership in reducing organizational conflicts?

From it, the following questions branch out:

- 1- What are the scientific and intellectual foundations of the research variables?
- 2- To what extent are the dimensions of servant leadership applied in the researched organization?
- 3- What is the level of capacity of individuals working to reduce organizational conflicts in the organization being researched?

#### **Second: - The importance of research**

Due to the developments in business organizations as a result of the wealth of information, especially in the administrative aspects and the emergence of many types of organizational conflicts between individuals working inside and outside the organization, which greatly affected their performance, which prompted many organizations to follow many advanced methods that have the ability to control these conflicts and try to win working individuals and help them perform their work accurately and sincerely and increase their loyalty to their organizations and increase their skills and experiences and do not tend to a particular party

at the expense of the other party. Hence, the concept of servant leadership emerged, which came as a result of the developments in the world and as a very important factor to reach the goals of the organization. This type of leadership was devised to serve working individuals unlike the rest of the types that wait for workers to serve them. This type of leadership depends on its ability to support working individuals, train them, develop their skills and expertise, and cultivate a spirit of cooperation and common interest at all levels in order to make them workers who can provide services to all members of society from inside and outside the organization and provide services to beneficiaries with high quality and timely.

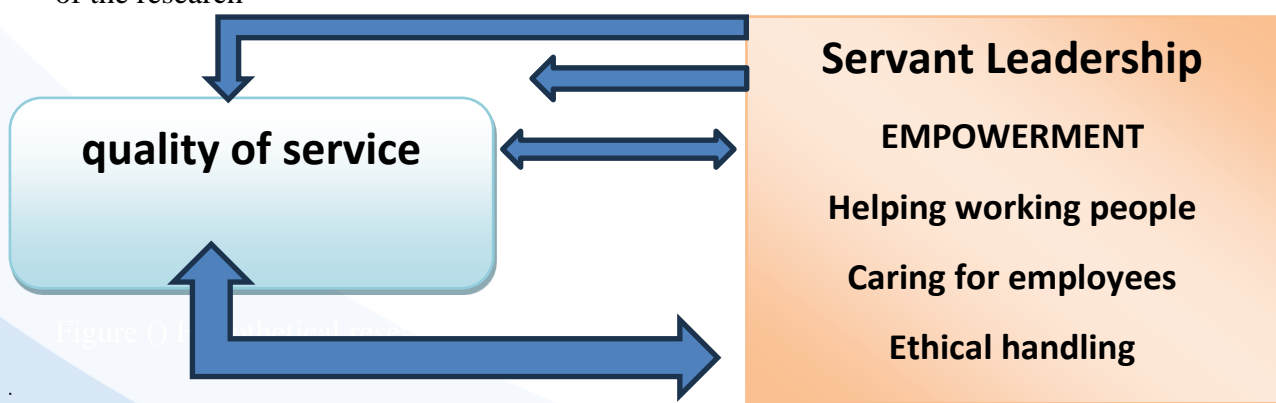
**Third: Research objectives:**

Many business organizations that wish to achieve their goals go directly to their working members and identify the causes of the organizational conflicts generated between them and work to support and motivate them and develop their expertise and skills by providing appropriate means and a sound internal environment for them to perform their work to the fullest. All of this is done through the availability of servant leadership that contributes significantly to reducing these conflicts and serving their working members and improving relations between them and senior management to increase their loyalty to the organization and not to take sides at the expense of the other party. Through the above, the objectives of the research can be highlighted as follows:

1. Recognize the role of servant leadership in containing and reducing organizational conflict.
2. Trying to identify the most appropriate methods and strategies for managing organizational conflict.
3. Follow up and study the most important steps taken by the leader in order to reduce the organizational conflict in the organization in question.
4. Trying to diagnose the correlation and impact between the research variables (servant leadership and organizational conflict) and knowing their results on the research sample

**Fourth: Hypothetical research outline**

The outline of the study expresses the embodiment of the idea of research by showing the relationship of correlation and impact between its variables, and Figure (1) shows the outline of the research



Source : Prepared by the researcher based on the incoming literature

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### **Fifth: Research hypotheses**

The hypotheses represent expected answers which must be consistent in their directions with the research problem, as the researcher developed several hypotheses to test the hypothetical scheme of the research embodying the trends of the relationship and impact between its variables and in line with the objectives of the research set as follows :

#### **Hypotheses correlation**

H : There is a significant correlation between servant leadership and organizational conflict at the macro level. From this hypothesis , a set of sub-hypotheses follows:

H1 : There is a moral link between empowerment and organizational conflict.

H2: There is a moral link between assistance working individuals and organizational conflict.

H3 : There is a moral link between Caring for employees and organizational conflict.

H4: There is a moral link between ethical dealing and organizational conflict

H5 : There is a moral link between creating value for society and organizational conflict

H6 : There is a moral connection between emotional processing and organizational conflict

#### **Influence Hypotheses**

H : There is a significant impact between the servant leadership in the organizational conflict at the macro level and emanates from it the following sub-hypotheses:

H1: There is a moral impact of empowerment in organizational conflict.

H2: There is a moral impact to help working individuals in organizational conflict.

H3: There is a moral impact of interest in individuals working in organizational conflict.

H4: There is a moral impact for ethical treatment in organizational conflict.

H5 : There is a moral impact to create value for society in organizational conflict.

H6 : There is a moral impact for emotional treatments in organizational conflict.

#### **Sixth: Limits Research**

Limiting the limits of research within a clearly defined scope is an essential necessity for any academic study within a specific scientific discipline. In light of this, it has become necessary to diagnose the appropriate human, spatial and temporal limits of research as follows:

**1. Boundaries human:** This type of boundary was organized to search in an intentional sample in the researched organization represented by employees of senior management, administrators and technicians in all departments and units with the exception of service staff because the questionnaire paragraphs do not apply to them

**2. Boundaries Spatial:** The Directorate of Education of Najaf Al-Ashraf was chosen for the purpose of conducting the field side of the research as it seeks to apply the servant leadership in various joints of work with a desire to reduce organizational conflicts

**3. Limits temporal :** The research period extended from its theoretical side and the field from 1/9/2024 to 01/6/2025.

**Seventh : Research population and sample**

The definition of the research community and sample and the clarification of its characteristics is a fundamental necessity for the research community to focus on the field , especially if it is known that the nature of the compatibility between the characteristics of each of them allows for the generalization of the results of the research in the sample, especially if it is known that the nature of the compatibility between the individual members of the community who were recruited from it, so that it is possible to apply the following research community and clarify the following table.

Table (1) Community sample research

#	place of work	Number	Gender	Number	Certificate	Number
1	Administrative Division	27	Males	45	Diploma	25
2	Finance Division	23			Bachelor	35
3	Legal Division	11			Master's	12
4	Quality Division	14	Females	30	PhD	3
	Total	75	Total	75	Total	75

Source : Prepared by the researcher basedon the information of the questionnaire form

**The second topic: The theoretical aspect**

**The first axis: servant leadership**

**First: The Concept of Servant Leadership**

After the developments in the external environment and the resulting interest in the human resource and the emergence of various types of leaders, there has been increased interest in recent years in servant leadership through which leaders put the needs, ambitions and interests of those around them above their own interests. These service leaders serve others out of service rather than leadership as they seek to develop and support the individuals working with them. Greenleaf, the founder of the servant leadership theory, developed a conceptual framework for it and presented it in an organizational context during his work at the telecommunications company (Al-Mutlaq, 2022: 235) . Robert K. Greenleaf This concept in his article The servant as a leader and the institution as a servant is evidence of the real leader's keenness to serve others and not to ask them to serve (Parris& Peachey , 2013:377) . Some of them believe that servant leadership is centered on providing the interest of individuals working for the interest of the leader and that the leader is the one who serves his workers, contrary to what is customary in organizations, as working individuals are those who serve the leader , where under servant leadership, the leader has a moral responsibility and altruistic attitudes by caring for the needs of his workers and sympathizing with them (Humans and others, 2024: 49) . It was defined as the leadership style that relies on service based on others and enables them to grow and develop and rely on wisdom, knowledge and experience in decision-making ( Doraiswamy, 2012 : 5) . So, this type of leadership is based on a very successful realistic idea, which is when you serve individuals, organizations or

groups in order to be ready to serve others, and what complements this idea is that the working individuals who must be motivated and used for the success of servant leadership must be of the type of individuals who tend to serve (Galli and Dahlez, 2015 : 26) . Servant leadership can create sufficient incentives and motivation to be a leader who is able to serve others (Daswati , et.al, 2021:508) . It can be described as a leadership style that focuses on working individuals in terms of service, development, skill development, finding the inherent skills within each person, developing them and managing them in the best way to improve the working individuals and the organization (Surface, 2017: 839). The servant leadership was defined as the humility of the leader with others, empowering them, taking their hand and supporting them with various means and methods, and standing with them with all courage to raise their level of satisfaction, morale and self-confidence in order to be able to provide the service entrusted to them(Al-Tamam, 2016 : 260)

The researcher believes that servant leadership is the successful leadership style practiced by the leader to help the individuals working with him by knowing their abilities and skills and working to develop and support them to enable them to make the right decisions that make them dedicated to performing their work entrusted to them and to assume responsibilities and a sense of pride, belonging and loyalty to the organization.

### **Second : Characteristics of a Service Leader**

**Between (Al-Mutlaq , 2022: 237) that the characteristics of the service leader can be described as follows:**

**1- Good Listening:** The service leader is a good listener and listener who shows interest in the ideas and opinions of others and has the courage and full readiness to accept what the individuals working with him say and thus the service leader knows all their needs and works to meet them.

**2- Commitment to the development of working people:** The service leader considers his employees to be an essential value and has the responsibility for their personal and career development and helps them to obtain the tools and resources that enable them to carry out their work to the fullest

**3- Foresight :** The service leader is aware of the experiences of the past and the facts of the present, so he has foresight about future decisions and their consequences

**4- The ability to persuade :** The service leader seeks to persuade working individuals to perform a specific job or task rather than forcing them to do it through convincing rationales and reasons that contribute significantly to the shift from resistance to change.

**5- Empathy and feeling for others:** The service leader tries to put himself in the place of others so that he understands and appreciates their circumstances and recognizes their special abilities and skills, as this leader considers the interests of the individuals working for him the most important and above all consideration.

**6- Spreading the spirit of the group:** The service leader supports the spirit of the group in the organization and works to instill a sense of belonging to the group in the workplace because cooperation and integration are characteristics of successful organizations.

**7- Encourages ideas and initiatives :** The service leader promotes a work environment that encourages the release of creative ideas and initiatives

### **Third: The importance of servant leadership**

Servant leadership is of great importance in business organizations because it focuses on developing working individuals and developing their capabilities in order to achieve their goals. It is based on the clever idea that leadership, when it leads individuals, serves them so that they are more prepared to serve others themselves by motivating and encouraging them (Al-Abyad & Abdulazim , 2020 :312) . Developments in the business environment also indicate that organizations need leadership that is closer to working individuals and serves them to reach their goals. The majority of individuals take a negative traditional view of the leader because of the spread of that leadership style in most sectors that cares about themselves and their interests only, as most leaders are adapted to this type of authoritarian leadership until this type emerges. When the leader leads the organization from the highest level, he serves his organization. The importance of servant leadership comes in that it meets the needs of working individuals, responds to their desires, gives them the powers and authorities necessary to accomplish their assigned tasks, supports them to put forward initiatives, and pushes them to innovate at work, as it gives them a safe and encouraging supportive environment (Al-Suhaybani, 2023 : 524)

(Al-Shafi , 2023 :439) believes that the importance of servant leadership can be explained in the following :

- 1- The importance at the level of the organization is achieved through achieving the highest levels of performance as it focuses on the needs of the individuals working in the organization
- 2- The importance at the community level is highlighted by maximizing the human virtues that all societies need
- 3- The importance at the level of working individuals as it cares primarily about followers and provides them with human self-esteem and gives them a sense of independence, recognition of their achievements, appreciation of their efforts, evaluation of their work and sympathy with them

### **Fourth : The dimensions of servant leadership**

A number of researchers and writers agreed that the dimensions of servant leadership can be described as follows: (Muhammad et al, 2022 : 3) (Abd, 2018 :62) (Shaker et al ., 2024 : 216)

#### **1- Empowerment**

It is the identification of problems by the administration and solving them to encourage others to complete their work to the fullest. Empowering working individuals means giving them the authority and participation in making decisions and providing powers to others to be able to make their decisions optimally and emphasize teamwork and give the opportunity to try new ideas and exchange information

#### **2- Helping working people**

Servant leadership is based on great interest in helping working individuals through support and guidance within the scope of work in the organization. The servant leader believes that working individuals have a present and future value in business organizations. Leaders

express their responsibilities in caring for others towards achieving their full potential and can be developed by creating a dynamic learning environment. The mistakes of others lead to a new vision and are seen as opportunities for learning, as well as through training, development and providing working individuals with knowledge and experiences that enable them to achieve the goals of the organization and their professional goals.

### **3- Attention to working individuals**

It indicates the interest of the servant leadership in meeting the needs and desires of the working individuals first and before meeting their personal needs, as well as giving the highest priority to knowing their problems and solving them quickly, and paying attention to the emotional and professional needs of the working individuals inside and outside the organization in order to help them grow, develop and succeed at work and support them to develop their skills and abilities.

### **4- Ethical handling:**

which represents honesty, reliability and work as a model of integrity where transcendental self-worth and positive emotions are also important determinants of servant leadership and that providing an interactive style of cognitive processes that motivate real leaders to act in ways that are consistent with their self-worth and deal openly, fairly and transparently with all working individuals

### **5- creating value for society**

Is for the servant leader to be aware of the importance of society and developing it and helping others in the community surrounding the organization, as well as encouraging working individuals to be active in society. As the leader does not feel his commitment to serve the community only, he needs to promote and develop this type of activities

### **6- Emotional therapies:**

The servant leader must take care of the working individuals and their personal needs. Emotion refers to the leader's interest in following and loving them. Leadership focuses on taking care of the personal affairs of others within the work, which is based on the worker's love for his workplace and being aware of the goals of the organization in order to lead it to success and progress. He must be a lover of the community and all the individuals working for him at work and meet their needs and help them within the work and allow the working individuals to express their job and personal concerns.

## **The second axis: - Organizational conflict**

### **First: The Concept of Organizational Conflict:**

Organizational conflict is one of the most important natural phenomena that accompany working individuals and most human societies, and it is one of the results of permanent changes in organizations at all social, economic and political levels, which is one of the most important forces of change and is one of the important and thorny concepts in business organizations, as it refers to the differences and conflicts that arise between individuals

working within the organization for many reasons, including certain pressures or conflicts of interest for an individual or a group of individuals for a specific reason inside or outside the field of work, with the aim of creating positive or negative change on the values, standards and behavior of individuals or the organization in general.

Organizational conflict has been defined as a competitive position between two parties as a result of conflict, contradiction or clash of interests, needs, desires and requirements, as each of them seeks to achieve its objectives at the expense of the other, so it takes different forms, including tension, objection and quarrel (Qureshi and Faiza , 2015 : 88) . It can be defined administratively as confusion or disruption at work, which ranges between rudeness and leniency between the two parties (Al-Qahawi, 2015:218). It can be defined as an interactive process that appears when there is disagreement and disagreement between individuals and groups or when a certain party interferes in the activities and actions of the other party and obstructs the way to achieve its objectives or when the administration prefers the behavior of a particular individual at the expense of the other individual when they carry out joint action (Kermiche and ribbon , 2023 : 556)

### **Second: Causes of Organizational Conflict:-**

The circumstances and reasons that facilitate the emergence of organizational conflicts vary because of their differences in culture, learning, age, means of production, wealth and power, from which organizational conflict can be divided into two basic groups, one related to organizational reasons due to the organizational structure and functions of the organization and the other related to personal relations between employees in the organization

**1- Organizational reasons:** They can be listed as follows : ( Qawadriya, 2023 : 52)

a. **Competition for limited resources:** If an organization does not have many unlimited resources, there are scarce resources on the basis of which the conflict is generated over the division of places, funds, equipment and individuals, and this conflict is exacerbated by the belief of each party that it is more than others.

b. **Ambiguity of responsibility:** It means the lack of accuracy in identifying the working individuals responsible for performing various duties, activities and actions as if they are evading activities and thus generating conflict between individuals.

c. **Lack of clarity of authority :** This reason is related to the ambiguity of responsibility as the uncertainty or lack of identification of the authority in the field of business performance is great and this means that the more responsibility is clearly placed in the organization through formal or informal policies, the less organizational conflict in the organization

**2- Reasons related to personal relationships between employees :** These can be listed as follows : (Abdul Malik and Awashiya, 2023 : 81-82)

**a- Psychological structure of the individual :** As the working individual differs in terms of psychological structure, some of them tend to be aggressive and not cooperate with others, as the physiological and psychological behavior is directed to harm others , and there are those who are characterized by sharpness in impression and excessive sensitivity, which makes dealing with them difficult and increases the likelihood of conflicts between them.

**b- Individual misperception of their circumstances and motives :** The way problems are perceived and misinterpreted is a cause of conflicts. For example, the reason for this failure is due to the deliberate intervention of a specific person or group in the organization, as misinterpretations play a strong role in creating conflicts.

**c- Bad relations with others:** Poor personal relations and negative interaction between individuals and workers greatly help in the emergence of conflicts among them, such as lack of trust between working individuals leads to lack of interaction .

**d- Disparities in cultural and social backgrounds:** Each organization is a large gathering of individuals with varying degrees of education and cultural and social backgrounds. This disparity leads to differences in cultures and beliefs, which are considered as primary sources of conflicts.

**e- Bad communication:** The communication of the individual in a wrong way with others sometimes leads to anger and in turn leads to the emergence of organizational conflicts.

#### **Third: Aspects of Organizational Conflict:-**

Organizational conflict takes several manifestations and forms according to its degree of intensity, which can be summarized as follows : (Debab and Sochi, 2023 :38-39)

**1- The formation of practical unions:** The dynamic nature of relations between working individuals is clearly shown through the increasing demands for various services. These relations also show the spread of conflicts within the organization, and this has greatly helped in the emergence of practical unions to confront this type of conflicts and achieve the demands of workers

**2- Work turnover:** The turnover of work in business organizations is one of the negative phenomena because the organization will bear greater costs to replace the individuals who will leave it in addition to transferring a worker from one job to another and this is an expression of their dissatisfaction with the job in which they work.

**3- Low performance of working individuals:** Injustice in the distribution of rewards and incentives leads to the emergence of organizational conflicts, and this is caused by some employees displaying inappropriate behaviors that affect the performance of others, and this in turn leads to a lack of performance of the organization .

**4- Absence from work :** Absence from work is one of the reactions that express workers' dissatisfaction with working conditions. This phenomenon has been clearly observed because of the inappropriateness of services, benefits and additional bonuses. Therefore, working individuals lose their motivation and desire to work because of their dissatisfaction with it.

#### **Fourth: Methods used in resolving organizational conflict:-**

**1- Negotiating methods for resolving organizational conflict include : (Hadar , 2021 : 45-46)**

**a. Accredited diplomatic negotiations:** It is a first step for the parties to the conflict to meet in a short time by presenting and discussing the problem and proposing mutual solutions between the two parties to negotiate in an editorial manner

**b. Good offices:** It is the involvement of a third party who was the servant leader or any third person who has the elements that qualify him to resolve this conflict objectively, impartially and impartially without leaning towards one party at the expense of the other party.

**c. Arbitration :**It is the settlement and resolution of conflicts through the selection of a third party who always has the ability to be an arbitrator in disputes and does not tend to a party without the other and must be fair in making decisions in resolving organizational conflict.

**2- Personal methods for resolving organizational conflict include : (Tarawneh and Assistance , 2018 : 46)**

**a. Avoidance :** occurs when an individual withdraws from a conflict situation

**b. Courtesy :** The individual tends to help others while neglecting his needs

**c. Negotiation :** In the event that one of the parties wishes to reach intermediate solutions

**d. Strength :** When there are divergent views

**e. Collaboration :** This approach involves persuasive solutions for both parties to resolve organizational conflicts

**The third topic: The practical aspect**

**First : Initial analysis of data**

This section deals with the first steps necessary to complete the statistical aspect of the research. This section includes coding the main variables and sub-dimensions, and then proceeding to examine the data collected from the study community in order to verify their similarity to the normal distribution based on the answers of the study sample of (75) individuals, as well as conducting tests of the stability and validity of the scale used in the current research, to identify the stability of the scale used in collecting the necessary data through the two statistical programs (SmartPLS v.3.3.2, SPSS v.26) and my agencies:

**1: Coding Scale Paragraphs**

The process of coding the main variables and sub-dimensions is one of the basic steps in statistical analysis in order to facilitate the process of entering the study data into the statistical programs used in statistical analysis. The following is a review of the coding process:

Table (2) Coding the main variables and sub-dimensions

Variable / Dimension	Code
<b>EMPOWERMENT</b>	<b>EM</b>
<b>Helping working people</b>	<b>HE</b>
<b>Caring for employees</b>	<b>CFE</b>
<b>Ethical handling</b>	<b>EB</b>
<b>creating value for society</b>	<b>CSV</b>
<b>Emotional therapies</b>	<b>ET</b>
<b>Independent Variable Servant Leadership</b>	<b>SL</b>
<b>Dependent variable Quality of Service</b>	<b>QOS</b>

**Source:** Prepared by the researcher

**2: Validity and Stability Tests**

The researcher will conduct the tests of the validity of the research scale ostensibly by adopting the opinions of the arbitrators, and the validity of the content will be tested by conducting (confirmatory factor analysis), as well as extracting the coefficient of (Alpha Cronbach). These tests were conducted as follows:

**A. Apparent honesty**

For the purpose of identifying the validity of the apparent scale of the current research, it was presented to a number of arbitrators who numbered (20), and they submitted a number of opinions and proposals, which were taken to show the scale in a clear and understandable way to the respondents.

**B. Gauge stability test**

After the researcher has verified the validity of the apparent scale and the validity of the construction, the stability of the scale should be tested to find out the extent to which the contents of the study scale are related to the answers obtained, that is, to find out the extent to which the internal consistency of the scale has been achieved, and this was done by extracting the Cronbach's alpha coefficient and as in Table (3).

**Table (3) Cronbach's alpha coefficients for the study scale**

Code		Cronbach's Alpha Coefficient		
	Primary variable	DIMENSION	Variable	DIMENSION
1	Servant Leadership	EMPOWERMENT	8560	8120
		Helping working people		7600
		Caring for employees		.7480
		Ethical handling		8790
		creating value for society		8260
		Emotional therapies		7,900
2	quality of service	quality of service	.788	.788

**Source:** Prepared by the researcher based on the results of the statistical program SPSS V. 26

Based on the results of Table (3), it is clear that the research scale with all its main and sub variables achieved the required internal consistency, as the criteria for consistency ranged between (.879 - .748), which is greater than the acceptance rate of (70%) according to the researchers (Sekaran & Bougie, 2016).

**Third: Descriptive analysis of study data**

This part deals with the tests for the descriptive analysis of variables (servant leadership, quality of service) by extracting indicators (arithmetic mean, standard deviation, percentages) based on the data obtained from the research sample of (75) agency individuals:

**1: Descriptive analysis of the servant leadership variable**

The descriptive statistics indicators for servant leadership were calculated and the results appeared in Table (4), from which it appears that the dimensions of servant leadership obtained a general arithmetic mean of (4.4212), which is an arithmetic mean that exceeds the hypothetical mean of (3), because the current study adopted the five-point Likert scale. The standard deviation of the dimensions of servant leadership was (0.5286), which is a low amount indicating the homogeneity of the respondents' answers and a high level of interest of (88%). This indicates that there is a clear awareness among the researched organization that servant leadership is one of the important elements that can be invested in supporting the trend towards enhancing the quality of service. As for the paragraphs of this variable, they were all close in levels of interest and good interest ratios, and this is evidence of their importance in work.

**Table (4) Statistical description of servant leadership**

Para Code	Arithmetical mean (Maths.)	Standard deviation (Maths.)	Level of Interest
EM1	4.190476	0.587087	83.80952
EM2	4.666667	0.471405	33333
EM3	4.619048	0.485621	92.38095
HE1	4.571429	0.494872	42857
HE2	4.380952	0.722179	87.61905
HE3	4.333333	0.471405	86.66667
CFE1	4.571429	0.583212	42857
CFE2	4.095238	0.609821	81.90476
CFE3	3.904762	0.810923	78.09524
EB1	4.380952	0.575383	87.61905
EB2	4.52381	0.499433	90.47619
EB3	4.428571	0.494872	88.57143
CVS1	4.42857	0.559397	82.85714
CVS2	4.666667	0.471405	33333
CVS3	4.571429	0.494872	42857
ET1	3.619048	0.575383	72.38095
ET2	4.761905	0.425918	95.2381
ET3	3.857143	0.638877	77.14286
General average	4.4212	0.5286	88.425

**Source:** Prepared by the researcher based on the results of the statistical program SPSS V.

**2: Descriptive analysis of the service quality variable**

The descriptive statistical indicators of the quality of service variable were calculated and the results appeared in Table (5), from which it appears that the quality of management obtained an arithmetic mean of (3.5966), which is an arithmetic mean that exceeds the hypothetical mean of (3), because the current study adopted the five-point Likert scale. As for the standard deviation of the quality of management variable, it amounted to (.636), which is a low amount indicating the homogeneity of the respondents' answers, with a high level of interest of (72%), and this indicates that there is a clear perception in the researched organization about the importance of service quality, but at the level of the paragraphs of this variable, they were all similar in levels of interest and with good interest ratios, and this is evidence of their importance in the organization.

**Table (5) Statistical description of the quality of service variable**

Para Code	Arithmetical mean	Standard deviation	Level of Interest
QOS1	4.380952	0.575383	87.61905
QOS2	4.333333	0.712697	86.66667
QOS3	4.428571	0.494872	88.57143
General average	4.380952	0.594317	87.61905

Source: Prepared by the researcher based on the results of the statistical program SPSS V. 26

**Third: Testing research hypotheses**

This part specializes in testing research hypotheses by revealing the correlation and influence relationships between the main and sub-research variables

**Fourth: Testing the correlation hypotheses:**

**Hypotheses of correlation between the main study variables and the agency sub-study variables will be tested:**

**The first main hypothesis:** The variable of servant leadership is significantly related to the quality of service variable at the macro level of the two research variables, and the following hypotheses were derived from it:

1. Empowerment is intrinsically linked to the service quality variable.
2. Assisting working individuals is significantly related to the quality of service variable.
3. Caring for employees individuals is significantly related to the quality of service variable.
4. Ethical dealing is morally related to the quality of service variable.
5. Creating value for society is intrinsically linked to the service quality variable.
6. Emotional therapies are morally correlated with the quality-of-service variable. These were tested through statistical software (SPSS v.26) Agencies:

**Table (6) Testing the correlations between the study variables**

		SL	EM	HE	CFE	EB	CVS	ET
<b>QOS</b>	Pearson Correlation	.853**	.725**	.717**	.761**	.773**	.738**	.694**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75

\*\* . Correlation is significant at the 0.01 level (2-tailed).

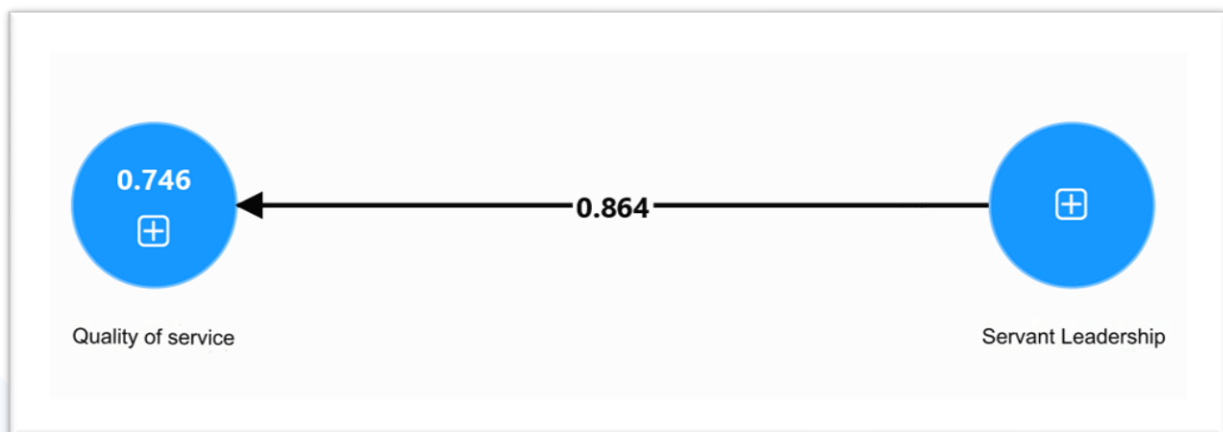
**Source:** Prepared by the researcher based on the results of the statistical program SPSS V. 26

The clear results in Table (6) indicate that the independent variable (servant leadership) has a positive and significant correlation with the dependent variable (quality of service) at the total level of the two study variables, as the value of the correlation coefficient between them reached (0.853) and in a significant sense (0.000), and by adopting these results, the first main correlation hypothesis between the study variables is accepted, in addition, and by taking the results of Table (6) above, all sub-correlation hypotheses are accepted, because they came below the level of significance (0.05).

## 2: Testing hypotheses of influence

**Impact hypotheses will be tested between the main study variables and the agency sub-study variables:**

**The second main hypothesis:** Servant leadership has a significant impact on the approved variable Quality of service at the total level of the two study variables. In order to test this hypothesis, a structural model was built to show the path of the impact relationship between the two variables (servant leadership and quality of service). The results were extracted based on the statistical program (Smart PLS). The results came as in Figure (2) and Table (7).



**Figure (2) Model of testing the main hypothesis of influence**

**Source:** Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

It is clear from the results shown in Figure (2) and Table (7) that there is a significant impact of the independent variable, the servant leadership, in the approved variable, the quality of service by (0.864) and with significant limits (0.000), meaning that the quality of service

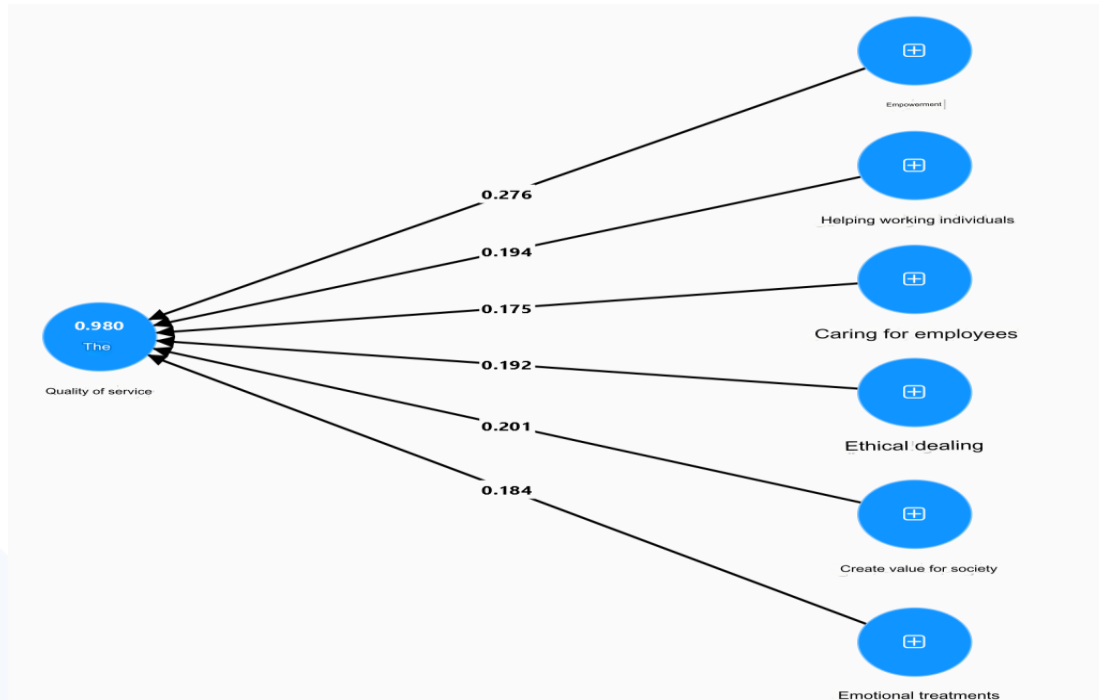
variable decreases by (86%) by increasing the servant leadership variable by one unit. Also, the servant leadership variable explains (74%) of the changes that occur in the quality of service variable, which is the value of the interpretation coefficient ( $R^2 = 0.746$ ). When these results are adopted, the main hypothesis of impact is accepted, which is that (servant leadership has a significant impact on the approved variable, the quality of service at the total level of the two study variables).

**Table (7) Results of the main hypothesis of impact**

Hypothesis Path	Level of Significance	T value	Standard deviation	Value $R^2$	Influence coefficient $\beta$	Hypothesis Result
Servant Leadership - > Quality of Service	0.000	16.308	0.067	0.746	0.864	Accepted

**Source:** Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

As for the sub-hypotheses emanating from the main hypothesis of influence, which stated that there is a moral impact of the dimensions of servant leadership (empowerment, helping working individuals, caring for working individuals, ethical dealing, creating value for society, emotional treatments) in the approved variable quality of service, and for this reason the researcher designed a structural model as in Figure (3):



**Figure (3) The model of testing the impact of the dimensions of servant leadership on the quality of service**

**Source:** Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

The results shown in Figure (3) and Table (8) indicate the following:

**A.** It was found that empowerment has a significant impact on the quality of service variable, as the value of the impact coefficient came between them (0.276), and at a significant level (0.003), which is less than the acceptable and specific significance limits (0.05), and on the basis of these data this hypothesis is accepted.

**B.** It turned out that the assistance of working individuals has a significant impact on the quality of service variable, as the value of the impact coefficient between them reached (0.194), and at a significant level (0.000), which is less than the acceptable and specific moral limits (0.05), and on the basis of these data this hypothesis is accepted.

**C.** It turned out that Caring for employees does not have a significant impact on the quality of service variable, as the value of the impact coefficient between them reached (0.175), and at a significant level (0.021), which is less than the acceptable and specific moral limits (0.05), and on the basis of these data this hypothesis is accepted.

**D.** It turned out that ethical dealing has a significant impact on the quality of service variable, as the value of the impact coefficient between them reached (0.192), and at a significant level (0.03), which is less than the acceptable moral limits (0.05), and on the basis of these data this hypothesis is rejected.

**E.** It turned out that creating a value for society has a significant impact on the quality of service variable, as the value of the impact coefficient between them reached (0.201), and at a significant level (0.000), which is less than the acceptable moral limits (0.05), and on the basis of these data this hypothesis is accepted.

**F.** It turned out that emotional treatments have a significant impact on the quality of service variable, as the value of the impact coefficient between them reached (0.184), and at a significant level (0.000), which is less than the acceptable moral limits (0.05), and on the basis of these data this hypothesis is accepted.

In addition, the dimensions of the servant leadership variable together explain (98%) of the total changes in the service quality variable, while the remaining percentage is due to other variables not covered by the current study test form.

**Table (8) Results of testing sub-hypotheses of influence**

Hypothesis Path	Level of Significance	Value T	Standard deviation	Value R <sup>2</sup>	Influence coefficient β	Hypothesis Result
Empowerment - > Quality of Service	0.003	7.386	0.085	0.980	.276	Accepted
Staff Assistance - > Quality of Service	0.000	6,119	0.093		0.194	Accepted
Caring for employees - > Quality of Service	0.021	5.089	0.067		0.175	Accepted
Ethical Engagement - > Quality of Service	0.03	5.286	0.042		0.192	Accepted
Creating Value for the Community - > Quality of Service	0.000	6.530	0.086		0.201	Accepted
Emotional Therapies - > Quality of Service	0.021	5.089	0.067		0.184	Accepted

**Source:** Prepared by the researcher based on the results of the statistical program Smart PLS v.3.3.2

**The fourth topic: - Conclusions and recommendations**

**Conclusions**

1. The application of servant leadership in business organizations contributes significantly to reducing organizational conflicts.
2. The response of the sample to the dimensions of the variable of servant leadership (empowerment , helping working individuals, caring for working individuals, ethical dealing, creating value for society , emotional treatments) was acceptable and good, and this was shown by the result of the statistical application.
3. The sample answers field of research for the dependent variable (organizational conflict) were acceptable and well, and this is what was shown by the result obtained from the analysis statistical.
4. The success of business organizations depends mainly and fundamentally on empowering working individuals and giving them the opportunity to participate in decision-making, support and motivate them and develop their expertise and skills in order to reach the desired goals of the organization.
5. The application of servant leadership in business organizations greatly increases the loyalty of the individuals working for the organization and motivates them to exert more effort and speed in completing the work in it with extreme accuracy, which leads to increasing the efficiency of the service provided by the organizations, which helps to enhance their success.
6. The application of servant leadership in business organizations helps positively in the degree of harmony of working individuals, reducing training costs and organizing work procedures through participatory decision-making, overcoming problems affecting the level of performance, increasing the degree of administrative effectiveness and improving performance.
7. Reducing organizational conflicts in organizations requires a leadership whose goal is to serve working individuals and does not expect them to serve them. This is done by supporting training, learning, developing expertise and skills, benefiting from previous experiences, and working to confront emergency conditions that make the working individual a servant of society.

**Recommendations**

1. The need to hold seminars and workshops to raise the awareness of employees and senior management of the importance of applying servant leadership in business organizations because of its very significant impact to enhance the success of business organizations and reduce organizational conflicts.
2. Business organizations should pay attention to empowering working individuals and developing their expertise because of its importance in raising their morale and achieving their satisfaction, and supporting the participation of working individuals in the decisions of the organization.
3. The management of the organization in question should seek to build transparent values based on honesty, commitment, empathy and openness between working individuals and senior management because this leads to better decision-making and correcting mistakes.

4. Holding training courses for individuals working in the Directorate of Najaf Education regarding the servant leadership in its dimensions to refine their skills and experiences and increase their knowledge in decisions that support the success of the organization and enhance its excellence.
5. Organizational conflict is one of the deep-rooted obstacles in business organizations that organizations must address to address the gaps that exist between working individuals and empowering them and using emotional treatments to win them over.
6. The need to evaluate and review the performance of working individuals on an ongoing basis, in addition to the need for the senior management of the organization to review its performance to see the extent to which the objectives have been achieved.
7. The need to work to reduce conflicts in business organizations by employing all dimensions of servant leadership and achieving integration among them in order to reach the set goals.

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