

Servant Leadership and Their Impact in Organizational Immune System: Analytical Research

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Abstract

This research aims to know the impact of the servant leadership in the organizational immune system in the Ministry of Planning, as the analytical approach was adopted in carrying out this research, and the research community included the administrative leaderships of the Ministry of Planning in the city of Baghdad, while the research sample was (Director general and his assistants, Department head, Division official) as an intentional sample for the research community in (Ministry Center, Central Statistical Organization, Central Organization for Standardization and Control and Administrative Development Center) and the comprehensive inventory, as the researcher distributed (220) questionnaires, and then collected data from (172) respondents from the community researched by accreditation The questionnaire, which included (47) items And provide them with personal interviews and field observations as tools to help strengthen them. The research adopted the program (Amos V.23, SPSS V.23) by adopting appropriate statistical methods. The results showed the validity of the correlation and influence relationships at the level of the main and sub-research variables, indicating the essential role of servant leadership in influencing the organizational immune system in the Ministry of Planning.

Keywords: Servant Leadership, *Organizational Immune System, Ministry of Planning*

An extracted research from a PhD Dissertation.

Introduction

The social, economic and administrative transformations that the world is witnessing have coincided with the generation of currents of change and development in the features of organizations, their orientations and their goals, which necessitates research into the future of organizations and the diagnosis of appropriate strategic methods that penetrate the rules of stereotypes and enable them to confront these currents, and this is coupled with the existence of human cognitive resources characterized by integrity and integrity, as well as The presence of administrative leaderships as basic elements that manage the organization's resources and direct them cognitively with their high scientific qualification and their unique capabilities

associated with knowledge. As human capital is an integrated force of creative experiences and intellectual characteristics capable of developing organizations administratively and cognitively, as these organizations realized the importance of investing their knowledge, expertise and intellectual capabilities and working to practically employ them in their organizational capabilities, thus securing a solid anchor that strengthens the foundations of their success and develops the foundations for their continuation in light of the data. The current, as the success of organizations, their progress and development are closely linked to their ability to confront the threats represented by the *Organizational* immune system, Facing current events requires concerted efforts for the organization to reach the stage of organizational Virtuousness, which is the characteristic of wise organizations. Based on this fact, the researcher sees the need to study servant leadership as a basic variable affecting the *Organizational* immune system. The researcher chose the Ministry of Planning for its importance in providing the country with development plans at the national level.

Literature Review

First / Servant Leadership:

1. Servant Leadership Concept

The concept of servant leadership arose out of the story of a group of travelers, including a servant who would continually cheer them up while serving on their journey. When the servant disappeared, the group could not continue their journey as no one could encourage them along the way. After that, the travelers realized that "the servant was actually their leader" (Muzira & Min, 2020: 24). Servant leadership is one of the most attractive concepts in the literature on management and behavior in recent years. Servant leadership attracts the world's attention. For this reason, experimental studies are associated with Increased relationships between servant leadership and employee behavior or work outcomes. The servant leadership philosophy goes back to the views of The Greenleaf (1977) Speaking in his book About the Servant as a Leader Besides, it is known that "the servant" is an important concept for most religions and non-religious ideologies (Küçükoğlu & Akca, 2020: 103). To understand Robert Greenleaf's concept of servant leadership, one must read his main works, which include leadership The Servant (1977), The Servant Leader (2003), The Seeker and The Servant (1996), In Becoming a Servant Leader (1996), and The Power of Servant Leadership (1998). The most obvious place to start is with his 1970 article, "Servant as Leader." In this article, Greenleaf reveals the identities of notable writers and individuals who helped shape his beliefs. Greenleaf freely admits that most of these ideas came to him as intuitive insights rather than consciously driven logic (CHETTY, 2017: 50) and defined servant leadership by several definitions, defining it (Cahyono et al, 2020: 441) as leadership that arises from the heart to serve both Company employees, customers and the entire community, as defined by (Sloan, 2020: 20) as a multi-dimensional leadership theory where leaders begin with a desire to serve, followed by an intention to lead and develop others to achieve a higher goal that benefits individuals, organizations and societies.

2. The importance of Servant Leadership

The importance of servant leadership is divided into several points, namely: (Duggan, 2015: 18)

- **Team Building:** The use of servant leadership style makes the leader realize that following the authoritarian or hierarchical style leads to increased alienation and differences among the employee, but the servant leadership style leads to beneficial results for the work team as a whole, as the servant leadership helps each member of the team to provide his contributions Based on the skills and experiences of each member of the team, this type of leadership leads to building a team work that allows each individual to display his skills and collaborate more effectively with the rest of the team.
- **Achievement:** By following the servant leadership style, the leader engages all members of the team in setting goals and objectives, so everyone will have a voice in decision-making, in addition to that the leader creates a positive atmosphere towards their values, and this type of leadership allows employees to set their own key performance indicators. It gives the employee the necessary powers to make the changes that lead to the long-term success of the organization.
- **Change:** Change management involves creating a vision for the future by following the servant leadership style by defining the tasks and goals of the organization based on the employees' perspectives, which enables employees to manage their own career more.
- **Satisfaction:** When employees work under the command of a servant leader, they work collectively for the benefit of everyone, and this is positively reflected in their satisfaction rates, because all needs are met, and when the leader follows the democratic leadership style, by involving everyone in the decision-making process, the servant leaders ensure Everyone's opinions are heard.

And (Nayab, 2011: 44) also mentioned that the importance of servant leadership in employee development, as servant leadership does not cast the goals of the organization on the shoulders of subordinates, but on the contrary, leaders make all efforts and invest time in helping subordinates to know their strengths and weaknesses, Servant leadership helps subordinates to reach the maximum physical and intellectual energies, and by this, the subordinates reach a balance in their lives, and the servant leader looks at the interests of others and shows patience and tolerance with his workers, such qualities in servant leadership lead to the creation of a general state of job satisfaction and belonging Organizational level among subordinates, as well as contribute to developing and maintaining human capital in organizations.,

3. Dimensions of Servant Leadership

Researchers disagreed about the dimensions of servant leadership, and this difference reflects different ideas and the different organizational environment, while the current research will adopt the (Wilkinson, 2019: 27) scale, which includes five dimensions (empowerment, conceptual skills, putting workers first, helping subordinates grow and succeed, Adding value to society) and the following is an explanation of each dimension:

- **Empowerment:** It is intended to encourage and provide facilities to others in the accomplishment of tasks (33 Armor, 2020 :), as well as to assist subordinates in determining when and how to accomplish work tasks (Wilkinson, 2019: 77). The central role that servant leaders play in empowering their followers, as empowering followers is manifested in various ways, including the servant leader's desire to put the followers' needs and interests first, which conveys a message that followers are valued. Empowerment of the Affiliate also finds

expression in open communication where the followers are listened to and their views are taken into account in the day-to-day operational activities of the organization (Gubuza, 2017: 45)

- **Helping subordinates grow and succeed:** It refers to setting priorities and showing real interest in the development and growth of followers through guidance and support (12 Armor, 2020:) so that they possess the professional skills necessary to carry out the tasks entrusted to them in an appropriate and effective manner. Thus, the organization that helps its members is viewed as providing a nutritious environment for the growth and development of employees and the formation of positive views about the image of the organization. Therefore, employees tend to feel very attached to the organization (299: ZORLU et al, 2019). Servant leadership focuses not only on an environment conducive to career growth, but extends to growth in multiple areas such as psychological well-being and emotional and ethical maturity (Eva et al, 2019: 114)
- **Creating value for the community:** Refers to a true interest in helping and participating in the wider community (Armor, 2020: 12) and Wilkinson (2019: 86) stated that creating value for society is conscious, a true interest in helping the community, as he mentioned (Maharaj, 2015: 86). The service leader not only feels his commitment to community service and development, but also needs to promote this type of activity and help the subordinates to understand the value of surrender and what that means for an institution, for society and the people and that they support through creating value for society, the servant leader creates a sense of urgency in others with his desire to give and strengthen An endless circle of everyone helps everyone
- **Putting subordinates first:** This dimension indicates clearly communicating with the followers that meeting their work needs is a priority (Armor, 2020: 13). To that, employees find that their work is more satisfying and less stressful when the work they are doing is in line with their strength. So servant leadership puts subordinates first by designing tasks to best fit employees' capabilities (Wilkinson, 2019: 81)
- **Conceptual skills:** Refers to structured knowledge and key tasks, allowing leaders to support and assist followers (Armor, 2020: 33). This skill can be acquired through learning and includes other common skills that are assessed by conceptual thinking (such as critical thinking, implementation thinking, creative thinking and intuitive thinking).). (Liden et al., 2008: 162) It also includes several characteristics such as intuition, insight, awareness raising, and solution perception, in addition to vision, modeling, leadership, communication, competence, vision and influence, all dimensions that are also related to the dimensions of conceptual skills (Wilkinson, 2019: 77).

Second; Organizational Immune System

1- The concept of the Organizational immune system

The concept of the regulatory immune system is derived from the concept of the human immune system. The human and Organizational systems are remarkably similar - both are complex and sensitive sets of interconnected functions (BHATTARAI, 2015: 49) The origin of the Organizational immune system goes back to the theory of organizational adaptation, whereby companies rely on finding a way to adapt to external and internal threats, The bankruptcy of many companies and the development and growth of other companies in the world of competition has led to interest in the organization's internal systems, and to

strengthening environmental monitoring in order to monitor and treat the environmental virus. (Simmons, 2013: 1139) The regulatory immune system has been defined by several definitions, as (Alshawabkeha, 2021: 1885) defined it as complex and sensitive groups of tasks related to each other and individuals that protect the organization from environmental changes and dangers resulting from building an impenetrable dam, which is represented by the organization's employees, policies, procedures, processes, and culture that They all interact to prevent change and external threats, as defined by (Xue et al, 2020: 43) as a process in which the organization takes measures to respond to risks in a timely manner to maintain the normal operation of the organization, record risk information and accumulate expertise. Based on the properties of systems similar to biology.

2- Dimensions of the Organizational immune system

The immune regulatory system dimensions are divided into three dimensions: (Assayah, 2020: 2)

- **Organizational learning:** Organizational learning is similar to the function of thymus (T) cells in the human immune system, which plays a critical role in protecting humans from viruses, and organizational learning refers to the increased awareness of organizational problems and then their identification and treatment, which is positively reflected on the organization's performance and outputs, and Organizational learning consists of (individual learning, group learning, learning from others, that is, competing organizations, and self-learning, that is, within the organization) (Assayah, 2020: 2) In order to enhance organizational learning within the organization, it requires the provision of some requirements, which are: Providing an environment that encourages learning by providing learning opportunities for all its members, adopting an integrated strategy for participatory learning, institutionalizing learning, preparing leaders who have a positive view of learning, and promoting Cultural and organizational patterns; Cultural patterns include: a set of values, beliefs, principles, and behaviors that encourage learning, while organizational patterns are the practices and applications that support organizational learning at its various levels (Gilaninia, 2013: 46)
- **Organizational memory:** similar to the memory Bone Marrow (B) cells in the human immune system, these cells are able to remember the diseases that a person has afflicted and produce the appropriate antibodies to attack them. Organizational memory includes bringing knowledge of the organization's previous archived knowledge through intelligently stored information and using it in making current and future decisions and building sustainable competitive advantages. Organizational memory is similar to the human mind, where the organization recalls its previous experiences in effectively dealing with current situations and planning for the future in light of previous knowledge, Organizational memory also consists of (intended internal memory such as records, reports, expert systems, policies and basic transformational processes, unintended internal memory resulting from organizational culture, business environment, organizational structure, and external memory, including information about competitors, industry financial reports, and government records (Assayah, 2020: 2) And organizational memory is the ideal outlet for the learning process in an organization. It is information that is stored until it is retrieved and processed again, and the organizational memory consists of the structure of the retention facility, the information contained therein, the processes of obtaining and retrieving the information and their implications for this. The

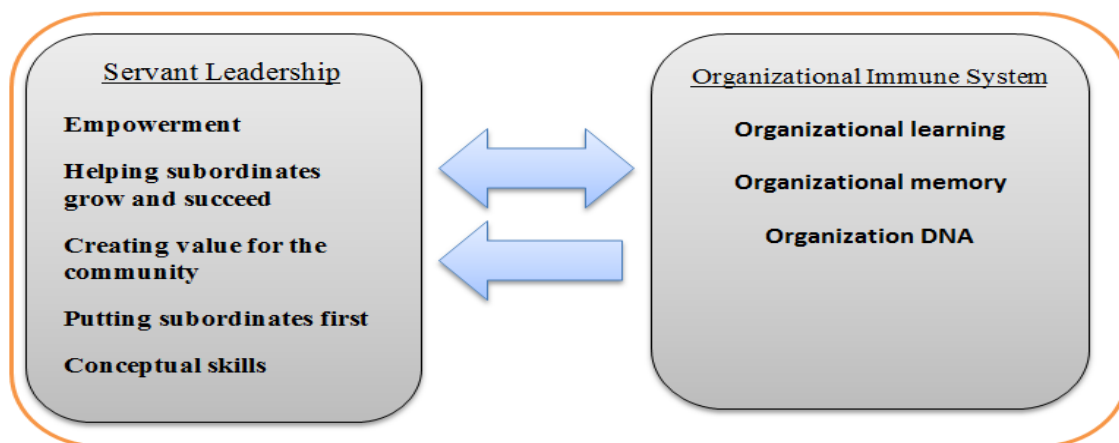
information stored consists of individual memories - including experiences, beliefs, routines, and artefacts. Tangible (Deery, 2017: 2)

- **Organization DNA:** It mimics human genes the DNA essential for life. DNA reflects the company's own footprint that makes it different from others and enables it to adapt aggressively to competition. The DNA of the institution is defined in the values, beliefs, culture and basic personality of the institution that shape its identity, determine its destiny and are reflected in its performance and activities in a way that limits or increases its capabilities and effectiveness. Organizational DNA consists of the natural genetic footprint belonging to a specific organization as natural defenses such as competitive position and market share, And the acquired genetic fingerprint resulting from the organization's disposal of the environmental risks that it recovered after, such as: immune cells resulting from the exposure of a part of the body to an environmental impact and was able to recover and became immune from this risk; Organizational memory of past treatments and stored solutions; Regulatory vaccination where outsourcing is used to deal with threats and risks; And the benchmark when using alternatives that have proven successful with stronger competitors (Assayah, 2020: 2-3)

Research Methodology

The review of the literature on Servant Leadership and Organizational immune system resulted in the crystallization of a hypothetical outline for the research as in Figure (1), which was prepared in light of the research problem and its objectives. The main hypotheses were formulated as follows:

- 1- **The first main hypothesis (H1):** *There is a significant correlation between Servant Leadership and Organizational immune system.*
- 2- **The second main hypothesis (H2):** *There is a significant effect of Servant Leadership on Organizational immune system..*



Servant Leadership Scale: The independent variable Servant Leadership consists of (20) items divided into five dimensions which are (empowerment, helping subordinates grow and succeed, placing subordinates first, creating value for Community, conceptual skills) Depending on (Wilkinson, 2019).

Organizational immune system scale : the responding variable of the Organizational system immune. It included (12) items, which were divided into (3) Dimensions, namely (organizational learning, organizational memory, and organizational DNA). Depending on (Assayah, 2020)

Research sample The Purposive sample was used, as the total human community reached (220) individuals who meet the required specifications for those who occupy the position of general director, assistant general manager, department director, and division official in the Ministry of Planning.) From the total community.. When distributing and receiving the questionnaire, it was found that the correct recipient of the questionnaire is (172) from the total community.

Data Discussion and Analysis

Consistency test: *Cronbach's Alpha Coefficient* was utilized to measure the internal consistency of the scale paragraphs, dimensions and variables, and the scale as a whole. Table (1) shows the values of the reliability coefficient of validity ranged between (0.780 - 0.943) for the variables and dimensions, which is greater than (0.70), and this indicates However, the variables and dimensions have an appropriate internal consistency, and the internal consistency coefficient (Cronbach's Alpha for the scale in total) was (0.967), as it enjoyed a high evaluation and these results indicate that the current research scale (the resolution) has a good level of stability.

The Scale	Cronbach Alpha coefficient
Conceptual skills	0.870
Empowerment	0.829
Helping subordinates grow and succeed	0.799
Putting subordinates first	0.823
Creating value for the community	0.879
Servant Leadership	0.943
Organizational learning	0.780
organizational memory	0.825
organization DNA	0.816
Organizational immune system	0.894
Questionnaire in General	0.967

Results Discussion

To test the hypothesis (H1): It is evident from Table (2) that the value of the correlation coefficient between servant leadership and the Organizational immune system, the correlation between servant leadership and the Organizational immune system was (0.725 **) at a significance level (0.000), which is less than the level of significance (0.05). This means that there is a statistically significant correlation between the servant leadership and the organizational immune system, meaning that the researched Ministry of Planning seeks whenever it seeks to distinguish its leadership as servant leadership whenever this contributes to the advancement of the general level of workers and gives them motivation and

encouragement to work and create an organizational climate free of Regulatory pressures and thus, this will contribute positively to achieving the Organizational immune system.

It is also noted in Table (2) that the value of the correlation between all dimensions of servant leadership and the Organizational immune system is positive correlations, as the correlation between conceptual skills and the Organizational immune system reached (0.571**), as well as the link between empowerment and the regulatory immune system (0.600 * *) The value of the correlation between helping subordinates grow and succeed with the Organizational immune system was (0.583 **). As for the correlation between placing subordinates first with the Organizational immune system, the correlation was (0.642 **) and the value of the correlation between generating value for society and the Organizational immune system. It reached (0.657 **) and all of these correlations are at the level of (0.000), which is less than the level of significance (0.05), which confirms this on the strength of the relationship between servant leadership in its dimensions with the Organizational immune system.

Table (2) Correlation values between the servant leadership dimensions and the Organizational immune system						
	Dimensions of Servant Leadership	Correlation Value and Significance Level		The direction of the relationship	Relationship Strong	
Organizational immune system	Conceptual skills	Correlation Value	0.571**	Negative positive	Medium	
		Sig	0.000			
	Empowerment	Correlation Value	0.600**	Negative positive	Medium	
		Sig	0.000			
	Helping subordinates grow and succeed	Correlation Value	0.583**	Negative positive	Medium	
		Sig	0.000			
	Putting subordinates first	Correlation Value	0.642**	Negative positive	Medium	
		Sig	0.000			
	Creating value for the community	Correlation Value	0.657**	Negative positive	Medium	
		Sig	0.000			
	servant leadership	Correlation Value	0.725**	Negative positive	Strong	
		Sig	0.000			
	Number of accepted hypotheses				6	
	%				%100	

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

To test the hypothesis (H2): Table (3) shows the effect of servant leadership and its dimensions on the Organizational immune system. The value of (F) computed between the servant leadership in the Organizational immune system was recorded (187.912). It is greater than the tabular (F) value of (3.89) at a level of significance (0.05), which means that there is a statistically significant effect between the servant leadership in the Organizational immune system, at a level of significance (5%), that is, with a degree of confidence (95%), which indicates However, servant leadership has an effective and powerful influence on the regulatory immune system. And through the value of the coefficient of determination (R^2) of (0.525), it becomes clear that the servant leadership explains (52%) of the variables that occur on the Organizational immune system, while the remaining percentage (48%) is due to other variables not included in the research model. It is clear through the value of the marginal propensity coefficient (β) of (0.654) that increasing the servant leadership by one unit will lead to an increase in the Organizational immune system by (65%) in addition to the significance of the marginal propensity coefficient, as the value of (t) reached (13.708) at the level of Significant (0.05). And the value of the constant (α) was recorded in the equation (1.409), meaning when the servant leadership is equal to zero, the Organizational immune system will not be less than this value.

Also, Table (3) showed that there is a high impact of servant leadership dimensions (conceptual skills, empowerment, helping subordinates to grow and succeed, putting subordinates first, creating value for society) on the organization immune system, as it is found that the value of (F) computed among all dimensions Servant leadership and the Organizational immune system are greater than their tabular values and at the level of significance (0.05). This means that all dimensions of servant leadership have a significant effect on the Organizational immune system in the Ministry of Planning.

Table (3) Analysis of The Impact of servant leadership Variable in Organizational immune system

Independent Variable	Dependent Variable	Value (a)	Value (β)	Coefficient (R^2)	Calculated (F) value	Calculated Value (t)	Significance
Conceptual skills	Organizational immune system	2.279	0.408	0.326	82.351	9.075	0.00
Empowerment		2.039	0.467	0.360	95.790	9.787	0.00
Helping subordinates grow and succeed		2.124	0.453	0.340	87.668	9.363	0.00

Putting subordinates first		2.044	0.497	0.412	118.955	10.907	0.00
Creating value for the community		1.939	0.499	0.431	128.883	11.353	0.00
servant leadership		1.409	0.654	0.525	187.912	13.708	0.00

Conclusions

As for the most prominent findings of the research represented the existence of a clear effect of servant leadership on the regulatory immune system directly and at the dimensional level and that the relationship between servant leadership and the organizational immune system is a strong relationship, and the Ministry of Planning is concerned with organizational learning for all its members (leaders and subordinates) through the activation of training courses. Workshops and spreading knowledge among all, working effectively and creating an organizational climate that reflects harmony and cooperation, improving well-being and strengthening the organization's immunity, which indicates the interconnectedness and complementarity between servant leadership and the Organizational immune system .

Recommendations

The research also reached several points, the most prominent of which is the need to hold intensive courses for officials of the Ministry of Planning on the concept of servant leadership and the organizational immune system in order to enhance these concepts in the Ministry of Planning, and there should be an ethical organizational climate in the Ministry of Planning, as this climate serves as a framework that contains leadership Housemaid and the Organizational immune system..

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