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## Servant Leadership and its Impact on Team Effectiveness

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### Abstract:

The research problem stems from the suffering of organizations from the weakness of their organizing aspect and the weak influence of the leadership on the subordinates and their dispersion. Organizations today are in rapid development and therefore work relations are not dominated by the humanitarian aspect and the first goal has become productivity. The research aims to identify the influence of servant leadership in its dimensions as an independent variable in the effectiveness of work teams as an approved variable, and their importance increases when these organizations are service organizations, and how their influence increases when this leadership is the servant leadership and its dimensions in the Health Department in Baghdad/ Al-Rusafa, and based on the importance of the research topic and the importance of the research sample and the researched organization, the researcher adopted the descriptive analytical approach in completing her research which dealt with a random stratified sample of 176 workers representing the research sample from the research community, 310 workers, by adopting the questionnaire as a main tool in data collection, which included (61) items, and the research was adopted by the (spss v21 program) with appropriate statistical methods for the research, including (the calculated t-test, the calculated f-test and the exploratory analysis to test its hypotheses. As for the most important findings of the research that were reached from the practical aspect, which proved the validity of the hypotheses, they were embodied by the impact of servant leadership, directly and indirectly, on the effectiveness of work teams and the effect is high and that the practical effects are to provide the Health Department in Baghdad/ Al-Rusafa with the most important applications of servant leadership and how to strengthen servant leadership.

The type and classification of my paper is a Research Paper.

**Key words:** Servant Leadership - Team Effectiveness.

## **1-Introduction**

The type of leadership present in the organization is important, whether these organizations are profit or non-profit and is characterized by the following: Serving the employees working with them in particular and taking into account the human feelings and personal needs, despite the obstacles and criticisms facing the servant leadership, for example, considering it a spiritual leadership that calls for supreme principles specialized in religious organizations or women's leadership because it cares about feelings. Servant leadership is required to help its employees to perform their duties and give them confidence in work by empowering them and giving them powers and encouraging the expansion of ideas to help them in freedom of work. From here the importance of research stems from using this relationship between the two variables in order to develop the researched organization, and thus its positive reflection on its outputs. And that this model of leadership has great benefits, including tangible and intangible benefits, including a reduction in the Labor turnover and continuous improvement in the level of work, both in profit and non-profit organizations, and the increased engagement and dedication of employees with their work, and an increase in the level of service by team members as a kind of training to be servant leaders in the future. And that the method of cooperation between the leader and working as a team has become one of the necessary obligations in practical life as a result of the developments taking place in the world, both in terms of science and technology.

Work needs a team spirit, and this can only be achieved by forming a team, hence the study of servant leadership and its impact on the effectiveness of work teams, which consists of four chapters:

The first chapter consists of two sections: the first topic is the research methodology, the second topic is previous studies. The second chapter consists of two sections, the first topic: servant leadership, the second topic is the effectiveness of work teams.

As for the third chapter, it represents the practical framework of this research and it consists of two sections, the first topic: the statistical description of the research variables, the second topic: the correlation and influence relationships between servant leadership and the effectiveness of work teams.

The fourth chapter is the conclusions and recommendations

## **2-Research Methodology**

Any scientific research must have a road map to follow, and therefore the methodology represents this map as it determines the path that the researcher must take, and therefore it is a guide in how to choose the research tools.

Whether intellectual or field, defining the objectives of the research, as well as identifying the limits of the research. The descriptive analytical method was adopted to identify the problem and frame its dimensions through a questionnaire that included the research variables.

To the phenomenon of content and content, and to reach results and generalizations that help to understand reality (Al-Yasiri, 2018: 14).

### **3-Previous Studies**

#### **1- (Baraka, 2020)**

The degree to which department heads at the University of Palestine practice servant leadership from the point of view of its administrative workers and ways to improve it.

#### **2- (Al-Zaatari, 2020)**

The servant leadership of the principals of public primary schools in the Hebron governorate and its relationship to the teachers' organizational citizenship behavior from the teachers' point of view.

#### **3- (Chandaruba ,2019)**

The prospects and challenges of an adopting serving-leadership philosophy in a Tanzanian public leadership context.

#### **4- (Muhammad and others, 2020)**

Team management and its role in the effectiveness of the organization, an analytical study of the opinions of a sample of workers in Asia Cell.

#### **5- (Berber & aleksic, 2020)**

The relationship between perceived teamwork effectiveness and team performance in banking sector of Serbia.

### **4-Servant Leadership**

One of these leadership styles was the so-called servant leadership. It appeared as a term at the beginning of the seventies of the last century in an article entitled (the servant as leader) written by Robert Greenleaf, who was director of research and development at the American Telephone and Telegraph Company, and Hermann Hesse's novel titled (Journey to the East) was the starting point which inspired Greenleaf's article. The concept of servant leadership about the servant leader is servant first, meaning that he possesses an inner feeling that drives him to serve the team members and puts their needs and interests above his personal interest (1: 2001, Greenleaf). And (Laub,2004:8) defined it as a complex process of understanding and practice in which the interests of team members are prioritized over the wishes and interests of the leader with the aim of promoting and developing team members.

#### **5-Benefits of Servant Leadership:**

It is noted that the servant leadership style is important and has advantages and benefits for its application in our present time, including (Arifah, et al., 2020: 104)

- 1) leadership style that focuses more on serving team members.
- 2) Its main purpose is to meet the needs of team members.
- 3) It makes team members want to grow and develop.
- 4) It increases service-oriented behavior and quality of service for team members.
- 5) It increases team members' confidence in leaders.
- 6) Prediction, commitment, satisfaction and survival intentions of team members.
- 7) It helps motivate team members and encourages innovation and creativity.
- 8) It lowers the labor turnover rate.

## **6-Servant Leadership Models:**

Servant leadership consists of several models, namely:

- 1) Model (Greenleaf, 1977), focused on service.
- 2) Model (Graham, 1991), focused on the elements of inspiration and ethics.
- 3) Model (Wong & Page, 2000) and supported by (Russel & Stone) focused on personal characteristics - characteristics oriented towards others - task oriented characteristics - process oriented characteristics.
- 4) Model (Laub, 1999), which is the model adopted in research and the dimension of servant leadership.

### **1- Appreciation of Employees**

It is to show the employees' sincerity by respecting them and accepting the workers as they are, showing appreciation and trusting the workers, presenting the workers' interest over his personal interest, and listening to the workers.

### **2- Development of Employees**

It means providing development opportunities for employees and providing consultancy for development that creates an environment conducive to learning and builds team members through their encouragement.

### **3- Team Building**

It means successful work through developing relationships and strengthening cooperative work to facilitate building work teams, working with others in a (one-team spirit, and appreciating the differences of individuals, their cultures, talents and opinions).

### **4- Show Authenticity**

It means social openness, transparency, recognition of mistakes, and a desire to accept learning from team members, evaluate oneself before blaming team members, accept criticism from team members, and have honesty and ethical standards.

### **5- Assignment or Support of leadership**

It is to introduce a leadership style Through the future vision of the institution and the initiative and the encouragement of adventure and clarification of goals.

### **6- Joint Command**

it is through humility, leadership through personal influence and not waiting for honor and praise.

5- The model (Nuijten, 2011- Van - Dierndonck) focused on empowering others - humility - credibility - personal acceptance - guidance - social responsibility.

6- Model (Barbuto & Wheeler, 2006), focused on altruistic advocacy - wisdom - emotional cohesion - persuasion - organizational oversight.

### **7-Obstacles to Servant Leadership:**

There are those who question the practical application of implementing servant leadership within their work environment, as the essence of the problem was identified with the following question:

#### **Do you have to give up power to be a servant leader?**

The clear answer is (no) by definition, leaders have different bases of authority, without which no leader can work. Moreover, five sources of power have been identified (reward, coercive power, legitimate authority, reference, experience) while additional sources of authority have been identified which are the additional information (Wong & page, 2003: 2).

### 8-Distinguish between servant leadership and other types of leadership:

Transformational leadership - Authentic leadership - Spiritual leadership - Great man leadership theory - Trait leadership theory - Behavioral leadership theory Table types of administrative leaderships and their distinction from servant leadership

Leadership type	Dimensions	Role model
1-Transformational Leadership	The ideal effect - intellectual arousal - individual intellectualism - charismatic motive	Transformation leaders emphasize vision, values, and intellectual stimulation and its flaws can be false, selfish, and politically motivated. Servant leadership emphasizes ethical standards and ethical management.
2-Authentic Leadership	Transparency - Ethical Perspective - Balanced Vision - Self-awareness	Original leaders emphasize authenticity and self-awareness, and its flaws can have unrealistic expectations. Servant leadership emphasizes ethical management and awareness.
3 - Spiritual Leadership	Concern for others - altruism - safety	Spiritual leaders emphasize vision, hope, and faith, work as a profession. Servant leadership is an ethical manager and transformation transactions.

#### Reference:

(Reed, Lara I., et al., (2011) A New Scale to Measure Servant Leadership: Development, Executive, and Implications of Research: 410)

After the researcher reviewed most of the leadership types and compared them with the servant leadership, it became clear to her that the servant leadership is an integrated model and it is similar to other leaderships with some features, although it is not without defects according to the viewpoint of some researchers. Each theory has supporters and opponents. The researcher sees the urgent need for servant leadership in our institutions in general and service institutions in particular regarding the leader who serves and cares for his team members and takes into account their conditions and needs and the extent to which such conditions have been created for the team members who will be more willing to work, provide services and better productivity.

### **9-The concept of team effectiveness**

The effectiveness of the work team as defined by (Mckenna, 2000: 328) is a group of individuals interacting in the work environment and depending on each other in the field of information, available resources and experiences that they possess in order to unite efforts towards achieving common goals.

The researcher believes that a number of members have an appropriate level of understanding with each other and believe in the idea of joint work and that the member's skills are complementary to the skills of other members and that their goal is common within the boundaries of the organization.

**10-Types of work teams:** Teams provide a diversity of knowledge, skills and experience that complement, and make it possible to provide quick, flexible and innovative responses to problems and challenges, enhance performance and improve the satisfaction of those who make up the team, and this is the result of what is called the wisdom of crowds (Rico., et al., 2011: 57).

1) Self-managed teams: The use of self-managed teams appeared in Japan. As for their disadvantages, there may be a small number of people in the team who do not have the required skills and initiative, and this reduces the growth path of team members and increases the cost of training and often increases turnover rates (Decker, 2010: 5).

2) Section team.

3) Problem Solving Teams: Such as inspection teams and audit teams in the Health Department in Baghdad / Al- Rusafa.

4) Knowledge Management Teams.

5) Quality Rings Teams:

After World War II, the Americans decided to help Japan improve the quality standards of their products. General Douglas MacArthur, commander of the professional forces in Japan, assumed the task of transmitting quality awareness among the Japanese, and so by 1975 they were at the forefront of the world in terms of quality and productivity (Konnully, 2012: 2). The ideal size for a team is from 5-10 members, and the size should not be so large that every member does not get enough time to participate and contribute to the meeting. This not only improves the performance of any organization, but also stimulates and enriches the lives of employees at work (Arumugham & Rishnavaj, 2015: 1). Such as engineering project teams in the Health Department / Al- Rusafa.

6) Virtual work teams: a small number of employees with a leader who have skills and are equally committed to the purpose of achieving a common goal (Ibrahim et al., 2009: 2454). Its benefits include facilitating increased participation and greater utilization of employee time, availability of the workforce around the clock, and opportunities to benefit from knowledge and experience in the world (Morley, et al., 2015: 189-190). Thanks to globalization, on top of which is the emergence of the Internet, extraordinary teams have proliferated, whose members may not meet face to face, their distinct formations raise unique challenges for managers and the competitive advantage is derived through cost leadership, differentiation and focus (55: Serrat, 2009).

7) Senior Management Team.

8) Multi-Functional Teams: is an effective way to allow individuals from different regions within or even between organizations to exchange information, develop new ideas to solve problems and coordinate complex projects. The early stage of their development is often long, as members learn to work with diversity and complexity. Building trust and teamwork takes time, especially among people of different backgrounds (Robbins & Judge, 2013: 345). For example, the engineering projects department teams in the Health Department in Baghdad/ Al-Rusafa.

9) Continuous Improvement Teams: Companies in the West increasingly faced stiff competition from Japanese companies. This is because of the great interest it attached to developing its products, manufacturing and operations, as the interest appeared after World War II, and Japan put the concepts of quality into use instead of allowing quality control and a group of engineers to review quality and make it also the responsibility of all employees (Ros, 1999: 7- 8). Such as the teams of the Pharmacy department, the Technical Affairs Department, the Public Health Department, the Audit Department, and the Inspection Department.

#### 11-Building and Development Team Work Stages:

Researchers and authors divided these stages each according to his vision, so the first to define them was (Tuckman, 1965) in four stages (formation, storming, standards or rules, and performance) and later developed them and added the stage of delaying the dissolution of the team (or re-orientation). These stages can be clarified through Table (5) according to the chronology of some researchers:

Table 5 stages of building and developing work teams

Researchers Stages	Tuckman 1965	Fisher 1999	Biech 2001	Wysocki 2002	Gordon 2002	Harris 2003
First stage	Formation	Guidance	Establish a team	Evaluation	Moving Towards the task	Team's initial mobilization
Second stage	breaking in	Despite	Balanced participation	Formation	Redefine the appropriate behavior	Project preparation
Third stage	Rules or standards	Emergence	Affiliation, participation or integration	Developing	Coordination of group behavior	Project execution
Fourth Stage	Performance	Reinforcement	Participating leadership	Perform distributed tasks (deployment (	Adding the official feature to the functional group	Monitor and evaluate final results
Fifth Stage	Postponing dissolution of the team or re-directing	---	---	---	---	---

Reference: (Bakir ,M. 2006 ) A Model for Successful Team Work: 12

**12-Models of Team Effectiveness:** With the increase in complexity and global competition, it needs to support teams with optimal performance in difficult environments, and their role is enhanced by what these teams have in terms of characteristics and features (knowledge and related experience, common goals, interdependence and the ability to adapt to changing circumstances), and the skill of teams work increases by Training (Clrcular, 2009: 3)

1) Hackman (1992) Model: He provided a standard model for team design and that the organizational context needs to provide appropriate rewards, education and information, and that information has an important role in planning and developing a strategy for performance, considering alternatives, and monitoring progress. (Kozolowski & Ilgen, 2006: 99).

2) (Hertal et al., 2004 & Geister et al., 2006) Model: The contributions of the team have a positive relationship in cognitive diversity, each individual possesses parallel degrees of intelligence in solving problems and achieving goals and identified three types of integration for intelligence, which are analytical, creative and intelligence (Day , 2014: 12).

3) Collaborative Learning Model:

One of the first fundamental researchers in this model (Slavin, 1996), beginning with goals based on former team members motivation for learning and for encouragement, and helping group colleagues to learn, which in turn affect peer lessons, modeling, practice and evaluation (Lauridsen, 2013: 25-28)

4) (Compion, 1993) Model : a model for the clothes industry development team, reviewing previous studies related to the task performance of teams in organizations, according to schools of thought: social and technical theory (interaction is the process of group development). (Campion, Medsker and Higgs, 1993) have put five themes common to its model and all related to team effectiveness (job design, interdependence, configuration, context, process). Team effectiveness criteria are team productivity, employee satisfaction, and managers' judgment (Kwak, 2004: 5).

5) (Cohen, 1999) Model: Employee participation seems to be evidence of their organizational commitment, and it seems that employees with a high level of participation are satisfied with their jobs, have a positive mood at work, strong commitment to employers, and their professional conduct, and this is a great indication of improving employee behavior while performing the work.

6) Team Mental Models: Mental models are defined as mechanisms by which humans can generate descriptions of the purpose of the system, form and interpretations of the system, performance, and predictions. For the first time (Cannon-bowers and Salas, 1990) cited the idea of team mental models based on their observations of experts teams: When experts observed high-performing teams at work, the behavioral process - motivational states - team performance (Dechurch & Magnus, 2010: 33-34).



7) (Shanahan, 2001) Model: This model demonstrates the level that consists of four elements (input, process, structure, output).

Inputs represent (the organization's team, standards, formation, leadership, size), processes represent the use of skills, strategies, effort and participation, effectiveness, alignment), outputs represents task accomplishment, quality, satisfaction and emotional tone, turnover (Azmy, 2012: 28).

8) Predictive Model for The Effectiveness of Self-Managed Work Teams Model: Defined as high performance and quality of employee life at work based on various theoretical perspectives including work design.

9) (Neves & Nakhai 2016) Model: This model is the adopted model as the dimensions of team effectiveness.

**Communication skills:** This skill is an essential element in work teams and has an important role in fulfilling the team's requirements for coordination and task execution effectively.

**Work Planning and Organizational Skills:** It is an important feature of management in achieving goals and determining the future. This plan needs to organize a means to put the plan into existence.

**Problem Solving:** are the skills that team members possess to manage conflict and to avoid obstacles at work and how they deal with problems.

**Interacting Skills with Team Members:** It is the best way in which we can maintain the limits of friendliness and respect among all team members, without being subjected to misunderstanding or difference in views to the point of rivalry.

**Task Coordination Skills:** The effective management of departments coordinate their activities in the same task and that coordination in work teams is the process that consists of two or more members in order to have better results while aligning them with the goals and tasks of the team

**Training and Cooperation Skills:** Which is the learning of team members new skills in the event of new tasks, as well as the skills that allow the team to work effectively, in addition to cooperation between team members as each member completes the skills of the other.

**Challenges Facing the Effectiveness of Work Teams:** However, effective teamwork remains a challenge in a number of studies in teams (small and large) and there are recurring challenges:

Solving wrong tasks - lack of communication

learning potential that were not addressed (Stary et al., 2011: 147).

### 13-Servant Leadership and its Impact on Team Effectiveness:

The researcher noticed through the theoretical literature that servant leadership has a significant and important influence on the effectiveness of work teams. It is necessary to have a leader who guides, supervises and follows the team, and it's the best situation because this leader not only acts as a work guide, but cares for the needs of his team members, takes care of them, serves them, and is keen to achieve their goals while the traditional leader used his authority to force the performance of tasks and his dedication first and foremost to work only. The leader who depends on the hierarchy in dealing has transformed into a leader who is among the members of his team, and of course he will strive to see that they perform their duties completely and in the best way, and it is not forgotten that there are members who may be indifferent and depend on others in their work or are lazy. The servant leader may try to train or educate them and know their weaknesses at work to overcome this situation.

In order for the team to be effective, it must have various skills, and it is desirable that the numbers of team members be small in order to be able to perform the task and facilitate communication and meeting between team members.

12-The Practical Aspect: To find out the sample answers about the items in each axis, we will use the ratios, frequencies, weighted arithmetic means, and standard deviations. To find out the direction of the answers, we will compare the arithmetic mean with the hypothetical mean.

If the value of the arithmetic mean is greater than the value of the hypothetical mean, this means that the directions of the respondents of the sample were directed towards approval. But if the value of the arithmetic mean is smaller than the value of the hypothetical mean, this means that the answers are directed towards disagreement. As for the value of the hypothetical mean, it is calculated in the following way:

The hypothetical mean = the sum of the alternatives of the scale / number of alternatives

$$\text{Hypothesized mean} = \frac{(5+4+3+2+1)}{5} = 3$$

No.	Dimensions	Arithmetic mean	Standard deviation	Relative importance (%)	Order of relative importance	Direction of the answer level	Coefficient of variation (%)
1	Employee appraisal	3.91	0.83	78.2	3	High	21.2
2	Personnel development	3.80	0.75	76.0	4	High	19.7
3	Team building	3.93	0.69	78.6	2	High	17.6
4	Show authenticity	3.99	0.64	79.8	1	High	16.0
5	Support of leadership	3.66	0.52	73.2	5	High	14.2
6	Joint leadership	3.59	0.59	71.8	6	High	16.4

As for the variable of the effectiveness of the work teams:

No.	Dimensions	Arithmetic mean	Standard deviation	Relative importance (%)	Order of relative importance	Direction of the answer level	Coefficient of variation (%)
1	Communication skills	4.02	0.63	8.04	1	High	15.7
2	Business planning and organization skills	3.98	0.70	79.6	2	High	17.6
3	Problem-solving skills	3.88	0.67	77.6	4	High	17.3
4	Skills of dealing with team members	3.79	0.76	75.8	5	High	20.1
5	Task coordination skills	3.77	0.58	75.4	6	High	15.4
6	Coaching and Collaboration Skills	3.95	0.71	79.0	3	High	17.9

**13-Test of Correlation Hypotheses:** The research aims to test the hypothesis that states that there is a statistically significant correlational relationship of a significance level (0.05) greater or equal to (  $\alpha$  ) between servant leadership (employee appreciation, employee development, team building, showing authenticity, support of leadership, Joint leadership), and the effectiveness of work teams in the Health Department in Baghdad/ Al-Rusafa.

Six sub hypotheses are branched from this hypothesis, which were validated by computing the Pearson correlation coefficient to measure the relationship between the dimensions of the independent variable (servant leadership) and the dependent variable (work team effectiveness)

The following table shows the correlation coefficient and the t-factor test for the correlation coefficient between servant leadership and work team effectiveness.

No.	Correlation coefficient value	The computed t value	Degree of freedom	The tabular t value	indication
1	0.86	22.23	174	1.97	Significant
2	0.68	12.23	174	1.97	Significant
3	0.74	14.51	174	1.97	Significant
4	0.76	15.43	174	1.97	Significant
5	0.81	18.22	174	1.97	Significant
6	0.55	8.69	174	1.97	Significant
7	0.67	11.91	174	1.97	Significant

Through the above, we prove the validity of the first main hypothesis of the study, which assumes the existence of a statistically significant relationship at a significance level of 0.05 greater than or equal to (a) and between servant leadership (employee appreciation, employee development, team building, showing authenticity, support of leadership, joint leadership and the effectiveness of the work teams in the Health Department in Baghdad/ Al-Rusafa. Accordingly, the researcher concludes that the main hypothesis is correct, and the researcher believes that these results indicate the existence of a positive correlation that combines all the six dimensions of the independent variable, as the strength of the relationship graded so that it happened after showing the authenticity (0.81), while in the correlational strength the two dimensions of team building and developing employees in close proportions (0.76 and 0.74) and the researcher attributes to the behavior of servant leadership that it represents the entrance to building bridges of trust between the leader and the team members in the Health Department in Baghdad / Al-Rusafa. The more the leader is keen to develop and build his team, the better their relationship with him will be harmonious and rewarding. As for the rest of the servant leadership dimensions, the two dimensions were the appreciation of employees and the joint leadership, also in close ratios (0.68) and (0.67). They are dimensions concerned with the personal aspects through the strength of the team members' bond with their leader, where he works to maintain strong and interdependent relationships, knows their details, feels their feelings and needs, and works on praising them when they accomplish their work efficiently and effectively.

As for the last and sixth dimension (support of leadership), the correlation value was (0.55). Although the correlation value was lower than the rest of the correlation values, it is at a good level indicating that the leader provides support to his team.

#### **14-Regression Hypothesis Test:**

The goal is to verify the impact hypotheses using statistical methods represented by (simple regression analysis), which means simple linear regression analysis of the influence relationship between the two main research variables, the effect of servant leadership and its dimensions as an independent variable in the dependent variable, the effectiveness of work teams according to the following regression equation

$$Y = A + B (xi)$$

(A) represents the value of the constant and it represents the value of the dependent variable (y), when the value of the independent variable is equal to zero while the value of the slope is equal to B and indicates that the deviation in the independent variable by one will increase the value of the dependent variable multiplied by the standard deviation of the variable. The values and their statistical indicators were estimated according to the opinions of the research sample, and the researcher used simple linear regression and the related statistical methods, as indicated by the research hypotheses:

(There is a significant effect of servant leadership on the effectiveness of work teams).

The following Table shows the results of simple linear regression on the effect of servant leadership on team effectiveness

No.	Constant value	Beta coefficient value	Determination coefficient value%	Computed f value	Degree of freedom	Tabular f value	Indication
1	0.56	0.88	0.73	474.97	174.1	3.88	Existence of an effect
2	2.07	0.47	0.46	150.17	174.1	3.88	Existence of an effect
3	1.77	0.56	0.54	206.80	174.1	3.88	Existence of an effect
4	1.44	0.63	0.58	238.15	174.1	3.88	Existence of an effect
5	1.03	0.72	0.66	336.24	174.1	3.88	Existence of an effect
6	1.70	0.60	0.30	75.66	174.1	3.88	Existence of an effect
7	1.60	0.64	0.45	142.99	174.1	3.88	Existence of an effect

## 15-Conclusions

The conclusions are considered the final stage after familiarizing with the research method through the plan that the researcher followed in the steps of this scientific research, and the most important conclusions can be clarified according to the following:

- 1) It shows that authenticity got the highest arithmetic mean among the other dimensions.
- 2) The team building dimension came in second place.
- 3) It demonstrates the leader's practice of servant leadership dimensions (employee valuation, employee development, team building, showing authenticity, leadership support, and joint leadership) to a large degree, which contributed to the increase in teamwork skills.
- 4) It was found that the joint leadership dimension is practiced at a moderate degree in the researched organization, as it obtained the lowest arithmetic among the other dimensions.
- 5) The adopted variable, the effectiveness of the work teams, ranked first in terms of relative importance in the researched organization.
- 6) It was found that the work team has communication skills.
- 7) It is found that the problem-solving skills are present in the work team.
- 8) It was found that work planning and organizational skills are present in the teams.
- 9) Good interaction skills are present among the team members.
- 10) The results showed that the task coordination skills were derived from the servant leader.
- 11) Servant leadership is related to team effectiveness.
- 12) There is a direct relationship of influence between servant leadership and work team effectiveness.

## 16-Recommendations

After the researcher reached the scientific results of this research and revealed the extent of the correlation and influence between the research variables (servant leadership and the effectiveness of work teams), the most important recommendations will be addressed, which are:

- 1- Strengthening the role of servant leadership in Baghdad Health Department, Al-Rusafa, and delving into its basics and other characteristics of the servant leader
- 2- Encouraging the use of the dimension of demonstrating originality because of its importance in understanding and assimilating team members and realizing their values and customs.
- 3- Enhancing the team building process because of its importance in building cooperative working relationships, achieving the common goals of the individual, the leader and the organization, and creating a strong foundation for successful work.

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## القيادة الخادمة وتأثيرها في فاعلية فرق العمل

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## المستخلص

يهدف البحث الى التعرف على تأثير القيادة الخادمة بأبعادها كمتغير مستقل في فاعلية فرق العمل كمتغير معتمد وابعادها في دائرة صحة بغداد الرصافة ، وانطلاقا من اهمية موضوع البحث و الاهمية التي تنطوي عليها عينة البحث والمنظمة المبحوثة اعتمدت الباحثة المنهج الوصفي التحليلي في انجاز بحثها الذي تناول عينة طبقية عشوائية بلغ عددها 176 عاملا يمثلون عينة البحث من مجتمع البحث 310 عاملا باعتماد الاستبانة كأداة رئيسة في جمع البيانات والتي تضمنت (61) فقرة ، واعتمدت في البحث برنامج (spss v21) مع الاساليب الاحصائية المناسبة للبحث ومنها (اختبار t المحسوبة و اختبار f المحسوبة والتحليل الاستكشافي لاختبار فرضياته. اما ابرز استنتاجات البحث التي تم التوصل اليها من الجانب العملي والتي اثبتت صحة الفرضيات فتجسدت بتأثير القيادة الخادمة بشكل مباشر وغير مباشر في فاعلية فرق العمل ويكون التأثير مرتفعا وان الآثار العملية هي رفد دائرة صحة بغداد الرصافة بأهم تطبيقات القيادة الخادمة وكيفية تعزيز القيادة الخادمة .

وان نوع و تصنيف الورقة الخاصة بي هي ورقة بحثية .

المصطلحات الرئيسية للبحث / القيادة الخادمة \_ فاعلية فرق العمل .