

**THE EFFECTS OF SERVANT LEADERSHIP ON ORGANIZATIONAL
COMMITMENT AND JOB PERFORMANCE: CASE OF
NON-GOVERNMENTAL ORGANIZATIONS IN TURKEY**

Master's Thesis
Abdallah ALHAMOUD
Eskisehir 2022

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Department of Business Administration

Supervisor: Prof. Dr. Ahmet Emre DEMİRCİ

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Anadolu University

Graduate School of Social Sciences

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ÖZET

HİZMETKÂR LİDERLİĞİN ÖRGÜTSEL BAĞLILIK VE İŞ PERFORMANSI ÜZERİNDEKİ ETKİLERİ: SIVIL TOPLUM KURUŞLARINDAKİ ALAN ARAŞTIRMASI

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Sivil toplum kuruluşlarının topluluklara ve bireylere karşı büyük bir rol ve sorumlulukları vardır, örgütsel bağlılık ve iş performansı, kuruluşların hedeflerine ulaşması için önemli faktörlerdir.

Araştırmada Gaziantep ilindeki sivil toplum kuruluşlarındaki hizmetkâr liderliğin örgütsel bağlılık ve iş performansı üzerindeki etkileri incelenmiştir. Hizmetkâr liderliğin boyutları (bağımsız değişkenler) şunlardır: güçlendirme, geride durma, hesap verebilirlik, affetme, cesaret, tevazu, sorumlu yöneticilik,

Bağımlı değişken örgütsel bağlılık iken, boyutları duygusal, devamlılık, ve normatif, iş performansının boyutları görev ve bağlamsal olmak üzere iki boyutu vardır.

Gaziantep'teki birkaç sivil toplum kuruluşu, hizmetkâr liderliğin örgütsel bağlılık ve iş performansı üzerindeki etkilerini araştırmak için anketi uygulamak için seçilmiştir.

165 çalışan anketleri tamamladı. Yapılan ziyaretlerin yanı sıra bu kuruluşlardaki çalışan gruplarına gönderilen linkler aracılığıyla elektronik ve anket uygulanmıştır.

Sonuç olarak, çalışanların örgütsel bağlılık ve iş performansı bağımlı değişkenleri hizmetkâr liderlik yaklaşımından etkilenmiştir.

Bu bağlamda çalışma, Gaziantep merkezli Sivil toplum kuruluşlarda hizmetkâr liderliğin örgütsel bağlılık ve iş performansı üzerindeki ilişkisini inceleyen çok az araştırmadan biri sayılmaktadır.

Anahtar kelimeler: Liderlik, hizmetkâr liderlik, örgütsel bağlılık, iş performansı.

ABSTRACT

THE EFFECTS OF SERVANT LEADERSHIP ON ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE: CASE OF NON-GOVERNMENTAL ORGANIZATIONS IN TURKEY

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The non-governmental organizations has huge roles and responsibilities toward communities and individuals, the organizational commitment and job performance are a essential factors to reach to the organizations goals.

The study examined the effects of servant leadership on the organizational commitment and job performance in non-governmental organizations in the city of Gaziantep. The dimensions of the servant leadership (independent variables) are : empowerment, standing, accountability, forgiveness, courage, authenticity, humility, Stewardship.

While the dependent variable was organizational commitment has three dimensions: affective, continuance, normative , and job performance has two dimensions task and contextual.

Many non-governmental organizations in Gaziantep were selected to apply the survey to study servant leadership's effects on organizational commitment and job performance. 165 employees completed the surveys. Electronic – and paper surveys – were administered through links, which were sent to the employee groups at those organizations, in addition to the visits, which were conducted.

As a result, the dependent variables of organizational commitment and job performance of employees were affected by the servant leadership approach.

In this context, the study was of very few studies that examined the relationship between servant leadership and organizational commitment, and job performance in NGOs based in Gaziantep.

Key words: Leadership, servant leadership, organizational commitment, job performance.

STATEMENT OF COMPLIANCE WITH ETHICAL PRINCIPLES AND RULES

I hereby truthfully declare that this thesis is an original work prepared by me; that I have behaved in accordance with the scientific ethical principles and rules throughout the stages of preparation, data collection, analysis and presentation of my work; that I have cited the sources of all the data and information that could be obtained within the scope of this study, and included these sources in the references section; and that this study has been scanned for plagiarism with “scientific plagiarism detection program” used by Anadolu University, and that “it does not have any plagiarism” whatsoever.

I also declare that, if a case contrary to my declaration is detected in my work at any time, I hereby express my consent to all the ethical and legal consequences that are involved.

Abdallah Alhamoud

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INTRODUCTION

The new world that we live in with the many internal and external challenges and changes that we have in our worlds today, and the rapid technological development that result new needs and demands, these factors forcing the organizations to adopting and try to find solutions for these challenges, preparing a flexible plans to avoid the expected and unexpected struggles and problems, and adopt to different leadership and management approaches, and use the available resource in effective ways, in order to success and achieving progress.

In the other side, we live in inflamed region, the conflict and the wars increased in the world incrementally, especially in the Middle East where the internal conflicts, refugees, instability and insecurity, which result difficulties and challenges, that affect the political, economical, and social situations in our area, herein lies the need for the non-governmental organizations that has an enormous efforts in order to decreasing the effects of these conflicts, as the business organizations, the non-governmental organization has the same characteristics as the profitable organization in spite of some differences.

The non-governmental organization has a vision, mission and goals, and the structures , the human assets, therefore they seek to reach these goal by using the available assets and try develop it by increasing the employees' commitment and performance, and adopting to new leadership approaches, such as the servant leadership, which has the essential idea of the NGOs which is serving the others to innovate and motivate them.

The main goal of our research in understanding the effects of the servant leadership approach on the organizational commitment and job performance by using the scales of these variables to measure this relation and to approve if there is a relation or not, and define the positivity or negativity of this relation, and figuring out if the servant leadership approach suitable approach for the NGOs, then determine the strength and weakness in this relation that the NGOs should develop and improve, or adopting to a different approach in case the results might be negative and there is no relation between the variables accordingly,

Our research consist of forma main chapters the first chapter is about understanding leadership approaches and servant leadership, firstly we will introduce the leadership and the related history background then, the definition of the leadership concept, in the second sub-chapter we will describe leadership and management differentiations, after that we will mention the leadership classical approaches and the new approaches, then we aim to explain the servant leadership theory and the concept development from the beginning until these day, then we will define the concept of servant leadership with some example form the old and new history, the last topic of the first chapter will describe the servant leadership characteristics.

The second chapter is talking about the organizational commitment concept, the definition of the commitment will be at first, after that we will mention to the organizational commitment importance for the success of the organization, and approaches related to this concept, organizational commitment approaches including behavior commitment approach, attitudinal commitment approach, then we will study the attitudinal commitment that divided to three dimensions, the affective commitment, continuance commitment and lastly the normative commitments, the last sub-dimension was the factor that affects the organizational commitment.

In the third chapter, we will introduce and explain job performance concept, then we will mention to the importance of the job performance, after that we will describe dimensions of job performance, which contain task, and contextual performance, the last part of this chapter is about the factors affecting job performance.

The last chapter, will explain the relationship application between servant leadership organizational commitment and job performance, in this chapter the researcher will explain the research purpose and importance ,research limitations, research method, which divided to data collection, the research instruments, general information, servant leadership, organizational commitment, and job performance, the second part is about the research hypothesis, after that the data analysis we will use many statics analysis to analysis the data, firstly we will describe the demographic variables of the survey participants, secondly we will use the reliability and validity analysis, then we will study the relations between the demographical variables and the research variables, fourthly we will apply the correlation analysis to figure out if there is any relation between the dependent and independent variables, lastly we will analyze the data by regression

analysis to determine the type of the relation , then we will discuss the hypotheses acceptability according to the result that we will got , and the last part will be the **Conclusions and Recommendations**.

Chapter one

LEADERSHIP AND SERVANT LEADERSHIP

In this chapter, we aim to understand the meaning of leadership then the different between the management and leadership, and the approaches related to the servant leadership

1.1 Leadership Introduction and Definition

Since the human had come to the earth they were leaving in groups, and these groups had common propose to safeguarding the essential needs such as finding a shelter, food and protect each other, then day by day these groups start being bigger and the needs increased, each group had to lead by someone who could achieve the common purpose for the benefits of the group, that's mean the need to the leadership existence was a fact from the human's early history, in our new world, the globalizations world which companies and organizations growing increasingly, many concepts developing every day, like the human rights, democracy, etc. which might prompt us to search for the good leaders who could work with the others and lead them without pressure or coercing to attainment the objectives of the organizations or companies therefore the leadership concept consider as the most researched concepts in the last few decades, due to the leadership importance in the political, economical, and social fields, and the success in these fields rely on the suitable leadership existence as well (Barrow 1977),

In the English language leadership phrase came from lead which mean to take someone to somewhere by going with him or in front of him, and the leadership means the people who are in charge (Pearson, 2001). The researchers defined the leadership concept many different definitions due the confusion regarding understanding the leadership concept, while some of researchers have focused on the leader's behaviors and his personal characteristic, the others focusing on the relation between the leader and his followers (Bean, 2010), Jolson et. al. (1993) defined the leadership as the leader's ability to affects the followers performance by direct engagement with them and developing the relations with the as well, to achieve the organization goals, while (Cyert 2006) defined the leadership as a talent used to influence the followers and encourage them to work for the common good through reaching the common goals, or the leadership could be defined as the providing the enthusiasm and the motivation to a group of people for achieving

their wishes and goals by organizing and cooperating with them (Durmuş 2014), whereas, Sungur (1997) draw attention to another aspect while defining the leadership concepts as the ability to find the problem's source and find the solution, then show the solution to the followers and persuading and control them, and control the result, from the foregoing it could not be said that there is one unified and comprehensive definition for the leadership due to the researchers multiple perspectives, however all the previous definitions pointed to common elements like the influence and followers, Daft, (2008, 5) pointed to six-elements that the leadership includes:

- Influence
- Followers
- Intention
- Personal responsibility and integrity
- Shared purpose
- Change

Based on that we can define the leadership the ability of someone to influence members to achieve specific goals for the group benefits,

In spite of the leadership concept is as old as human society, the researches about it considers new, because the first researches started in the 30th of the last century, then in the 70th of the last century the researchers number reaches to 3 thousands researches, in the 80th of the last century the researchers number estimated to 5 thousands researches and these numbers growing day by day to the importance of the leadership, despite this the leadership still not clear yet, and there are many leadership theories generated from different dimensions (Ferik 2001)

The human considered a capital in each organization, the good leaders know how to invest in this capital to bring the benefits and profits, and use the authority to make the employees a valuable and effective instrument in the organization's success road, on the other side the bad leaders who don't know how to invest this power of people in a suitable way, they affect the organization and get it stuck during the way, because the worst leadership implementation will decrease the employee's performance and the correlation with the organization and turn them to an obstacle inside the organization.

The good leader consider as an essential needs for any organizations to achieve the vision that organization seek to. Because the rapid changes in the world these days has created enormous challenges, therefore the needs increased to the good leaders who know how to find the solutions for this challenges and lead the organization toward achievement the vision of the organizations.

1.2. Leadership and Management

It has been clear that the leadership concept considered as an old and the management concept as new one, but the management and the leadership concepts are very close to each other, or could be said its overlapping relation due to the importance for both of them for the progressing of any organization, as Jim Clemmer (2003) said ” both management and leadership are needed to make teams and organizations successful, trying to decide which is more important is like trying to decide whether the right or left wing is more important to an airplane’s flight”, Pascale (1990) said “managers do things right, while leaders do the right thing”, so we can understand that every organization need leader and manager, the role of the leader is aligning with the roll of the manager to reach to the organization’s goals.

Even if the rolls of leadership and manager very close but it still some differences between these two rolls, as a matter of fact, the leaders focus on the vision of the organization but the managers focusing on the plane that lead us to reach the vision, it could be said that not all the managers have leadership skills, on the contrary not all the leaders have the management skills, based on that the managers tend to force the subordinators or became dictators in order implementing the plane, but the leader influence and enthusiasm their subordinates and build a good relations with them to achieve the goals that they seek to, and we would point out that the leadership focuses on serving the followers instead of ruling them therefore, the leadership results effective outcomes (Tahernejad et. al. 2015).

In the recent years a huge numbers of researches have been written to explain the differences between the leaders and the manager, while the difference is clear, the leader define the direction and the manager put the plan to get to the direction, McLean, J.

(2005) pointed to some variation between the manager and the leader on the activities side like:

The manager:

- has a place in the organizational structure
- is related to the formal authority
- controls the subordinates' actions
- plans, regulates, and controls the activities of human resources in order to achieve the organization's goals

The leader:

- has a roll contain behavioral standards and norms that represent the followers
- taking the power from the followers that enable him to influence their actions

In another study Kotter, (1990) determined the differences between the leadership and the management within five aspects as shown in the table 1.1 below,

Table 1.1. The differences between the leadership and the management

Aspects	Leadership	Management
Direction	Creating vision and strategy Keeping eye on horizon	Planning and budgeting Keeping eye on bottom line
Alignment	Creating shared culture and values Helping others grow Reducing boundaries	Organizing and staffing Directing and controlling Creating boundaries
Relationships	Focusing on people—inspiring and motivating followers Based on personal power Acting as coach, facilitator, servant	Focusing on objects—producing/selling goods and services Based on position power Acting as boss
Personal Qualities	Emotional connections (Heart) Open mind (Mindfulness) Listening (Communication) Nonconformity (Courage) Insight into self (Character)	Emotional distance Expert mind Talking Conformity Insight into organization
Outcomes	Creates change and a culture of integrity	Maintains stability; creates culture of efficiency

Another study by Hughes and others (2002). They identified some other differences between the leader and the manager as following:

- The leadership is innovation; the management is administration.

- The leader develops; the manager maintains.
- The leader inspires; the manager controls.
- The leader has a long term view; the manager has a short term view;.
- The leader asks what and why; the manager is ask how and when.
- The leader originates; the manager imitates.
- The leader challenges the status quo; the manager is accept it.

Summarizing the previous comparisons, it could be said that there are obvious differences in the roles and responsibilities between the leader and the manager, but both these rolls are essential for any organization in order to achieve the vision and the desired goals.

1.3 Leadership Approaches

There are many approaches regarding the leadership types and we can categorize this types as follows:

- **Feature Approach**

Consider as a first approach regarding the leadership concept, this approach assume that the leader born as a leader, and he is a different from the other people, and he has a talent and characteristics that not existent on the other people, Stogdill (1948) pointed out to eight characteristic that the success leaders has such as; the physical characteristic , the social characteristic, intelligence, self-confidence, responsibility, persistence, insight and initiative, in spite of the feature approach assume that the leader has these characteristics by born , but the last researchers accepted that some of the characteristics can developed and gained by the learning and experience (Luthans 1992).

- **Behavioral Approaches**

The behavioral approach try to explain the leadership according to the behavior of the leaders not the charectestics, when the followers accept the decision of the leaders and the related results the behavioral approach being as persistent feature to the leader (Bülbüloğlu, 2001). And there are five important studies regarding this approach and these studies has mentioned to two common points: work and person oriented (Pınar, 2014).

- Ohio State University Leadership Studies
- Michigan State University Studies
- Blake, Mouton and McCauley Leadership Grid
- McGregor's X and Y Theory
- University of Iowa Leadership Styles

- **Contingency Approaches**

It also called situational approach, this approach assume that there is no perfect and suitable leadership approach for all circumstances and situations, but the leadership has to adjust according to the surrounding situations (Akoglan and Akçay 2004). The important research that related to this approach:

- Fred Fiedler's Model of Effective Leadership
- Purpose-Path Approach
- Reddin's Three-Dimensional Leadership Model
- Hersey and Blanchard's Contingency Approach
- Vroom and Yetton's Normative Contingency Theory

- **New Approaches in Leadership Theory**

These days the leadership approaches is very different from the classical approach that consider the leader as commander and the people will just follow it case the believe in him or not, the new approach bring new concept to the management science by ensuring that the leader should serve his followers and listen to them, cooperate with them, the most mentioned new approaches:

- Transactional leadership
- Transformational Leadership
- Servant leadership
- Charismatic Leadership
- Visionary Leadership
- Learning Leadership
- System Leadership

In our research, we will study the servant leadership in the next section.

1.4 Servant Leadership

1.4.1 Servant Leadership background and history

The leadership consider as essential factor for the success of any organization, especially in our changeable world these days, due to the rapid changes and challenges in the politics, economies and social fields that resulted high level competition and many conflicts and the resources be more lack, these challenges prompt us to focusing more and more on the effective leaders to meet the challenges because finding the solution is an important leader responsibility and sustain the progress of the organization, at the same time the organizations these days take care about the human assets in other words the subordinates or the followers due to the unlimited importance of them in any organization, there for the need to the leaders who care about their followers is increasing every day.

As mentioned in the introduction that the leadership concept started from the early history stage, the servant leadership also is not a new concept as well, it exists as a role model a for a long time ago, thousands of years ago in different civilizations and religions there was a leaders who work to serve their followers and aim to benefits them, in the religious sphere we had as an example the prophet Moses, the prophet Jesus, and the prophet Mohammad, peace be upon them, then in the early Islamic stage we had the Companions of the Prophet's Mohammad, Abu Bakr, Omar ibn al-Khaṭṭāb, Osman ibn Affan, and Ali ibn Abi Talib and all of them were politician and religious leaders, which they were worked under that culture in that historical stage that consider “the master of the people is their servant” as quoted by Prophet Mohammad peace be upon him, then in our new history we have many examples such as Martin Luther King, Nelson Mandela, Mahatma Gandhi, and others which they work to serve their followers in first stage.

1.4.2 Servant Leadership Definition

In the literatures studies the first usage for the servant leadership concept was by Greenleaf (1977), he wrote an article and the idea of the servant leadership came from a short novel by Hermann Hesse “ Journey to the East ” that speaks about a group of people in a journey, the servant of this group was not just serve them, support and inspire them, then he disappeared therefore the cause ensued and the group lost the leader (Temiz, 2016).

Green leaf defines the servant leader “The servant leader is servant first It begins with the natural feeling that one wants to serve, to serve first” then he added the servant leader has a responsible to ensure if his followers being healthier, wiser, freer, more autonomous and if the inspired to be servant (Greenleaf 1977). then in the last decades of the last century many researchers started to focus on the servant leadership concept such as , Graham (1991), Spears (1995), and many other researchers, then in the 21th century which brought us globalization which means new crises and challenges therefore the need for the servant leadership as a new approach that give the priority to their followers became an essential requirement for our new era,

According to Liden (2015) the servant leadership is targeting the peoples regardless the leader’s needs, it focusing on their needs and demands and give them the preferences, serve them and reveal their full potential, Also, it can be said that as a key structure and general manner for the servant leadership that the leader should demonstrate ethical behavior and worry about his followers, and give them the priority (Ehrhart, 2004).

Due to the to the misunderstanding the concept of servant leadership and the different definitions that just focused on the priority to the serving followers, it seems that the servant leaders could be weak or powerless although the servant leaders has the ambition, determination and persistence as the other leaders have (Gandolfi and Stone, 2018).

1.4.3 Servant leadership characteristics

A considerable amount of literature has been wrote regarding the leadership characteristic, but the most famous one wrote by Spears & Lawrence (1995), Spears was the director of Greenleaf center after Greenleaf, and he determined the characteristics the servant leader as follows :

- **Listening**

the communication between the servant leader and the followers is an essential factor to make a decision, listening to the followers to their inner voice and valuing their ideas and wishes and interacting with the words, and trying to understand what is being said and what is not,

- **Empathy**

For more understanding, the leader try to think in the same way as his followers to understand them, and empathize their feelings and put his self in their place and try to figure out their point of view even if they have a decrease performance, the leader has to not reject them on the contrary try to understand their views. (Spears 2002).

- **Healing**

One of the servant leader's important characteristics is the healing, the awareness about the follower's negative feeling and broken heart, and giving the support for them, this factor has to be supported by leaders in any organization because it's a source of motivation.

- **Awareness**

The servant leaders has to see the surroundings with a sharp eyes and notice all the positive or negative signals to use it by their side for the whole benefits, with the awareness the leader can prepare his self for the challenges and make the leader more powerful and the decision will be based on awareness .

- **Persuasion**

An important skill for any servant leader, to affect the followers rather than using force and authority, the servant leader has to convince and consensus with the followers and this characteristic differs the servant leader from the traditional leaders (authoritarian leader).

- **Conceptualization**

It is an important characteristic for the servant leader to think on the long term on many sides and imagine the future of the organization to plan according it, while the traditional leader think on short term an build his plane on a daily base.

- **Foresight**

We can define the foresight as the ability to see beyond things in other words to see the consequences and the results of the decisions based on the past experience and imagine the outcomes, Also evaluate the threats and the opportunities for any decision then acting according it.

- **Stewardship**

Stewardship consider as an ethical commitment, the servant leader has to keep the trust of his or her followers and adhering to serve them, in this sense the followers will be ensure that their leader will meet their needs and demands also trust that the leaders actions and decisions for the benefit of all.

- **Commitment to the growth of people**

Every member in the group is an available member and has different interest and talents, the obligation to develop the followers is an important servant leader responsibility, and this commitment could be promotion, training, or supporting new ideas that generated by the followers.

- **Building Community**

Every member came from different community and culture, so if he came to new group he might feel strange and lonely, the servant leader aim to generate a good atmosphere to collect all the followers towards the goals of the group,

In conclusion, the servant leadership is a talent and wisdom at the same time, because the effect of this leadership style is exceeding the members to the groups and communities and impacts their lives with positive effects, and helping the organization with the members reach their goals based on the ethical bases that each organization highly need it to reach to the requested vision.

Chapter Two

ORGANIZATIONAL COMMITMENT

In this chapter we aim to explain about the organizational commitment, what is its definition, and what is the importance of the commitment then we studied the commitment approaches and dimensions,

2.1 Organizational Commitment Introduction and Definition

The organizational commitment is an essential key for any organization and the people who work in it, due to the importance of this factor in the organization's life, also this concept is very important for the managerial and psychological sciences for a more understanding of the employees' habits and behaviors, what are the factors that affect the commitment and the results of the organizational commitment, therefore there are many researches regarding this concept and diversification in the views lead to study this concept from many sides, (Meyer, and Allen, 1991).

In the last few decades, was the first appearance for the concept of organizational commitment to the literature was in the book of "the organization man" by (Whyte, 1956), in his book he made a survey with some employees and the result was that those employees had a loyalty and stick up for the vision of their organization and were not just for the salaries, then in the 1960s Grusky was the first one who defined the organizational commitment concept in that name, as the relation between the member and his or her organization (Bayram, 2020),

According to Porter (1974) the organizational commitment is defined as the long-term relationship between the employee and his organization, McDonald (2000) defined the servant leadership as the psychological link between the employees and the organization, Meyer and Herscovitch (2001) define it as "Commitment is a force that binds an individual to a course of action of relevance to one or more targets", in other definition, the organizational commitment refers to the committed members to act in specific ways within the organization's goals and vision, affiliation, and the desire to as long as they can (Saad et. al. 2006)

All in all, the organizational commitment represents the identification for the individual, how much he related to the organization's vision, and how he is behaving and acting regarding this commitment

2.2 Organizational Commitment Importance

The rapid development in the world of technology, science, and economy, increased the level of challenges and competition, made it necessary for any organization to keep developing and restructuring to keep the organization in the right way, therefore if the organization not aware about development imperative this will lead to lost the human asset, in other words if the employees will not find the motivation, developments, and supporting, they will leave their organization when they get chance, in many cases it has been noticed that there are many employees left their organization to another one with low position and salary because their organization or managers couldn't linked them with the organization,

from the foregoing we can notice how it is the organizational commitment is important for the development process, also consider as essential factor for the organizational success, every organization want to increase this factor, to change the employees to an effective element that could solve the problems instead being a problem in case they don't have the commitment (İnce and Gül, 2005), since the beginning of the organizational commitment concept in the literatures, the organizational commitment researches importance increased for many reasons:

- The relation between the organization commitment and work behavior.
- The effects of the organizational commitment comparing with job satisfaction as reason for leaving the organization.
- The high performance for the employees who have high organizational commitment comparing with the employees with the low commitment.
- The organizational commitment is a useful indicator of organizational effectiveness,
- The organizational commitment refer to important organizational behaviors like honesty and altruism (Özmen et. al. 1997)

Many researches results confirmed the obvious commitment importance in the organizations, the high commitment level results low absenteeism, evasion of duties, and decreasing the other negative phenomena, also there are many positive results for the organizational commitment, such as:

- Provide us an indicator regarding the loyalty of the employees.

- Represent essential element linking between the organization and the employees, especially in the crises time.
- Important factor to predict the effectiveness of the organization. (Bakry and Al-Saeed, 2013)

The job commitment is effective factor in the achieving the organization's vision, it is promote the stability and the confidence between the employees and his or her management, and increase the organization ability's for growing and surviving then decrease the turn over average and increase the relations between the organization members (Amjad, 2016).

The organization should focus on central point here that is the motivation and seek to meet the employees' demands and needs, and if it could do that, the organization will win, the loyalty, high performance, and the employee's job satisfaction (Uygur, 2007). It will be benefits here to point that the organizational commitment differ from the job satisfaction, sometime the employees like their job but they hate their organization and don't believe in it, and there are totally for many reasons the commitment none of them (Abu-Jayab and Mohamed, 2014).

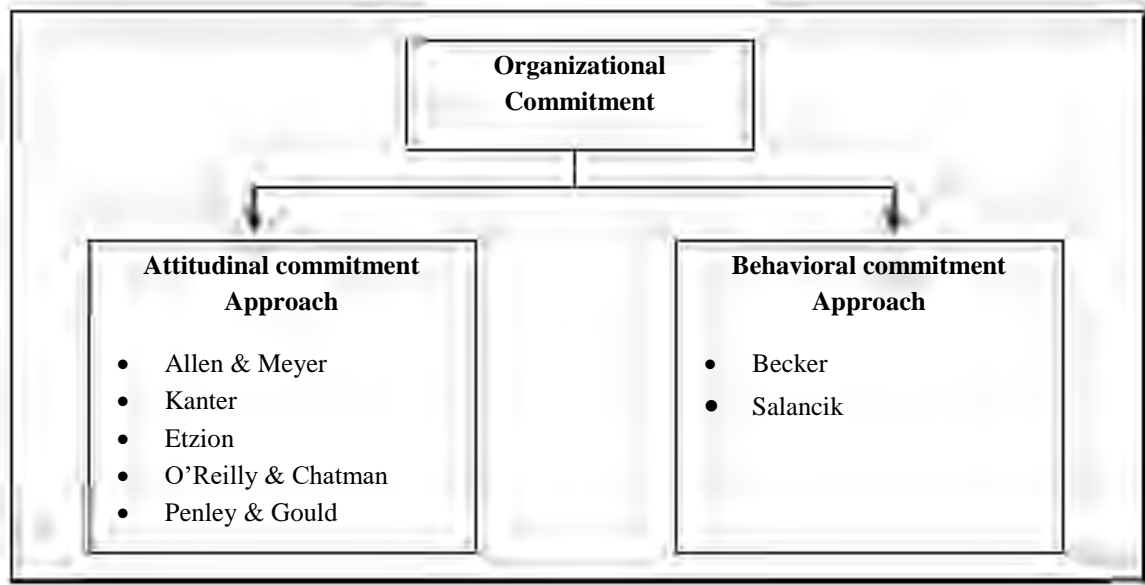
For increasing the organizational commitment there are many important procedures, every organization have to attempt to achieve it, such as supporting the followers and stay behind them, believing in their ideas and capacities, meeting their need and demands, and unified them for a common vision that the organization seek to, and this vision represent the employees' wishes and hopes and provide them with the desired motivation.

2.3 Organizational Commitment Approaches

As we mentioned previously there are many researches and definition for the organizational commitment, due to the difference in the opinion among the researchers regarding the relation between the employee and the organization, and how we can develop this relation, however the common point between these researches is that the commitment is based on behavioral or attitudinal basis, and how we can develop the commitment of the employee by increasing the behavioral commitment or attitudinal commitment (Çöl, 2005). The researchers in the management and organizational field

focused on the attitudinal commitment, on the other side the researchers in the social psychological field focused on the behavioral commitment (Mowday et. al.1982). In the figure 2.1 below we can see some researchers according to the organizational commitment approaches

Figure 2.1. *The organizational commitment approaches Researches (Gül, 2002)*

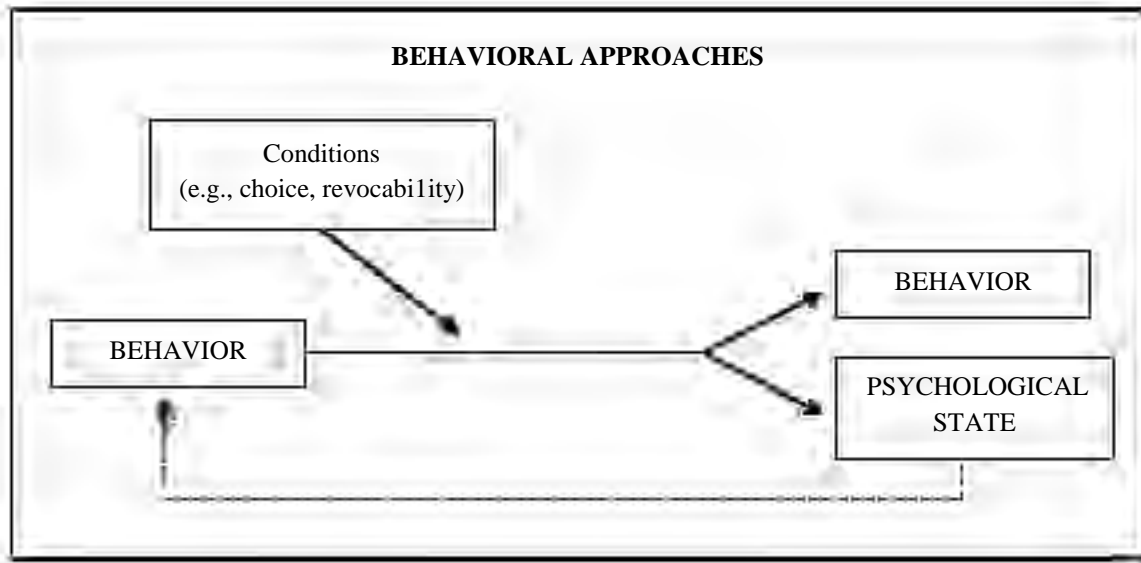


2.3.1 Behavioral commitment Approach

The Behavioral commitment related to the process of individuals being attached to the organization according to the past experience and their adaptation to the organization (Clifford, 1989). According to Wood (2007) the behavioral commitment is the contribution of individuals to the adoption of the organization, transfer their knowledge and skills to the organization, participating in the problems solving process, reducing the costs and increasing the profits, the aim of behavioral commitment is merging and generating common goals and values between the employees and the organization,

Meyer and Allen, (1991) explained the behavioral approach in the the figure 2.2 below, when the individual do an action with some external condition, then this action turns to psychological state, after a while it is expected that he will return the same action because it became a psychological state,

Figure 2.2. Behavioral commitment Approach (Meyer & Allen, 1991)

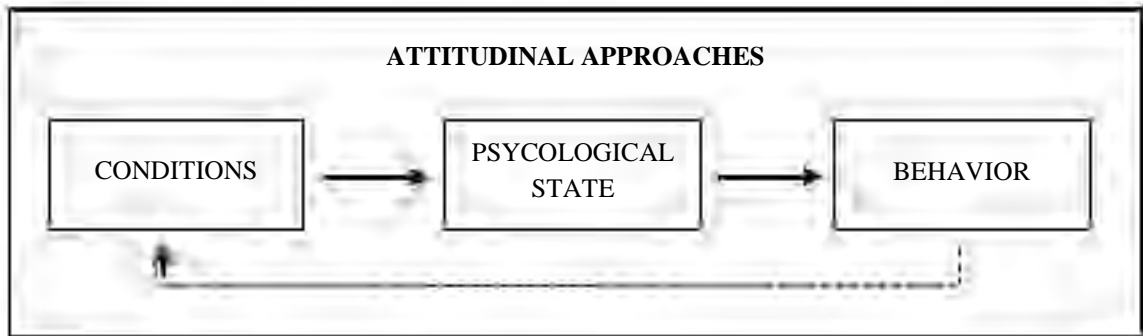


2.3.2 Attitudinal commitment Approach

The Attitudinal commitment means the attitude that reflects the nature and the quality of the relation between the employee in the organization or we can define it as the strength of the personal identification for the organization and participation in the organization, the identification here means linking the organization's values and goals with the personal values and goals overtime, then the personal will came to stage that he will see the goals of the organization as his goals, (Meyer and Allen, 1991), many research made regarding this approach like kanter (1968) that he mentioned three types of commitment continuance commitment, cohesion commitment and control commitment, as well as Etzioni (1975) research that he examined the adaptation system in the organization, and the employees attitude toward this system.

According to Allen and Meyer, the attitudinal commitment define as a psychological state that reflect the relation between the employees and their organization (Meyer and Allen, 1993), they divided the organizational commitment to two dimensions the first one the affective commitment and the continuance commitment, then they added the third dimension that called the normative commitment, the figure 2.3 below explain the attitudinal commitment approach.

Figure 2.3. Attitudinal commitment Approach (Meyer and Allen, 1991)



2.3.2.1 Organizational commitment three-dimensions

In recent years, there has been an increasing amount of literature about the classification of organizational commitment, each of them study this concept from different areas, but the most used research to measure the organizational commitment was by Allen and Mayer (1991), in our study we used this measurement for measuring the organizational commitment, according to them the organizational commitment is a psychological state that reflects the relation between employees and the organization, This situation is characterized by the behavior of individuals in organizations. And the result of it that the individual continue to remain in the organization, they divided the organizational commitment to two dimensions affective commitment and continuance commitment then they added another dimension that is normative dimension (Meyer and Allen, 1993)

Figure 2.4. Organizational commitment three-dimensions (Meyer and Allen, 1991)



2.3.2.1.1 Affective commitment

The affective commitment was the first dimension that studied by Allen and Mayer (1991), they defined it as the individual desire to stay in the organization due his or her emotional attachment, in other words it consider as emotional statement, which the employees identify themselves with their organization, interacts with their organization and feel happy to be one of this organization's community (Porter et. al.1974),

Another research defined the affective commitment as the employees' acceptance for the goal and the values of the organization, and making extra efforts for the benefits of the organization, (McGee and Ford, 1987).

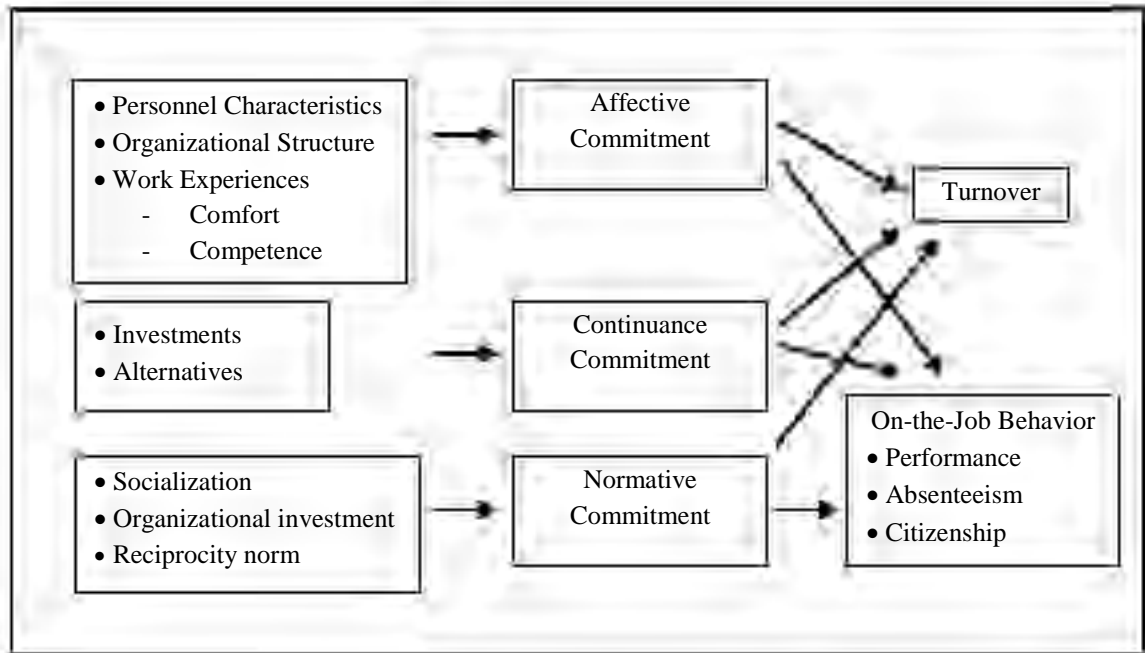
The employee who has the affective commitment, participates in the organization's work even if that work is not a part of his job, does not hesitate to provide the necessary assistance to achieve the organization's objectives, also does not hesitate to work with the low-level colleagues if they need help, he tries to find a solution for the problem there not apart of it but they do that for their organization seek,

Allen and Mayer (1991) in their research mentioned to some antecedents that affect the affective commitment that has been cited in figure 2.5 as follows:

- Personal Characteristics: which represent by the age, tenure, gender, and education.
- Organizational Structure: represent by the nature of decision-making, the nature of policies and procedures, the relation between the employee and the manager, the feeling of personnel importance.
- work Experiences: that composed of two categories
 - comfort category : includes the equity in the rewards' distribution, role clarity, supervisor consideration
 - competence : includes autonomy, job scope, participation in decision making, and the opportunity for self-expression

the results show that the high level of affective commitment reduce the average of turn over , and it affects positively on the performance which mean increase it, and reduce the rates of absenteeism and increase the organizational citizenship,

Figure 2.5. *Organizational commitment three-dimensions (Meyer and Allen, 1993)*



2.3.2.1.2 Continuance commitment

In the literatures the continuance commitment based on the profitability and loss, therefore just the economic benefits links the employees to the organization according to this concept, in other words the employees think about the negatives and the loss that he cannot afford in case he or she decide to leave the organization therefore the fear of loss push him to stay in the organizations,

The continuance commitment generated when the employee evaluate the salary, the promotion, the advantages, the work atmosphere and compare between these factors and the cost of leaving the organization and moving to another one, that may not provide the same advantages to the employees also may he find difficult in the work with new manager that he does not know, the employee who worked for a years in the same organization and strive for the organization success, he do not prefer to leave because he consider the time and the effort that he exerted will consider as a loss in case he leave the organization (Somuncu, 2015).

Allen and Mayer (1991) determine many factors affects the continuance commitment explained in the figure 2.5 like the personnel investment and alternatives which might be anything has a values for the employees, but we have to mention that this factors effect

each employee in a different ratios, each one affected according to the circumstances around him, and maybe one factor affects someone and do not affect the others accordingly, as we mentioned previously the continuance commitment reduce the turnover and the absenteeism in the organization and increase the performance and organizational citizenship.

2.3.2.1.3 Normative commitment

The third dimension that added by Allen and Mayer (1991), this dimension based on the employee's feeling that he has responsibilities and duties toward his organization therefore he obligated to stay in this organization, the normative commitment not represent what the employees want, but it is an ethical state to stay in the organization, if the employee has a good relation with his managers and get their support and appreciation, he may feel guilty to leave the organization,

If the employee has affective commitment he use the phrase "I want to stay in this organizations", but if he has a normative commitment he say "I have to stay in this organization" the difference between these two phrases explain the essential difference between the affective and normative dimension (İnce and Gül. 2005). And differ from the continues commitment that based on the profit and loss comparing.

Allen and Mayer (1991) developed 8 item to measure the normative commitment, we used this scale to measure the normative commitment in our research, therefor we can understand the factors that could affect the normative commitment, the mentioned researchers pointed to the factor that contribute in the normative commitment that explained in the figure 2.5 such as:

- Cultural and familial value and ethics,
- Organizational socialization
- Organizational investment such as the reward the provided to the employees, or the job training,

Summarizing the three dimension, affective commitment generate because the employee want to stay, continuance commitment generate because the employee's interest force

him to stay, normative commitment generate because the employee feel it ethical to stay, all the previous dimension can affect the employee at the same time in a different ratios, due to their psychological statement, all of these dimension building the relation between the employees and the organization, decreasing the turnover and the absenteeism and has a positive effect of the performance (Allen and Mayer 1991).

2.4 Factors Affecting Organizational Commitment

Organizational commitment affected by many factors therefore increased or decreased according to it, (Kareem, 2022)

- Job-related factors; there are many factors related to job as the position, initiatives, absenteeism,
- Employment opportunities; if the opportunities outside the organization is available and has some advantages that's will reduce the commitment average
- Personal characteristics; like the age, gender, experience, education, and other social factors like the culture and attitude
- Work environment; this aspect include the work hours, stress, appreciation, rewards, and promotion
- Positive relationships; if the employee has a good relation with his manager the loyalty and commitment to the organization will be in a high level,
- Organizational structure; the structure take an important effect on the commitment, the open structure increase the employees commitment.
- Management style; supporting th employees, serving their needs, implement their requested, motivate them, all of these factors essential to increase the commitment to the organization,

It could be said that not all the previous factor suitable for all the organizations, each organization have to define the commitment problems and select or generate factors that help to increase the commitment of their employees,

Chapter Three

JOB PERFORMANCE

In this chapter we aim to identify the job performance and understand the meaning of it, the we mentioned the importance of the job performance, the third part is the dimensions of the performance which divided to two dimensions the task performance and the contextual performance, the last part in the factors that affecting the performance,

3.1 Job Performance Introduction and Definition

The job performance consider one of the most important subjects in the management science, due to the effects that performance has on the organization, Also It consider as essential indicator because it can determine the achievement situation in the organization, the performance also provide an idea about the appropriateness of work atmosphere, policies, procedure, management style, communication, which means it refers to the organization abilities, it could be said that the performance concept in our conscious just related to the business world whereas the performance appraisal can be applied also on the non-governmental and volunteering organizations as well,

In the early stage of the last century after the time and motion study that prepared by Frederick Winslow Taylor the father of management science, that aim to search about more effective method to doing the task, the performance concept began to appear but not in this clear way, but Whitlock (2019) argue that the performance concept started to appear after the second world war, in spite of the appraisal was rooted to the nineteenth century then in the twentieth century Elton Mayo the father of human resources linked the relation between the productivity and the job environment, Aubrey Daniels (1970) mention the performance management with a survey to evaluate the performance (Plakolli, A. 2021).

There are enormous amount of definitions for the job performance, but most of them mention to a common idea, the outcomes or the results and the behavior which represent the essence of performance concept, The business dictionary defined the performance as “ the term of quantity and quality that expected from each employee” (Dizer, Y. 2019).

Due to Motowidlo and his colleagues (1997), the performance is the total expected value resulted from the employees behaviors in a specific period, and we can conclude

this definitions the two component the results and the behaviors which represent the performance, according to Al-Halabi (2015) the performance is the results and the goals that the organization intend to accomplish, Adebayo et, al (2012), define the performance as a process for accomplishing the duties that predetermined before, in order to meet the goals of the job, according to these two definitions the researcher pointed out to a very critical point that the task has to be consistent with the organization goals in a manner that serves the vision that the organization want to reach,

If we look at Banerjee at al,(2016), “performance is related to how people perform in their duties in jobs” we have to refer that the performance may affected by external factors, like the work environment, morale, stress, job hours, stress and many other factors, so the human resources in the organization has to be careful for these factors in order to develop the performance or the process to increase it,

Since the performance is expected value from an employee, so it related to future about what the employee will accomplish and what the organization expect from him or her, so the performance evaluation or increasing process not a short term concept, it’s a long term concept, we can clearly say the performance development process is a long term plan, and it could take time to increase the performance in case it decreased, so it’s better for any organization to monitor the performance as a continuance process to avoid any struggles in the future,

In conclusion the performance is very essential for the organization success and to reach to the goals, so the organization that want their employees to have high performance, it have to take the right step towards in the direction, as a result the organization can reach to the goals in case they evaluate the performance of their employees in a right way because each case has to be evaluated in a different way we can’t assume that there is a right system to evaluate, lately they can conclude the right results from this evaluation, and take the suitable decision accordingly.

3.2 Importance of Job Performance

The performance is very important for the live of the employees because it add value on the two sides the spiritual and on the income sides, the performance affects directly the employees and the organization , also it exceeds them to outside, in other word it affect indirectly the surrounding community such as the families, group, unions, etc. (Helvacı, 2002),

On the organizational sides, it is very important for any organization because the challenges is very high, and the technology is changing rapidly, and the people needs and demands changes as well, the high performance play an essential roll in the progressing on the organization, Also it draw a map for the organization's future, if the performance hight means the goals achievement is going as planned, on the contrary if the performance low it refer to problems in the achievements,

There are some point refer to the importance of the performance for the organization (Ismael, Y. A. 2018)

- The performance consider as an essential item for the productivity, because it related to the achieving the goal with less costs and high quality.
- The job performance is very important inside any organization seek to achieve progress and success, if the result of the performance is high that is refer to the stability and efficient of the performance in the organization.

According to Aydoğdu, (2008), there are some factors clarify the importance of the performance for the employees

- A supportive item make the employee feel proudly and productively.
- Meet the essential need for the employee's daily lives.
- Creates a positive image about the employees inside their communities, which give a positive feedback for the employees about themselves.
- Provide the confidence for the employees and give them the courage to act without fear
- Provide the important support for the employees and exceed them to their families and communities outside the organization.

3.3 Job Performance Evaluation

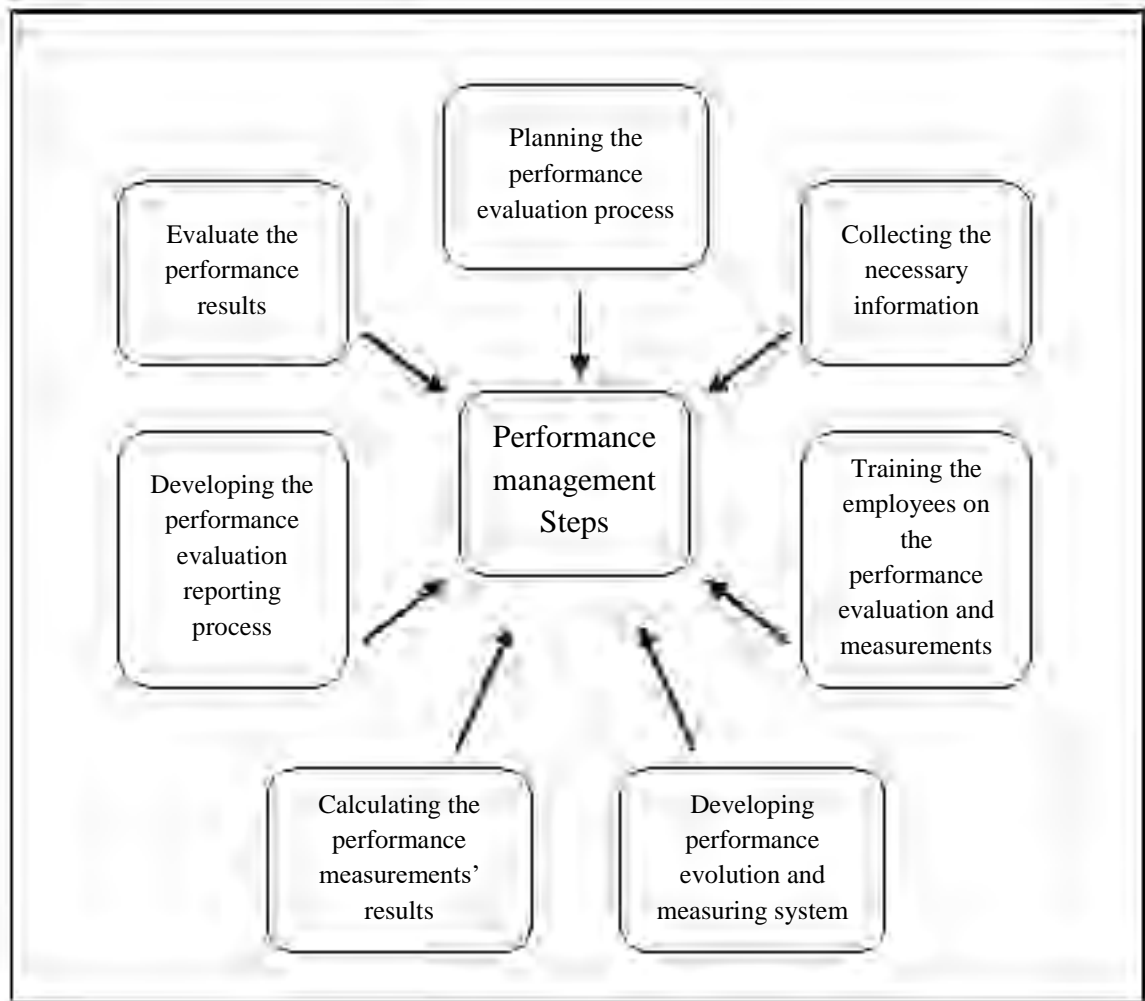
The performance evaluation method is a process of measuring the performance of individuals, units, or organization according to specific standards or other similar performance (Barric, et. al. 2001), For affective performance management the organization have to design performance management process, but it have to take into consideration that the evaluation system should be designed according to the circumstances of the organization and the employees Sink, (1993) referred to some steps that the organization have to take into consideration as follows:

- Preparing and developing a plane for improving the performance.
- Set goals for the performance-improving plane.
- Evaluating the current performance and collect information about it, then determine the performance problems.
- Determine the gap between the current performance and the desired one
- Made analyses on how to evaluate the important information for improving the performance, and how to use the data effectively.
- Determine performance evaluation and measurement methods.
- The last steps is evaluate and measure the performance, due the obligated information, the organization has to monitor the improving of the performance.

According to the study of Gass and Prince (1993), they determined seven steps similar to the previous research for evaluation the performance, that mentions in the figure 3.1 below,

- Planning the performance evaluation process and creating work groups for the implementation.
- Collecting the necessary information for the evaluation process.
- Training the employees on the performance evaluation and measurements.
- Developing performance evolution and measuring system for the organization.
- Calculating the performance measurements' results
- Developing the performance evaluation reporting process
- Evaluate the performance results and determine the deficiencies to develop it

Figure 3.1. Performance management Steps (Gass and Prince 1993)



3.4 Dimensions of job performance

To understand the job performance it has been clear that there are more than one performance aspect, the task aspect and the behavioral aspect, the task refer to the nature of the employee's job as an example the waiter task is serving the customers, the driver task is driving the car, in the other side the behavioral task which can explained by if the employees task serving the organizations goal or not then we can evaluate this behave inside the performance concept,

Borman and Motowidlo (1993), in their research "Task Performance and Contextual Performance: The Meaning for Personnel Selection Research" they determined the two performance dimensions, task performance and contextual performance, that will be discussed in the next section.

3.4.1 Task performance

Task performance represents the direct activities or duties that the employee responsible to do such as manufacturing, maintenance, teaching or other tasks, or can be by indirect action, such as services, logistics, in order that these activities have to be related to the organization goals, the task performance merging between the effectiveness and efficiency, if the organization have a clear performance plan, and expected outcomes, the performance results generally will be good results, also it called in-role performance which mean it different from job to job but ensures that the duties will be accomplished as requested.

We note from the task performance definitions that the effectiveness is essential factor to perform the task which based on the technical details and experience, For best task performance the employees have to believe in the organization vision and understand that the daily task will contribute in achieving the goals to reach to the wanted vision (Bajraktari, A. 2020).

3.4.2 Contextual performance

Contextual performance mean the activities that based on the behaviors and supporting the work environment, such as helping the colleagues, or following the rules of the organizations, the contextual performance not apart from the employee responsibilities but he or she volunteer to do it.

The contextual performance is not based on the technical part like the task performance, but it is related to the behaviors and the attitudes inside the work also the contextual is differ from task performance in many respects mentioned by (Borman and Motowilo, 1997):

- Task performance represent different kind of works,
- Task performance has specific roles, but there is no specific roles for the contextual performance
- Task performance does not include personal features; the contextual performance includes personal features.

3.5 Factors Affecting Job Performance

During the performance evaluation process, it's important to determine the factors that affects the performance inside the organization, (Baqalya, 2018).some of these factor

- The organizational environment

Represent the factors inside the organization such as the polices, the procedures, the management style, the organizational structure, the decision making process, and the other factors the affect positively on the performance.

- The employee's morals

There is a positive relation between the leadership style and positive morals that result the high performance.

- The employee's abilities

Refer to the experience and the talent that employees have, and how they can develop their selves and bring new ideas to increase their performance

On the contrary Goleman (1998), determined six factors that affect negativlt on the performance as follows

- Work overload : When the employee work more than the normal work hours his performance will decrease accordingly,
- Lack of autonomy : when the employee cannot decide or contribute in the decision making process he will disappointed,
- Skimpy rewards : the low salaries with deduction, and without paying for the extra job hours, will decrease the performance for sure,
- Loss of connection : when the employee lost his connection with his manager, he will feel lonely and his performance will decrease,
- Unfairness : unfair policies or procure towards some employees regardless the others such as the promotion or advantages,
- Value conflicts : the conflicts between the employee values and attitude and the organization requirement affect negatively the employee performance,

Chapter Four

RELATIONSHIP APPLICATION BETWEEN SERVANT LEADERSHIP ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE

In this section, we will explain the purpose and the importance of this research, the research limitations, and then the research methods that include the data collection and survey preparation, the instruments that used for measuring, the research hypothesis, then the data analysis, finally the findings that will be mentioned under the title of research's results.

4.1 Research Purpose and Importance

In our new world the growing of the organizations and the astonishing rapid development in the technology, that makes the human asset the strategical point in every organization, due to this condition the needs increasing day by day for the leaders who focus on the success of their followers, and the focusing on the followers for adding benefits to the organization (Özyılmaz and Çiçek, 2015).

The servant leadership theory that aim to develop the followers by serving them, becoming the theory that attracts a lot of attention because the desire of serving the employees are not existed in the other leadership theories and represent the main idea of the servant leadership theory (Chiniara and Bentein, 2016; Özyılmaz and Çiçek, 2015).

Based on the foregoing we can say that the importance the servant leadership is pivotal to increasing the performance of the employees and their loyalty to their organization that affects directly the growing and success of any organization.

We aim in the study to examining and measuring the effects of servant leadership which laying the groundwork by Greenleaf (1970) on the organizational commitment factor which explain how the employee is really related to the organization and believe in the vision of it, also the job performance factor and how we can keep in a high level.

This research also aim to add benefits to the NGO field, which became an essential part of the system in an country due to the huge role and services which provided by Non-governmental organizational to the local society, also we can determine the relationship

between leadership and organizational commitment and performance, and explain the way to improve the work environment and increase the level of commitment, loyalty and performance,

Finally, we have to mention that there are a lack of studies that focused on the servant leadership, and the increasing of the globalization which increasing the organization around the world making this type of studies more important and required.

4.2 Research Limitations

In this research we will focus on the non-governmental organizations in turkey, due to the increasing importance for this sectors, also the organizational commitment and the performance is very essential factors to this sector, the implementing field Gaziantep city in year 2022, and the reason is there are many NGOs work in this city, because it hosts huge number of Syrian refugees and located near to the Syrian border that experiencing a constant struggle.

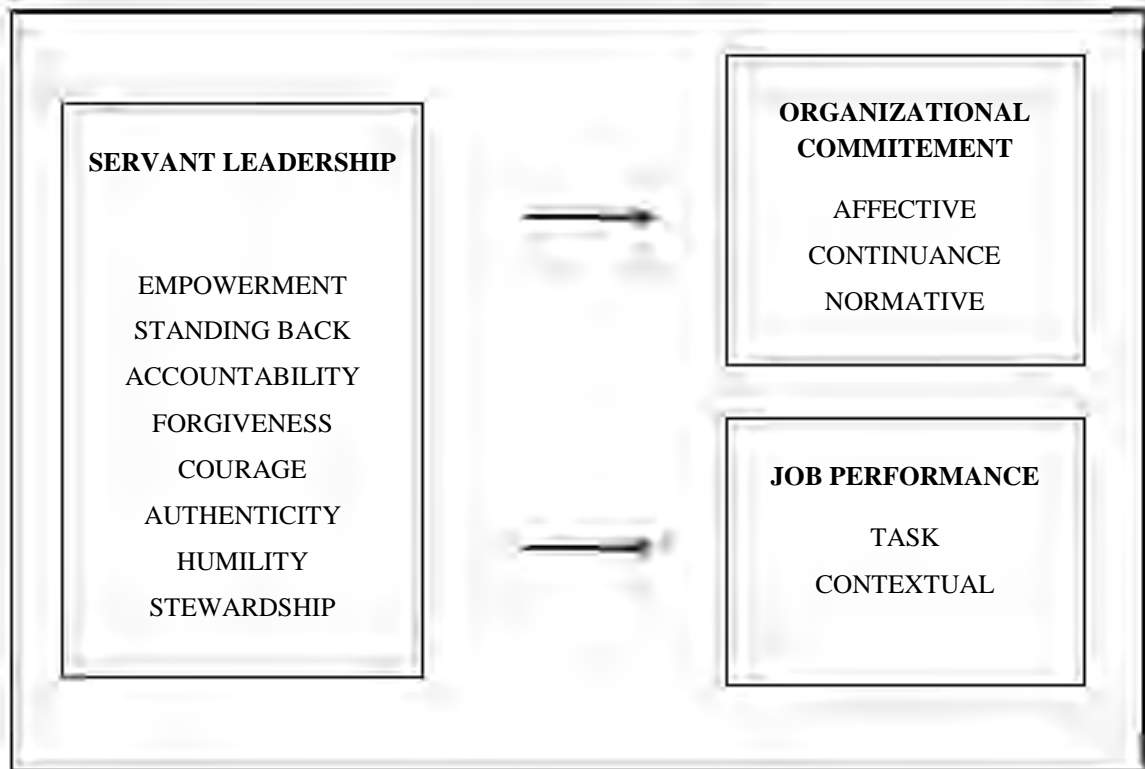
4.3 Research Method

The aim of this study is to find the effects of servant leadership on the organizational commitment and job performance, so we used the quantitative research and questionnaire to collect the data that will be analyzing by SPSS statics program version 21, In our survey analysis, we considered the servant leadership as an independent variable, the organizational commitment and job performance as dependent variables,

In order to understand the relation between the variables we mentioned previously we will analyze the collected through many statistical measures as following:

- 1- Descriptive of the demographic variables
- 2- Cronbach's alpha test for measuring the reliability and credibility of the data
- 3- Mean and standard deviation
- 4- Independent samples (T Test) and one way analysis (A Nova test) to understand the relation between the research dimensions and demographic variables,
- 5- The correlation analysis to figure out the relation between the research dimensions
- 6- Lastly, the linear regression test for measuring the effect of the independent variable on the dependent variables,

Figure 4.1. Research model



4.3.1 Data collection

We collected the data in a voluntarily way in condition the employees has the time to read and answer the questions carefully and we didn't mentioned the name to feel free to express their opinions, we applied the questionnaire on the 190 employees who work in a different organizations and different fields such as finance, procurement, human resources and other departments in the non-governmental sector, 165 of them participated and sent the feedback, (The participation rate was $(165/190 = 0.868)$ 86.8 per cent, 41% from the participants were women and 59% of them were men, the data were collected from both 139 employees (assistants and officers) and 26 of their supervisors and top managers, It takes almost one month to prepare the questionnaire and collecting the data.

4.3.2 The research instruments

To reach to the goal of this study we used a survey questionnaire for collecting the data as we mentioned previously, in this part we will explain in details the categories of the survey and what are the scales that used in the questioner.

To measure the answers in the questioner we used 5-point Likert scale, liker scale is a model consisting of weight from 1 to 5 such as (1- Strongly disagree), (2- Disagree), (3- Neutral), (4- Agree), (5- Strongly agree), that means when the participant agreed with the question the level will increase closes to 5, on the contrary when the participant are not agreed with the questions the level will decrease closes to 1.

The questionnaire translated from English to Turkish and consisting of 60 questions divided to four main section as below,

4.3.2.1- General information

In this section we asks a general information to get details about the participants to differentiate the type of the participants, the questions are listed from 1-7 as follows

- 1- What is your gender?
- 2- How old are you?
- 3- What is your educational level?
- 4- What is your position in your organization?
- 5- How many year have you been working in this organization?
- 6- How many year have you been working in the NGOs field ?

4.3.2.2- Servant leadership (independent variable):

The second section represent the servant leadership measurement questions that developed by Dirk van Dierendonck and Inge Nuijten (2010), which composed of eight dimensions as follows dimensions

- Empowerment sub-dimension

Within this sub-dimension the servant leadership questionnaire asks; my manager, gives me the information I need to do my work well. helps me to further develop myself. gives me the authority to take decisions, which makes work easier for me. enables me to solve problems myself instead of just telling me what to do. offers me abundant opportunities to learn new skills. these questions take a place 1-5 in the servant leadership section.

- Standing back sub-dimension

The standing back sub-dimension in the questionnaire asks; my manager keeps himself/herself in the background and gives credits to others. chasing recognition or rewards for the things he/she does for others. appears to enjoy his/her colleagues' success more than his/her own. these questions take a place 6-8 in the servant leadership section.

- Accountability sub-dimension

The questions in the accountability sub-dimension; my manager, holds me responsible for the work I carry out. holds me accountable for my performance. holds my colleagues and me responsible for the way we handle a job. these questions take a place 9-11 in the servant leadership section.

- Forgiveness sub-dimension

In forgiveness sub-dimension the questions are; my manager, keeps criticizing people for the mistakes they have made in their work. maintains a hard attitude towards people who have offended him/her at work. finds it difficult to forget things that went wrong in the past. these questions take a place 12-14 in the servant leadership section.

- Courage sub-dimension

The courage sub-dimension contain two questions; my manager, takes risks even when he/she is not certain of the support from his/her own manager. takes risks and does what needs to be done in his/her view. these questions take a place 15-16 in the servant leadership section.

- Authenticity sub-dimension

The servant leadership's authenticity sub-dimension questions are; my manager, open about his/her limitations and weaknesses. often touched by the things he/she sees happening around him/her. shows his/her true feelings to his/her staff. these questions take a place 17-19 in the servant leadership section.

- Humility sub-dimension

The questions in the humility sub-dimension; my manager, learns from criticism. admits his/her mistakes to his/her superior. learns from the different views and opinions of others. these questions take a place 20-22 in the servant leadership section.

- Stewardship Dimension

In Stewardship dimension, the questions are; my manager, emphasizes the importance of focusing on the good of the whole. has a long-term vision. emphasizes the societal responsibility of our work. these questions take a place 23-25 in the servant leadership section.

4.3.2.3- Organizational commitment (dependent variable):

To measure the level of the organizational commitment we used the questions that developed by Meyer and Allen (1991), and divided to three main aspects affective, continuance, and normative, each one composed of six questions:

- Affective Commitment aspect

The first six questions in the organizational commitment section in the questionnaire represent the affective scale, as following; I would be very happy to spend the rest of my career with this organization, I really feel that the organization's problems are like my own problems, I don't think I could easily become attached to another organization as I am attached to this one , I feel like 'part of the family' at my organization, This organization has a great value on a personal level, I feel a strong sense of belonging to my organization.

- Continuance Commitment aspect

Continuance commitment questions in the survey taking a place from 7-12 as following; I am not afraid of what might happen if I quit my job before I find another one. It would be very hard for me to leave my organization right now. even if I wanted to. Too much in my life would be disrupted if I decided to leave my organizations right now. Right now staying with my organization is a matter of necessity as much as desire. I feel that I have too few options to consider leaving this organization. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.

- Normative Commitment aspect

To measure the normative commitment we used the questions from 13-18; I think that people these days move from company to company too often. Jumping from organization to organization does not seem at all unethical to me. One of the major reasons I continue

to work for this organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain. If I got another offer for a better job elsewhere, I would not feel it would be right to leave my organization. I learned to believe in the value of remaining loyal to one organization. Things were better in the days when people stayed with one organization for most of their careers.

4.3.2.4- Job performance (dependent variable):

For measuring the performance, we choose two aspects to analysis,

- The task performance

The task performance questions develop by Beffort and Hattrup (2003), and represent the questions from 1-6 in the survey as following; I produce high quality work. I , proficiently complete all duties central to the job. complete job duties in a timely manner. ensure that all items necessary to perform the job are present. make few mistakes. prioritizes work schedule according to deadlines.

- The contextual performance

The questions in the accountability dimension was developed by Borman and Motowidlo (1993). And contain the last five questions in the survey as following; I, persist with enthusiasm and extra effort as necessary to complete my task activities Successfully. volunteer to carry out task activities that are not formally part of my job. help and cooperate with others. follow organizational rules and procedures. endorse, support, and defend organizational objectives.

4.4 Research Hypothesis

This research seek to address the central question the first one is the servant leadership affects organizational commitment and is servant leadership affects job performance, in case we find an effect we aim to understand the type of this effect it is positive or negative, from the foregoing and according to the model of our study, we have two central hypothesis and five sub-hypotheses that we aim to study as follows:First Main hypotheses and its related sub-hypotheses

H1: The servant leadership dimension affects the organizational commitment dimension in the Non- governmental organizations,

H1a: The servant leadership dimension affects the organizational commitment's affective sub-dimension in the Non- governmental organizations,

H1b: The servant leadership dimension affects the organizational commitment's continuance sub-dimension in the Non- governmental organizations,

H1c: The servant leadership dimension affects the organizational commitment's normative sub-dimension in the Non- governmental organizations,

Second Main hypotheses and its related sub-hypotheses

H2: The servant leadership dimension affects the job performance dimension in the Non- governmental organizations,

H2a: The servant leadership dimension affects the job performance's task sub-dimension in the Non- governmental organizations,

H2b: The servant leadership dimension affects the job performance's contextual sub-dimension in the Non- governmental organizations,

4.5 Data Analysis

In this sub chapter, we will explain the used statistical analysis for analyzing the data to validate the hypothesis that we mentioned previously,

4.5.1 Descriptive of demographic variables

The general questions section in the survey of this research consist of 6 question regarding the demographic characteristics of the participants; such as the gender, the age , the education, the position, and the period of the work in the organization and the experience in this field.

The participants consists of N=165 individuals, the survey results show us that the participants gender distribution 58.8 % men (n=97) and 41.2 % women (n=68), the individuals age distribution was 26.1% between 20-30 (n=43), 55.2% between 31-40 (n=91), 16.4% between 41-50 (n=43), and just 2.4% from the participants there age +51 (n=91), the education result was as following, the people who has the high school education (n=7) 4.2%, the people who has college degree represent 65.5% (n=108), the individuals with master or Phd were 30.3% (n=50), the job position results were for the officer/ assistant 43% (n=71), the Coordinator / Supervisor 41.2% (n=68), the department manager or general manager represent 15.8% (n=26) from the total participants,

Regarding the period of the work in the organization, we get the following results; between 0-2 years 50.3% (n=83), between 3-4 years 23.6 % (n=39), between 5-6 years 16.4% (n=27), the individual who works more than 7+ years at the same organization represent 9.7% (n=16), finally the results related to the experience in the field , between 0-2 years 14.5% (n=24), the experience between 3-4 years 18.2 % (n=30), between 5-6 years 29.1% (n=48), the individual who has experience more than 7+ in the non-government organization field represent 38.2% (n=63), and we can see all these information In the table 4.1. below we can see all these numbers that we mentioned previously.

Table 4.1. Descriptive of demographic variables

	N	Percentage
The Gender		
Male	97	58.8%
Female	68	41.2%
The Age		
20 - 30	43	26.1%
31 - 40	91	55.2%
41 - 50	27	16.4%
51 +	4	2.4%
Education		
High school	7	4.2 %
College	108	65.5%
Master or PhD	50	30.3%
Position		
Officer / Assistant	71	43.0%
Coordinator / Supervisor	68	41.2%
Department or general manager	26	15.8%
The period of work in the same organization		
0 - 2	83	50.3%
3 - 4	39	23.6%
5 - 6	27	16.4%
7 +	16	9.7%
The experience in this field		
0 - 2	24	14.5%
3 - 4	30	18.2%
5 - 6	48	29.1%
7 +	63	38.2%

4.5.2 Reliability analysis

To investigate the reliability and the credibility of the questionnaire we used Cronbach's Alpha test, the values of Cronbach's Alpha test take the range between 0 and 1, in case of the values near to 1 the reliability of the survey increases, otherwise the reliability will decrease and leads to unacceptable result, we use the following rules that provided by George & Mallery (2003) to evaluate the results

Table 4.2. Cronbach's Alpha test guidelines

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 \geq \alpha \geq 0.8$	Good
$0.8 \geq \alpha \geq 0.7$	Acceptable
$0.7 \geq \alpha \geq 0.6$	Questionable
$0.6 \geq \alpha \geq 0.5$	Poor
$0.5 \geq \alpha$	Unacceptable

4.5.2.1 Servant leadership scale reliability coefficient

Table 4.3. Servant leadership scale reliability coefficient

Variables	Cronbach's Alpha	N of Items
Empowerment	.856	5
Standing	.876	3
Accountability	.824	3
Forgiveness	.817	3
Courage	.823	2
Authenticity	.748	3
Humility	.852	3
Stewardship	.849	3
Servant Leadership	.955	25

The reliability coefficient for the servant leadership total dimensions scale (.955) that means the reliability of servant leadership results is excellent, on the dimensions level the high result (.876) was at the standing dimension, while the lowest reliability coefficient result was at (.748), on the whole all the servant leadership dimensions values are acceptable, and excellent result.

4.5.2.2 Organizational Commitment Scale Reliability Coefficient

Table 4.4. Organizational Commitment Scale Reliability Coefficient

Variables	Cronbach's Alpha	N of Items
Affective	.810	6
Continuance	.837	6
Normative	.867	6
Organizational commitment	.932	18

The reliability coefficient for the whole organizational commitment total scale result (.932) and it's more .7 which considered as an acceptable, and excellent result, the highest result at normative dimension (.867) while the lowest one (.810) related to the affective dimension, all the three dimension reset recorded above (0.8), and considered as a good result,

4.5.2.3 Job Performance Scale Reliability Coefficient

In the table 4.5. below the value of the reliability coefficient for job performance scale (.877) which is bigger than (.7), at the task dimension the value of Cronbach's alpha is (.773) while the contextual dimension value was (.749), and those two results more significant than (.6) and it's acceptable results

Table 4.5. *Job Performance Scale Reliability Coefficient*

Variables	Cronbach's Alpha	N of Items
Task	.773	6
Contextual	.749	5
Job Performance	.877	11

In conclusion the whole results that we mentioned previously are significant than the critical value (.7), and lead to say the used survey questions data in this research has a high reliability and credibility,

4.5.3 Normality

For measuring the distribution of the variables we used the normality test, the normality test consist of two measurements, Skewness coefficient that related to the symmetry of the distribution and Kurtosis coefficient which measuring the tiredness of the data, since the result of the normality test between -1.5 and +1.5 that's refer to the normality distribution of the variables, in case the result differ from -1.5 and +1.5 that's mean the distribution of the test is not normal and there is a problem in the survey question (Tabachnick and Fidell, 2013), we applied the normality test on the research three variables separately, in the table 4.6 the result of normality for the servant leadership sub dimensions between -1.5 and +1.5 which is acceptable results,

Table 4.6. *Servant leadership Scale Normality Test*

Variables	N of Items	Skewness coefficient	Kurtosis coefficient
Empowerment	165	-0.444562	-0.142546
Standing	165	-0.402425	-0.145486
Accountability	165	-1.329518	0.204284
Forgiveness	165	-0.759176	0.040835
Courage	165	-0.675166	0.149938
Authenticity	165	-0.879392	0.679520
Humility	165	-0.695815	0.501656
Stewardship	165	-0.935997	0.550047

The table 4.7. below show us the normality results of the organizational commitment, all the result between -1.5 and +1.5 which is acceptable results.

Table 4.7. *Organizational Commitment Scale Normality Test*

Variables	N of Items	Skewness coefficient	Kurtosis coefficient
Affective	165	-0.358167	-0.424493
Continuance	165	-0.718022	0.360922
Normative	165	-1.340602	0.210937

Table 4.8. *Job Performance Scale Normality Test*

Variables	N of Items	Skewness coefficient	Kurtosis coefficient
Task	165	-0.897580	1.266310
Contextual	165	-1.050927	0.695186

The table above show the result of normality test for the job performance sub dimentions, the task and contextual, the results between -1.5 and +1.5 therefore we can ensure that the distribution is normal and acceptable,

4.5.4 Mean and standard deviations

4.5.4.1 Mean and standard deviations for servant leadership dimensions

This sub section will show us the result of the mean and standard deviation for the answers of participants (N=165), if the mean result near to 1 the level of acceptance decreases (1=Strongly disagree), on the other side if the mean result near to 5 the level of acceptance increase (5= Strongly agree).

In the table below the total mean for the leadership scale questions is 3.5299 out of 5, and this result between neutral and agree and the Std. deviation is .74166

Table 4.9. Mean and standard deviations for servant leadership dimension

Variable	General mean	Std. Deviation
Servant leadership	3.5299	.74166

Regarding the empowerment sub-dimension mean results, the high mean score in the table 4.10. is 3.8303 at the questions “ My manager gives me the information I need to do my work well “, the lowest result was at the questions” My manager helps me to further develop myself.” and “My manager offers me abundant opportunities to learn new skills” , which give us the idea that the managers care about learning their employees,

Table 4.10. Mean and standard deviations for Empowerment sub-dimension

Empowerment	Mean	Std. Deviation	Variance
My manager gives me the information I need to do my work well.	3.8303	.88775	.788
My manager helps me to further develop myself.	3.4545	1.09575	1.201
My manager gives me the authority to take decisions, which makes work easier for me.	3.6909	1.04542	1.093
My manager enables me to solve problems myself instead of just telling me what to do.	3.6727	1.00100	1.002
My manager offers me abundant opportunities to learn new skills.	3.1273	1.11072	1.234

At the standing sub-dimension the high result recorded at the question “ My manager is not chasing recognition or rewards for the things he/she does for others.” And the lowest one was “My manager keeps himself/herself in the background and gives credits to others”

Table 4.11. Mean and standard deviations for Standing sub-dimension

Standing	Mean	Std. Deviation	Variance
My manager keeps himself/herself in the background and gives credits to others.	3.1333	1.15047	1.324
My manager is not chasing recognition or rewards for the things he/she does for others.	3.5455	1.11779	1.249

Table 4.11. . (Continuation) *Mean and standard deviations for Standing sub-dimension*

My manager appears to enjoy his/her colleagues' success more than his/her own.	3.2000	1.09433	1.198
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Due to the table of the accountability sub-dimension result, the highest mean score was 4 out of 5 at the questions “My manager holds me responsible for the work I carry out” and the low mean result was at the questions “My manager holds me accountable for my performance”, in general the result of this dimensions was near to agree, that mean the accountability and responsibility level is very high.

Table 4.12. *Mean and standard deviations for Accountability sub-dimension*

Accountability	Mean	Std. Deviation	Variance
My manager holds me responsible for the work I carry out.	4.0000	1.07635	1.159
My manager holds me accountable for my performance.	3.8182	1.11132	1.235
My manager holds my colleagues and me responsible for the way we handle a job.	3.9333	1.05422	1.111

Table 4.13. *Mean and standard deviations for Forgiveness sub-dimension*

Forgiveness	Mean	Std. Deviation	Variance
My manager does not keep criticizing people for the mistakes they have made in their work.	3.2909	1.14241	1.305
My manager doesn't maintain a hard attitude towards people who have offended him/her at work .	3.3939	1.12995	1.277
My manager doesn't finds it difficult to forget things that went wrong in the past .	3.5394	1.13426	1.287

Regarding the forgiveness sub-dimension result table the highest score was 3.5394 at the questions “My manager finds it difficult to forget things that went wrong in the past” and the lowest score at the question “My manager keeps criticizing people for the mistakes they have made in their work”, the result before in close to 4 which mean the forgiveness level is high between the managers in the NGOs.

Table 4.14. Mean and standard deviations for Courage sub-dimension

Courage	Mean	Std. Deviation	Variance
My manager takes risks even when he/she is not certain of the support from his/her own manager.	3.1333	.99715	.994
My manager takes risks and does what needs to be done in his/her view.	3.3758	.97750	.956

The courage sub dimension has two questions and the mean for them between 3 – 4 in other words between “neutral and agree” but near to neutral more than agree , the low score questions ”My manager takes risks even when he/she is not certain of the support from his/her own manager ” and the high score questions ” My manager takes risks and does what needs to be done in his/her view”.

Table 4.15. Mean and standard deviations for Authenticity sub-dimension

Authenticity	Mean	Std. Deviation	Variance
My manager is open about his/her limitations and weaknesses.	3.9394	.93507	.874
My manager is often touched by the things he/she sees happening around him/her.	3.8909	.91076	.829
My manager shows his/her true feelings to his/her staff.	3.5636	1.07800	1.162

The authenticity mean result near to agree more than neutral, the higher value was 3.9394 at the questions “My manager is open about his/her limitations and weaknesses” the lowest result was 3.5636 at the questions “My manager shows his/her true feelings to his/her staff.”

Table 4.16. Mean and standard deviations for Humility sub-dimension

Humility	Mean	Std. Deviation	Variance
My manager learns from criticism.	3.2121	1.07515	1.156
My manager admits his/her mistakes to his/her superior.	3.2606	.97466	.950
My manager learns from the different views and opinions of others.	3.5091	1.01584	1.032

When looking to the humility sub-dimension mean result, we can note that all the result above 3 and close to 4, which mean the managers in the NGOs has a high humility levels, the high score was 3.5091 on the question "My manager learns from the different views and opinions of others." And the low score was 3.2121 at the questions "My manager learns from criticism."

Table 4.17. Mean and standard deviations for Stewardship sub-dimension

Stewardship	Mean	Std. Deviation	Variance
My manager emphasizes the importance of focusing on the good of the whole.	3.6424	1.15268	1.329
My manager has a long-term vision.	3.4727	1.18714	1.409
My manager emphasizes the societal responsibility of our work.	3.6182	1.15544	1.335

The last sub dimension in the servant leadership scale mean results higher than 3, the highest one is 3.6424 at the questions "My manager emphasizes the importance of focusing on the good of the whole" the lowest one at the question "My manager has a long-term vision."

In brief the mean score for all servant leadership scale scored between 3-4 which mean most of participants answers was between "neutral" and "agree" and closer to acceptance more than the neutrality.

4.5.4.2 Mean and standard deviations for organizational commitment dimensions

Table 4.18. Mean and standard deviations for organizational commitment dimension

Variable	General mean	Std. Deviation
Organizational commitment	3.7374	.68892

When we looking at the result of mean for the organizational dimension we figure out that the result is 3.7374, which mean the whole answers between "neutral" and "agree" and close acceptance more than the neutrality.

Table 4.19. Mean and standard deviations for Affective sub-dimension

Affective	Mean	Std. Deviation	Variance
I would be very happy to spend the rest of my career with this organization	3.6667	1.01413	1.028
I really feel that the organization's problems are like my own problems.	3.8182	1.00773	1.016
I don't think I could easily become attached to another organization as I am attached to this one	3.8061	.98709	.974
I feel like 'part of the family' at my organization	3.4242	1.09962	1.209
For me, This organization has a great value on a personal level	3.4909	1.09108	1.190
I feel a strong sense of belonging to my organization	3.8364	.98334	.967

In the table 4.19. above the highest mean was 3.8364 at the questions “I feel a strong sense of belonging to my organization” that mean a huge part of participants feel related to their organization, the lowest result was 3.4909 at the questions “For me, This organization has a great value on a personal level” .

For the continuance mean result in the table 4.20 below, the high result was at the questions “One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.” And it was close to “agree”, on the other side the low score was 3.4848 at the “It would be very hard for me to leave my organization right now, even if I wanted to”

Table 4.20. Mean and standard deviations for Continuance sub-dimension

Continuance	Mean	Std. Deviation	Variance
I am afraid of what might happen if I quit my job before I find another one	3.8970	.96034	.922
It would be very hard for me to leave my organization right now, even if I wanted to	3.4848	1.06271	1.129
Too much in my life would be disrupted if I decided to leave my organizations right now , even if I wanted to,	3.8303	.92805	.861
Right now, staying with my organization is a matter of necessity as much as desire	3.6000	.88207	.778

Table 4.20. (Continuation) *Mean and standard deviations for Continuance sub-dimension*

I feel that I have too few options to consider leaving this organization	3.8485	.87378	.763
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	3.9333	1.00689	1.014

Table 4.21. *Mean and standard deviations for Normative sub-dimension*

Normative	Mean	Std. Deviation	Variance
I think that people these days move from company to company too often.	3.8667	1.08500	1.177
Jumping from organization to organization seems at all unethical to me	3.8000	.91198	.832
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain	3.7939	.95953	.921
If I got another offer for a better job elsewhere I would not feel it would be right to leave my organization	3.8606	1.05863	1.121
I learned to believe in the value of remaining loyal to one organization	3.5758	1.15374	1.331
Things were better in the days when people stayed with one organization for most of their careers	3.7394	1.10375	1.218

The normality mean answers divided between “neutral” and “agree”, the high result was 3.8606 “If I got another offer for a better job elsewhere I would not feel it would be right to leave my organization”, and the low result was at the questions “I learned to believe in the value of remaining loyal to one organization”

In conclusion, the commitment three sub dimensions affective continuance and normative has a mean result close to acceptance, which give the most of employees in the NGOs has a high commitment level and related to their organizations,

4.5.4.3 Mean and standard deviations for job performance dimensions

The table 4.22. below show us the mean results for the job performance dimension, the result is 3.8612 and it's between the two answers "neutral" and "agree", however it's so close to acceptance more than neutrality.

Table 4.22. Mean and standard deviations for Job Performance dimension

Variable	General mean	Std. Deviation
Job Performance	3.8612	.67117

The task sub dimension mean results in the table 4.23. below has high average between 4 and 5 at the question "I proficiently complete all duties central to the job." That give an information that all the participants are very commitment to their duties, the lowest result was 3.5030 at the questions "I make few mistakes"

Table 4.23. Mean and standard deviations for task sub-dimension

TASK	Mean	Std. Deviation	Variance
I produce high quality work.	3.6545	1.12972	1.276
I proficiently complete all duties central to the job.	4.2000	.77460	.600
I complete job duties in a timely manner.	3.6303	1.14883	1.320
I ensure that all items necessary to perform the job are present.	4.1152	.79177	.627
I make few mistakes.	3.5030	1.18746	1.410
I prioritizes work schedule according to deadlines.	3.8667	.90077	.811

When we look at the table 4.24. below, the contextual men result above than 3.5, and the highest result was 4.2909 at the questions "I help and cooperate with others" which mean that the participants are very cooperating in general, the lowest result was 3.5758 at the questions "I persist with enthusiasm and extra effort as necessary to complete my task activities Successfully"

Table 4.24. Mean and standard deviations for contextual sub-dimension

Contextual	Mean	Std. Deviation	Variance
I persist with enthusiasm and extra effort as necessary to complete my task activities Successfully	3.5758	1.17469	1.380
I volunteer to carry out task activities that are not formally part of my job.	3.7576	1.11613	1.246
I help and cooperate with others	4.2909	.67189	.451
I follow organizational rules and procedures.	3.7879	1.06946	1.144
I endorse, support, and defend organizational objectives	4.0909	.88220	.778

Summarizing the mean result for the dimensions that we aim to study in this research the servant leadership, organizational commitment and job performance, the average of all the results was 3.7095 between “neutral” and “agree” and close to acceptance more than neutrality.

4.5.5 The Relations between research dimensions and demographic variables

In this sub chapter we will study the relations between the research dimensions (servant leadership, organizational commitment and job performance) and the demographic variables that we asked in the questionnaire such as (Gender, Age, Education, position, etc), to study this relation we used two tests:

1- T Test analysis: we used this statically test to figure out the difference between two sample groups (male-female, married-single) by comparing the mean between these two groups, the null hypothesis for this test as following:

H0: there is no difference between the mean of two groups

Ha: there is a difference between the mean of two groups

To check the homogeneity of variances we can say:

- If $p < 0.05$ we do not accept the hypotheses and there is difference between these two groups, and it is not and equaled groups.
- If $p > 0.05$ we accept the hypotheses and these groups are equaled and there is no different between them. (George, D., and Mallery, 2007)

2- one way analysis (A Nova): we use this test to figure out the difference between groups by comparing the mean score between more than two groups (age groups, education groups, etc), the null hypothesis for this test as following:

H0: $A1 = A2 = A3 = A4$

Ha: $A1 \neq A2 \neq A3 \neq A4$

To check the homogeneity of variances we can say:

- If $p < 0.05$ we do not accept the null hypotheses and there is difference between these groups, and it is not and equaled groups.
- If $p > 0.05$ we accept null the hypotheses and these groups are equaled and there is no different between them. (George, D., and Mallery, 2007)

4.5.5.1 The Relations between servant leadership dimension and demographic variables

• The servant leadership and the gender variable

To understand the relation between the servant leadership and the gender of the participants otherwise if the gender affect the response to the servant leadership questions we used T Test (Independent Samples Test), we got the result below in the table 4.25. since $p(\text{sig}) > 0.05$ therefore the two gender group male and female has the same response to the leadership questions and there is no difference between these groups,

Table 4.25. *The Relations between servant leadership and gender variable*

Servant leadership and gender variable	F	Sig.
	2.374	.125

• The servant leadership and the age variable

We used A Nova (one way) analysis to find if there are any differences between the age groups (we have four groups) and the response to the servant leadership conception, according to the result below $p(\text{sig}) > 0.05$ and there are no differences between these groups and it considered as a homogeneous groups.

Table 4.26. *The Relations between servant leadership and age variable*

Servant leadership and age variable	F	Sig.
	.459	.712

• The servant leadership and the education variable

To figure out if the education different groups (high school, college, master or Phd) has a different perception and responses about the servant leadership we used A Nova (one way) test and we find $p(\text{sig}) > 0.05$ as shown in the table below so there are no differences and the education groups has the same response to the servant leadership questions.

Table 4.27. *The Relations between servant leadership and education variable*

Servant leadership and education variable	F	Sig.
	.830	.438

• The servant leadership and the position variable

After applying A Nova (one way) test we got the result $p(\text{sig}) > 0.05$, which mean the position groups (Assistant/Officer – Sr. officer/Coordinator - Manager) a homogeneous groups and they have the same perceptions to the servant leadership concepts.

Table 4.28. *The Relations between servant leadership and position variable*

Servant leadership and position variable	F	Sig.
	1.079	.342

• The servant leadership and the period of work in the same organization variable

Table 4.29. *The Relations between servant leadership and the period of work in the same organization variable*

Servant leadership and period of work in the same organization variable	F	Sig.
	4.051	.008

When looking to the table 4.29. the $p(\text{sig}) < 0.05$ which mean there are a difference between the groups (the period of work in the same organization) about their response to the servant leadership concepts.

- **The servant leadership and the experience variable**

Table 4.30. The Relations between servant leadership and the experience variable

Servant leadership and experience variable	F	Sig.
	.089	.966

To understand the relation of the experience groups and the servant leadership and if they have the same perception or not, again we used A Nova (one way) test and the result was $p(\text{sig}) > 0.05$, this means no matter how many years the participant has an experience his or her response to the survey questions did not differ.

4.5.4.2 The Relations between Organizational Commitment dimension and demographic variables

We studied here the relations between the organizational commitment and the demographic variables groups such as gender, age, education, position, period of work in the same organization, then the experience in detail just as we made previously

- **The Organizational Commitment and the gender variable**

To understand the relation between the Organizational Commitment and the gender of the participants we used T Test (Independent Samples Test) as we see in the table 4.31. below the $p(\text{sig}) > 0.05$ and there is no different between the males or females response to the organizational commitment survey questions,

Table 4.31. The Relations between Organizational Commitment and the gender variable

Organizational Commitment and gender variable	F	Sig.
	.560	.456

• The Organizational Commitment and the age variable

The result of A Nova (one way) test below .672 equals $p(\text{sig}) > 0.05$ so we do not accept the null hypotheses of the test that means the age groups are homogeneous and has the same perception to the organizational commitment questions as same as their perception to the servant leadership questions before.

Table 4.32. The Relations between Organizational Commitment and the age variable

Organizational Commitment and age variable	F	Sig.
	.515	.672

• The Organizational Commitment and the education variable

After applying A Nova (one way) test we got the result $p(\text{sig}) > 0.05$ as shown in the table 4.33. below, which mean the education groups (high school, college, master or Phd) a homogeneous groups and they have the same perceptions to the organizational commitment concept.

Table 4.33. The Relations between Organizational Commitment and the education variable

Organizational Commitment and education variable	F	Sig.
	.652	.522

• The Organizational Commitment and the position variable

Table 4.34. The Relations between Organizational Commitment and the position variable

Organizational Commitment and position variable	F	Sig.
	1.371	.257

The result of A Nova (one way) test in the table 4.34. above .257 equals $p(\text{sig}) > 0.05$ so we do not accept the null hypotheses of the test that means the position variable groups are homogeneous and has the same response to the organizational commitment questions.

• **The Organizational Commitment and the period of work in the same organization variable**

The period of work in the same organization of the employees in the NGOs divided to four groups (0-2 / 3-4 / 5-6 / +7) therefore To figure out the relation of this variables and the Organizational Commitment and if they have the same perception or not, again we used A Nova (one way) test and the result was $p(\text{sig}) > 0.05$, this means no matter how many years he/she work in the same organization on the response to the survey questions.

Table 4.35. The Relations between Organizational Commitment and the period of work in the same organization variable

Organizational Commitment and the period of work in the same organization variable	F	Sig.
	1.939	.125

• **The Organizational Commitment and the experience variable**

When looking to the table 4.36. below the $p(\text{sig}) > 0.05$ which mean there are no differences between the years of experience groups and their response to the organizational commitment concepts.

Table 4.36. The Relations between Organizational Commitment and the experience variable

Organizational Commitment and experience variable	F	Sig.
	.042	.989

In conclusion, the previous results verify the homogeneity of all the demographic variables and all the groups have the same response and perception to the organizational commitment concepts.

4.5.5.3 The Relations between Job Performance dimension and demographic variables

In this part from the research, we will study the relations between the job performance dimension and the demographic variables that we mentioned in the survey.

• The Job Performance and the gender variable

To understand the relation between the Job Performance and the gender variables similarly to the other dimensions we used T Test (Independent Samples Test) and the result as we see in the table 4.37. $p(\text{sig}) > 0.05$ that's mean the two gender group males and females has the same response to the job performance survey questions,

Table 4.37. *The Relation between Job Performance and gender variable.*

Job Performance and gender variable	F	Sig.
	1.564	.213

• The Job Performance and the age variable

Table 4.38. *The Relations between Job Performance and age variable.*

Job Performance and age variable	F	Sig.
	.459	.712

To figure out if the age different groups has a different perception regarding the job performance we used A Nova (one way) test and we found $p(\text{sig}) > 0.05$ as shown in the table 4.38. above so there are no differences and the age groups has the same response to the job performance questions.

• The Job Performance and the education variable

When looking to the table 4.39. below. the $p(\text{sig}) > 0.05$ which mean there are no differences between the participants education levels and their response to the job performance concepts.

Table 4.39. *The Relations between Job Performance and education variable.*

Job Performance and education variable	F	Sig.
	.830	.438

• The Job Performance and the position variable

In our questionnaire, we have three position groups (Assistant/Officer – Sr. officer/Coordinator - Manager) so we used of A Nova (one way) test as shown in the table 4.40. below equals .342 and $p(\text{sig}) > 0.05$ so we do not accept the null hypotheses of the test that means the position variable groups are homogeneous and has the same response to the job performance questions.

Table 4.40. *The Relations between Job Performance and position variable.*

Job Performance and position variable	F	Sig.
	1.079	.342

• The Job Performance and the period of work in the organization variable

Table 4.41. *The Relations between Job Performance and the period of work in the organization variable*

Job Performance and the period of work in the organization variable	F	Sig.
	4.051	.008

When looking to the table 4.41. the $p(\text{sig}) < 0.05$ which mean there are a difference between the variables groups (the period of work in the same organization) and their response to the job performance concepts.

• The Job Performance and the experience variable

The period of experience of the employees in the NGOs divided to four groups (0-2 / 3-4 / 5-6 / +7) therefore To figure out the relation of this variables and the job performance and if they have the same perception or not, again we used A Nova (one way) test and the result was $p(\text{sig}) > 0.05$, this means no matter how many years of experience the participants he has in the NGOs field will affect on the response to the survey questions.

Table 4.42. *The Relations between Job Performance and the experience variable.*

Job Performance and the experience variable	F	Sig.
	.089	.966

Summarizing the relations between the research's three dimensions (Servant leadership, organizational commitment, and job performance) and the demographic variables, most of the variable groups are homogeneous, except for the relation between the period of the work in the same organization the servant leadership and job performance.

4.5.6 Correlation Analysis

In this part of the study, we aim to investigate the relation between the sub-dimensions each other and between the three-dimension, so we used “Correlation Analysis” this analysis help us to figure out if there are any relations between two or more variables, so we applied this analysis on each sub-dimension of the survey questions that make up the servant leadership, the organizational commitment and the job performance.

In this research we used Pearson Correlation because the distribution of the samples is normal, then we applied this analysis on the servant leadership dimension that consist of eight sub-dimension: empowerment, standing, accountability, forgiveness, courage, authenticity, humility, and stewardship with the organizational commitment that contain three sub-dimensions affective, continuance and normative then the job performance two sub-dimensions the task and the contextual, in the coming tables we can see the results, if $p < 0.05$ that means that statically there is a relationship between those two variables and could be positive or negative according the result of Pearson correlation test,

4.5.6.1 Correlation Analysis between servant leadership and organizational commitment

In the table 4.43. below we studied the relation between the servant leadership sub-dimensions (empowerment, standing, accountability, forgiveness, courage, authenticity, humility, and stewardship) with the organizational commitment sub- dimensions (affective, continuance and normative) by using Pearson correlation test, the result was

$p < 0.05$ that mean there is a meaning full relation between servant leadership and organizational commitment dimension, since all the results are positive that mean this relation is a positive relation in other words if one of them increased the other will increase , the higher result was $r = .854$ between the empowerment and the affective, the lowest one was $r = .371$ between authenticity sub-dimension and normative sub-dimension.

Table 4.43. Correlation Analysis between servant leadership and organizational commitment.

	AFFECTIVE	CONTINUANCE	NORMATIVE
EMPOWERMENT	.854**	0.699	.664**
STANDING	.705**	.504**	0.63
ACCOUNTABILITY	0.506	.460**	.686**
FORGIVENESS	.777**	.672**	.735**
COURAGE	.395**	.371**	.457**
AUTHENTICITY	.659**	.525**	.371**
HUMILITY	.525**	.556**	.607**
STEWARDSHIP	.655**	.609**	.824**

** . Correlation is significant at the 0.01 level (1-tailed).

4.5.6.2 Correlation Analysis between servant leadership and job performance

The table 4.44. below show us the result of Pearson correlation between servant leadership eight sub-dimension (empowerment, standing, accountability, forgiveness, courage, authenticity, humility, and stewardship) and the performance that consist of task an contextual, all the result are $p < 0.05$ which mean there is a relation between the servant leadership and the job performance and all of it are positive that give us an idea that the relation is a positive relation if one dimensions increase the other will do also, the higher result was between stewardship and task sub-dimension $r = .745$, the lowest result was $r = .291$ between authenticity and task,

Table 4.44. Correlation Analysis between servant leadership and job performance

	TASK	CONTEXTUAL
EMPOWERMENT	.530**	0.494
STANDING	.582**	.491**
ACCOUNTABILITY	0.663	.691**

Table 4.41. (Continuation) Correlation Analysis between servant leadership and job performance

FORGIVENESS	.641**	.554**
COURAGE	.394**	.377**
AUTHENTICITY	.291**	.254**
HUMILITY	.593**	.511**
STEWARDSHIP	.745**	.662**

** . Correlation is significant at the 0.01 level (1-tailed).

4.5.6.3 Correlation Analysis between organizational commitment and job performance

Last part we applied the Pearson correlation between organizational commitment sub-dimensions affective, continuance and normative with the performance two sub-dimensions the task and contextual, the table 4.45. show us that $p < 0.05$ and there is a relation between these variables also all of these result are positive therefore this relation are positive relation in other words if the organizational commitment increase the performance will increase accordingly, the highest result was $r = .717$ between normative and contextual, and the lowest result $r = .474$ between continuance and task.

Table 4.45. Correlation Analysis between organizational commitment and job performance

	TASK	CONTEXTUAL
AFFECTIVE	0.537	.478**
CONTINUANCE	.474**	0.501
NORMATIVE	.664**	.717**

** . Correlation is significant at the 0.01 level (1-tailed).

Summarizing the correlation analysis test results, we can say that there is a positive relation between the three research's variables servant leadership, organizational commitment, and job performance,

4.5.7 Regression Analysis and Test of hypotheses

After understanding the relation between the research variables, in this sub section, we aim to measure the relation between the variables; therefore, we used regression analysis to measure the ratio between the dependent and independent variables, and to approve the hypotheses of our research if the result support the hypotheses or not,

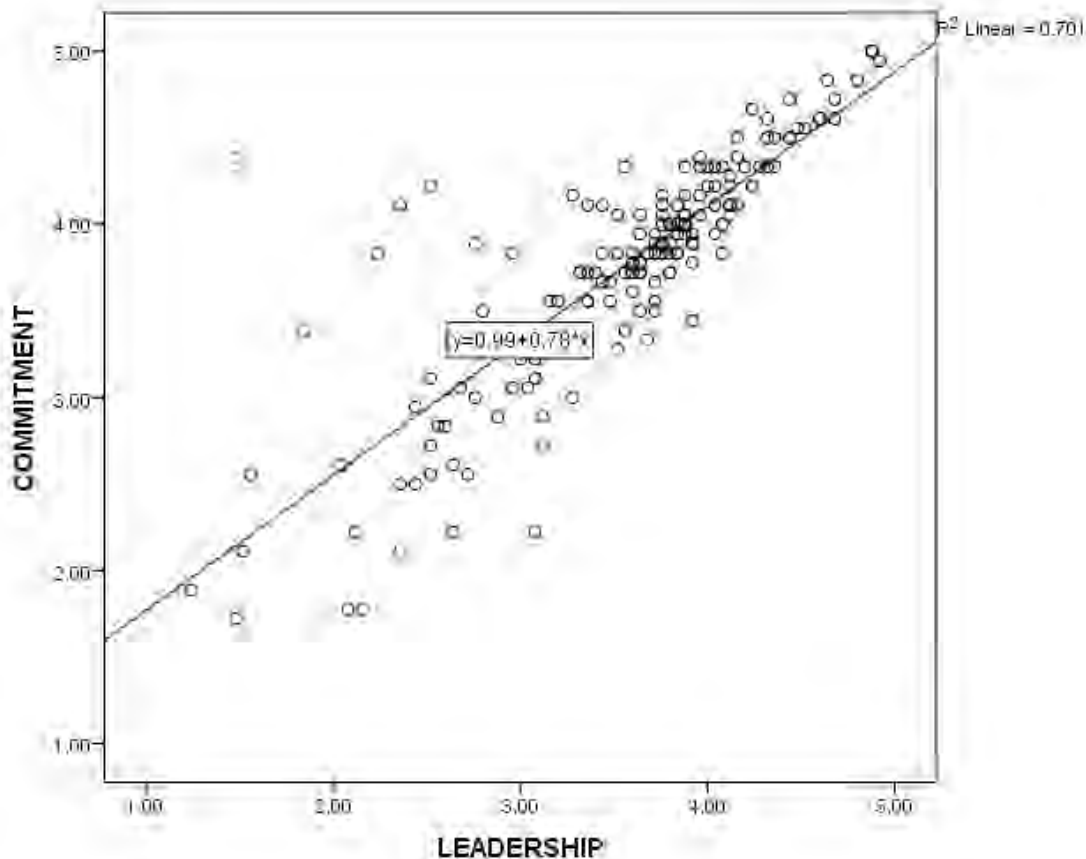
4.5.7.1 The relation between Servant leadership (independent variable) and organizational commitment (dependent variable)

We aim to analyze the answers that we collected from the survey with the employees in the NGO, and we will figure out if there is relation between servant leadership scale (independent variable) and organizational commitment scale (dependent variable), the table 4.46. below show us that R square= 0.701 which means the organizational commitment affects 70.1 % by the servant leadership variables and affects 29.9% by other variables, and there is a relation between the variables since (F=382.148 / p<0.05 , B=.778 / p<0.05) and this relation is a positive relation, the previous result support the first hypotheses in our research and approve that there is a positive relation between the servant leadership and the organizational commitment.

Table 4.46. Regression Analysis between Servant leadership and organizational commitment

Variable	B	Beta	t	Sig.
(Constant)	.992		6.914	.000
LEADERSHIP	.778	.837	19.549	.000

Figure 4.2. The relation between Servant leadership (x) and organizational commitment (y)



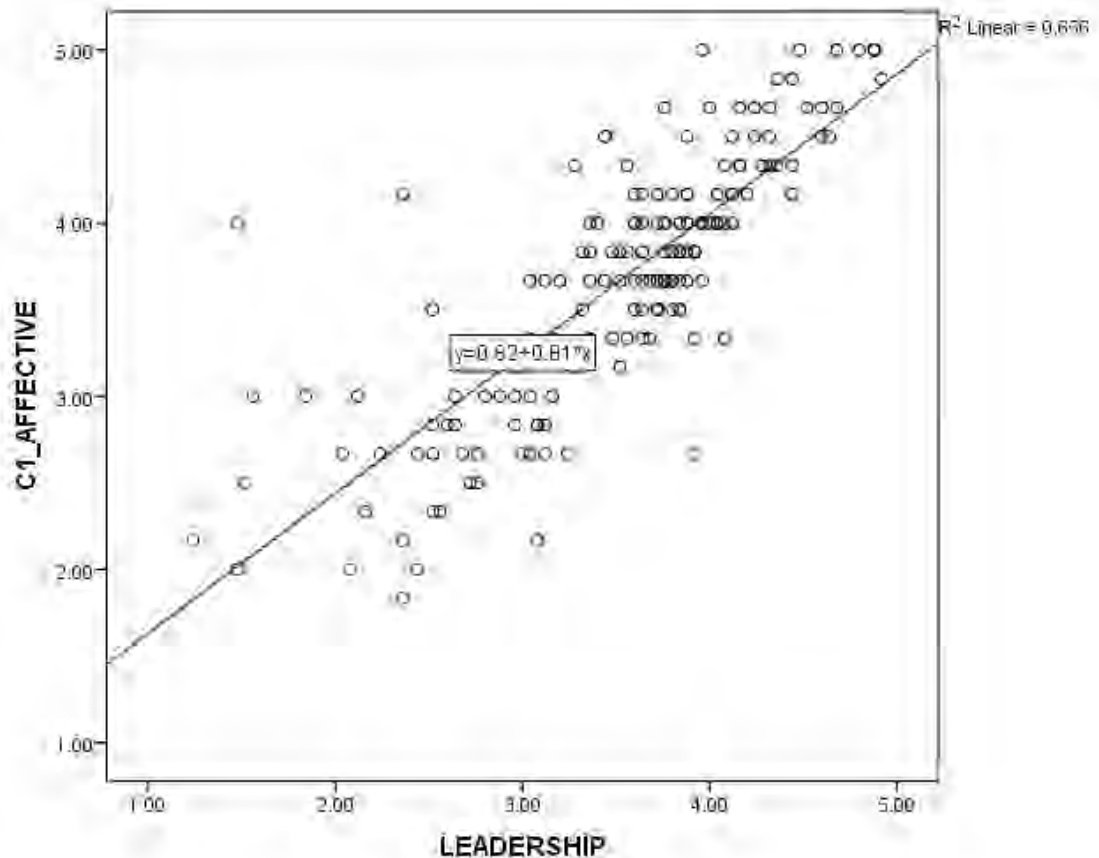
4.5.7.1.1 The relation between Servant leadership (independent variable) and affective sub-dimension (dependent variable)

The table 4.47 below shown the result of regression between the servant leadership (independent variable) and the affective sub-dimension (dependent variable), R square= 0.656 in other words the affective affects 65% by the servant leadership variables and 35% by other variables, based on the result (F=311.377 / p<0.05 , B=.807 / p<0.05) we conclude that the relation between the servant leadership scale and affective sub-dimension is a meaningful and positive relation, this result support our sub-hypotheses H1a, therefore if the NGOs wanted to increase the affective level they should increase the level of servant leadership.

Table 4.47. Regression Analysis between Servant leadership and affective sub-dimension

Variable	B	Beta	t	Sig.
(Constant)	.824		4.993	.000
LEADERSHIP	.807	.810	17.646	.000

Figure 4.3. The relation between Servant leadership (x) and affective sub-dimension (y)



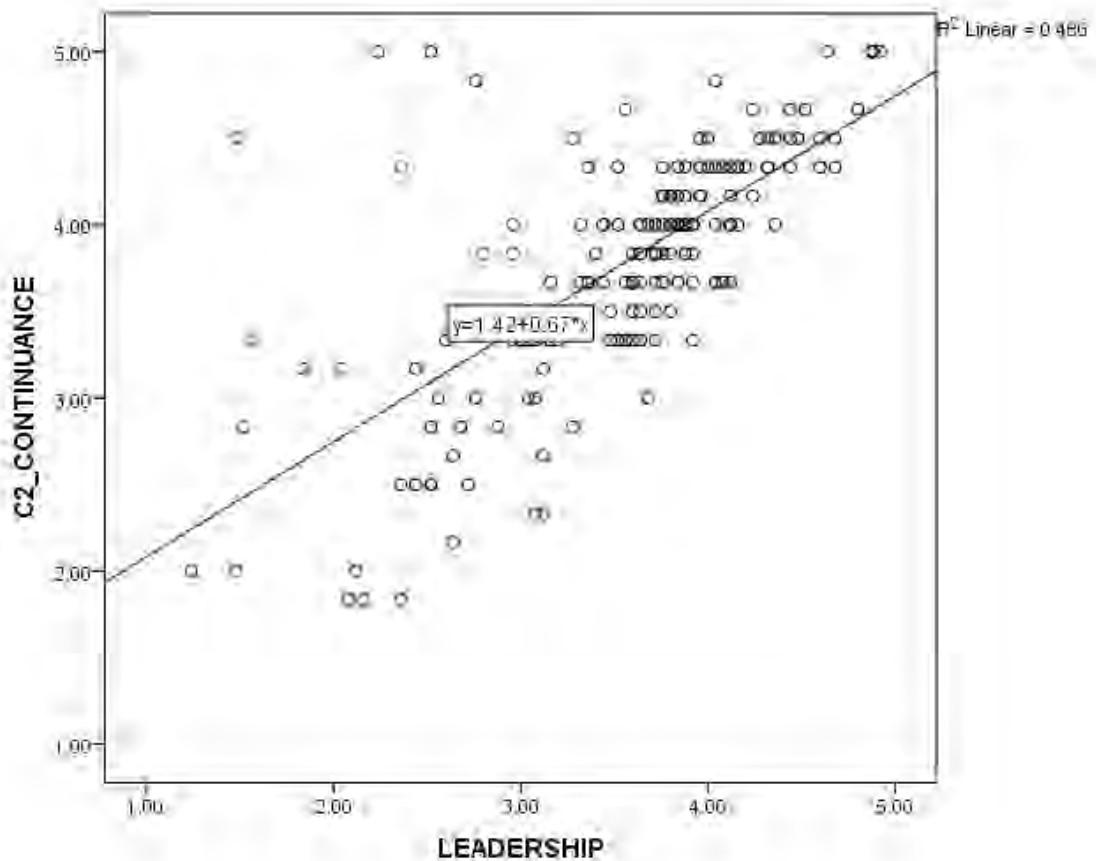
4.5.7.1.2 The relation between Servant leadership (independent variable) and continuance sub-dimension (dependent variable)

Here we used the regression analysis to determine the relation between the servant leadership (independent variable) continuance sub-dimension (dependent variable) and According to the table below 4.48. the continuance affects by the servant leadership in averaging 48.6% due to R square=0.486, since (F=153.985 / p<0.05 , B=.666 / p<0.05) which mean that the relation between the servant leadership and continuance is meaningful and positive relation, therefore our second sub-hypothesis H1b are supported by this result, so to increase the level of continuance we have to increase the servant leadership existence in the NGOS.

Table 4.48. Regression Analysis between Servant leadership and continuance sub-dimension

Variable	B	Beta	t	Sig.
(Constant)	1.416		7.320	.000
LEADERSHIP	.666	.697	12.409	.000

Figure 4.4. The relation between Servant leadership (x) and continuance sub-dimension (y)



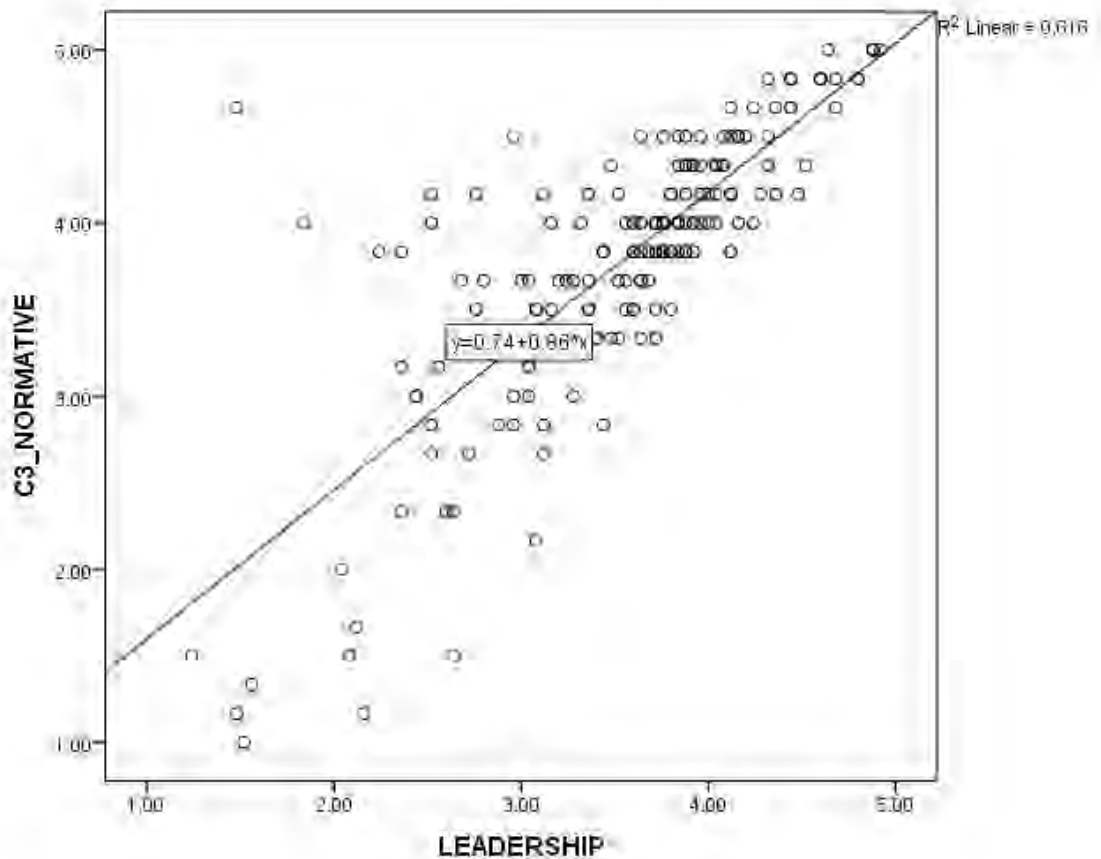
4.5.7.1.3 The relation between Servant leadership (independent variable) and normative sub-dimension (dependent variable)

The third organizational commitment the normative was tested to figure out the relation of it with the servant leadership dimension, due to the table 4.49. we can see (F=261.990 / p<0.05 , B=.860 / p<0.05) so there is a positive relation between the servant leadership and the normative, R square= 0.616 which means the normative affects in average 61.6% by the servant leadership variable and 38.4% by the other variables, the previous result support the third sub-hypothesis H1c, the high servant leadership make up high normativity.

Table 4.49. Regression Analysis between Servant leadership and normative sub-dimension

Variable	B	Beta	t	Sig.
(Constant)	.736		3.841	.000
LEADERSHIP	.860	.785	16.186	.000

Figure 4.5. The relation between Servant leadership (x) and normative sub-dimension (y)



4.5.7.2 The relation between Servant leadership (independent variable) and job performance (dependent variable)

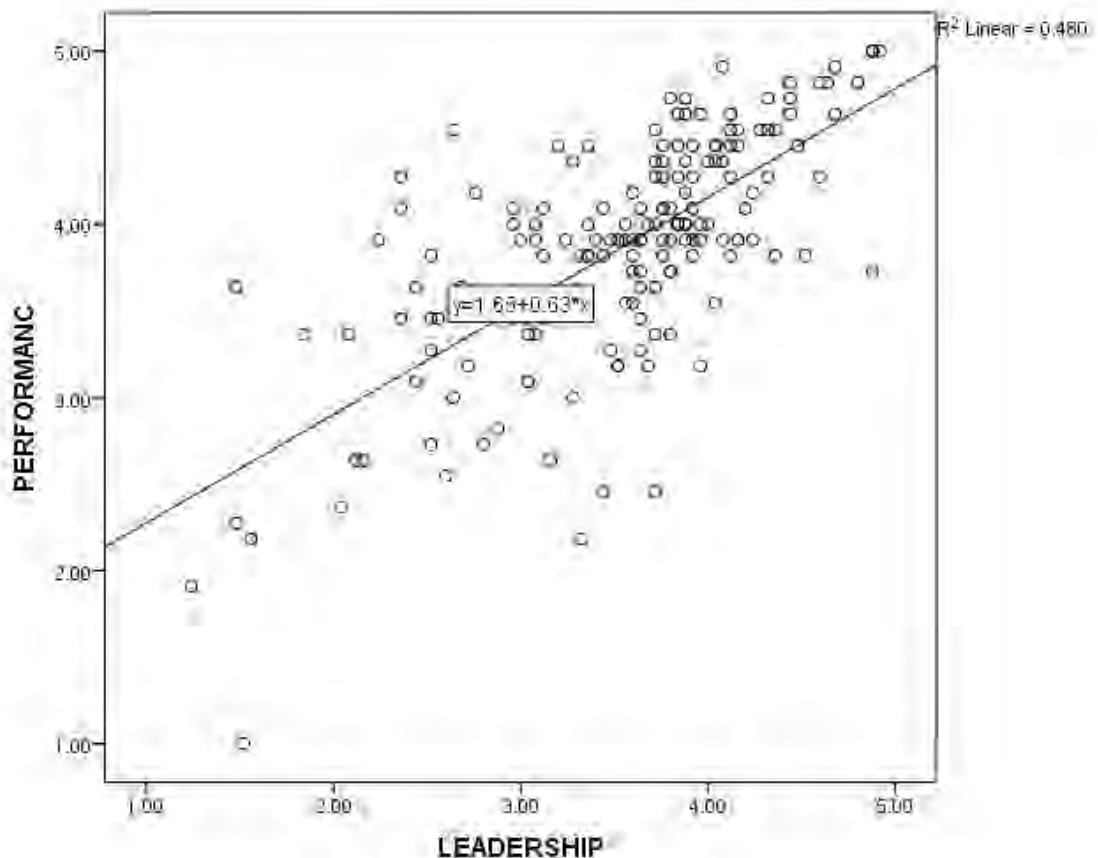
We mentioned before that our research has three dimensions servant leadership, organizational commitment and job performance, we studied the relation between the first and the second dimension, now we will figure out the relation between the servant leadership dimension and the job performance dimension by using the regression test,

Since R square=0.480 the performance affected by the servant leadership variable in average 48% , The result below show that ($F=150.570 / p<0.05$, $B=.627 / p<0.05$) which mean that there is a relation between the servant leadership and performance and this relation is positive relation, the previous result support the second main hypotheses.

Table 4.50. Regression Analysis between Servant leadership and job performance dimension

Variable	B	Beta	t	Sig.
(Constant)	1.648		8.939	.000
LEADERSHIP	.627	.693	12.271	.000

Figure 4.6. The relation between Servant leadership (x) and job performance dimension (y)



4.5.7.2.1 The relation between Servant leadership (independent variable) and task sub-dimension (dependent variable)

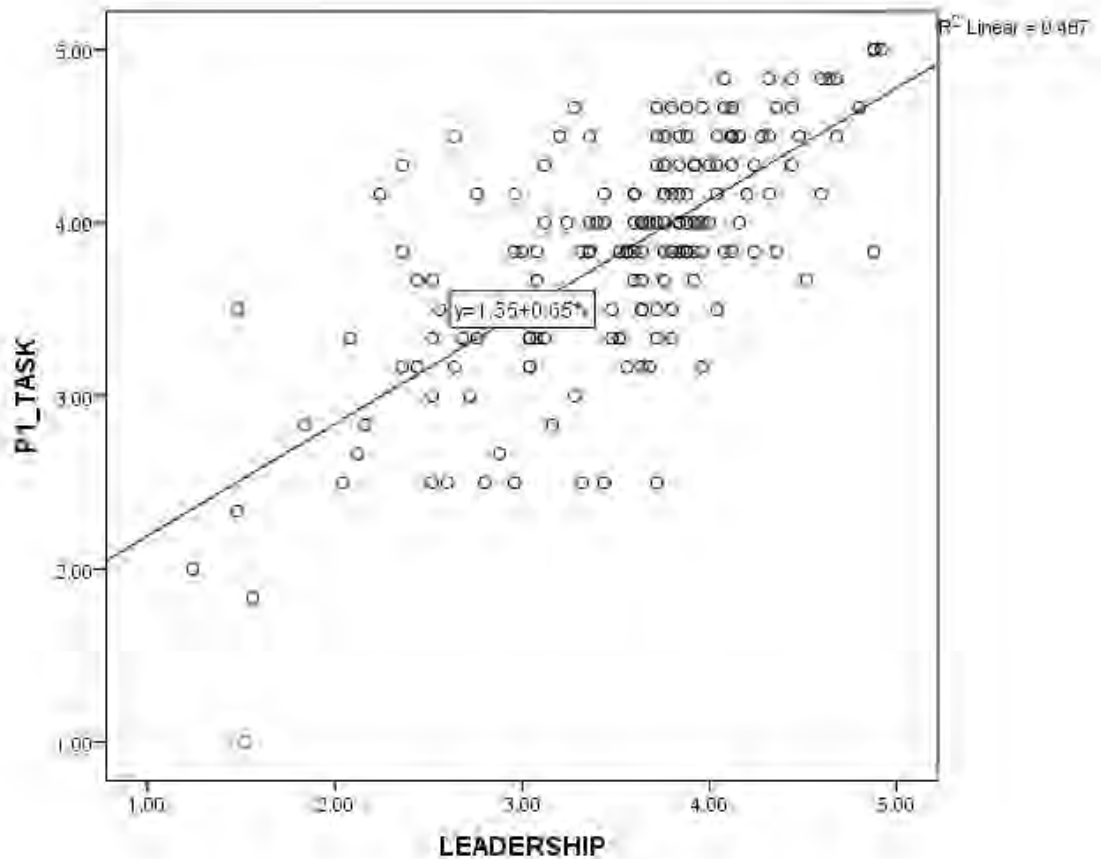
To understand the relation between the servant leadership dimension and task sub-dimension, we used the regression analysis test, according to the table 4.51. below (F=154.708 / p<0.05 , B=.647 / p<0.05) that mean we refused the null hypotheses and confirmed that existence of the relation between the servant leadership and task variables, and the this relation is positive relation, and this lead us to confirmed the sub- hypotheses H2a is supported and approved by this result,

R square= 0.487 this lead us to the idea the task performance variable affected by the servant leadership variable in average 48.7%,

Table 4.51. Regression Analysis between Servant leadership and task sub-dimension

Variable	B	Beta	t	Sig.
(Constant)	1.546		8.243	.000
LEADERSHIP	.647	.698	12.438	.000

Figure 4.7. The relation between Servant leadership (x) and job task sub-dimension (y)



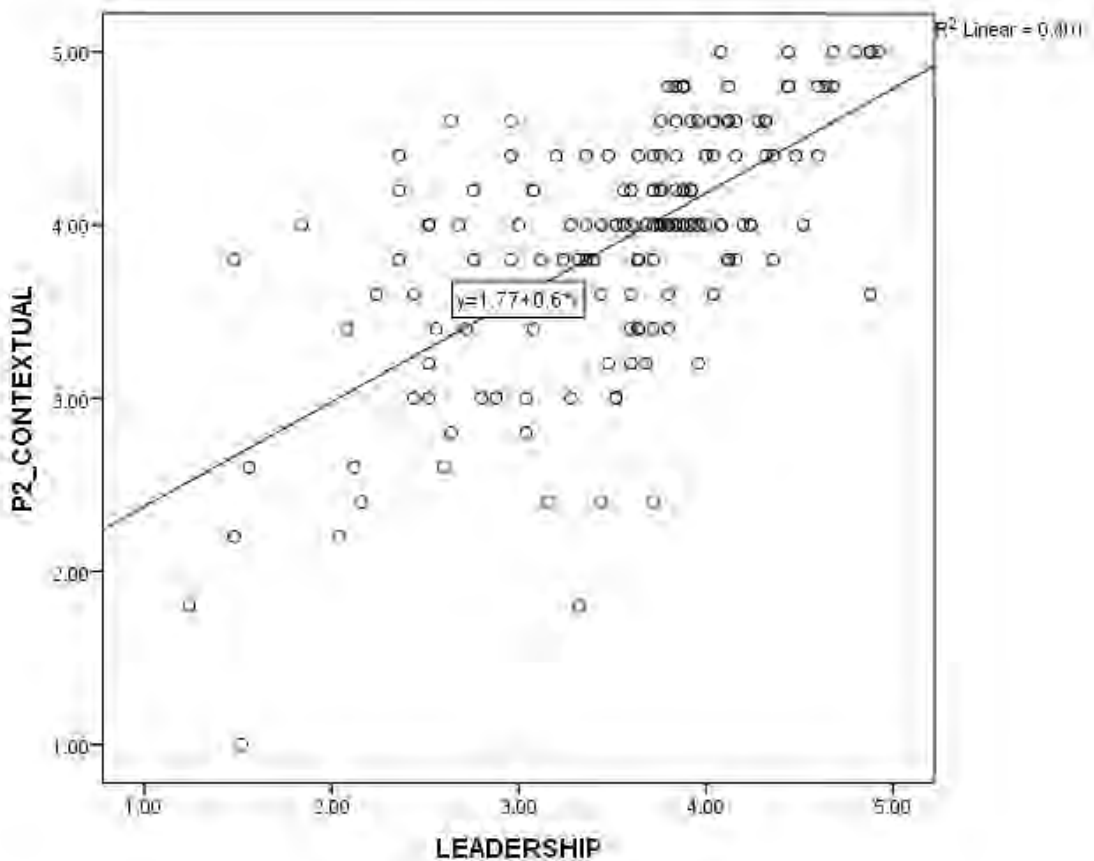
4.5.7.2.2 The relation between Servant leadership (independent variable) contextual sub-dimension (dependent variable)

At Last we have to study the relation between the servant leadership and our last sub-dimension the contextual by applying the regression analysis, if we look at the table 4.52. below R square=0.401 which mean the dependent variable affects by the independent variable in average 40.1% percent, then we can figure out that there is a positive relation between the servant leadership dimension and the contextual because (F=109.282/ p<0.05 , B=.604 / p<0.05) this results supported the last sub-hypotheses and confirmed the relation between the servant leadership and contextual.

Table 4.52. Regression Analysis between Servant leadership and contextual sub-dimension

Variable	B	Beta	t	Sig.
(Constant)	1.770		8.499	.000
LEADERSHIP	.604	.634	10.454	.000

Figure 4.8. The relation between Servant leadership (x) and job contextual sub-dimension (y)



4.6 Research Results and Recommendations

The servant leadership that was defined by Robert K Greenleaf and then developed by many researchers has a clear effect on organizations in many aspects, in our research we used the scale developed by Dirk van Dierendonck and Inge Nuijten (2010), which includes eight aspects, Empowerment, Standing back, Accountability, Forgiveness, Courage, Authenticity, Humility, and the last one is Stewardship, with the organizational commitment scale that developed by Meyer and Allen (1991), that contains three dimensions, affective, continuance, and normative commitment, the third variables the performance scale that developed by Boffort and Hatrup (2003) for the task performance, and the scale the developed by Borman and Motowidlo (1993), we assumed that there is a relation between the servant leadership and commitment and performance accordingly,

The purpose of this thesis study is to determine and understand the relationship between servant leadership (independent variables) and organizational commitment and job performance (dependent variables) as a case study of non-governmental organizations in Gaziantep city in Turkey, Considering the previous sub-chapters we used many statistical tests to analyze the data of the study, the test results show us in general that there is a positive relation between the research's variables that we mentioned before, returning to the hypotheses which we assumed at the beginning of our study, taking into consideration the difference between the size of effects between the variables, in other words, the independent variables affects the dependent variables in different rates, therefore we can say that all the research hypotheses are accepted and we found a relation between the study variables, in the as follows;

Regarding the study hypotheses H1, H1a, H1b, and H1c, in the field of non-governmental organizations study in Gaziantep city, the result shows that there is a relation and strong correlation between servant leadership and organizational commitment including the three dimensions of the organizational commitment, and this relation is a positive relation,

H1: The servant leadership dimension affects the organizational commitment dimension in the Non- governmental organizations, (Accepted)

H1a: The servant leadership dimension affects the organizational commitment's affective sub-dimension in the Non- governmental organizations, (Accepted)

H1b: The servant leadership dimension affects the organizational commitment's continuance sub-dimension in the Non- governmental organizations, (Accepted)

H1c: The servant leadership dimension affects the organizational commitment's normative sub-dimension in the Non- governmental organizations, (Accepted)

Regarding H2, H2a, and H2b, in the field of study in nongovernmental organizations in Gaziantep city, the result shows that there is a strong correlation and positive relationship between servant leadership and the performance and the performance's two dimensions, the task dimension, and contextual dimension, therefore the servant leadership affected the organizational commitment and job performance but in a different stage, the effects on the organizational commitment more than the performance, inside the commitment dimension the biggest effects were on normative commitment dimension, inside the performance the effects were on the task dimension more than the contextual dimension,

H2: The servant leadership dimension affects the job performance dimension in the Non-governmental organizations, (Accepted)

H2a: The servant leadership dimension affects the job performance's task sub-dimension in the Non- governmental organizations, (Accepted)

H2b: The servant leadership dimension affects the job performance's contextual sub-dimension in the Non- governmental organizations, (Accepted)

Comparing the results of our study with previous studies' results, Demircan (2021) studied the relation between servant leadership and organizational commitment in public organizations, the study found a positive relation between servant leadership and organizational commitment, the other research by Bayram (2020) this one studied the effects of servant leadership on the organizational commitment in the banking sector, the result of this study shows the positive effect of the servant leadership on the commitment, the research by Harwiki (2013), that studied the impact of servant leadership on the organizational commitment and job performance reached to positive impacts and relation between the previous variables.

This study is mainly about the non-governmental sector, but the result so the study could be used in other sectors such as the business sector, because the measuring scales can be used for any sector, we can conclude some benefits and recommendations from the

research result for the researching field and Non-governmental organizations field as follow:

In our study, we focused on organizational commitment and job performance so we recommend studying the effects of servant leadership on the other organizational aspects such as job stress, job quality, and job satisfaction, in this study the implementation field was the non-governmental organizations therefore we recommend to study the effects of servant leadership on the organizational commitment and job performance in the public and private sector as well, the field of this study was NGOs in Gaziantep city and the result is limited to this field, so we recommend to study the effects of servant leadership on the organizational commitment and job performance in the other cities or other countries on local or international NGOs.

Last recommendations for the Non-governmental organizations and based on the results of the research, servant leadership as a leadership style shows positive effects on commitment and performance therefore the NGOs should focus on this style more than ever, and take advantage of it, the servant leadership has a strong correlation with the affective commitment, therefore the NGOs has to keep this commitment in this high level. the continuance commitment shows a low correlation compared with the affective and normative commitment, therefore the NGOs could work to develop this commitment, by increasing the salaries, rewards, or other advantages, but the performance result was lower than the commitment result regarding the relation with the servant leadership, therefore, the NGOs should give priority to the performance by focusing on another factor.

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Dear Colleagues

This questionnaire is prepared to obtain a master's degree in the Department of Business Administration at Anadolu University, The purpose of this questionnaire is to collect the data for studying “The Effects of Servant Leadership On The Organizational Commitment And Job Performance in the NGO’s in Gaziantep”

The questionnaire is divided into four sections. The first one is the general information, the second is servant leadership, the third is organizational commitment, the last section is the job performance,

Personal questions are not included, and the data just collected for scientific research

It will take 5 minutes from your time and please don’t write your name, please read the questions carefully and choose your answer as below,

1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
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1	Gender	Male	Female			
2	Age	20 - 30	31-40	41-50	51-60	61 +
3	Education	High school	High institute or Bachelor	Master or PhD		
4	Position	Assistant - Officer	Sr. Officer - Coordinator	Manager		
5	Years of Work in this Organization	0 - 2	3 - 4	5-6	7-8	9 +
6	Years of Work in the NGOs	0 - 2	3 - 4	5-6	7-8	9 +

Servant Leadership

Strongly disagree Disagree Neutral Agree Strongly agree

1	My manager gives me the information I need to do my work well.	1	2	3	4	5
2	My manager helps me to further develop myself.	1	2	3	4	5
3	My manager gives me the authority to take decisions, which makes work easier for me.	1	2	3	4	5
4	My manager enables me to solve problems myself instead of just telling me what to do.	1	2	3	4	5
5	My manager offers me abundant opportunities to learn new skills.	1	2	3	4	5
6	My manager keeps himself/herself in the background and gives credits to others.	1	2	3	4	5
7	My manager is not chasing recognition or rewards for the things he/she does for others.	1	2	3	4	5
8	My manager appears to enjoy his/her colleagues’ success more than his/her own.	1	2	3	4	5
9	My manager holds me responsible for the work I carry out.	1	2	3	4	5

10	My manager holds me accountable for my performance.	1	2	3	4	5
11	My manager holds my colleagues and me responsible for the way we handle a job.	1	2	3	4	5
12	My manager doesn't keep criticizing people for the mistakes they have made in their work .	1	2	3	4	5
13	My manager doesn't maintain a hard attitude towards people who have offended him/her at work .	1	2	3	4	5
14	My manager doesn't finds it difficult to forget things that went wrong in the past .	1	2	3	4	5
15	My manager takes risks even when he/she is not certain of the support from his/her own manager.	1	2	3	4	5
16	My manager takes risks and does what needs to be done in his/her view.	1	2	3	4	5
17	My manager is open about his/her limitations and weaknesses.	1	2	3	4	5
18	My manager is often touched by the things he/she sees happening around him/her.	1	2	3	4	5
19	My manager shows his/her true feelings to his/her staff.	1	2	3	4	5
20	My manager learns from criticism.	1	2	3	4	5
21	My manager admits his/her mistakes to his/her superior.	1	2	3	4	5
22	My manager learns from the different views and opinions of others.	1	2	3	4	5
23	My manager emphasizes the importance of focusing on the good of the whole.	1	2	3	4	5
24	My manager has a long-term vision.	1	2	3	4	5
25	My manager emphasizes the societal responsibility of our work.	1	2	3	4	5

Job Commitment

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5
2	I really feel that the organization's problems are like my own problems.	1	2	3	4	5
3	I don't think I could easily become attached to another organization as I am attached to this one	1	2	3	4	5
4	I feel like 'part of the family' at my organization	1	2	3	4	5
5	For me, This organization has a great value on a personal level	1	2	3	4	5
6	I feel a strong sense of belonging to my organization	1	2	3	4	5
7	I am afraid of what might happen if I quit my job before I find another one	1	2	3	4	5
8	It would be very hard for me to leave my organization right now, even if I wanted to	1	2	3	4	5
9	Too much in my life would be disrupted if I decided to leave my organizations right now (R), even if I wanted to,	1	2	3	4	5
10	Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5
11	I feel that I have too few options to consider leaving this organization	1	2	3	4	5

12	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
13	I think that people these days move from company to company too often.	1	2	3	4	5
14	Jumping from organization to organization seems at all unethical to me	1	2	3	4	5
15	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain	1	2	3	4	5
16	If I got another offer for a better job elsewhere I would not feel it would be right to leave my organization	1	2	3	4	5
17	I learned to believe in the value of remaining loyal to one organization	1	2	3	4	5
18	Things were better in the days when people stayed with one organization for most of their careers	1	2	3	4	5

Performance

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I produce high quality work.	1	2	3	4	5
2	I proficiently complete all duties central to the job.	1	2	3	4	5
3	I complete job duties in a timely manner.	1	2	3	4	5
4	I ensure that all items necessary to perform the job are present.	1	2	3	4	5
5	I make few mistakes.	1	2	3	4	5
6	I prioritizes work schedule according to deadlines.	1	2	3	4	5
7	I persist with enthusiasm and extra effort as necessary to complete my task activities Successfully	1	2	3	4	5
8	I volunteer to carry out task activities that are not formally part of my job.	1	2	3	4	5
9	I help and cooperate with others	1	2	3	4	5
10	I follow organizational rules and procedures.	1	2	3	4	5
11	I endorse, support, and defend organizational objectives	1	2	3	4	5