

The Expected Role of Organizational Culture in the Relationship Between Servant Leadership and Employee Performance

Mustafa Hatwan Rhima

Department of Business Administration, College of Administration Sciences and Financial, Imam Ja'afar Al-Sadiq University, Baghdad, Iraq

Abstract: The current research aims to study the relationship between servant leadership and employee performance by emphasizing the moderating and mediating role of the organization's culture. As the business sector faces the challenges of competition all over the world, many researchers and writers have studied the relationship between the investigated variables (servant leadership, employee performance, and organizational culture) by studying the direct relationships between variables or studying the mediating role of organizational culture between the relationship of servant leadership and employee performance. After reviewing previous local and foreign research and studies, it was found that there is no research or study to show the moderating role of organizational culture in the relationship between servant leadership and employee performance. Both roles. Based on the foregoing, the research problem is represented by asking the following main question (What is the expected role of organizational culture in the relationship between servant leadership and employee performance?) The community of this research is represented by choosing Al-Zawraa State Company. The research community consisted of different administrative levels of working individuals, managers, heads of departments, and people's officials, which numbered (140) people, and the size of the research sample was (76) people. As (100) forms were distributed and only (79) were retrieved from them, (76) of them were valid for statistical analysis. The study reached several conclusions, including that organizational culture leads to moderating role and mediating role in the relationship between the dependent and independent variables.

Keywords: Servant Leadership, Standing Back, Forgiveness, Authenticity, Employee Performance, Organizational Culture.

1. Introduction

The current research aims to study the relationship between servant leadership and employee performance by emphasizing the moderating and mediating role of the organization's culture. The business sector faces competition challenges all over the world. Organizations realize the importance of their human resources as a competitive advantage for the organization as a result of organizations realizing that maximizing the employee performance requires implementing a culture that suits their needs, and studies have shown that nearly 80% of organizations collapsed due to poor performance The result of weak culture and leadership style, In addition, 79.8% of organizations operate without good cultural practices, knowing that achieving

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high performance requires strong organizational practices to face the turbulent and uncertain operating environment (Ugheoke, 2019).

Human resources are also an element that has an important role in the organization and one of the most important forces in an organization and one of the most valuable tools available to any company (Mohammed, et al., 2021) , as the success of the organization depends on the role that individuals manage in it, and drawing attention to the human factor in the organization does not mean that other factors do not play important roles (Rhima, et al., 2022). Organizational studies emphasize the importance of human aspects in organizations and change the management model from a person who sees employees only as a means of production to a direction that sees working individuals as a basic resource in the production of outputs. As well as the need to change the traditional models in leadership studies to a leadership approach that emphasizes the human aspect (Amir, 2019).

In the current research, the focus was on studying the role played by the organizational culture variable, as most studies indicated that organizational culture plays a mediating role in the relationship between servant leadership and employee performance, and this indicates the existence of a knowledge gap related to the nature of the role played by organizational culture in the relationship between servant leadership and performance. staff. The importance of the current research is to clarify the role played by organizational culture in the relationship between the independent variable represented by servant leadership and the dependent variable represented by the employee performance and what is the nature of this role. The dependent variable. One of the justifications for engaging in this research is to study the extent of the impact of servant leadership, represented by its dimensions (Standing Back, forgiveness, and authenticity) on the employee performance in the presence of organizational culture as a moderating variable and mediating variable, and to note the extent of the increase or decrease in the strength of the relationship with the presence of the organizational culture variable.

2. Objectives

Research variables are among the important variables in managerial thought, especially that organizations have realized that maximizing the performance of employees requires implementing a culture commensurate with their needs, as the failure of most organizations may be due to poor performance resulting from poor culture and leadership style. Therefore, managers must build a culture that is conducive to the work environment. The current research seeks to achieve a number of goals, represented by the following:

- Measuring the availability of servant leadership behaviors in Al-Zawraa State Company.
- Knowing the reality and the extent to which there is an organizational culture in Al-Zawraa State Company.
- Identifying the performance level of employees in Al-Zawraa State Company.
- Determining the correlation between the research variables (servant leadership, employee performance, and organizational culture) in Al-Zawraa State Company.
- Determining the direct relationship between servant leadership and employee performance.
- Determine the direct relationship between servant leadership and organizational culture.
- Determine the direct relationship between organizational culture and employee performance.

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- Determining the expected role (mediator or mediating) of the organization's culture in the relationship between servant leadership and employee performance.
- Determining the mechanisms that can help raise the level of performance of employees after studying the impact of servant leadership and the culture of the organization.

3. Methodology

3.1. Data collection tools

The questionnaire was used to collect data for the practical side, as it included three axes, and included (35) questions. The first axis represented by servant leadership consisted of (12) questions divided into (4) questions for each dimension. The second axis represented by the employee performance included (9) questions, while the last axis included organizational culture (14) questions. (1-5) in the form of (strongly disagree, disagree, neutral, agree, strongly agree) respectively. As for the sources approved in preparing the questionnaire, they were as follows, after making the adjustments that suit the nature of the research, as the servant leadership scale was based on a study (Van Dierendonck and Nuijten, 2011). The measure of employee performance was adopted by a study (Birhane, 2016), and finally, the measure of organizational culture was based on a study (Quy, 2018).

3.2 Hypotheses development

The research model was designed that shows the expected relationship between the variables based on previous studies related to the research topic, which includes the direct relationship between servant leadership as well as including the expected role of the organization's culture, whether it is a moderating role or a mediating role or both.

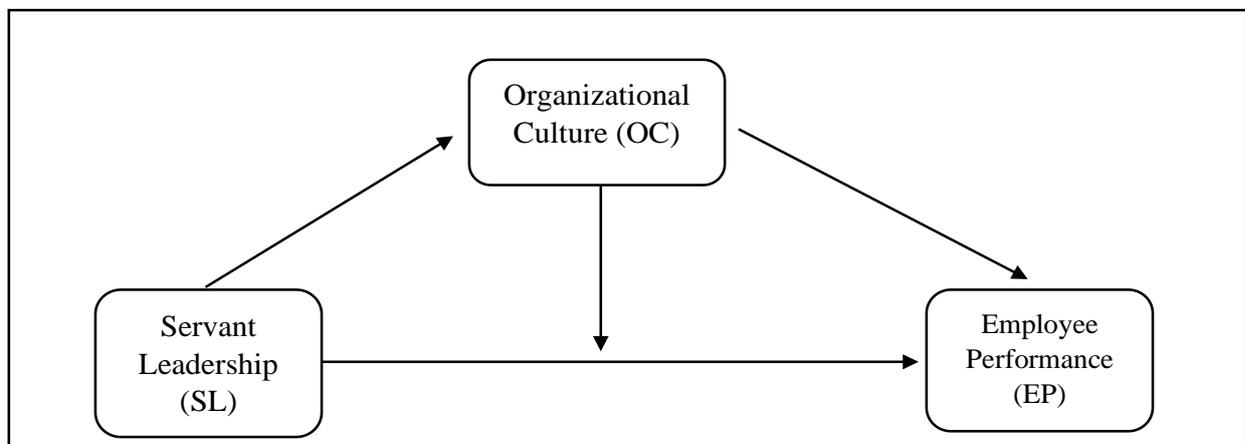


Figure (1). The hypothetical model of the research

Based on the hypothetical model of the research, a set of hypotheses were formulated as follows:

1. The first main hypothesis: Servant leadership, with its dimensions (Standing Back, Forgiveness, Authenticity), has a significant, statistically significant effect on the performance variable of employees.

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2. The second main hypothesis: is that servant leadership, with its dimensions (Standing Back, Forgiveness, Authenticity), has a moral and statistically significant effect on the organizational culture variable.
3. The third main hypothesis: Servant leadership, with its dimensions (Standing Back, Forgiveness, Authenticity), has a significant, statistically significant effect on the performance variable of employees in the presence of the organizational culture variable as a control variable (control).
4. The fourth main hypothesis: The organizational culture mediates the relationship between servant leadership with its dimensions (Standing Back, Forgiveness, Authenticity) and the variable of the performance of the employees as mediation with a moral effect and statistical significance.
5. The fifth main hypothesis: the organizational culture modifies the relationship between the servant leadership in its dimensions (Standing Back, Forgiveness, Authenticity) and the variable performance of employees with a statistically significant significance.

3.3. Community and sample research

The community of this research was represented by choosing Al-Zawra State Company, the Al-Mansour site, and the Medical and Industrial Gases Department, to test the research hypotheses in the field. and maintenance. The research community consisted of different administrative levels of working individuals, managers, heads of departments, and people's officials, which numbered (140) people, and the size of the research sample was (76) people. As (100) forms were distributed and only (79) were retrieved from them, (76) of them were valid for statistical analysis. To determine the sample size, the equation of (STEVEN K. THOMPSON), is as follows: (Thompson, 2012).

$$n = \frac{NP(1 - P)}{(N - 1)(d^2/z^2) + P(1 - P)}$$

That:

(N) The size of the population, and (z) the standard score corresponding to the level of significance (0.05) and the level of confidence (0.95), equal to (1.96), and (d) the error percentage and equal to (0.05), and (P) the probabilistic value and equal to (0.05) and by applying the equation is that the total random sample size is (100) people.

4. Review of literature

4.1. Servant Leadership

4.1.1. Servant Leadership Concept

The concept of servant leadership receives wide attention in the field of leadership, the focus of servant leadership is on other individuals rather than the self, and the servant leader focuses on task effectiveness, supervision, self-motivation, and future leadership capabilities. The first is related to the needs of others, and in particular, the studies provided the first evidence that the servant leader helps meet the needs of the followers (Mayer, et al., 2008). One of the important characteristics of the servant leader is his focus on creating conditions that allow the development of their capabilities (Gau & Van Dierendonck, 2011) It was pointed out that the servant leaders are those who serve the subordinates whose main concern is the main concern, while the organizational interests are marginal and not at the level of interest that the working individuals receive (Dennis & Bocarnea, 2005). Servant leadership is a leader who focuses on developing working individuals to their fullest potential in the areas of mission effectiveness, self-

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motivation, and future leadership capabilities (Haar, et al., 2017). Servant leadership is also referred to as a type of leadership that focuses on developing subordinates by placing their interests above the personal interest of the leader (Hale & Fields, 2007) and it is also a model that puts the needs of other individuals first and foremost (Greenleaf, 1996).

4.1.2. Dimensions of servant leadership

1. **Standing Back (SB):** It means the extent to which the interests of others are given priority first and give them support. In this way, the subordinate individuals feel cared for and encouraged, if the servant leader gives importance to the followers, the feeling of love and respect begins in the hearts of the followers of this leader (Tariq & Ambali, 2013).
2. **Forgiveness (F):** the ability to understand the feelings of others (Amah, 2015) A servant leader can create an environment in which followers feel safe and trust and feel accepted even when they make mistakes and a servant leader understands and empathizes with other people's views (Burton, et al., 2015).
3. **Authenticity (A):** We can consider authenticity to be honest with ourselves, open about inner thoughts and feelings, and align inner values with behavior (Laub, 2018). And authenticity is for the servant leader to show honesty and transparency through their speeches and actions and that they are humble, open, and responsible to others, including those in the organization (Van Dierendonck & Patterson, 2018).

4.2. Employee Performance (EP)

4.2.1. Employee performance concept

Performance includes what results from the work done by employees based on their experience and skills. in the regulatory framework. The performance of employees represents the cumulative result of the skills, efforts, and capabilities of all employees who contributed to improving organizational productivity, leading to the achievement of its goal (Dahkoul, 2018). Most organizations consider employee performance improvement as their most important goal in achieving organizational performance improvement. Therefore, it is necessary to improve organizational performance by identifying some effective factors in employees' performance, and the individual's performance can play a major role in the success of any organization. Therefore, organizations must nowadays identify effective factors to improve the performance of employees to achieve better performance (Razmjooei, et al., 2018). The employee performance is defined as the ability to achieve a specific task measured according to the predetermined standards of accuracy, completeness, cost, and speed (Sendawula, et al., 2018) ,and the employee performance is referred to as the final result of an activity or work (Robbins & Coulter, 2007) as (Mathis and Jackson, 2009) assumed that the employee performance It is the performance related to the number of outputs, the quality of the outputs, the timeliness of the outputs, attendance at the job, and the efficiency and effectiveness of the work performed (Otoo & Mishra, 2018).

4.2.2. Types of employee performance

Some researchers classify employee performance into three types: task performance, citizenship performance (contextual), and adaptive performance (Rotundo& Sackett, 2002).

1. **Task performance:** Behaviors that contribute to the essential operations of the organization, such as conversion, maintenance, production of goods, provision of services, inventory, sale of goods, and management of working personnel (Hattrup & Rock, 2002). Either directly by implementing part of its

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organizational operations or indirectly by providing it with the required materials and services (Borman & Motowidlo, 1997).

2. Contextual performance: the individual's performance that maintains the organization's social network and enhances the psychological climate that supports technical tasks. Moreover, the contextual performance includes activities that may not represent official work tasks, and although they make an important contribution to the effectiveness of the organization, this type is often not written performance in the job description, but it is an important component of the job performance (Kappagoda, 2018).
3. Adaptive performance: The environment in which organizations operate is characterized by continuous change, which makes adaptive performance a necessary need for employees (Mensah, 2015) as a result of changing technologies as well as automation and continuing to change the nature of tasks, which requires employees to learn new ways to perform their jobs (Pulakos, et al., 2000). The ability to adapt takes place through maintaining coordination or maintaining context when dealing with non-routine events (Griffin et al., 2000). There are eight dimensions of adaptive performance: dealing with emergencies and crises, learning work tasks, techniques and procedures, dealing with work pressures, demonstrating the ability to adapt between individuals, and cultural adaptation. Creative problem solving, dealing effectively with unexpected work situations, demonstrate, physical adaptability (Pulakos, et al., 2000).

4.3. Organizational culture (OC)

4.3.1. The concept of organizational culture

The concept of organizational culture is one of the common concepts in contemporary administrative thought, as organizational culture is a set of values and behaviors that can be considered a guide to success (Ahmed & Shafiq, 2014) and most researchers agreed that the relationship between organizational culture and employees is the key to the success of organizations, and it is possible to distinguish between a successful organization and another. Unsuccessful across its organizational culture (Cameron & Quinn, 2011). Organizational culture can be defined as the distinctive standards, beliefs, and principles that give the organization its distinctive character (Arnold, et al., 2005) It is also known as the shared cognitive framework that directs the perceptions, ideas, and language used by group members and transfers them to new members in the early socialization process (Pfister, 2009). It can be defined through the most common definition that the culture of the organization is the basic principles that individuals have discovered and worked on to develop and use to solve their problems and pass or transfer them to new individuals, counting them the correct way of perceiving, thinking and feeling about those problems (Acar & Acar, 2014). There is broad agreement that organizational culture provides the social glue that gives organizations cohesion, identity, and direction. It is often conceptualized as a set of shared values and symbolic elements that provide a common framework of meaning within which members of an organization interpret and understand the organizational world they occupy and that this guides their thinking, feelings, and behaviors (Rastegar & Aghayan, 2012).

4.3.2. Types of organizational culture

According to Wallach, 1983, there are three types of organizational culture, which are as follows (Quy, 2015):

1. Bureaucratic culture: bureaucratic orientation that includes following rules, regulations, and precedence without or with reduced personal involvement (Sinha, 2008). A bureaucratic culture is a unique feature

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of governmental organizations. General features of a bureaucratic culture are a relatively authoritarian management style, a high degree of control, top-down communication, the search for individuals for stability, limited initiative, and centralized decision-making. (Hendryadi & Purwanto, 2019). Bureaucratic culture refers to how employees follow the rules and instructions from the top management level based on the organization's hierarchy. In line with the above, bureaucratic culture discourages the creativity and innovation of employees across the organization. This is because organizations that are bound by strict controls affect the job satisfaction of the employees and at the same time they cannot adapt to the state of changes in the market, industry, or legal environment (Shifa, et al., 2018). Staff participation is low but supervision and environmental control are high. Certain factors such as organizational discipline, rank, location, and consideration of hierarchy are of great importance in this culture (Belias & Koustelios, 2014).

2. **Creative culture:** Creative cultures also called entrepreneurship or (adhocracy) are characterized by a commitment to entrepreneurship and experimentation because they are at the forefront of knowledge, new products, and services. These organizations usually carry values that focus on adaptability, flexibility, creativity, and cutting-edge ideas (Ashkanasy & Jackson, 2011). Here the organization's orientation is outward, in this type of culture change promotes the creation or collection of new resources, and the basic belief in this type is that the ideal vision motivates members to be creative and take risks. The strategic focus of these organizations is towards growth, new resources, innovation, diversity, and independence That is, it is characterized by informality, but the behaviors that emanate from these values include risk-taking, creativity, and the ability to adapt (Hartnell, et al., 2011).
3. **Supportive culture:** One of the characteristics of a supportive culture is motivation, growth opportunities, and supervisory support that makes employees feel able to think and act as a leader in their field. It is said that the supportive culture in every organization leads to commitment to the worker's job, which in turn affects the employee performance (Asiedu, 2015). Core values associated with a supportive culture include employee empowerment, participation, and commitment to the human work environment (Sinha, 2008). A supportive culture displays teamwork, a people-oriented work environment, friendliness, courage, and confidence (Cameron, Kim S. and Quinn (Bowen & Ostroff) note the role of culture in nurturing, sustaining, and enhancing the employee performance in organizations. Organizational culture helps coordinate tasks, reduces inefficiencies in the use of resources, and needs Employees to a supportive organizational culture to achieve their goals (Narayana, 2017).

5. The practical aspect

5.1. Statistical description results using measures of central tendency and dispersion:

5.1.1. Servant leadership (SL)

This independent variable included three dimensions: Standing Back, Forgiveness, and Authenticity, and then a detailed presentation of the results of these three dimensions:

1. **Standing Back (SB):** Appears from Table (1) the results of the descriptive statistics for this dimension, which were measured through four paragraphs, achieved the first paragraph (managers seek to Stand Back) on the first relative importance due to the decrease in the value of the standard deviation (0.69623) to the lowest A level among the rest of the questions of this dimension, which expressed less dispersion in the respondents' answers first, and then the relatively high arithmetic mean (3.5921), which led to a decrease in the value of the coefficient of variation to the minimum (0.19382) compared

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to the rest of the paragraphs, which confirms a high agreement between the answers The sample is about the content of the paragraph and with a high response level. As for the fourth and final relative importance, it was in the fourth paragraph (managers emphasize following social responsibility in our work) due to an increase in the value of the standard deviation in it (0.92859), the arithmetic mean (3.5658), and the dispersion coefficient (0.2604) and the level of High answer To reflect less agreement on the content of this paragraph, and concerning the rest of the paragraphs of this dimension, this method of analysis applies to them whose results have been described between these two upper and lower limits mentioned in the light of the value of the coefficient of variation.

2. Forgiveness (F): The results of the analysis for this dimension presented in Table (1), after measuring it with four paragraphs, resulted in the achievement of the first paragraph (managers do not criticize people as a result of committing mistakes during their work). (3.7500) for this paragraph is the highest among the rest of the dimension paragraphs. On the other hand, this led to a decrease in the value of the dispersion coefficient to a minimum (0.2138) compared to the rest of the paragraphs and with a high response level, as the lowest relative importance was in the second paragraph (managers do not deal firmly And strictly towards the people who oppose it at work) due to the increase in the value of the standard deviation (0.94107) with arithmetic mean (3.6842) and a high answer level, this led to an increase in the value of the coefficient of variation to the highest level (0.2554), and as for the rest of the dimension paragraphs, the method of analysis This applies with this same method, whose results ranged between these upper and lower limits of relative importance in light of the value of the coefficient of variation.
3. Authenticity (A): The results of analyzing the statistical description of this dimension, which are presented in Table (1), showed that the second paragraph (managers are often affected by things that happen around him in the work environment) obtained the first relative importance of decreasing the value of the standard deviation to (0.86734), and the highest mean Arithmetic (3.6842) compared to the rest of the paragraphs expressing this dimension and with a high response level, this led to a decrease in the value of the dispersion coefficient to a minimum (0.2354), which confirms a high agreement between the sample answers about the content of the paragraph, and on the other hand, the fourth paragraph achieved (Managers show their real feelings and opinions to their employees) The fourth and last relative importance among the rest of the dimension items due to the high value of the standard deviation to (0.99965) with an arithmetic mean (3.5263) which is the lowest compared to the rest of the items expressing this dimension and with a high response level, these results were a major reason for the increase The value of the coefficient of difference to its highest level (0.2834), which indicates less agreement about the content in this paragraph, and it can be said that this method of analysis applies to the rest of the paragraphs expressing the dimension, all of which were at the level of an answer passed Do too.

Table (1). Descriptive statistics for the servant leadership variable

Standing Back (SB)		Arithmetic mean	standard deviation	coefficient of difference	answer level	Paragraph importance and dimension
1	Managers seek to Stand Back	3.5921	0.69623	0.19382	High	1
2	Managers do not seek recognition or reward for the things they do for others	3.6974	0.78349	0.21190	High	2

3	Managers enjoy the success of their colleagues more than their own	3.5658	0.85378	0.2394	High	3
4	Managers emphasize social responsibility in our work	3.5658	0.92859	0.2604	High	4
The overall mean of the dimension		3.6053	0.55866	0.15495	High	1
Forgiveness (F)		Arithmetic mean	standard deviation	coefficient of difference	answer level	Paragraph importance and dimension
1	Managers don't criticize people for making mistakes while working	3.7500	0.80208	0.2138	High	1
2	Managers do not deal firmly and sternly with people who oppose them at work	3.6842	0.94107	0.2554	High	4
3	Managers ignore the mistakes of the past	3.5921	0.91181	0.2538	High	3
4	Managers can understand and capture the feelings and attitudes of employees	3.7105	0.79692	0.2147	High	2
The overall mean of the dimension		3.6842	0.61694	0.1674	High	2
Authenticity (A)		Arithmetic mean	standard deviation	coefficient of difference	answer level	Paragraph importance and dimension
1	Managers are transparent and open in expressing their weaknesses	3.6711	0.88526	0.2411	High	2
2	Managers are often affected by the things that happen around them in the work environment	3.6842	0.86734	0.2354	High	1
3	Managers are willing to express their feelings and opinions even if this results in unwanted consequences.	3.6184	0.93762	0.2591	High	3
4	Managers show their employees their true feelings and opinions	3.5263	0.99965	0.2834	High	4
The overall mean of the dimension		3.6250	0.63705	0.1757	High	3

5.2. Employees performance (EP): The results of the analysis for this variable shown in Table (3), after it was measured across nine paragraphs, resulted in the achievement of the second paragraph (use resources effectively, including time and materials) the first relative importance for the decrease in the value of a standard deviation (0.78091) To the lowest level compared to the rest of the variable paragraphs,

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coinciding with the rise of the arithmetic mean to its highest limit (3.7632) at the same time and with a high response level, which led to a decrease in the value of the dispersion coefficient to a minimum (0.2075). This result reflects the clear consensus of the respondents on the content of this paragraph, while the lowest relative importance was determined in the fifth paragraph (I believe that there is fairness in the method of evaluating my performance) due to the increase in the standard deviation value (1.02495) and with arithmetic mean (3.4474), which was the lowest compared to the rest of the other paragraphs expressing this variable, and then the high coefficient of variation It reached its highest level (0.2973), indicating a greater difference between respondents about the content of this paragraph, and this method of analysis can also be repeated concerning the rest of the paragraphs of this variable.

Table (2). results of descriptive statistics for the variable Employees performance

paragraphs	Arithmetic mean	standard deviation	coefficient of difference	answer level	Relative importance
1 Strictly follow company policies and procedures (eg code of conduct, ethical standards, code of conduct, etc.)	3.6316	0.87700	0.2414	High	4
2 Use resources effectively including time and materials	3.7632	0.78091	0.2075	High	1
3 I do my best to avoid being late and absent from my job	3.5921	0.98221	0.2734	High	6
4 I receive regular feedback about the functionality	3.4868	0.97288	0.2790	High	7
5 I think there is fairness in the way my performance is evaluated	3.4474	1.02495	0.2973	High	9
6 I work effectively with other employees	3.6053	0.88059	0.2442	High	5
7 My performance is limited by the poor leadership of my supervisors	3.6842	0.85183	0.2312	High	3
8 An employee's job performance is affected by the current motivational practices (such as salary, benefits, recognition, promotion, etc.)	3.6711	1.02487	0.2791	High	8
9 Financial benefit packages such as medical cost coverage, fuel (transportation) allowance, insurance cost, and house allowance help motivate employees to a higher level of performance.	3.7621	0.81435	0.2163	High	2
The overall mean of the dimension	3.6368	0.57985	0.1594	High	4

5.3. Organizational culture (OC): Table (2) presents the results of the descriptive statistics for this variable, which were expressed in fourteen paragraphs, as the fourth paragraph it (the company does not appreciate my opinions) achieved the first relative importance in terms of the low coefficient of dispersion (0.2104) due to the marked decrease in the value of the standard deviation (0.73925).) with a mean of (3.5132) for this paragraph with a high answer level, which led to a decrease in the value of the coefficient of difference to a minimum compared to the rest of the paragraphs, and in contrast, the lowest relative importance was in the eighth paragraph (my job enables me to benefit from my skills and abilities) due to the decrease The result in the arithmetic mean value of the sample answers is (3.4605), as it was a major reason for the increase in the value of the coefficient of variation to (0.2848), with a relatively high standard deviation (0.9857) and with a high answer level. As for the rest of the paragraphs expressing this variable, this description method is implemented. According to the relative importance of each.

Table (3). Descriptive statistics for the organizational culture variable

paragraphs	Arithmetic mean	standard deviation	coefficient of difference	answer level	Relative importance	
1	I have no right to decide in my work	3.7105	1.04327	0.2811	High	13
2	I follow all company requirements	3.5395	0.85543	0.2416	High	8
3	I don't have a chance to get promoted at work	3.6184	0.83214	0.2299	High	4
4	The company does not value my opinions	3.5132	0.73925	0.2104	High	1
5	Companies with a culture of bureaucracy limit entrepreneurship	3.6711	0.85461	0.2327	High	6
6	Managers encourage an organizational culture that fosters learning and creativity	3.5658	0.82196	0.2305	High	5
7	Managers encourage me to develop new and more efficient ways of doing my work Our culture encourages high performance and process improvement	3.5921	0.81939	0.2281	High	3
8	My job enables me to utilize my skills and abilities	3.4605	0.98578	0.2848	High	14
9	My job gives me professional growth and advancement in the future	3.5263	0.98622	0.2796	High	12
10	I have the freedom to make important decisions about my work	3.6447	0.91948	0.2522	High	9

11	I have a clear understanding of the goals and objectives of my organization	3.7368	0.80612	0.2157	High	2
12	Feel free to seek advice/support from my managers	3.6316	0.84604	0.2329	High	7
13	My company encourages employees to work to the best of their abilities	3.6579	0.98729	0.2699	High	11
14	My company can maximize the potential of its employees	3.5132	0.93086	0.2649	High	10
The overall mean of the dimension		3.5987	0.50856	0.1413	High	

To ascertain the strength of the correlation relationship between the dimensions of the independent variables (serving leadership) and the moderating variable (organizational culture), the extent of the problem of linear correlation between them is now verified, on the one hand, and the strength of their relationship with the responsive variable (approved) the performance of employees on the other hand. The correlation matrix between the studied variables and dimensions, as shown in Table (4), represents the correlation coefficients that did not exceed the ratio (0.70), which confirms the absence of the problem of correlation or linear duplication between those dimensions and the variables as well as the values of the correlation coefficients were all positive.

Table (4). the correlation matrix between the dimensions of the research variables

Dimensions		Standing Back				
Standing Back	Pearson correlation	1	.47**	.59**	.535**	.607**
	Significance		0.000	0.000	0.000	0.000
Forgiveness	Pearson correlation	.47**	1	.445**	.50**	.452**
	Significance	0.000		0.000	0.000	0.000
Authenticity	Pearson correlation	.59**	.445**	1	.487**	.598**
	Significance	0.000	0.000		0.000	0.000
Employee Performance	Pearson correlation	.535**	.50**	.487**	1	.543**
	Significance	0.000	0.000	0.000		0.000
Organizational Culture	Pearson correlation	.607**	.452**	.598**	.543**	1
	Significance	0.000	0.000	0.000	0.000	

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

The results of testing the normal distribution of dimensional data and the variables that are included in the hypothesis testing models as independent, moderator, or approved variables are shown in Table (5) using the (Kolmogorov-Smirnov) test known in this field, and it became clear from the table and the accompanying graphics Concerning the first dimension of the servant leadership variable, which is the dimension Standing Back shown in Figure (2).

Table (5). results of the normal distribution test for the dimensions of the research variables

Kolmogorov-Smirnov			
Variable	Test Statistic t	Significance level	Significance Test
Standing Back	.096	.078	not significant
Forgiveness	.091	.191	not significant
Authenticity	.091	.193	not significant
Employee Performance	.084	.200	not significant
Organizational Culture	.088	.200	not significant

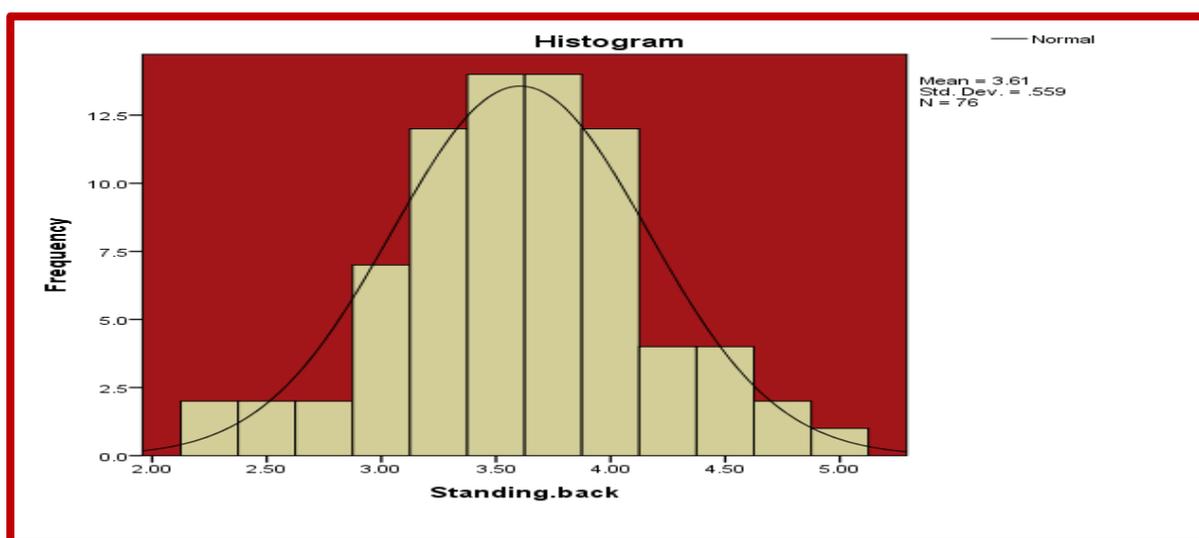


Figure (2). The normal distribution of the dimension of Standing Back

5.2 Hypothesis Test

The hypotheses of this research, after reviewing the literature, deduced the direct relationship between servant leadership and employee performance. And the moderating or mediating role of organizational culture in the relationship between these variables, and the following table (6) presents the five main hypotheses related to the moderating role and the mediating role and the common hypotheses between them.

Table (6). Hypotheses distribution according to the mediating or moderating role

Hypotheses	moderating role	mediating role
The first main hypothesis		√
The second main hypothesis	□	√
The third main hypothesis		√
The fourth main hypothesis	□	√
The fifth main hypothesis	√	□

The hypothesis testing process was carried out using the ready-made statistical program (AMOS,25), and the hypotheses will be tested sequentially. Meaning, one hypothesis after another and at the level of the investigated variables with their dimensions and their expressive clauses. The following is a detailed presentation of the test results and their discussion, which are shown in the following paragraphs:

1- The first main hypothesis: The test results for this hypothesis presented in Table (7) resulted in a significant effect of the dimensions of servant leadership in the variable performance of all employees as a responsive variable (accredited), as the effect was the strongest and according to the value of the beta coefficient for the dimension of Standing Back and with an effective force ($\beta = .344$, $P = 0.000$), after Forgiveness ($\beta = .142$, $P = 0.028$) and after Authenticity ($\beta = .332$, $P = 0.000$), when the value of the interpretation coefficient for the model as a whole was ($R^2 = .47$), which was perfect Significantly ($P = 0.000$), and this indicates the amount of variance (47%) explained by the servant leadership variable across its three dimensions, from the variance in the employee performance subject to research in Al-Zawraa State Company, and regarding the remaining percentage of variance (53%), it is certainly subject to the influence of variables Others, and they may share the interpretation, but were not of interest to the current research. This hypothesis is the first step in the tests of the moderating and mediating role.

Table (7). Results of the first main hypothesis test

Variable	Parameters B	Test Statistic t	Significance level $P > t $	the coefficient of determination R^2	Test Statistic F	Significance level $P > F$
SB → OC	.344	4.846	.000	0.47	52.020	.000
F → OC	.142	2.217	.028			
A → OC	.332	4.747	.000			

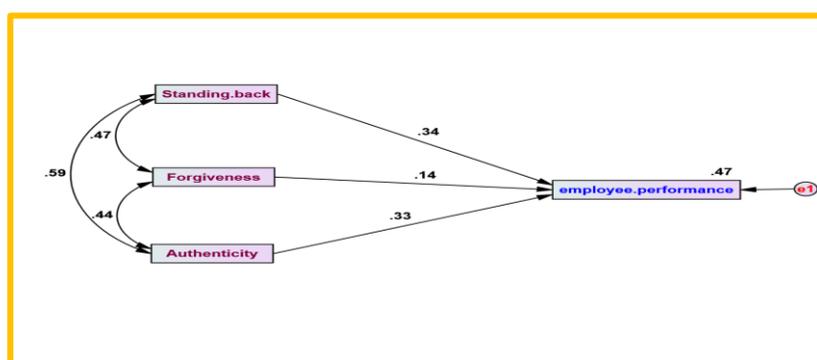


Figure (3). Regression trajectories of the relationship between servant leadership dimensions and employee performance variable

2- The second main hypothesis: The results of testing the second main hypothesis shown in Table (8) showed the continuity of the significance of the effect of the three dimensions of the servant leadership variable on the organizational culture variable. β) and after Forgiveness ($\beta = .27, P = 0.000$) and after Authenticity ($\beta = .19, P = 0.011$), and regarding the explanatory power of the model, it reached ($R^2 = .39$), which was also fully statistical ($P = 0.000$)., describes the contribution of the three dimensions (39%) to the variance of the organizational culture variable, and the remaining (61%) is definitely due to other variables that were not of the current research interests. Testing this hypothesis is the second step of the mediating role tests only.

Table (8). Results of the second main hypothesis test

Variable	Parameters B	Test Statistic t	Significance level P> t	the coefficient of determination R ²	Test Statistic F	Significance level P>F
SB → OC	.29	3.835	.000	0.39	36.564	.000
F → OC	.27	3.938	.000			
A → OC	.19	2.562	.011			

3- The third main hypothesis: The results of testing this hypothesis, the results of which are shown in Table (9), are related to the relationship between the servant leadership variable represented in its three dimensions as an independent variable, including the organizational culture variable as a mediating or moderating variable in the employee performance as a dependent variable, on the significance of the effect of two dimensions of the independent variable, And they are after the Standing Back. ($\beta = .28, P=.000$) and after authenticity. ($\beta = .29, P=.000$) and the insignificant effect after Forgiveness. ($\beta = .09, P>.05$), as well as the significance of the variable, proved The organizational culture in this model is ($\beta = .21, P = .003$), and as for the value of the coefficient of determination, it reached ($R^2 = .50$) with complete statistical significance as well ($P = 0.000$) reflecting the possibility of accepting this hypothesis and in part, this is considered The hypothesis is one of the steps of the mediating and moderating role together.

Table (9). Results of the third main hypothesis test

Variable	Parameters B	Test Statistic t	Significance level P> t	the coefficient of determination R ²	Test Statistic F	Significance level P>F
SB → EP	.28	3.924	.000	0.50	43.062	.000
F → EP	.09	1.316	.190			
A → EP	.29	4.195	.000			
OC → EP	.21	3.005	.003			

4- The fourth main hypothesis: Table (10) expresses the test results for this hypothesis that pertain to the mediating role of the organizational culture variable in the relationship between the servant leadership variable and the employee performance variable, from which the significant effect of the mediating role of organizational culture appears ($\beta = .21, P = 0.003$), as for the interpretation coefficient, it reached ($R^2 = .50$), with a statistical significance ($P = 0.000$), this result shows an improvement in the value of the interpretation coefficient with a value of ($\Delta R^2 = 3\%$), as for the direct and indirect effect of the dimensions

of Servant leadership in the employee performance, it is also clear from the table (10) that there is a direct and indirect moral effect, according to what was presented in the first and second main hypotheses.

Table (10). results of testing the fourth main hypothesis

Variable	Parameters B	Test Statistic t	Significance level P> t	the coefficient of determination R ²	Test Statistic F	Significance level P>F
SB → OC	.29	3.835	.000	0.39	36.564	.000
F → OC	.27	3.938	.000			
A → OC	.19	2.562	.011			
SB → EP	.28	3.924	.000	0.50	43.062	.000
F → EP	.09	1.316	.190			
A → EP	.29	4.195	.000			
OC → EP	.21	3.005	.002			

The fifth main hypothesis: Table (11) regarding the moderating role of the organizational culture variable in the relationship between the servant leadership variable and the employee performance variable, in the first section of it, showed the results of testing the first main hypothesis at the level of the direct relationship between the dimensions of the servant leadership variable and the employee performance variable, As well as the results of the second section of the third main hypothesis in which the organizational culture variable was included, and the same table (11) shows the third section including the interaction limits to the test model, as the significance of the relationship of influence on the employee performance for the dimensions of Forgiveness as an independent dimension was confirmed. And after the organizational culture as a moderating dimension. ($\beta = .38, P = 0.049$) and the limits of interaction, the limit of Standing Back, and the organizational culture. And the organizational culture ($\beta = .682, P=0.028$), and the ratio of the coefficient of determination to (.51) and with full significance ($P=0.000$) and then a change of ($\Delta R^2 = 4\%$), which indicates a high value of the coefficient of determination for this test model.

Table (11). Results of the Fifth Main Hypothesis Test

test models	Variable	Parameters B	Test Statistic t	Significance level P> t	The coefficient of determination R ²	Test Statistic F	Significance level P>F
the first	SB (B1)	.344	4.846	.000	0.47	52.020	.000
	F (B2)	.142	2.217	.028			
	A (B3)	.332	4.747	.000			
The second	SB (B1)	.28	3.924	.000	0.50	43.062	.000
	F (B2)	.09	1.316	.190			
	A (B3)	.29	4.195	.000			
	OC (B4)	.21	3.005	.003			
	ΔR^2	0.03					
the	SB (B1)	-.08	-1.135	.892	0.51	25.152	.000

third	F (B2)	.87	2.835	.018			
	A (B3)	-.09	-.143	.886			
	OC (B4)	.38	1.978	.049			
	Interaction effect SB (B1) * OC (B4)	.701	1.997	.048			
	Interaction effect F (B2) * OC (B4)	-1.56	-1.680	.003			
	Interaction effect A (B3) * OC (B4)	.682	2.632	.028			
	ΔR^2	0.01					

6. Suggestions

- It is necessary for the company to rely on the servant leadership style because of its importance in enhancing the performance of employees.
- Reinforcement of some practices that motivate servant leadership, such as training and reward.
- Increasing attention to social responsibility and emphasizing it as one of the pillars upon which the servant leadership is based.
- Holding a number of courses and workshops regarding servant leadership.
- The trend towards an organizational culture that supports the empowerment of working individuals and the trend towards promoting learning and creativity.
- Creating a work environment in which working individuals feel safe and confident, and feel that they are accepted even when they make mistakes.
- Using a system that guarantees fairness in evaluating the performance of individuals working in the company.

7. Conclusion

- ✓ The results confirmed that the level of servant leadership in Al-Zawraa State Company was high, and this indicates that there is an effective application of servant leadership behaviors.
- ✓ The results showed the high level of importance of organizational culture from the point of view of the research sample members, and this indicates the high level of organizational culture in Al-Zawraa State Company.
- ✓ The results showed that the performance level of the employees was high from the point of view of the research sample.
- ✓ The results showed that the leadership behavior that is concerned with meeting the needs of subordinates (servant leadership) enhance the performance of employees.
- ✓ The servant leadership index, represented in (Standing Back, Forgiveness, Authenticity), is linked with a moral significance to the performance of employees.

- ✓ The servant leadership index represented in (Standing Back, Forgiveness, Authenticity) is linked with a moral significance in the culture of the organization.
- ✓ The organizational culture is significantly related to the performance of the employees.
- ✓ The direct relationship between the servant leadership index represented in the two dimensions (Standing Back, Forgiveness, Authenticity) with the employee performance index, after including that relationship for the role of the organization's culture and its expected role in it.
- ✓ The results of the research revealed the mediating role of organizational culture in the relationship between servant leadership and employee performance.
- ✓ Organizational culture plays a modified moderating role in the relationship between servant leadership and employee performance.
- ✓ Inference to the fact that the organization's culture plays a moderating role and a mediating role in the relationship between servant leadership and employee performance.
- ✓ The feeling of individuals working in the company that there is no justice in evaluating their performance.

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