



The Role of Servant Leadership In Enhancing Job Immersion “An Analytical Exploratory Study of The Opinions of A Sample of Workers In The Urban Education Department In Qayyarah”

Taha Atiyah Okla¹, Sami Shaher Askar², Sulaiman Hamad Atiyah³

^{1,3} College of Basic Education, Sharqat, Tikrit University, Iraq

² General Directorate of Nineveh Education

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*Correspondence: Sami Shaher Askar

Email: Dr.samishaher@gmail.com

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Abstract: The current research sought to identify the correlation and impact between servant leadership in its dimensions (empowerment, humility, trust), and job immersion in its dimensions (activity, dedication, involvement) among workers in the urban education department in Qayyarah. The research relied on the descriptive analytical approach, where the literature was formulated The theoretical aspect was based on the descriptive aspect, while the field aspect was completed based on the analytical aspect. The research is one of the few studies (to the best of the researcher’s knowledge) that dealt with modern administrative topics related to most governmental organizations, as the research combined servant leadership and job immersion, and the research reached a significant correlation with servant leadership in enhancing job involvement, and one of the most important proposals that it recommends The research is about the need for the researched organization to pay attention to servant leadership, as this reflects positively on the performance of employees and thus enhances their level of job immersion

Keywords: Servant Leadership, Job Immersion

Introduction

Servant leadership is one of the modern administrative topics that concern the work of business organizations in general and human resources in particular, as it has a vital and strategic role in directing the compass of the work of organizations in the right direction in order to achieve the goals for which they were established and to continue and excel in a highly competitive environment. Servant leadership represents the best models of leadership styles, as the servant leader cares for subordinates, takes into account their feelings, puts their interests and the interests of the business before his personal interests, and participates with them in making important and strategic decisions and providing them with advice and guidance. This is the opposite of the old leadership styles in which the leader is at the top of the organizational hierarchy and issues orders and instructions to implement the organization’s work, which is what is called the bureaucratic leader, which has become an outdated leadership style and is not suitable for the work of modern organizations that care about employees and provide them with a suitable work environment to improve their performance, which is subsequently reflected in enhancing

the level of their integration into work and their immersion in it. This is a positive state that must be paid attention to in achieving the organization's goals of survival and continuity. The research came to shed light on the role of servant leadership in enhancing job immersion among employees in the Urban Education Department in Qayyarah. The research was divided into five sections, the first of which was devoted to The research methodology and previous studies, the second and third sections cover the theoretical and intellectual framework of the research, the section presents the practical aspect of the research, and the fifth section concludes with conclusions and proposals.

Methodology

Previous studies

First: Studies on servant leadership

1. Study (Majid et al., 2024)

The title of the study is "The Role of Servant Leadership Practices in Achieving Organizational Prosperity" An Analytical Study of the Opinions of a Sample of Administrative Leaders in a Number of (4 and 5-Star) Hotels in the Cities of Sulaymaniyah and Erbil.

The study aimed to test the role of servant leadership, as reflected in its practices in achieving organizational prosperity, on a sample of hotels. The sample included (60) leading hotels, using a questionnaire that served as the current study tool. The study problem was summarized in the following question: "Do servant leadership practices contribute to achieving organizational prosperity in the organizations under study?" A hypothetical diagram was constructed to reflect the correlation and impact relationships between the study variables. The study concluded that there is a significant correlation and impact relationship between servant leadership practices and organizational prosperity in the organizations under study. The study also presented a set of proposals, including the need to include promoting the values of service and caring for guests as part of hotel culture, encouraging employees to adopt these values in their daily interactions, and providing a supportive environment for developing a service culture that contributes to enhancing organizational prosperity in the organizations under study.

2. Study (Al-Zibari and Al-Khashab 2023)

The title of the study is "Servant Leadership and Its Impact on Organizational Creativity: A Survey Study of the Opinions of a Sample of Employees in the Nineveh Health Department."

The current study aimed to shed light on the positive leadership style represented by servant leadership, which cares for employees, helps them grow and succeed, and empowers them. It also treats them ethically and fairly to enhance the spirit of creativity among employees. It also explores the extent of the impact of servant leadership, with its dimensions (conceptual skills, empowerment, emotional healing, ethical behavior, and concern for subordinates), on organizational creativity. A questionnaire was used as the primary tool. The study also used a set of statistical tools and methods (arithmetic mean, standard deviation, confirmatory factor analysis). The study reached several

results, the most important of which is "the existence of a direct and significant influence of servant leadership on organizational creativity."

3. Study (Hamada et al., 2022)

The title of the study is "The Role of Servant Leadership in Developing Administrative Creativity" An Applied Study on a Sample of Directors in the Salah al-Din Education Directorate."

The study aimed to understand the impact of servant leadership, with its dimensions (empowerment, emotional containment, altruism), on developing creativity, with its dimensions (idea generation, change implementation, problem solving). A random sample of (49) department, division, and unit managers in the organization under study was selected. The study relied on the analytical approach, using a set of statistical tools and methods. The study concluded that "there is a significant positive influence among the study variables." The study presented a set of proposals that serve the field under study.

Second: Previous Studies on Job Engagement

1. Study (Ahmed and Daghim, 2023)

The study was titled "The Impact of Servant Leadership Behaviors on Enhancing Job Engagement: An Analytical Study of the Opinions of a Sample of Employees in the Mosul Municipality Directorate."

The study aimed to verify the impact of servant leadership behaviors (employee service, ethical behavior, employee empowerment, and building a cohesive organizational community) on enhancing job engagement among employees in the organization under study. The study relied on an analytical approach to describe the study variables and used a set of statistical tools and methods to determine the correlation and impact between the study variables. It reached a set of results, the most important of which was "the presence of a significant impact of some servant leadership behaviors on enhancing job engagement." The study presented a set of proposals specific to the work of the organization under study.

2. Al-Janabi's Study, 2023)

The study was titled "The Impact of Servant Leadership on Job Engagement: An Exploratory Study of the Opinions of a Sample of Senior Leaders in the Popular Mobilization Authority."

The study sought to identify the impact of spiritual leadership in its dimensions (vision, hope/faith, altruism, meaning, Membership/belonging) in job engagement with its dimensions (work habits, work skills, social skills). The study relied on an analytical survey approach, using a questionnaire as the primary tool. The study reached a set of results, the most prominent of which was "the existence of a clear influence of spiritual leadership on job engagement." It also presented a set of recommendations, the most prominent of which was "the organization under study should increase its awareness of the role and importance of spiritual leadership in shaping and defining its directions within the framework of achieving its goals of survival, growth, and facing challenges in the long term by enhancing job engagement at the level of the organization as a whole."

3. Study (Hussein and Atta, 2023)

The title of the study was "Inspirational Leadership and Its Relationship to Job Engagement among Employees in Sports Talent Centers."

The study aimed to understand the role of inspirational leadership with its dimensions (self-confidence, future vision, sensitivity to environmental constraints, recognition as a tool for change, respect and appreciation, morale boosting, intellectual stimulation, and comprehension) in job engagement with its dimensions (emotional engagement, engagement, and socialization). Behavioral and cognitive immersion) among employees in sports talent centers, constructing a leadership skills scale, and developing a conflict management scale. The study used a descriptive approach, a survey method, and correlational relationships, as it was appropriate for the nature of the research problem. The study attempted to answer the question, "What is the relationship between inspirational leadership and job immersion in the organization under study?" The study reached a set of results, the most important of which is "the existence of a positive correlation between inspirational leadership and job immersion among employees in the organization under study."

4. Study (Faris, 2021)

The study's title is "The Impact of Trustworthy Leadership on Job Engagement through Organizational Citizenship Behaviors as a Mediating Variable." An Analytical Study of the Opinions of a Sample of Nursing Staff in a Number of Major Government Hospitals in the Gaza Strip.

The study aimed to understand the impact of trustworthy leadership on job engagement through organizational citizenship behaviors as a mediating variable, from the perspective of a sample of nursing staff in the organizations under study. The study used a descriptive approach and a questionnaire as a tool for collecting and analyzing information. The study reached a set of results, the most important of which is "the presence of an indirect effect of trustworthy leadership on job engagement, with organizational citizenship behaviors as a mediating variable." The study recommended that the organization under study and the study community improve the transparency of the relationship between leaders and subordinates to develop organizational citizenship behaviors and enhance job engagement.

5. Study (Khudair, 2023)

The title of the study is "Servant Leadership of Academic Leaders and Its Relationship to the Job Engagement of Faculty Members in Colleges of Physical Education and Sports Sciences in Baghdad."

The study aimed to identify the relationship between servant leadership of academic leaders and job engagement in the organization under study. The study developed two scales applied outside the Iraqi environment by presenting them to a group of experts specializing in the field of (servant leadership and job engagement). The scales included (14) statements for servant leadership, and (13) statements for job engagement. A survey and final application of the two scales were conducted. The study reached a number of results, the most prominent of which is that "College deans continuously encourage faculty members to explore their energies and knowledge in order to work towards improving their level of academic productivity." The study

presented a number of proposals, the most important of which is "the need for academic leaders to pay continuous attention to the psychological development of faculty members by holding training and development courses, conferences, seminars, and workshops."

Third: Conclusion Previous Studies and Dimensions of Benefit of the Current Study

We find that the previous studies addressed have added significant knowledge regarding the topics of servant leadership and job immersion in organizations. They established a conceptual and intellectual framework for these topics, in addition to the field experiments they conducted. Several points of evaluation were identified for these studies, as follows:

1. Researchers have addressed the topic of servant leadership and job immersion using a variety of terms and dimensions.
2. There is a discrepancy in the studies' selection of variables related to servant leadership and its relationship to other topics. The environments in which their hypotheses were tested varied, and it was noted that hypothesis testing focused on different sectors.
3. These studies strengthened the theoretical aspect of the current study and contributed to enriching its variables with intellectual concepts.
4. They have added to our understanding of the leadership style that characterizes organizations and the variables that can be used to determine the level of servant leadership.
5. The current study stands out from its predecessors in its attempt to link servant leadership and immersion, addressing dimensions whose relationship has not been examined in previous studies in its current form.
6. The different approach of the current study and its consolidation The study examines the dimensions of servant leadership and job involvement in dimensions that are relatively different from previous studies. This is what distinguishes the current study from previous studies.

Second Requirement: Research Methodology

First: Research Problem

There are growing calls for the creation of ethical leaders capable of confronting the challenges, difficulties, and dilemmas facing business organizations, including the degree of alignment between the desires and aspirations of over-zealous leaders who measure the organization's success by the results achieved, regardless of who achieved those results and actions, and the individual employees represented. Hence, the need for leaders with ethical values who serve and care for employees, helping them accomplish their assigned tasks and improve their performance. This, in turn, leads to employees becoming more immersed in their jobs, enabling the organization to achieve its goals and survive in a highly competitive environment. Therefore, the research problem can be formulated with the following questions:

1. Does the organization under study have a clear understanding of the concept of servant leadership and job involvement?

2. Does the organization under study have an interest in servant leadership to enhance job involvement?
3. Is there a significant influence of servant leadership on job engagement?

Second: Research Importance

The importance of the research lies in two important aspects:

1. The academic aspect: The research combines two important administrative topics for most Iraqi business organizations: servant leadership and job engagement. By presenting the concepts and dimensions, the theoretical framework for the research is constructed to contribute to enhancing knowledge in this regard.
2. The field aspect: The current research, through the expected results and proposals that will emerge from this research, will draw the attention of the organization under study to the importance of servant leadership and job engagement, and the positive psychological repercussions for employees. This will positively impact the quality of work life, which contributes to enhancing employee morale and, consequently, improving employee productivity, which contributes to the effectiveness of the organization and achieving its objectives.

Third: Research objectives:

The research sought to achieve the following set of objectives:

1. To identify and diagnose the types of servant leadership within the organization under study and from the context of that organization.
2. To diagnose the components of servant leadership and job involvement within the organization under study.
3. To diagnose the levels of job involvement among the research sample within the organization under study.
4. To present a set of proposals that will help the organization under study enhance the role of servant leadership and job involvement, thereby providing opportunities for development and improving job performance.
5. To identify the relationships of influence and correlation between the research variables, namely servant leadership and job involvement, within the organization under study.

Fourth: Research Hypotheses

To fulfill the research requirements, answer the questions raised in the research problem, and achieve its objective, the following hypotheses were formulated:

1. The first main hypothesis: There is a significant correlation between the dimensions of servant leadership (at the aggregate and dimensional levels) and job engagement (at the aggregate and dimensional levels) among the research sample in the organization under study. The following sub-hypotheses branch out from this:
 - a. There is a significant correlation between empowerment and job engagement.
 - b. There is a significant correlation between humility and job engagement.
 - c. There is a significant correlation between trust and job engagement.

2. The second main hypothesis: There is a significant correlation between servant leadership and the dimensions of job engagement. The following sub-hypotheses branch out from this:
 - a. There is a significant correlation between servant leadership and enthusiasm.
 - b. There is a significant correlation between servant leadership and dedication.
 - c. There is a significant correlation between servant leadership and engagement.

Fifth: Research Diagram

The hypothetical research diagram illustrates the relationship between the independent variable, servant leadership, and the dependent variable, job engagement, as included in the research problem and the nature of its objective, as illustrated in the figure below:

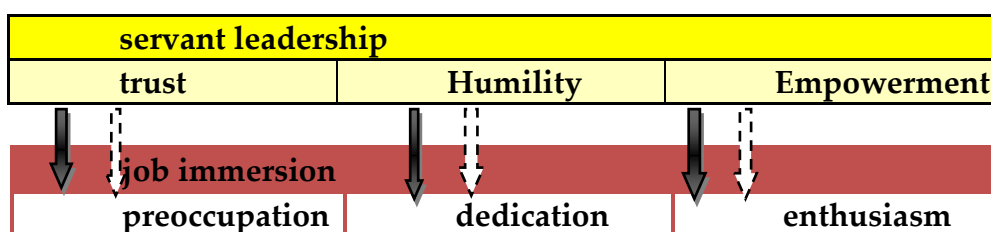


Figure 1. The default research plan.

Sixth: Research Methodology

The research relied on the descriptive-analytical approach. The theoretical framework for the research was formulated according to the descriptive approach by reviewing topics related to the variables (servant leadership and job involvement), which included magazines, periodicals, theses, and dissertations. For the analytical aspect, a questionnaire was used as the primary tool to complete the field work.

Seventh: Research Population and Sample

The research population represented the Urban Education Department in Qayyarah, while the research sample represented individuals affiliated with that department.

Chapter Two: Theoretical Framework

Servant Leadership: A Theoretical Framework

Administrative leadership in general, and servant leadership in particular, are modern topics that have recently emerged in the field of business administration and the administrative environment. The approaches of writers and researchers have differed somewhat in defining the concept of servant leadership. Robert K. Greenleaf defined servant leadership as a model that prioritizes serving others by adopting a comprehensive approach to work, fostering a sense of belonging to the organization, participating in decision-making, and sharing authority (Saeed, Abdul, 2019, 60). Meanwhile, Al-Azzawi and Al-Samman (2022, 31) described servant leadership as a set of practices that influence the lives of employees and work to build their organizations by creating a more just, caring, and attentive environment for them. Table (1) illustrates the concepts of servant leadership.

Table 1. Concepts of servant leadership

year	Researcher's name and	The concept
1	Shilan,etal,2024	Understanding and practicing leadership that prioritizes the leader's self-interest, emphasizing leader behaviors that focus on follower development, and de-emphasizing the glorification of the leader.
2	Ahmed, & Daghim,2023	A set of ethical, social, and organizational practices undertaken by a servant leader within the organization in which they work, with the aim of influencing and motivating employees and increasing their engagement in their jobs, in order to achieve the organization's goals of providing the best services.
3	Hamada,et.al,2022	It is a leadership style that emphasizes the leader's sense of selflessness and altruism, making the needs and interests of the organization's employees a top priority.
4	Hassan,&,Raheemah,2021	A complex process of understanding and practice in which the desires and interests of the team are prioritized over the development of their personal capabilities.

The table was prepared by the researcher based on the sources mentioned in it.

Second: The Importance of Servant Leadership

The importance of servant leadership stems from its connection to human resources, a crucial factor in achieving the organization's goals. The importance of servant leadership can be viewed as helping to provide data and interpretations with positive results for certain qualities, such as honesty, social awareness, listening, a sense of responsibility, compassion, altruism, and patience (Saleh et al., 2023, 77). Servant leadership helps employees achieve high levels of activity and intellectual knowledge, allowing them to live balanced lives, leading to employee satisfaction and organizational commitment. These are essential elements in determining organizational performance (Al-Fatlawi and Rahim, 2020, 368). Based on the above, the importance of servant leadership can be summarized through the following points (Mutaib, 2015, 9):

1. Encourages teamwork to achieve continuous production.
2. Helps others achieve growth and development.
3. Providing subordinates with the opportunity to achieve their material and moral aspirations.
4. Living with the values that support these ideas.
5. Transforming organizations from traditional to learning organizations.

The importance of servant leadership also lies in its ability to accommodate the rapid changes in our turbulent world and technological changes. I have found that servant leadership theory, more than any other leadership theory, accommodates such turmoil that characterizes our world today (Al-Hamdani et al., 2020, 313).

Here, someone discusses servant leadership and its importance from four levels, as follows (Muhammad and Dahi, 2023, 47):

1. Importance at the individual level: The leader believes in and serves the needs of others before his own needs, accepts the needs of others, does not judge them, and listens attentively to followers, such that the servant leader's ability to be a wonderful follower, an inspiring leader, and a motivator of others.
2. Cultural Importance: Servant leaders provide their followers with opportunities to learn and grow, model appropriate behavior, and encourage them, especially in the face of change due to the multitude of choices and uncertainty involved. They also develop strong relationships, collaborate with others, value differences, are open and accountable to others, are willing to learn from others, and maintain integrity and trust.
3. Decision-Making Importance: A true servant leader makes decisions that focus on moving their followers toward personal greatness, sacrificing themselves. They gain recognition and appreciation by publicly focusing on the well-being of their followers. Servant leaders are able to create a psychological and social engagement with their followers, which strengthens tangible and intangible relationships with followers.
4. Importance at the organizational change level: The quality of followers is a measure of an effective servant leader through the organizational change process. The servant leader must take the initiative to envision the future, clarify goals, facilitate a shared vision, and share and unleash power and position. The servant leader must also instill support for developing an environment for developing the skills of followers. He must also focus on developing a learning organization that allows followers to learn new skills, grow intellectually, and develop additional experiences.

Third: Characteristics of servant leadership

Servant leadership is characterized by a set of characteristics, as follows (Al-Shammari and Al-Muhaisen, 2021, 139).

1. Trust: Servant leadership ensures that the leader enjoys a high level of trust among his followers.
2. Reason and good conduct: Servant leadership is characterized by the leader's ability to manage and manage matters wisely.
3. Decentralized Authority: Servant leadership is characterized by a decentralized authority pattern and allows subordinates to participate in decision-making by allowing them the freedom to express their opinions and ideas.
4. Servant leadership provides support and care to subordinates, as the leader places the interests of subordinates above their own.

Fourth: Dimensions of Servant Leadership

The views and proposals of writers, researchers, and specialists in the fields of business administration and human resource management differ regarding defining specific dimensions of servant leadership. This is natural due to the differences in the research or study environment and the nature of the organization's work, as well as whether the organization is a production or service organization. Van Dierendonck (2011) believes that there are eight dimensions of servant leadership: (empowerment, accountability, standing behind followers, humility, authenticity, courage, tolerance, and supervision).

Three dimensions will be chosen to suit the nature of the research and its community, and they are explained as follows:

1. **Empowerment:** It is a process through which the leader allows followers to participate in information, development, training, planning, and oversight, with the goal of achieving positive results and goals. Empowerment also involves entrusting others with support and strength, and participating in planning and decision-making, while providing or guiding resources to enable them to achieve goals (Al-Zubayari, Al-Khashab, 2023, 90). The leadership role of the servant leader is demonstrated by encouraging and facilitating others, especially new hires, by determining when and how to complete work to the best of their ability, and helping them develop and succeed. This includes genuine concern for improving their performance by providing the necessary support and guidance through collaborative working (Al-Shankali and Al-Jabouri, 2022, 93). Empowering and developing individuals aims to give subordinates responsibility for their actions. Through empowerment, the servant leader recognizes employees' talents and strengths. In addition, the servant leader should encourage and motivate employees in their work and personal growth. Essential empowerment is recognizing that followers are not just subordinates, but that each person is an individual in his or her own right, with roles in management such as assigning tasks, training colleagues, and arranging materials. Empowered employees participate in every area of planning and decision-making, which ultimately leads to more decentralized organizations that empower with delegation of authority (Yassin and Al-Samman, 2022, 93). 2022, 120).
2. **Humility:** Humility is the ultimate equator of humility with strong self-confidence. Humility also aligns with a positive self-image. Some researchers believe that humility is a negative thing, but the opposite is true. Humble leaders can be very bold when it comes to their sense of values, ethical principles, and doing the right thing (Yassin et al., 2023, 17). Servant leaders demonstrate humility by focusing on others and accepting a realistic view of themselves. These leaders exercise stewardship by taking responsibility for their followers and making decisions for their followers rather than for their own self-interest (Muhammad and Al-Bajary, 2023, 115).
3. **Trust:** Confidence Trust and good relationships foster a spirit of cooperation between employees and the community, encouraging individual and collective creativity. A servant leader's pursuit of trust is essential to achieving the organization's long-term goals. Losing trust, however, is destructive to relationships within the organization and society (Al-Shammari et al., 2023, 167). Trust is manifested in the credibility and clarity of the leader, not in their job position. If one wants to develop an environment of trust, it is difficult to develop it from a leadership position. Leaders who are more attached to and power-hungry find it difficult to accept the idea of a servant leader, as it is a difficult model to adopt. Servant leadership becomes more evident through a set of traits and behaviors, one of which is trust (Wahid and Al-Halwani, 2023, 259).

Section Three: Job Immersion, The Theoretical Framework

Psychologists explain the phenomenon of job immersion as being largely based on motivational theories. Therefore, they tend to emphasize individual needs and their satisfaction within the work environment as the primary determinants of job immersion.

Sociologists explain the phenomenon of job immersion by studying various social norms, values, and patterns. Therefore, the most appropriate method for researching job immersion is to focus on social variables, such as the process of socialization, which contributes to the creation of an integral part of an individual's personal values. A person who is immersed in his work is one who views his work as the most important part of his life and engages in it as an end in itself.

Concepts of Job Immersion: Job Immersion

1. **Self-Immersion:** Allport defined it as the state in which a person is driven by the desire to achieve a prestigious position in their work. He adds that when a person is preoccupied with using their talents, is absorbed in their job, and has good social relationships with their boss, they are described as being immersed in their work.
2. **Ego-involvement:** Vroom describes it as a person's ego-involvement in a job or task to the extent that their self-esteem is influenced by their perceived level of performance.
3. **Centrality of ability:** French and Kahn describe it as the degree to which an individual's self-esteem is influenced. If an employee believes their performance is central (or essential) to them, then we can say that we are experiencing self-involved performance.

Participation and production decisions: March and Simon linked job involvement to participation decisions and production decisions. These two types of decisions are influenced by how an individual perceives multiple options. A more immersed individual may consider fewer available options and thus tend to participate more actively in the activities required of the organization.

First: The Concept of Job Immersion

As Qasim (2012) pointed out, despite researchers' attempts to shed light on the concept of job immersion, they have not provided a meaningful perspective on this concept that can be generalized across different cultures. Some authors have identified this concept as being characterized by conceptual confusion and ambiguity. Many authors agree with this view of job immersion. They believe that one of the main factors determining job immersion is an individual's value orientations toward work, which are acquired early in the process of socialization. Others point out that healthy and friendly social relationships are indispensable conditions for immersion because they help shape an individual's attitude toward their work (Khalaf, 2021, 207).

Ahmed (2023, 619) defines job immersion as meaning that a person focuses all of their senses and energy on an activity, i.e., being surrounded by what they are doing.

Table 2. The Concept of Job Immersion

	Researcher's name and year	The concept
1	Faris, 2021	It represents the degree to which an individual employee is integrated into the job he performs and feels its importance, and is measured by the degree the employee obtains on the job immersion scale.
2	Khaleel,& Huseen,202	It is the worker's passion, preoccupation with work, sincerity, dedication and activity in performing tasks. Consequently, the feeling of alienation at work disappears as a result of the availability of appropriate working conditions.

year	Researcher's name and	The concept
3	Al-Janabi, 2023	A good way to develop, especially in terms of improving employees' skills and discipline, enhancing their sense of self, and also improving their career prospects.
4 2024	Al-Sabaawi and Jirjis,	Feelings of dedication, enthusiasm, job satisfaction, and psychological comfort as individuals become deeply involved, immersed, and connected to their work and organization, and they have the motivation and ability to give their best.

The table was prepared by the researcher based on the sources mentioned in it.

Second: The Importance of Job Immersion

The importance of job immersion stems from its connection to human resources, which have become a strategic partner in formulating and implementing business organizations' strategies. The importance of job immersion can be defined through the benefits it brings to both the individual and the organization, as follows (Al-Rubaie and Al-Mawla, 2020, 218):

1. Increasing the individual's organizational loyalty to the organization.
2. It is at the core of the job relationship, as it addresses the individual's actions, how they behave in their roles, and what drives them to adopt behaviors in other ways to achieve both the organization's goals and their own aspirations.
3. Job immersion contributes to increasing employee productivity and allows them to experience feelings of happiness, enjoyment, and energy while performing their assigned tasks.

Third: Dimensions of Job Immersion

There are a set of dimensions of job immersion that can be adopted in this research, as follows:

1. Activity: It is the opposite of exhaustion. It is a state characterized by vitality, dedication, enthusiasm, a high level of energy, and mental flexibility while performing work. It is also characterized by a constant willingness to invest effort in a single task and face all difficulties. It also includes the ability to avoid fatigue and persevere in completing tasks (Muhammad and Hassan, 2022, 795). Researchers in psychology define activity as a combination of positive emotions that occur within the context of work. These emotions are composed of state elements (mood and feelings) called resources, resulting in physical strength, which is the high levels of energy when performing daily tasks; emotional energy, which is the investment of emotions in relationships with others; and cognitive vitality, which is the feeling of mental activity (Jalab and others, 2016, 157).
2. Devotion: Behaviors based on commitment and self-discipline, such as investing extra time and energy, exercising initiative, and persisting with difficult tasks in order to complete them on time (Al-Jabouri and Al-Jarjari, 2022, 252). It is the opposite of cynicism and indicates an individual's strong attachment to a single task, with a high degree of importance, enthusiasm, inspiration, and competition. It usually involves work with a serious motivation and giving the best one can at work. This requires self-

discipline, adherence to rules, and taking the initiative to solve problems that arise during work (Al-Attar and Al-Khafaji, 2014, 128).

3. Preoccupation: It is total immersion in work or a sense of satisfaction while performing the job. The individual is fully focused and happy at work, unaware of the passage of time, and unwilling to leave. This aspect of preoccupation is considered a pleasure for the employee, meaning they enjoy their work. This type of preoccupation relates to individual competence through confidence, understanding, and adaptation to work (Khalil and Hussein, 2022, 29). It is characterized by the employee being completely immersed and feeling happy at work, despite the presence of problems at the same time (Al-Yasari, 2021, 54).

Result and Discussion

First: Description of the characteristics of the study sample: This is represented by the following:

1. Gender: Table (3) shows that the number of male respondents was (39), representing (78%), while the number of female respondents was (11), representing (22%). This means that the organization under study is more interested in attracting males than females. This is perhaps due to the nature of the region in which the study directorate is located and the influence of the social system.
2. Academic Qualification: Table (3) shows that those with a bachelor's degree had the highest percentage (54%), while those with a doctorate degree had a percentage of (2%) of the respondents, and those with a master's degree had a percentage of (2%), while those with a higher diploma had a percentage of (6%), diplomas had a percentage of (14%), and preparatory certificates had a percentage of (22%), which are positive percentages in terms of diversity.
3. Length of Service: Table (3) shows that the (5-9 years) category had the highest percentage of (46%), followed by the (10-15 years) category with a percentage of (26%), followed by the (16-20 years) category with a percentage of (18%), and finally, the (4 years and under) category had a percentage of (10%), while the (25 years and under) category had no percentage. This disparity between service periods indicates the need for more experience among employees.
- 4- Age groups: We find from Table (3) that the group (31-40 years) obtained the highest percentage (54%) of the surveyed individuals, followed by the group (25-30 years) and the group (41-50 years) (20%), while the group (51 years and above) obtained a percentage (6%) of the surveyed individuals, and this indicates that the surveyed organization relies heavily on young people to fill various administrative positions.

Table 3. Distribution of the researched individuals according to their characteristics

Sex repetition ratio		male 39 %90	female 11 %10	the total 50 %100		
Preparatory	Academic qualification	diploma	Higher Diploma	Bachelor's	the total	Master's
11 %22	repetition ratio	7 %14	3 %6	27 %54	50 %100	2 %4
4years and under	Length of service	9-5years	16-20 years	15-10years	-	25 and above
5 %10	repetition ratio	23 %46	9 %18	13 %26	50 %100	-
30-25years	Age groups	40-31years	51and above	50-41years	-	-
10 %20	repetition ratio	27 %54	3 %6	10 %20	50 %100	-

Source: The table was prepared by the researcher based on the questionnaire forms.

Second: Description and Diagnosis of Study Variables

1. Description and Diagnosis of the Servant Leadership Variable

Table (4) shows that (49.55%) of respondents agreed with the indicators of this variable, and (24.92%) disagreed at the overall level, with an arithmetic mean of (2.24) and a standard deviation of (0.757). This means that the servant leadership variable is present in the organization under study at a rate of approximately 50%, and that approximately half of its employees demand the strengthening of servant leadership. This should contribute to the role of servant leadership, given its positive effects on employees. The following is a description and diagnosis of the dimensions of servant leadership.

Table 4. Description and Diagnosis of Servant Leadership

Dimensions	agree	neutral	disagree	arithmetic mean	standard deviation
Empowerment	%33.39	%33.29	%33.31	08.2	78.0
Humility	%6.53	%4.26	%20	33.2	74.0
trust	%71.55	%85.20	%42.23	32.2	75.0
Total	%55.49	%53.25	%92.24	24.2	757.0

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

The following describes and diagnoses the dimensions of servant leadership.

A. Empowerment: The arithmetic means, standard deviations, and percentages of agreement/disagreement among the respondents regarding this variable can be found in Table (5).

Table 5. Description and diagnosis of empowerment

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X1	18	%36	13	%26	19	%38	98.1	86.0
X2	12	%24	15	%30	23	%46	78.1	81.0
X3	20	%40	17	%34	13	%26	14.2	80.0
X4	26	%52	17	%34	7	%14	38.2	72.0
X5	13	%26	10	%20	27	%54	72.1	85.0.0
X6	29	%58	16	%32	5	%10	48.2	67.0
the total	%33.39		%33.29		33.31		2.08	0.78

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

(6) items (X1-X6) were adopted to measure the variable, and Table (3) indicates that (39.33%) of the respondents agree with the indicators of this variable and (31.33%) of them disagree, with an arithmetic mean of (2.08) and a standard deviation of (0.78). This means that the level of empowerment variable in the organization under study is (39.33%) and that approximately 40% of its employees suffer from lack of empowerment. There is an agreement rate among the respondents of (58%) who agreed on the necessity of employee participation in decision-making and supporting employees' capabilities by granting them more powers and responsibilities, while there is a disagreement rate of (54%) of the respondents that their organizations do not give them sufficient freedom to deal with difficult situations in their work and solve situational problems during work without referring to their manager or supervisor.

B. Humility: The respondents' agreement or lack thereof regarding the variable can be clarified through Table (6).

Table 6. Description and diagnosis of humility

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X7	36	%72	5	%10	9	%18	54.2	78.0
X8	29	%58	12	%24	9	%18	40.2	78.0
X9	18	%36	19	%38	13	%26	10.2	78.0
X10	35	%70	12	%24	3	%6	64.2	59.0
X11	16	%32	18	%36	16	%32	00.2	80.0
the total	%6.53		%4.26		%20		2.33	0.74

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

It is clear from Table (6) of the arithmetic means and standard deviations for describing and diagnosing the content plateau, which relied on (5) elements (X7_X11) for measurement, that (53.6%) of the respondents agreed on the indicators of this variable and (20%) of them did not agree, with an arithmetic mean of (2.33) and a standard deviation of (0.74). This means that the level of humility of leadership in the organization under study is almost half, and that approximately 53% of its employees suffer from lack of humility, and that the respondents' agreement on the (X7) scale reached (72%), which is a large percentage of agreement that the leader or official accepts constructive criticism directed at him by

employees, and this is a positive indicator and a good characteristic of successful servant leadership, while the respondents' answers were at an average percentage towards neutrality from this variable, and the respondents' answers came at a rate of (6%) on disagreement that their official (leader) consults employees in the event of taking important and strategic decisions related to the work of the organization under study.

C. Trust: The respondents' agreement or lack thereof regarding this variable can be clarified through Table (7)

Table 7. Description and diagnosis of trust

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X12	37	%74	9	%18	4	%8	66.2	62.0
X13	30	%60	6	%12	14	%28	32.2	89.0
X14	23	%46	9	%18	18	%36	10.2	90.0
X15	37	%74	10	%20	3	%6	68.2	58.0
X16	25	%50	11	%22	14	%28	22.2	86.0
X17	13	%26	11	%22	26	%52	74.1	85.0
X18	30	%60	17	%34	3	%6	54.2	61.0
the total	%71.55		%85.20		%42.23		3.22	0.75

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

It is clear from Table (7) on modesty that (55.71%) of the respondents agree on the indicators of this variable and (23.42%) of them do not agree on it, with an arithmetic mean of (2.32) and a standard deviation of (0.75). This means that the level of trust in the organization under study is more than half, and that approximately 55% of its employees suffer from a lack of trust in servant leadership toward their employees. Of the respondents, 74% agreed that the manager treats employees with honesty and good intentions, which are positive characteristics of servant leadership. There was also agreement that the manager or official possesses a willingness to express feelings, even if this results in undesirable outcomes. This stems from the essence of trust they enjoy. Meanwhile, 60% agreed that the manager is committed to fulfilling the promises he made to employees and promising to implement or fulfill them. Conversely, a percentage of respondents agreed that the manager emphasizes work ethics with employees, both within themselves and within themselves.

Description and Diagnosis of the Job Engagement Variable

Table (8) shows that 42% of respondents agree with the indicators of this variable, and 40.36% disagree with it at the overall level, with an arithmetic mean of 2.05 and a standard deviation of 0.67. This means that the level of job engagement in the organization under study is (42%), and that approximately one-third of its employees suffer from weak job engagement, which must be strengthened as it is a positive phenomenon in the work environment.

Table 8. Description and diagnosis of job engagement

Dimensions	agree		neutral		disagree		arithmetic mean	standard deviation
enthusiasm	%36		%33.26		%66.37		98.1	82.0
dedication	%14.75		%20		%86.4		70.2	54.0
preoccupation	%8.14		%6.19		%6.65		49.1	65.0
Total	%42		%21.98		%36.40		05.2	67.0

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

The following is a description and diagnosis of the dimensions of job involvement.

A. Activity: The arithmetic means, standard deviations, and percentages of agreement or disagreement among the respondents regarding this variable can be shown in Table (9).

Table 9. Description and diagnosis of activity.

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X19	27	%54	8	%16	15	%30	24.2	89.0
X20	26	%52	14	%28	10	%20	32.2	79.0
X21	17	%34	14	%28	19	%38	96.1	85.0
X22	12	%24	20	%40	18	%36	88.1	77.0
X23	17	%34	10	%20	23	%46	88.1	89.0
X24	9	%18	13	%26	28	%56	62.1	77.0
the total	%36		%33.26		%66.37		98.1	0.82

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

Table (9) shows that (36%) of the respondents agreed with the indicators of this variable and (37.66%) of them disagreed with it, with an arithmetic mean of (1.98) and a standard deviation of (0.82). This means that the level of the activity variable in the organization under study is (36%), which means that 36% of its employees suffer from job activity. The respondents' answers reached an agreement rate of (54%) regarding variable (X19), which states that employees' performance of their work makes them feel active, enthusiastic and energetic, and this is reflected in achieving the goals of the organization under study. Meanwhile, the respondents' answers to disagreement, that they are flexible and rational when performing their work, reached a rate of (56%). This can be explained by the fact that most of the study sample members are young and have relatively few years of service, which means that they are at the beginning of their activity and the peak of their career giving. B- Dedication: The arithmetic means, standard deviations, and percentages of agreement or disagreement among the respondents regarding this variable can be shown in Table (10).

Table 10. Description and diagnosis of dedication

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X25	34	%68	15	%30	1	%2	66.2	66.2
X26	35	%70	11	%22	4	%8	62.2	62.2
X27	41	%82	8	%16	1	%2	80.2	80.2
X28	39	%78	8	%16	3	%6	72.2	72.2
X29	36	%72	12	%24	2	%4	68.2	68.2
X30	39	%78	9	%18	2	%4	74.2	74.2

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X31	39	%78	7	%14	4	%8	70.2	70.2
the total		%14.75		%20		%86.4	70.2	54.0

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

The results of Table (10) regarding the description and diagnosis of the dedication variable indicate that (75.14%) of the respondents agreed with the indicators of this variable and (4.86%) of them disagreed with it, with an arithmetic mean of (2.70) and a standard deviation of (0.54). This means that the level of the dedication variable to achievement in the organization under study is (75.14%), which means that approximately 75% of the employees suffer from weak dedication to work, and that (82%) of the respondents agree that their job is challenging, with an arithmetic mean of (2.68) and a standard deviation of (0.55). The respondents' responses to disagreement were low, ranging between (2% - 8%), and neutral, with medium percentages, also ranging between (14% - 30%). These results indicate that employees engage in routine work that does not achieve dedication to work. C- Engagement: The arithmetic means, standard deviations, and percentages of agreement or disagreement among the respondents regarding this variable can be shown in Table (11).

Table 11. Description and diagnosis of engagement

Scales	agree		neutral		disagree		arithmetic mean	standard deviation
	No.	%	No.	%	No.	%		
X32	3	%6	3	%6	44	%88	18.1	52.0
X33	5	%10	6	%12	39	%78	32.1	65.0
X34	5	%10	18	%36	27	%54	56.1	67.0
X35	3	%6	9	%18	38	%76	30.1	58.0
X36	21	%42	13	%26	16	%32	10.2	86.0
the total		%8.14		%6.19		%6.65	49.1	65.0

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS v.17.

The results of the table above indicate that 14.8% of respondents agreed with the indicators of this variable, while 65.6% disagreed, with an arithmetic mean of 1.49 and a standard deviation of 0.65. This means that the level of engagement in the organization under study is 14.8%, meaning that approximately 15% of employees suffer from low engagement. The responses were low regarding agreement on engagement at work, while the responses of respondents were high regarding disagreement, with the notion that time passes quickly and they do not feel it passing during work. The highest percentage was 88%, with a mean and standard deviation of 1.18 and 0.52, respectively, compared to the other study variables. This negatively impacted the correlation and impact relationships, as well as the study hypotheses. This led to the rejection of some sub-hypotheses and the acceptance of the alternative hypotheses, which stipulated the absence of an impact and correlation relationship.

Third: Testing the Study Model and Hypotheses

According to the results revealed by the diagnostic axis, and with the aim of identifying the nature of the relationship between servant leadership (as an independent variable), its strength, and its impact on the dimensions of job engagement (as a dependent variable), this axis was devoted to verifying the validity of the study's hypothetical model and testing its main and sub-hypotheses, as follows:

1. Analyzing the correlations between the research variables

Analyzing the study model and testing its main and sub-hypotheses, as stated in the study methodology, requires identifying the content of this relationship to verify the validity of the first hypothesis and the hypotheses emanating from it, namely, "the existence of a significant correlation between servant leadership and job engagement," using simple and multiple correlations as follows:

A. Testing the First Main Hypothesis

Table (12) indicates the existence of a significant positive correlation between servant leadership and job engagement, with the value of the correlation coefficient reaching (0.448) at a significance level of (0.05). This measure The relationship between the strength of servant leadership and its relative ability to enhance job engagement.

Table 12. Results of the correlation between servant leadership and job engagement dimensions at the aggregate level

independent variable	servant leadership
dependent variable	
job immersion	0.448**

P ≤ 0.01, N=50

Source: Table prepared by the researcher based on the results of the statistical analysis using SPSS.v.17.

To arrive at detailed indicators between each dimension of servant leadership and job involvement, in light of the sub-hypotheses of the first main hypothesis, the correlations between the dimensions of servant leadership and job involvement were analyzed, as follows:

Table 13. Results of the correlations between the dimensions of servant leadership and job involvement

independent variable	Empowerment	Humility	trust
dependent variable			
job immersion	0.252	**0.420	0.125

P ≤ 0.01, N=50

Source: Table prepared by the researcher based on the results of the statistical analysis SPSS.v.17.

The relationship between empowerment and job engagement:

Table (13) indicates a relatively low, significant correlation between empowerment and job engagement. The relationship was significant, as evidenced by the correlation coefficient shown in the table above at a significance level of (0.05). This result indicates that the employees included in the study, as shown in their personal characteristics, are mostly

young, not exceeding (40) years of age, which means they enjoy job engagement. Furthermore, the promotion of most employees at the beginning of their careers is accomplished quickly without major obstacles, which enhances their work engagement. -
The Relationship Between Humility and Job Engagement:

Table (14) shows a significant correlation between humility and job engagement. This relationship was significant, as evidenced by the value of the correlation coefficient shown in the table above at a significance level of (0.05). This result explains the extent of the relationship between humility and job engagement.

The Relationship Between Trust and Job Engagement:

Table (14) indicates the absence of a significant correlation between trust and job engagement. The relationship was weakly significant. This is evidenced by the value of the correlation coefficient shown in the table above at a significance level of (0.05). These results reflect the acceptance of the first hypothesis, which states the following: "There is a significant correlation between the humility dimension alone of servant leadership and job engagement." Furthermore, there is a correlation at the aggregate level between servant leadership and job engagement.

Analyzing the influence relationships between the study variables

Within the framework of the steps for systematically addressing the study hypotheses between servant leadership and job engagement, the study model and its hypotheses require determining the degree of influence of servant leadership dimensions on job engagement. This is what the second main hypothesis stipulates. To test the hypothesis, it is necessary to determine the influence of servant leadership on job engagement individually, according to the sub-hypotheses emanating from the aforementioned main hypothesis, as follows:

The influence of servant leadership on job engagement:

Table (15) illustrates the influence of servant leadership as an independent variable on job engagement as a dependent variable.

Table 15. Results of the influence of servant leadership on the dimensions of job engagement at the aggregate level.

independent variable dependent variable	servant leadership		R2	F		T	
	B0	B1		The calculated	Tabular	The calculated	Tabular
Dimensions of job immersion	0.480	1.049	0.201	12.051	3.99	3.366	1.665

P ≤ 0.01, N=50

Source: Table prepared by the researcher based on the results of the statistical analysis SPSS.v.17.

The results of the regression analysis indicate a significant impact of servant leadership on job engagement, as the calculated value of (F) reached (12.051), which is greater than its table value of (3.99) at two degrees of freedom (1) and a significance level of (0.05), and the coefficient of determination (R2) reached (0.201). By following up on the (B)

coefficients and testing them (t), it was found that the calculated value of (t) reached (3.366), which is greater than its table value of (1.665) at two degrees of freedom (1.94) and a significance level of (0.05). The following is a statement of the impact of each dimension of leadership on job engagement. - The Impact of Empowerment on Job Engagement:

Table (16) demonstrates, through regression analysis, the significant impact of empowerment on job engagement. The calculated F value was (3.253), which is smaller than its tabular value of (3.990) at two degrees of freedom (1.94) and a significance level of (0.05). The coefficient of determination (R2) was (0.063). This result explains the ability of the independent variable to explain (6.3%) of the variations in the dependent variable. (93.7%) of the variables were not included in the current model, and are attributable to random variables not included in the model, resulting in a relatively low R2 coefficient.

Based on the above, it is clear that the first sub-hypothesis of the second main hypothesis, which states "there is a significant impact between empowerment and job engagement," is rejected.

Table 16. Results of the Impact of Empowerment on Job Engagement

independent variable dependent variable	servant leadership		R2	F		T	
	B0	B1		The calculated	Tabular	The calculated	Tabular
Dimensions of job immersion	1.854	0.131	0.063	3.253	3.990	12.027	1.665

P ≤ 0.01, N=50

Source: Table prepared by the researcher based on the results of the statistical analysis SPSS.v.17.

The Impact of Humility on Job Engagement:

Table (17) shows a significant impact of humility on job engagement. The calculated F value reached (10.259), which is greater than its tabular value of (3.990) at a significance level of (0.05). The coefficient of determination (R2) reached (0.176), a relatively low value. This indicates the ability of the independent variable (content plateau) to explain differences in the dependent variable (job engagement) by approximately (17.6%), and that (82.4%) of the differences are due to random variables not included in the model.

It is clear from what has been mentioned that the second sub-hypothesis of the second main hypothesis, which states "there is a significant impact between humility and job engagement," is accepted.

Table 17. Results of the Impact of Humility on Job Engagement

independent variable dependent variable	servant leadership		R2	F		T	
	B0	B1		The calculated	Tabular	The calculated	Tabular
Dimensions of job immersion	0.250	1.543	0.176	10.259	3.990	8.364	1.665

P ≤ 0.01, N=50

Source: Table prepared by the researcher based on the results of the statistical analysis SPSS.v.17.

The Impact of Trust on Job Engagement:

The results of Table (18) indicate that trust has no impact on job engagement. This is contrary to what was stated in the third sub-hypothesis of the second main hypothesis, namely, "There is a significant impact between trust and job engagement." This means rejecting the hypothesis and accepting the null hypothesis.

The calculated F value was (0.757), which is less than its tabular value of (3.990) at a significance level of (0.05). The coefficient of determination (R2) was (0.015). This means that the independent variable (trust) was able to explain 1.5% of the variations in the dependent variable (job engagement). Meanwhile, 98.5% of the variations were attributable to random variables not included in the model, such as the type of organization (production or service) and the number of clients.

Table 18. Results of the Impact of Trust on Job Engagement

independent variable dependent variable	servant leadership		R2	F		T	
	B0	B1		The calculated	Tabular	The calculated	Tabular
Dimensions of job immersion	0.099	1.896	0.015	0.757	3.990	7.112	1.665

P ≤ 0.01, N=50

Source: Table prepared by the researcher based on the results of the statistical analysis SPSS.v.17.

The analysis shows that the correlation and impact relationships were somewhat weak. This is due to the fact that most of the sample members were young and at the beginning of the career ladder—that is, newly appointed and with few years of service.

Conclusion

After addressing the study problem within theoretical and field frameworks, a number of conclusions were reached:

1. A large percentage of employees in the organization under study suffer from a lack of empowerment and delegation of authority, represented by the insufficient empowerment of employees to make decisions on their own. This is due to the fact that the organization under study is a division, and most of the authority is in the hands of higher authorities.
2. One of the reasons that led to the weakness of servant leadership in Iraqi organizations in general, and the organization under study in particular, is the constant changes in job positions at all organizational levels.
3. The lack of attention paid by those in charge of managing the organization under study to servant leadership behaviors has a negative impact on employee engagement in its three dimensions (activity, dedication, and involvement).
4. The results of the statistical analysis of correlation and impact relationships were relatively low, leading to the rejection of some hypotheses and the acceptance of alternative hypotheses.

Recommendations

After arriving at a set of conclusions, the researcher recommends the following through this study:

1. Direct the attention and interest of organizations in general, and the organization under study in particular, to pay greater attention to administrative phenomena that have a positive impact on their employees, which is reflected in their performance and thus enhances the efficiency and effectiveness of the organization.
2. The directorate under study should focus on human resources, considering them intellectual capital that must be invested in, as they are the most important elements of production and cannot be imitated or purchased, unlike other production resources.
3. It is important for the organization under study to devote greater attention to serving employees by activating personal communications to identify their needs, desires, and problems and demonstrating interest in them.
4. Work to enhance administrative phenomena such as job engagement, given its positive impact on the organization's productivity and overall performance, as well as on employee morale and its impact on employee efficiency and effectiveness.
5. The directorate under study should organize recreational events to alleviate work pressures. Employees should enjoy breaks from work to change their work environment, ensuring that assigned tasks are completed to the required standard and achieving their set level of achievement.
6. Work to provide a good and suitable work environment, in terms of physical conditions such as lighting and ventilation, as well as job benefits such as bonuses, promotions, advancements, incentives, and rewards, given their positive impact on job performance and enhancing job engagement.
7. The management of the organization under study should prioritize human resources, as they are a strategic partner in achieving goals. They should provide a suitable work environment and encourage them to perform the tasks and duties assigned to them efficiently and effectively, enhancing their engagement with their jobs.

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