Analyzing the Relationships between Servant Leadership, and Organizational Commitment: an Applied Study on Petroleum Sector Companies in the Arab Republic of Egypt

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A Proposed Framework for Analyzing the Relationships among Servant Leadership, Employee Satisfaction, and Organizational Commitment An Applied Study on Petroleum Sector Companies in the Arab Republic of Egypt

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Abstract

Purpose: This research aims to analyzing and examine the impact of Servant Leadership on Organizational Commitment on the petroleum sector in Egypt.

Design/methodology/approach: The research sample consisted of 384 employees of oil and gas companies in Egypt. To test the hypotheses of the study, using the Statistical Package for Social Sciences (SPSS V26) for both descriptive and inferential statistics, and (Smart PLS 3.2.7) for SEM-PLS modeling to test the significance of the model.

Findings: The results of the research concluded that there is a significant positive effect of servant leadership on organizational commitment. It suggests that leaders in the petroleum industry could benefit from a better understanding and application of servant leadership principles to increase organizational commitment, which could lead to improved performance.

Keywords: Servant Leadership, Organizational Commitment. Petroleum industry in Egypt.

1. Introduction

Organizations, regardless of their nature and activity, require leaders who bear the primary responsibility in achieving their goals and accomplishing their work efficiently and effectively. Without conscious and responsible leaders, organizations cannot achieve their goals.

Although there are different leadership styles and theories, servant leadership has emerged as an effective leadership theory since the 1970s, introduced by Robert Greenleaf. While there are multiple visions of the researchers about the concept of servant leadership, they all agree that the servant leader plays a role in being a member of the group of subordinates in the organization, taking care of their interests, appreciating them, and working to develop their performance. The servant leader activates the concepts of teamwork and empowerment of employees, ultimately serving the common interests of individuals and organizations.

Servant leadership goes beyond self-interest or preoccupation and serves others' needs, helps them grow and develop, provides them with opportunities to earn materially, emotionally, and work towards the goals of the organization. Satisfaction is the primary goal of the servant leader who places serving others before their personal interest, consciously chooses to use their skills to bring change and growth to the organization and its employees.

Moreover, there is an important variable related to the willingness to sacrifice for the organization, which is called "organizational commitment." Organizational commitment results from an individual's attitudes towards the organization they work for, and this concept relates to the degree of integration of the individual and their interest in continuing in the organization. This differs from the concept of "employee satisfaction," where an individual may be satisfied with their work but does not like the organization and wishes to go to another organization. This study is concerned with analyzing the relationships between the following two variables:

- Direct relationship between servant leadership and organizational commitment.

2. Literature review

This literature review aims to summarize and analyze the results of various studies conducted to explore the relationship between servant leadership, Organizational commitment. The review includes ten studies from different countries, each with a unique purpose and methodology. The studies use different data collection techniques and data analysis methods, but they all focus on the concept of servant leadership and its impact on organizational Commitment.

Review of Studies:

1. Drury S. L. (2004) conducted a quantitative study on the relationship between servant leadership, job satisfaction, and organizational commitment in the USA. The study found a positive correlation between job satisfaction and servant leadership. However, contrary to existing literature, there was an inverse relationship between organizational commitment and servant leadership.

2. Mazarei, Hoshyar, & Nourbakhsh (2013) investigated the relationship between servant leadership style of managers and organizational commitment among physical education teachers in Iran. The study found a significant positive relationship between all components of servant leadership and organizational commitment. Components of servant leadership were also found to be able to predict organizational commitment.

3. Olesia, Namusonge, & Iravo (2013) conducted an exploratory survey to investigate the role of servant leadership on organizational commitment in state corporations in Kenya. The study developed a conceptual framework that attempted to explain the relationship between servant leadership and employee organizational commitment.

4. Ramli & Desa (2013) examined the relationship between servant leadership and employees' organizational commitment in a Malaysian situation. The study also explored the mediating role of trust in leader in this relationship. The results showed a significant relationship between servant leadership and employees' organizational commitment.

5. Harwiki W. (2013) investigated the influence of servant leadership on organization culture, organizational commitment, organizational

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citizenship behavior (OCB), and employees' performance in outstanding cooperatives in East Java Province, Indonesia. The study found that servant leadership significantly influenced organization culture, organizational commitment, and employees' performance, but not OCB. Organization culture significantly influenced OCB and employees' performance. Organizational commitment significantly influenced OCB, but not employees' performance. OCB significantly influenced employees' performance.

6. Miao, Newman, Schwarz, & Xu (2014) examined the trust-based mechanisms by which servant leadership influences organizational commitment in the Chinese public sector. The study found that servant leadership strongly influenced affective and normative commitment, but had no impact on continuance commitment.

7. Wahyuni, Christiananta, & Eliyana (2014) analyzed the influence of organizational commitment, transactional leadership, and servant leadership on the work motivation, work satisfaction, and work performance of private senior high school teachers in Surabaya, Indonesia. The study found that the influences of these factors were significant.

8. Harwiki W. (2016) analyzed the impact of servant leadership on organizational culture, organizational commitment, OCB, and employee performance in women cooperatives in Malaysia. The study found that servant leadership significantly impacted organizational culture, organizational commitment, OCB, and employee performance. Organization culture significantly impacted OCB, but not employee performance. Organizational commitment did not significantly impact OCB or employee performance. OCB significantly impacted employee commitment.

9. Kuswanti & Hamidah (2018) measured the increase in organizational citizenship behavior for employees through servant leadership mediated by commitment to the organization in the UK. The study found that servant leadership had a positive and significant impact, directly and indirectly, on organizational citizenship behavior through organizational commitment mediation.

10. Triraharjo, Aima, & Sutawijaya (2019) analyzed the influence of servant leadership and breakthrough leadership on organizational performance with employee satisfaction as an intervening variable in

coal mining companies listed on the Indonesia Stock Exchange. The study found that servant leadership did not have a positive impact on employee satisfaction but had a positive impact on organizational performance. Leadership had a positive impact on employee satisfaction but did not have a positive impact on organizational performance. Employee satisfaction had a positive and significant impact on organizational performance but did not mediate organizational performance. The study also introduced the concept of breakthrough leadership.

Throughout the findings of the previous studies, this study seeks to fill the research gap in this area by answering the following questions:

Is servant leadership variable determined by the level of organizational commitment?

3. Problem of the Study:
Exploratory Study:

The researcher conducted a survey by interviewing 50 of the managers and officials of some Oil and Gas companies in Egypt. The personal interview with the directors of Petroleum companies was held from 1/5/2019 to 25/5/2019 to achieve the following objectives:

- Managers' recognition of the concept and importance of servant leadership.
- Identification and formulation the problem of study clearly.
- Identification and formulation the study hypotheses.
- Helping the researcher in determining the variables of the study.

The researcher used two types of data as follows:

Type I: Published secondary data:

- Previous studies that reveal the relationship between servant leadership and Organizational commitment.
- References and periodicals related to business management.
- Reports of oil companies in Arab Republic of Egypt.
- Petroleum sector's index from the research department in Arab Republic of Egypt.

Type II: Primary data:

- Through the exploratory study, by conducting a survey on sample of (50) individual managers and employees of the chosen petroleum companies, the researcher found the following negative phenomena:
- Leaders in petroleum companies have a weak understanding of servant leadership and its importance in relation to organizational commitment.
- The chosen managers in petroleum companies have a lower level of organizational commitment compared to managers in public companies, who have a lower level of job satisfaction but higher organizational commitment due to factors like job security and stability.

4. Objectives
- This study aims to achieve the following objectives:
- Determine if the employees in the petroleum sector are aware of servant leadership, and organizational commitment.
- Construct a proposed framework that explains the nature of the relationship between servant leadership and organizational commitment.
- To provide a set of recommendations to activate applying the principles of servant leadership to increase the level of organizational commitment, which results in improving the performance of petroleum companies.

5. Importance
5.1.Practical importance:

The Egyptian Petroleum Sector is one of the most significant contributors to the Egyptian economy, as it accounts for a large portion of the country's exports and government revenue. The sector includes the exploration, production, refining, and distribution of oil and gas products.

Egypt has significant oil and gas reserves, and the Egyptian Petroleum Sector plays a crucial role in meeting the energy needs of the country and the wider region. The sector has also been a significant source of

employment and job creation in Egypt, providing opportunities for skilled and unskilled workers alike.

Given its economic and strategic importance, it is essential to understand the factors that contribute to the success of the Egyptian Petroleum Sector. Studying the relationship between servant leadership and organizational commitment can help identify best practices for leadership and management that can improve employee morale, engagement, and productivity. This, in turn, can lead to better outcomes for the sector, including increased efficiency, improved performance, and enhanced innovation.

5.2.Scientific importance:

By reviewing the previous studies related to the subject of the study, the researcher shows that there is absence of studies that have been applied to the sector of study. Therefore, the researcher aims to fill this gap to improve administrative leaders' performance in one of the most important economic sectors in Egypt, whether in the field of oil production or marketing.

6. Limitations

1. Studying the Petroleum Sector Companies In The Arab Republic Of Egypt
2. Studying the following servant leader dimensions (predilection, wisdom, Emotional support, Regulatory agency, and Persuasion)

7. Proposed Framework

This paper is based on illustrating the direct impact relationship between the servant leadership and Organizational Commitment.

8. Study hypothesis

Based on problem and objectives of the study, and what discussed in previous studies, the researcher aims to achieve the validity of the following hypothesis:

"There is significant relationship between servant leadership and Organizational Commitment".
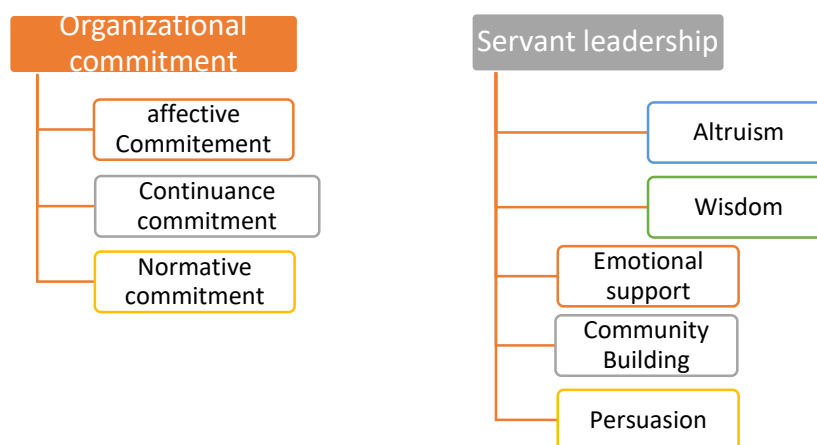
H1

Servant Leadership → **Organizational Commitment**
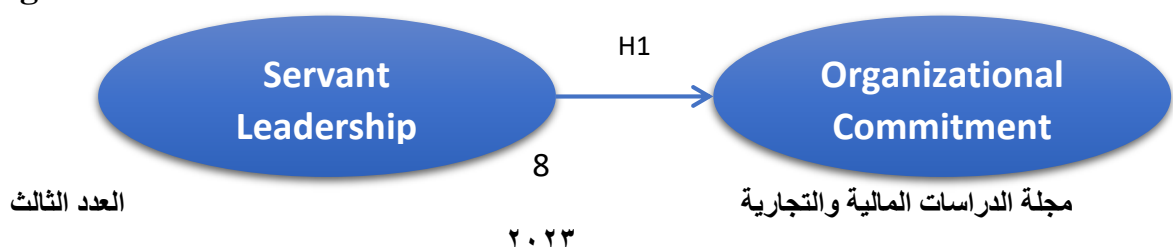
Figure 1: Direct Impact Model Between Servant Leadership, Organizational Commitment

9. Variables

Figure 2: Study Variables

10.   Research Method and Design:
10.1.   Research Population and Sample

The society of the study is all the units that have the characteristics to be studied (Bazaarah, 1992). In this study, companies operating in the petroleum sector in the Arab Republic of Egypt can be clarified by the following table:

Table 1: Population and Sample Size

No	Company	No of Employees	Sample size
1	General petroleum company	٣٧٣٤	٢١
2	Suez Oil Processing Company	٥٩٦٣	٣٣
3	Cairo Oil Refining	٤٨٣١	٢٧
4	Nasr Petroleum	٥٢٠٨	٢٨
5	Amreya Petrolem Refining Company	٤٠٥٣	٢٢
6	Alexandria Petroleum Company	٥٢٠٤	٢٩
7	PETROBEL – Balaeim Petroleum	٢١٦٥	١٢

No	Company	No of Employees	Sample size
8	Badr El Din Petroleum	٢٩٨٣	١٦
9	Agiba Petroleum Company	٩٨٨١	٥٤
10	Petro Gulf Misr	٨٢١٠	٤٥
11	House Gas	٥٠٢١	٢٨
12	Master Gas	٣٧٣٢	٢١
13	Petroleum Arrows	٢٨٣١	١٦
14	Cairo Gas	٣٠١٨	١٧
15	Regas - Gas Regions	٢٦٨٦	١٥
	Total	٦٩٥٢٠	٣٨٤

$$n = P * Q \left(\frac{Z}{E}\right)^2$$

Where P is the ration of event in the population, given it equals 50%, Q = 1 – p, Z is the standard value of the normal distribution, given it equals 1.96 at the significant level 95% and E is the value of error in the results, given it equals 5%

10.2.   Types, Sources of Data and Method of Collection:

For the purposes of analysis in this study, it is necessary to obtain much data from the companies operating in the petroleum sector in the Arab Republic of Egypt, as well as data about Egyptian petroleum sector and conducting many interviews with each of the board members, managers, and employees.

Statistical Methods Used:

The analysis of this thesis was done using the Statistical Package for Social Sciences (SPSS V26) for both descriptive and inferential statistics, and (SmartPLS 3.2.7) for SEM-PLS modeling. The study is conducted in four sections; the first one provides the respondents' demographics, and the preliminary data analysis is provided in section two; this includes screening for missing data, finding outliers, testing data normality, and investigating common method bias. While section three presents the relative importance index with the associated ranking criteria. Finally, in section four, the application of PLS-SEM is presented in seven stages: specifying the

structural model, specifying the measurement model, data collection and examination, path model estimation, assessing the measurement model, assessing the structural model, and interpretation of the results.

11. Theoretical Background:

11.1. Servant leadership:

A new kind of leadership model – a model which puts serving others as the number one priority. Servant-leadership emphasizes increased service to others; a holistic approach to work; promoting a sense of community; and the sharing of power in decision-making

Leadership remains a topic of interest in management but till now there is no global definition of leadership. But generally, it is the act of directing and controlling a group's activities which are directed by an individual. leaders are not born but made and to be successful leader the emphasis now is on skills and ability instead of personal and behavioral attributes through education, training, and self-study.

A successful leadership is important, and the application of the theories, principles and styles is a guide to good leadership in work. By applying principles of leadership, you will strengthen your team and yourself within the organization. Over times, several leadership theories have been suggesting. Early leadership theories focused on what qualities that distinguished leaders from followers. Charry pointed out that there are traits, behaviors, attributes, and situations that can influence actions of a leader. Michael pointed out that current leadership theories described leaders based on traits or how the influence and power are used to achieve objectives of the organization, there are other contemporary researchers also in the field such as Northouse, Greenleaf and Bass. (Laura, Jon, & Zachry, 2016).

Leadership Theories

According to Hannay, leadership theories have evolved over time from a focus on traits to behaviors, contingency theories, and more contemporary approaches, including servant leadership theory and transactional and transformational theories that emphasize skills and abilities.

1. The Great Man Theory, which suggests that great leaders are born and not made, also presents leaders as noble and heroic figures. Trait Theory, on the other hand, suggests that people obtain the attributes or characteristics that make them ideally suited to leadership.
2. Behavioral Theory asserts that great leaders are made, not born, and focuses on the behavior of leaders rather than their mental abilities or personality traits. Participative Theory emphasizes the importance of considering others' opinions and engaging group members' participation in decision-making processes.
3. Contingency Theory focuses on environment-related variables that determine which leadership style is ideally suited to a particular job situation. Situational Theory suggests that leaders choose the best course of action based on situational circumstances.
4. Transactional or Management Theory focuses on the role of reward and penalty supervision, organization, and group efficiency. Relationship or Transformational Theory, on the other hand, concentrates on the relationships between leaders and followers and how they can be used to build motivation and morality.
5. Skills Theory emphasizes that learned experience and acquired skills/abilities are essential factors in successful leadership.
6. Servant Leadership Theory focuses on serving others to be all that they can become. Servant leadership has emerged as a valuable form of leadership, especially as society demands improvement in organizational ethical standards.(Rose, Gloria, & Nwachukwu, 2015).

Servant leadership theory:

"…The great leader is seen as servant first…" – Robert K. Greenleaf

The nature of servant-leadership theory is captured by this brief quote, a fragment of a phrase from an article published in 1970. From humble origins, servant leadership has gained growing popularity in recent decades, and is now commonly applied in the workplace, illustrating its potential as a realistic and theoretical approach to organizational management, a simple, but deep and powerful term. (Greenleaf, The Leadership Theory Of Robert K Greenleaf, 2005).

Characteristics of a Servant Leader

Servant leadership is a leadership approach that focuses on serving the needs of others first. There are several key characteristics of servant leadership, including listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.

- Listening: Servant leaders listen carefully to what others are saying and pay attention to what is unsaid. They are receptive to feedback and actively seek to understand the perspectives of others.
- Empathy: Servant leaders are able to put themselves in the shoes of others and consider their unique experiences and perspectives. They seek to understand and accept people for who they are.
- Healing: Servant leaders recognize the importance of healing broken relationships and helping others overcome psychological injuries.
- Awareness: Servant leaders are self-aware and aware of the ethical and value-based issues in their organizations. They take a holistic approach to problem-solving.
- Persuasion: Servant leaders use persuasion rather than positional authority to make decisions and achieve results. They seek to influence others through understanding and building relationships.
- Conceptualization: Servant leaders are skilled at imagining great dreams and envisioning a better future for their organizations.
- Foresight: Servant leaders have the ability to anticipate the likely outcomes of a situation based on past experiences and present circumstances.
- Stewardship: Servant leaders view their role as holding something in trust for others and seek to serve the greater good of society.
- Commitment to the Growth of People: Servant leaders are deeply committed to the personal and professional growth of their employees and actively promote employee engagement in decision-making.

- Building Community: Servant leaders recognize the importance of creating a sense of community within their organizations and seek to foster strong relationships among team members. (Larry, Ten Characteristics of a Servant-Leader, 2018)

Examples For Servant Leaders:

The concept of servant leadership involves leaders who prioritize the needs of their followers and put them before their own. This type of leadership extends beyond an organization's environment to reach everyone who is associated with it, such as stakeholders and customers. Serving others is a typical leadership trait of servant leaders.

One of the most well-known examples of a servant leader is the Prophet Muhammad (PBUH), who was a prophet, leader, and servant. Throughout his prophethood, he talked to people, listened to their concerns, needs, and pains, empathized with them, prayed with them and for them, and healed them. He never pursued comfort or high position over his people and always remained amongst them, teaching, helping, and guiding them. He sought counsel from his followers and encouraged them to continue seeking a path of self-improvement. The Prophet (PBUH) believed that a leader is not someone who bosses others around, but one who leads by example, listens to the community, helps them, reacts to their needs, and takes their counsel.

Other examples of servant leaders include Martin Luther King Jr., who put other people's needs first and was able to leave a legacy that proves anyone can make a difference through a humble and serving perspective. Nelson Mandela was a humble servant with a passion for his people and the desire to see them enjoy equality. Mahatma Gandhi strongly believed that serving others would be the best way to lose oneself and his peaceful protests eventually freed India from colonialism. Mother Teresa dedicated her life to serving other people and her faith, and her desire to help others was never questioned, even by her critics.

In the business world, there are several examples of servant leadership, including FedEx, Marriott, and Starbucks. These companies have a 'people first' philosophy that prioritizes taking care of employees so that they, in turn, can take care of customers. For example, Fred Smith, the

founder and CEO of FedEx, believes that when people are placed first, they will provide the highest possible service, and profits will follow. Similarly, Marriott's philosophy is to take care of associates, and they will take care of customers. Starbucks' culture of inclusion and social responsibility is rooted in servant leadership.

Overall, servant leadership emphasizes putting others first, listening to their needs, and helping them to the best of one's ability. It is a leadership style that focuses on serving and bettering people rather than bossing them around. (Corbin, 2017), (Keith, 2020), (Simon, 2020).

11.2.   Organizational commitment:

Organizational commitment is a complex concept that refers to an employee's psychological attachment to their organization. It is characterized by a sense of job involvement, loyalty, and belief in the organization's values. Highly committed employees are less likely to leave the organization, and they are willing to exert effort on its behalf. Organizational commitment is related to both attitude and behavior, reflecting feelings of attachment, identification, and loyalty to the organization. The definition of organizational commitment varies, but the adopted definition for this study is in line with the definitions by Meyer and Allen, who define it as a psychological state that characterizes the employee's relationship with the organization.We Are All Leaders: We Are All Servants: The Messenger of Allah (PBUH) said: "all of you are shepherds and each of you is responsible for his flock".

Prerequisites for Organizational Commitment

Researchers have identified various factors that can contribute to an individual's level of organizational commitment. These factors are grouped into four categories: personal characteristics, job attitudes, job characteristics, and relationships with co-workers and supervisors.

Personal characteristics such as age, gender, education, perceived competence, and Protestant work ethic can influence organizational commitment. For instance, older workers tend to be more committed than younger ones, and those who perceive themselves as having higher levels of competence tend to display greater organizational commitment.

Job attitudes, such as job satisfaction and organizational citizenship behavior, also play a role in an individual's level of organizational

commitment. Job satisfaction, which refers to the degree to which people like their jobs, has been studied extensively and is strongly linked to organizational commitment. Organizational citizenship behavior, which involves employee behavior that promotes organizational effectiveness and is not explicitly recognized by an organization's reward system, is also positively linked to organizational commitment.

Job characteristics, such as job level, position tenure, job skills, autonomy, and role stress, can also influence organizational commitment. Employees who have higher job levels, longer position tenure, and a wider range of job skills tend to show greater organizational commitment. Conversely, experiencing role stress, such as role ambiguity, role conflict, and role overload, can contribute to low organizational commitment.

Finally, relationships with co-workers and supervisors are important for organizational commitment. Group cohesiveness, which refers to the forces that keep a group of coworkers together, may be a prerequisite for organizational commitment. Effective leadership, which involves defining roles and being concerned with subordinates' well-being, is also positively linked to organizational commitment.

Organizational Commitment Model

Meyer and Allen proposed a three-dimensional model to explain organizational commitment, which includes affective, continuance, and normative commitments. Affective commitment is when employees fully embrace the goals and values of the organization and become emotionally involved. Continuance commitment is when employees base their relationship with the organization on what they receive in return, such as pay and benefits. Normative commitment occurs when individuals remain with the organization based on expected standards of behavior or social norms. Additionally, Zangaro suggests that a fourth type of commitment, normative commitment, may exist when individuals feel they have little control or impact and would like to leave their job. Meyer and Allen recommended that employee commitment be studied from both attitudinal and behavioral perspectives to identify the events that contribute to commitment development and the conditions where behavior tends to be repeated.

Benefits of Organizational Commitment

Organizational commitment can have numerous positive outcomes for both employees and the organization. For employees, it can positively impact their well-being and increase job satisfaction. For organizations, committed employees can enhance organizational effectiveness and reduce turnover rates. Committed employees can also lead to higher productivity, even in the absence of optimal systems. Affective organizational commitment, in particular, has been found to correlate positively with measures of organizational performance, such as workers compensation, quality, shrinkage, productivity, operating expenses, and profitability. However, further research is needed to determine the causality of this relationship. Meta-analyses have also found that organizational commitment is related to job performance and withdrawal behavior, such as intention to search for alternatives, intention to leave, and turnover. Ultimately, organizational commitment can improve employee work management and retention, as well as organizational relationships and performance.

Effects of Organizational Commitment

This discusses the benefits and effects of organizational commitment. Organizational commitment can have both positive and negative effects on an organization depending on the level of commitment of its employees. Positive effects include improved employee well-being, job satisfaction, organizational effectiveness, productivity, and performance. Committed employees tend to contribute positively to the organization, take greater efforts to perform, and invest their resources in the organization. Negative effects include unproductivity, low job satisfaction, employee turnover, and absenteeism. Organizational commitment is regarded as the best predictor of employee turnover, and employees who operate in a continuance commitment dimension tend to stay away from work when they feel like doing so.

12.   Data Analysis and Model Implementation

Based on the collected data from the list of respondents, The section reports the demographic characteristics of the respondents in the study. The study had 54% male and 46% female respondents. The respondents' age was divided into four categories, with 22% being less than 30 years old, 44% between 30 and 40 years old, 24% between 40 and 50 years old, and 10% over 50 years old. In terms of experience, 17% had less than five years, 25% had between 5 and 10 years, 24% had between 10 and 15 years, and 34% had over 15 years of experience. In terms of education, 4% had a high school or equivalent, 5% had an intermediate diploma, 28% had a bachelor's degree, and 62% were postgraduates. The study had respondents with different job positions, including 28% employees, 16% heads of department, 16% deputy general managers, 10% general managers, and 31% with other job positions.

The paper conducted various Data Preliminary Examination techniques, which include evaluating Outliers, Missing Data, Normality, and conducting a Common Method Bias Test.

The Relative Importance Index (RII) was used to assess the relative importance of different quality factors. Chen et al. (2010) established a table that was used to determine the importance levels from the RII. The results from the RII are presented in table (4.5) along with their corresponding rankings and importance levels. The ranking table shows that 76 items were identified as having "High-Medium" importance levels, which are crucial in the selection of the constructs. These "High-Medium" importance indicators have RII ranging from 0.790 to 0.602.

Table 2: Importance Levels

Importance Levels	Abbreviation	Range
High	H	$0.8 < RII < 1.0$
High-Medium	H-M	$0.6 < RII < 0.8$
Medium	M	$0.4 < RII < 0.6$
Medium-Low	M-L	$0.2 < RII < 0.4$
Low	L	$0.0 < RII < 0.2$

Table 3: Ranking criteria for the selection of items

Variable	Dimension	Item	Mean	RII	Ranking by category	Overall ranking	Importance level
		Q1	3.73	0.746	3	6	H-M
		Q2	3.9	0.780	2	3	H-M
		Q3	3.71	0.742	4	9	H-M
	Emotional Commitment	Q4	3.02	0.604	5	73	H-M
		Q5	2.11	0.422	7	83	M
		Q6	2.14	0.428	6	82	M
		Q7	3.95	0.790	1	1	H-M
		Q8	2.07	0.414	8	84	M
		Q9	2.69	0.538	8	80	M
		Q10	3.68	0.736	4	12	H-M
		Q11	3.69	0.738	3	10	H-M
Organizational Commitment	Continuing Commitment	Q12	3.55	0.710	6	24	H-M
		Q13	3.95	0.790	1	1	H-M
		Q14	3.73	0.746	2	6	H-M
		Q15	3.45	0.690	7	35	H-M
		Q16	3.65	0.730	5	15	H-M
		Q17	2.97	0.594	7	77	M
		Q18	2.34	0.468	8	81	M
		Q19	3.29	0.658	4	57	H-M
	Normative Commitment	Q20	3.73	0.746	1	6	H-M
		Q21	3.14	0.628	5	70	H-M
		Q22	3.31	0.662	3	51	H-M
		Q23	3.4	0.680	2	41	H-M
		Q24	3.02	0.604	6	73	H-M
		Q25	3.32	0.664	2	50	H-M
Servant Leadership	Altruism	Q26	3.5	0.700	1	29	H-M
		Q27	3.17	0.634	3	65	H-M
		Q28	3.17	0.634	3	65	H-M
	Wisdom	Q29	3.56	0.712	1	22	H-M

		Q30	3.55	0.710	2	24	H-M
		Q31	3.46	0.692	3	33	H-M
		Q32	3.4	0.680	5	41	H-M
		Q33	3.44	0.688	4	36	H-M
	Emotional Support	Q34	3.3	0.660	2	56	H-M
		Q35	3.27	0.654	4	60	H-M
		Q36	3.28	0.656	3	59	H-M
		Q37	3.35	0.670	1	48	H-M
	Community Building	Q38	3.59	0.718	4	20	H-M
		Q39	3.63	0.726	2	18	H-M
		Q40	3.65	0.730	1	15	H-M
		Q41	3.5	0.700	5	29	H-M
		Q42	3.6	0.720	3	19	H-M
	Persuasion	Q43	3.48	0.696	2	31	H-M
		Q44	3.4	0.680	4	41	H-M
		Q45	3.38	0.676	5	45	H-M
		Q46	3.44	0.688	3	36	H-M
		Q47	3.51	0.702	1	27	H-M

The results show that eight items were identified as "Medium" importance levels which are considered of second importance for the selection of its constructs. These "Medium" importance indicators have RII in the range of 0.594–0.414.

The study uses Structural Equation Modeling (SEM) to analyze the model and find relationships between variables. Partial Least Square analysis of SEM (PLS-SEM) is applied in this study, which is suitable for more realistic settings in social science research. PLS-SEM is a technique similar to covariance-based SEM that tests both the measurement model and path to develop more realistic assumptions.

Convergent Validity

The convergent validity assesses the correlation between variables measuring a construct using outer loadings and the average variance extracted (AVE). AVE represents the grand mean of the squared loadings of the indicators measuring a construct, and a value of 0.5 or higher is considered significant. However, AVE values less than 0.5 are acceptable if the CR values exceed 0.6. The study established convergent validity through AVE, which is reported in table (4.8), in accordance with the aforementioned guidelines.

Table 4: Reliability of measurement model analysis

Construct	*AVE*	*Remark*
Altruism	0.829	
Community Building	0.804	
Continuing Commitment	0.432	
Emotional Commitment	0.465	Convergent Validity attained
Emotional Support	0.878	
Normative Commitment	0.624	
Persuasion	0.832	
Wisdom	0.84	

Descriptive statistics

The paper provides descriptive statistics for Organizational Commitment, where Emotional Commitment was found to have the highest average and Normative Commitment had the lowest average. The largest mean for Emotional Commitment items was Q7, while Q5 had the lowest deviation. Q13 had the largest mean and the lowest deviation for Continuing Commitment items, while Q20 had the largest mean and Q17 had the lowest deviation for Normative Commitment items.

Emotional Commitment had the highest average while Normative Commitment had the lowest average. Community Building had the highest average while Altruism had the lowest average. For both constructs, specific items were identified with the highest and lowest means and deviations.

Table 5: Descriptive statistic for Organizational Commitment

		Item	Mean	SD
Emotional Commitment	Q1	I would be happy to spend the rest of my career with this organization.	3.73	1.191
	Q2	I enjoy talking about my organization with people outside it.	3.90	1.053
	Q3	I really feel as if this organization's problems are my own.	3.58	1.100
	Q4	I think that I could easily be attached to another organization as I am to this one.	3.01	1.152
	Q5	I do not feel I am part of the family at the organization.	3.87	0.998
	Q6	I do not feel emotionally attached to this organization.	3.79	1.116
	Q7	This organization has a great deal of personal meaning for me.	3.95	1.061
	Q8	I do not feel a strong sense of belonging to my organization.	3.87	1.184
	Emotional Commitment		**3.712**	**0.752**
Continuing Commitment	Q9	I am not afraid of what might happen if I quit my job without having another one. **(Deleted)**.	2.71	1.311
	Q10	It would be very hard for me to leave my organization right now, even if I wanted to.	3.69	1.190
	Q11	Too much in my life would be disrupted if I decided to leave my organization now.	3.64	1.248
	Q12	It would cost me a lot to leave my organization now.	3.57	1.222
	Q13	Right now, staying with my organization is a matter of necessity as much as desire.	3.96	0.888
	Q14	I feel that I have too few options to consider leaving this organization. **(Deleted)**.	3.73	1.034
	Q15	One of the few serious consequences of leaving this organization would be the lack of available alternatives.	3.45	1.072
	Q16	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have here.	3.65	1.177
	Continuing Commitment		**3.66**	**0.751**
Normative Commitment	Q17	I think that people these days move from company to company too often.	2.96	1.107
	Q18	I don't believe that a person must always be loyal to his or her organization. **(Deleted)**.	2.34	1.298
	Q19	Jumping from organization to organization does not seem at all	3.31	1.356

		unethical to me. **(Deleted)**.		
	Q20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	3.73	1.205
	Q21	If I get another offer for a better job elsewhere, I will not feel it is right to leave my organization.	3.15	1.257
	Q22	I was taught to believe in the value of remaining loyal to one organization.	3.31	1.324
	Q23	Things were better in the days when people stayed with one organization for most of their careers.	3.40	1.176
	Q24	I don't think that being a 'company man' or 'company woman' is an important issue. **(Deleted)**.	3.02	1.312
		Normative Commitment	**3.31**	**0.955**
		Total Construct	**3.561**	**0.686**

The descriptive statistics for Servant Leadership were given in table 6, it was observed that between Servant Leadership dimensions, Community Building was found to have the largest average while Altruism has the lowest mean. Between Altruism items, Q26 has largest mean the lowest deviation. Between Wisdom items, Q30 has largest mean and Q29 has the lowest deviation. Between Emotional Support items, Q37 has largest mean and both Q34 and Q36 have the lowest deviation. Between Community Building items, Q40 has largest mean and the lowest deviation. Finally, between Persuasion items, Q47 has largest mean and the lowest deviation.

Table 6: Descriptive statistic for Servant Leadership

		Item	**Mean**	**SD**
Altruism	Q25	My manager puts my interests first.	3.30	1.205
	Q26	My manager does everything he /she can help me and others.	3.50	1.160
	Q27	My manager sacrifices his/her own interests to meet my needs.	3.18	1.317
	Q28	My manager goes beyond his job duties to fulfill my needs.	3.19	1.314
		Altruism	3.294	1.138
Wisdom	Q29	My manger seems alert to what is happening.	3.56	1.130
	Q30	My manager is good at anticipating the consequence of decisions.	3.57	1.212
	Q31	My manager has great awareness of what is going on.	3.46	1.205

	Q32	My manager seems in touch with what's happening.	3.39	1.168
	Q33	My manager seems to know what is going to happen.	3.46	1.184
		Wisdom	3.489	1.081
Emotional Support	Q34	My manager is one I would turn to if I had personal problems.	3.31	1.264
	Q35	My manager is good at helping me with my emotional issues.	3.27	1.306
	Q36	My manager is talented at helping me to heal emotionally.	3.29	1.264
	Q37	My manager is one that could help me mend my hard feelings.	3.35	1.268
		Emotional Support	3.304	1.195
Community Building	Q38	My manager believes that the organization needs to play a moral role in society.	3.59	1.150
	Q39	My manager believes that our organization needs to function as a community.	3.63	1.145
	Q40	My manager sees the organization for its potential to contribute to society.	3.65	1.086
	Q41	My manager encourages me to have a community spirit in the workplace.	3.51	1.264
	Q42	My manager is preparing the organization to make a positive difference in the future.	3.60	1.202
		Community Building	3.597	1.048
Persuasion	Q43	My manager offers compelling reasons to get me to do more effort.	3.48	1.283
	Q44	My manager encourages me to have "big dreams" about the organization.	3.40	1.322
	Q45	My manager is very persuasive.	3.38	1.332
	Q46	My manager is very good at convincing me to do things.	3.44	1.263
	Q47	My manager is talented when it comes to persuading me.	3.51	1.246
		Persuasion	3.441	1.174
		Total Construct	3.425	1.055

Multiple correlation analysis

The Pearson product-moment correlation coefficient was calculated to determine the strength and the direction of the relationship between the selected constructs.

Table 7: Correlation between the Dimensions of Servant Leadership

		Altruism	Wisdom	Emotional Support	Community Building	Persuasion
Altruism	Correlation	--				
	N	127				
Wisdom	Correlation	.811***	--			
	P-value	<.001				
	N	127	127			
Emotional Support	Correlation	.840***	.879***	--		
	P-value	<.001	<.001			
	N	127	127	127		
Community Building	Correlation	.782***	.908***	.875***	--	
	P-value	<.001	<.001	<.001		
	N	127	127	127	127	
Persuasion	Correlation	.791***	.829***	.861***	.873***	--
	P-value	<.001	<.001	<.001	<.001	
	N	127	127	127	127	127

Correlation coefficients marked with three stars (***) were significant at 0.001, i.e., 99.9% confidence level, correlation coefficients marked with two stars (**) were significant at 0.01, i.e., 99% confidence level, coefficients marked with one star (*) were significant at 0.05, i.e., 95%

confidence level, and finally coefficients NOT marked were not significant at 0.05, i.e., P-values were greater than 0.05. Table 7 shows the matrix of Pearson correlation coefficients between the dimensions of Servant Leadership. The results show that all relationships were significant strong positive relationships and were ranged from (0.782) to (0.908). Furthermore, Table 8 shows the matrix of Pearson correlation coefficients between the dimensions of organizational commitment. The results show that all relationships were significant moderate positive relationships and were ranged from (0.438) to (0.658).

Table 8: Correlation between the Dimensions of organizational commitment

		Emotional Commitment	Continuing Commitment	Normative Commitment
Emotional Commitment	Correlation	--		
	N	127		
Continuing Commitment	Correlation	.438***	--	
	P-value	<.001		
	N	127	127	
Normative Commitment	Correlation	.658***	.526***	--
	P-value	<.001	<.001	
	N	127	127	127

Of particular interest is the correlation between the main constructs of this study. It is also observed from table (9) that there is a significant positive strong relationship between Servant Leadership and Organizational Commitment since (r(127)=.705,P<0.001).

Table 9: Bivariate correlations between the main constructs

		Servant Leadership	Organizational Commitment	Employee Satisfaction
Servant Leadership	Correlation	--		
	N	127		
Organizational	Correlation	.705***	--	

Commitment	P-value	<.001		

Collinearity

This section discusses collinearity, which is the high correlation between two or more independent variables that can create interpretation issues in statistical analysis. The variance inflation factor (VIF) is a measure used to assess collinearity, with a VIF value of 5 or higher indicating high collinearity. Table 4.19 shows that all VIF values are below the cutoff point, indicating that collinearity between independent variables does not exist in this study.

Table 10: Variance inflation factors

Path	**VIF**	**Remark**
Model Results		*No problem exists*
Servant Leadership -> Organizational Commitment	1	

Testing the Hypothesis

The study tested the null hypothesis (H0) which states that there is no significant relationship between servant leadership and organizational commitment. The alternative hypothesis (H1) states that there is a significant relationship between the two constructs. The results of the hypothesis testing indicated that there is a significant positive direct effect of servant leadership on organizational commitment ($\beta=0.726$, t=14.466, P<0.001, 95% CI for β=[0.599,0.807]). Therefore, the null hypothesis is rejected in favor of the alternative hypothesis, and the first hypothesis is confirmed.

Table 11: Results of Hypothesis testing

Path	*β*	*t-value*	*P-value*	*95% CI*		*Decision*
				LL	*UL*	
H1: *Servant Leadership -> Organizational Commitment*	0.726	14.466	0.000	0.599	0.807	Supported

13. Conclusion and Future work

In conclusion, organizations require leaders who bear the primary responsibility in achieving their goals and accomplishing their work efficiently and effectively. Servant leadership has emerged as an effective leadership theory since the 1970s. The review aims to analyze the relationships between servant leadership and organizational commitment. The study found that leaders in petroleum companies have a weak understanding of servant leadership and its importance in relation to organizational commitment. The proposed framework aims to explain the nature of the relationship between servant leadership and organizational commitment and provide a set of recommendations to activate the principles of servant leadership to increase the level of organizational commitment, which results in improving the performance of petroleum companies. There is a need for more studies to fill the gap to improve administrative leaders' performance in one of the most important economic sectors in Egypt, whether in the field of oil production or marketing. To be a successful leader, it is important to apply the theories, principles, and styles of leadership. The concept of organizational commitment refers to an employee's psychological attachment to their organization. Highly committed employees are less likely to leave the organization, and they are willing to exert effort on its behalf.

Future work includes conducting further studies in the petroleum industry to determine the extent of awareness of servant leadership and organizational commitment. Moreover, the study can be extended to other industries to explore the relationship between servant leadership and organizational commitment in different contexts. Additionally, the proposed framework can be tested and validated in different contexts to ensure its generalizability. Finally, the study can be extended to explore the impact of servant leadership on other organizational outcomes such as employee job satisfaction, organizational citizenship behavior, and turnover intention

ملخص البحث:

الهدف: يهدف هذا البحث إلى تحليل وقياس أثر القيادة الخادمة على الالتزام التنظيمي في قطاع البترول في مصر.

أسلوب البحث: بلغت عينة البحث ٣٨٤ مفردة أو موظفًا في شركات النفط والغاز في مصر. كما اعتمدت الباحثة على الحزمة الإحصائية للعلوم الاجتماعية (SPSS V26) لكل من الإحصاء الوصفي والاستنتاجي، و (Smart PLS 3.2.7) لنمذجة SEM-PLS لاختبار معنوية النموذج.

النتائج: توصلت نتائج البحث إلى أن هناك تأثير إيجابي ذو دلالة إحصائية بين القيادة الخادمة والالتزام التنظيمي. وهي تشير إلى أن القادة في صناعة البترول يمكن أن يستفيدوا من فهم وتطبيق أفضل لمبادئ القيادة الخادمة لزيادة الالتزام التنظيمي، مما قد يؤدي إلى تحسين الأداء.

الكلمات الدالة: القيادة الخادمة، الالتزام التنظيمي، قطاع البترول في مصر.

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