



## The role of servant leadership in reducing organizational silence through knowledge sharing

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### Abstract

The study aims to identify the role of servant leadership behaviors represented by its dimensions (altruism, wisdom, persuasion style, emotional containment, organizational supervision) in reducing organizational silence represented by its dimensions (submissive silence, defensive self-protection, social loyalty) through knowledge sharing represented by its dimensions. (Organizational trust, organizational culture). The descriptive analytical approach was adopted, and this study was conducted at the University of Babylon. A sample of (130) individuals from the university's employees who represented senior, middle, and lower management was selected. Data was collected via a questionnaire form based on international standards. A set of hypotheses were tested. The study used a number of statistical methods and applied programs (SPSS V. 22) and (AMOS VER.20) necessary to analyze and process data. The study reached a set of conclusions and recommendations, the most important of which was a significant effect found between servant leadership behaviors and knowledge sharing to reduce Organizational silence. The most prominent recommendations were working to enhance the behaviors of servant leadership because of their positive impact on organizational work as a whole, and supporting knowledge sharing enables servant leadership to develop their cognitive ideas and become able to face the challenges facing organizational work at all levels of the university.

**Keywords:** Servant leadership behaviors, Knowledge sharing, Organizational silence, University of Babylon

### 1. Introduction

The world, especially in recent decades, has witnessed a remarkable change that included various aspects of life, including structures and organizations of various orientations, activities, and fields, including educational organizations, which led to a clear change in the features of the administrative and educational process alike. The countries of the world are always keen to benefit from everything new in the field of management, leadership, technology and ways of doing business to increase upgrading the reality of administrative performance in non-profit organizations, and the organizational, social and self-imposed challenges and difficulties imposed by the environment on the higher education and scientific research sector, especially the human resources working in it, such as the lack of availability of material capabilities such as buildings, office furniture, computers and financial matters such as bonuses, incentives, allocations, and others, which limits their ability to perform their work efficiently through the use of optimal inputs and resources While effectiveness



# The Peerian Journal

Open Access | Peer Reviewed

Volume 35, October, 2024

ISSN (E): 2788-0303

Website: [www.peerianjournal.com](http://www.peerianjournal.com)

Email: [editor@peerianjournal.com](mailto:editor@peerianjournal.com)

is the compatibility of outputs with the objectives of the institution specified and compatible with the vision and mission of the organization (Ghali, 2015, 26). The aim of reaching the highest rates of productivity, paying them attention and providing the necessary support for them (Al-Jarboui, Al-Shanifi, 3: 2024), and (Lube) define servant leadership as understanding and practicing leadership that puts the interest of its subordinates before its interest so that it raises the value of individuals and works to develop them and build the spirit of the group in them among them, and share their power and status for the benefit of the individual. The concept of servant leadership is interesting, as this topic has received the attention of many researchers in the field of leadership literature, especially in recent years, and this concept has become spreading little by little until it has become one of the most important leadership styles at the present time (2018, 87 Olesia, et.al), and the concept of servant leadership is based on a new idea that when leadership leads employees and works to serve them, workers in turn are more willing to serve others because they follow the example of their leaders who served them in the beginning. Their influence has fallen on these workers, and they in turn will work to serve others (Ghali, 2015, 26). The concept of servant leadership is related to the ethical behavior of the leader, the successful leader must get rid of all forms of dictatorship, servitude and self-benefit, seeks to Achieving the interests of individuals, the organization and the surrounding community and adopts the concept Servant leadership to overcome all means in order to serve individuals and the community by providing various services that lead to success The organization as a whole (Abdelwahab, 2021, 28). Another study noted that the servant leader is altruistic an personality for the benefit of subordinates and helps the learn and grow by providing opportunities to experience their physical and spiritual state and work to improve it in a way that suits their expectations (Darvishmotevali & Altinay 2022:4). The most important implications of these observations if they were Positive or negative, leaders who have wisdom and foresight They will gain the respect and trust of their followers (89, Chetty, 2018) which reflects the wisdom of the manager or leader as a servant of the organization in managing and owning a future vision based on his concern for the interests of the organization in order to distinguish it from other organizations (Caplan & Trussel, 2018, 23). Emotional containment refers to the leader's concern for his followers and providing them with full care by emotionally appreciating and respecting their ideas (Zaatari, 2020, 34) as this dimension reflects the manager's ability to contain his subordinates intellectually and emotionally through his understanding of the natures of his subordinates and their organizational traditions that they are keen on (Hijazi, 2021, 18). Community service is one of the important principles of servant leadership, as leadership contributes to establishing a culture of service to others, both inside and outside the organization (Fares, 2018, 87). This dimension is done in the leaders forming a team of workers a positive to make contribute to society thig comunity develop me, spreading awareness programs, helping subordinates to behave ethically, and creating value for society related to organizational citizenship behavior, which includes providing personal and organizational social service (Zaatari, 2020, 36). The behavior of organizational silence is considered one of the relatively modern concepts, as it involves the preference of employees not to express their opinions regarding the organization's problems, the difficulties it faces, and other matters that concern it. The two definitions: The deliberate failure of employees to express their ideas, opinions, and suggestions regarding potential work problems represents an essential element within the framework of organizational silence (Al-Banawi, 2023, 4) Dimensions of organizational silence. The silence of acquiescence refers to the tendency of workers towards the deliberate



concealment of information, ideas and opinions as a result of despair, frustration, surrender and a desire for isolation and non-integration, where workers become resigned to the current situation and are not ready to speak or participate positively in trying to change this situation, so this type of silence is called negative acceptance of the status quo this type From silence depends on the conscious attitudes of workers towards The organization they belong to (Morsi, 2018:295). The concept of knowledge sharing is considered as one of the core knowledge management processes through the transfer, transfer and exchange of knowledge and experiences between two or more parties through social interaction and communication, resulting in new knowledge (Lakhdar and Khoni, 2021, 119). The organizational culture is the prevailing values, standards, and practices within the organization and individuals' view of knowledge sharing and applying the principle of mutual benefit. From the point of view of (Ibn Azouz and Al-Tayeb, 2022: 15). It also has great importance in institutions, as it provides a prestigious framework for organizing and directing organizational behavior. The social interaction, and the interaction is more than a communication task, as trust and team performance depend on the extent of positive agreement with the effectiveness of communications between members (Pinjani, 2013: 146). As a renewed content, For the theoretical aspect, several methods of data collection tools are adopted including books, periodicals, thesis and thesis related to research variables to enrich and build the intellectual framework for research as well as benefit in particular. In field content, the study will derive its importance through field work, as the study will be unique in applying its hypothetical model in some faculties of the University of Babylon and the importance of these colleges in Iraq. The objectives of the study are to disclosure of the availability of servant leadership at the university studied and to Identify the knowledge sharing between the senior, middle and lower management at the university surveyed. Moreover, to detect the nature of the relationship between the indicators of servant leadership and knowledge sharing in reducing organizational silence in the researched university.

## 2. Materials and method

### 2.1. Study model

As shown in Figure 1, the study includes model the follow variably: The independ variable: It is repented by the role of servant leadership and its dimensions represented by (altruism, wisdom, persuasion style, emotional containment, organizational supervision), which was determined based on a study (Al-Jarbou, et al., 2024: 3). The intermediate variable: It is represented by knowledge sharing and its represnte dimensio by (organizational culture, organizational trust) among members of the university community based on a study (Abdel Moneim, 2023: 217). The dependent: It is represented variable by organizational silence and its represent dimension (silence of submission, defensive self-protection, social loyalty) based on a study (Jamil and Habib, 2021: 234).

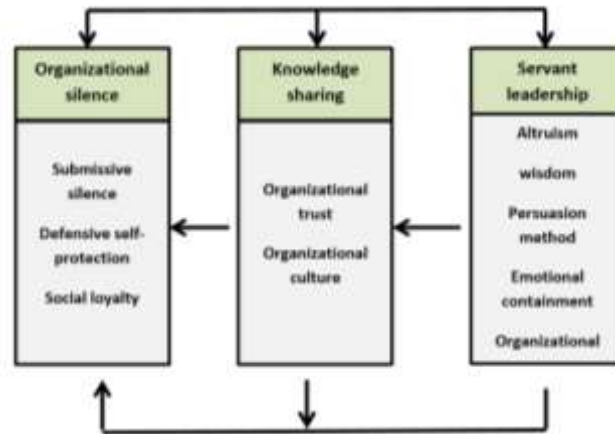


Figure 1. Model of study

## 2.2. Limitations

For boundary spate, the spatial bounding the study at the University of Babylon, this university was chosen because of its prestigious scientific sobriety among Iraqi universities, professors and distinguished employees in supplementing the scientific movement and the labor market. For human limits, the human of limit the study is represente by the sample surveyed, was deliberately selecting and will be of all levels, whether they are leaders or workers in the study community .

## 2.3. Data collection and samplings

The University of Babylon was adopted as a field of application of research and obtaining the required data through the questionnaire, the research sample is an intentional sample (leaders and employees) in the researched university and for this was the use of the intentional sample, and the number of questionnaires distributed to the research sample (150) questionnaire, has been retrieved (139) of them, and after examining the questionnaires to show their validity for statistical analysis, was excluded (9) questionnaires due to the failure to complete the conditions of the analysis, thus bringing the total number of questionnaires valid for the statistical analysis process (130) questionnaire. For the theoretical aspect, several methods of data collection tools are adopted including books, periodicals, thesis and thesis related to research variables to enrich and build the intellectual framework for research as well as benefit , the adequacy of the sample and the significance of the correlation must first be tested, as the significance level coefficients, the matrix determinant sample is an intentional sample (leaders and employees) in the researched university and for this was the use of the intentional sample, and the number of questionnaires as well as the recommended related to them.

## 2.4. The field framework of the study

### 2.4.1. Testing the validity of the study plan

The validity of the study model is tested by adopting confirmatory factor analysis, considering that their variables and dimensions have been tested in previous studies but in different environments, and to achieve the desired results, the adequacy of the sample and



the significance of the correlation must first be tested, as the significance level coefficients, the matrix determinant (Determina), the KMO test and Bartlett (Bartilets test) shown in Table (1), as follows:

**1. Sample adequacy test:** This test aims to identify the adequacy of the study sample to conduct confirmatory factor analysis, as the value of (KMO) by (0.766), (0.819), (0.720) servant leadership, knowledge sharing, and organizational silence respectively, which is greater than (0.5) and this indicates the adequacy of the number of sample members in order to conduct statistical analysis, and this is also confirmed in terms of sample size Bartilets test The Chi-Square significance of less than 5% enhances the validity of the sample size for analysis.

**2. Significance of correlation:** The tool (Significance level coefficients) gives us a matrix of relationships (Correlation Matrix) in order to view it and make sure that there is no high correlation i.e. higher than 90% between any two variables, as those variables shown by this high percentage are excluded from the correlation.

It is noted that the determinant of the matrix (Determina) has reached (0.278) (0.036) (0.194) for servant leadership, knowledge sharing, and organizational silence respectively is greater than (0.0001) so the relationship matrix does not suffer from the problem of self-association.

Table 1 Test (KMO))

Variable	Matrix determinant (Determina)	(KMO)	(Bartlett's)	(Sig)
Servant Leadership	0.278	0.766	149.281	0.000
Knowledge Sharing	0.036	0.819	381.392	0.000
Organizational silence	0.194	0.720	192.043	0.000

**3. Assertive Factor Analysis (CFA):** Confrmatori analysis is the quality of matching basedfacto for the purposes of determining the theoretical or hypothetical model of the study, these results were obtained through programing (AMOS: Ver. 20) as follows:

**a. Covariance of variables:** The result fixed in front of curvearrows show the values of the common variances between the variable or the factor of the study, as it is note that the high the result of variance was between the variable of servant leadership and cognitive sharing, amounted to (0.93), while the result of the variance between servant leadership, knowledge sharing, and organizational silence was a value of (0.83), (0.80), which are high values compared to the standard values of saturated of (0.46), and thus it can be concluded that there level high of homogeneity between The three variables of the current study.

**b. Common variations of dimensions:** The result installed a bove the straeght arerows indicate level the contribution, each dimension of the study in the variable to belong its , and it can be noted that the highest contribution belonging was to the dimension of





organizational trust, which represents the second dimension of knowledge sharing, at the value of (0.87), while the lowest contribution percentage was for the altruistic dimension, which represents the first dimension of the dimensions of the servant leadership variable, with a value of (0.56), and thus it is the results of the confirmatory factor analysis servant leadership, knowledge sharing, and organizational silence respectively is greater than (0.0001) so the relationship matrix does not suffer from the problem of self-association in his study.

**4. Quality of congruence:** It is cleared the result of the confirmatory analysis factors of the quality indicators of conformity of the theoretical model with the applied model of the current study and its standards, as in the following table:

**a.** The index of roots mean squares of residuals (RMR), whose standard value equal to or close to zero, indicates a quality with good matching, as it was found that the index value of (0.020) has a good matching score because it achieves the standard value by approaching zero, which indicates a good match of the critical mode with the apple study model.

**b.** The value of the conformity quality index (GFI) of (0.955) indicates that the conformity of the recital model the applied with model of the study was good compared to the standard value of this indicator of (0.95), whenever it is equal to or higher than it, this indicates the quality of conformity and vice versa.

**c.** The Tocker-Lewis Conformity Quality Testing Index (TLI), with a standard value of (0.95), shows good levels of conformity quality by comparing the analysis results of this index of (0.953), which is greater than the standard value, which is a good indicator.

**e.** The square root value of the mean standard error (RMSEA) equal to (0.064) conformity quality by comparing the analysis results of this index match, because this value is less than the standard value of this indicator the results of conformity and according to the indicators adopted by the researchers, it can be concluded that there is a quality matching the theoretical model with the applied model of the current study.

Table 2: Calculated Matching Quality Values and Standard Values

Pointer	Icon	Calculated values	Standard value	Significance
Root average squares of residues	(RAMMER)	0.020	The closer it gets to zero, the more it matches and is exact	Function and acceptable
Conformity Quality Index	(GFI)	0.955	equal to 0.95 or more	function and good
Toker-Lewis Indicator	(TELE)	0.953	equal to 0.95 or more	function and good
Square Root of Standard Mean Error	(RMSEA)	0.064	Less than 8%	Function and acceptable

### 2.4.2. Descriptive Analysis



The researchers conducted a descriptive arithmetic mean and relative importance compared to the rest of the dimensions, and is considered the most consistent and compatible in terms of the relatively low standard deviation. arithmetic averages, standard deviations, the highest and lowest value, which show variables according to the opinions of the respondents, and the results were as shown in Table (3).

1. The level of perception of the respondents of servant leadership was high according to the relative importance ratio of 80.9% and the value of the arithmetic mean of (4.045) with a standard deviation of (0.441), which indicates that the opinions of the sample members are not dispersed.
2. The altruistic dimension was the highest awareness of its importance by the respondents in terms of the arithmetic mean and relative importance compared to the rest of the dimensions, and is considered the most consistent and compatible in terms of the relatively low standard deviation.
3. As for knowledge sharing, it is clear that the level of perception high is according to the related importuned ratio of 77.6% and the value of the arithmetic mean (3.880), which indicates the existence of consensus around this variable.
4. The organizational culture dimension recorded a relatively higher consensus of organizational trust.
5. It is noted that there is compatibility and consistency in that agreement for the variable of organizational silence in terms of the arithmetic mean and high relative importance, in contrast to the low level of standard deviation (0.654), and has been recorded after the silence of acquiescence, which is the first dimension of the dimensions of organizational silence the highest compatibility compared to the rest of the dimensions, followed by after social loyalty and then defensive self-protection.

Table 3: The descriptive analysis of the respondents' opinions

Variables	Dimensions	Arithmetic mean	Standard deviation	Minimum value	Highest value	Materiality %	Intensity of approval
Servant Leadership	First: Altruism	4.262	0.502	2.400	5.000	85.3%	Very high
	Second: Wisdom	4.162	0.527	3.000	5.000	83.2%	High
	Third: Persuasion Method	3.933	0.706	1.600	5.000	78.7%	High
	Fourth: Emotional Containment	4.172	0.573	2.600	5.000	83.4%	High



	Fifth: Regulatory Supervision	3.697	0.728	1.000	5.000	73.9%	High
	Total	4.045	0.441	2.640	5.000	80.9%	High
<b>Knowledge Sharing</b>	First: Organizational Culture	3.895	0.645	2.400	5.000	77.9%	High
	Second: Organizational Trust	3.865	0.697	1.800	5.000	77.3%	High
	Total	3.880	0.611	2.200	5.000	77.6%	High
<b>Organizational silence</b>	First: the silence of submission	3.937	0.610	2.600	5.000	78.7%	High
	Second: Self-protection	3.455	0.789	1.200	5.000	69.1%	High
	Third: Social Loyalty	3.493	0.784	1.600	5.000	69.9%	High
	Total	3.628	0.654	2.133	5.000	72.6%	High

### 3. Results and discussion

#### 3.1. Test the normal distribution of data

The moderation of the data will be addressed by testing the normal distribution of the data, after which hypotheses will be tested and the results of the current study will be discussed as listed in Table 3. In order to allow the adoption of parametric tests, the study sample must be examined in terms of its normal distribution. The normal distribution is a theoretical distribution of the collected data and appears in the form of an inverted bell. The distribution is symmetrical when the values of the measures of central tendency (mean - median - mode) match. Obtaining a normal distribution curve for the data depends on the nature of the sample. The tests used for the sample were appropriate in terms of the degree of difficulty and ease the closer we got to the moderate or normal distribution of the data. The normal distribution has been recorded after the silence of acquiescence, which is the first dimension of the dimensions of organizational silence the highest compatibility compared to the rest of the dimensions, followed by after social loyalty and then defensive self-protection (to -1), Table (4) shows that all skewness coefficients for the study variables and their dimensions fall within the permissible limits, the data follows a normal distribution then parametric so statistical analysis tool and methods can be used.

**Table 4: Torsion coefficient values**

Variables	Dimensions	Value
	First: Altruism	0.525-
	Second: Wisdom	0.094-





<b>Servant Leadership</b>	Third: Persuasion Method	0.590-
	Fourth: Emotional Containment	0.394-
	Fifth: Regulatory Supervision	0.305-
	Total	0.015
<b>Knowledge Sharing</b>	First: Organizational Culture	0.124-
	Second: Organizational Trust	0.265-
	Total	0.080-
<b>Organizational silence</b>	First: the silence of submission	0.012-
	Second: Defensive Self-Protection	0.254-
	Third: Social Loyalty	0.094-
	Total	0.024

### 3.2. Contrast amplification test and permissible variance

In order for the data used to meet the statistical integrity requirements for the test of multiple linear regression equations, the variance amplification coefficient (VIF) test was used to detect whether the data suffers from linear multiplication or not, if  $VIF > 10$  means that there is high linear multiplicity, and that the tolerance is allowed) must not be less than (0.1) and not more than (1) in the case of low allowable variance means that the multiple correlation with other variables is high, which increases the likelihood of achieving multiple linear concomitant. The results in Table 5 indicate that the values of VIF are much lower than the accepted value (10), meaning that linear polylicity is not a problem in this study.

Table 5: Multi-linear Test

Variables	Dimensions	Tolerance)	Contrast amplification coefficient (VIF))
<b>Servant Leadership</b>	<b>First: Altruism</b>	.698	1.433
	<b>Second: Wisdom</b>	.529	1.889
	<b>Third: Persuasion Method</b>	.520	1.924
	<b>Fourth: Emotional Containment</b>	.709	1.411



	<b>Fifth: Regulatory Supervision</b>	.651	1.537
<b>Knowledge Sharing</b>	<b>First: Organizational Culture</b>	.501	1.995
	<b>Second: Organizational Trust</b>	.439	2.279

### 3.3. The first main of study (H1)

The management of the research organization practices all types of servant leadership at high levels. The test was done using (One Sample T Test) to test the significant differences in this study based on the questionnaire form, as shown in Table (6). Since (T) is moral, this indicates that there is a tendency for the management of the organization to adopt all types of servant leadership, it must accept the first main.

Table 6: Difference Level Test for Servant Driving

Variable	Dimensions	Value (T)	Degree of freedom	Moral (Sig.)
<b>Servant Leadership</b>	<b>First: Altruism</b>	27.534	119	.000
	<b>Second: Wisdom</b>	24.142	119	.000
	<b>Third: Persuasion Method</b>	14.473	119	.000
	<b>Fourth: Emotional Containment</b>	22.402	119	.000
	<b>Fifth: Regulatory Supervision</b>	10.479	119	.000
	<b>Total</b>	25.952	119	.000

### 3.4. The second main (H2)

There is knowledge sharing among the senior, middle and lower management of the organization studied. The test was done using (One Sample T Test) to test the significant differences in this study based on the questionnaire form, as shown in Table (7). Since (T) is moral, this indicates that there is a tendency for the organization to establish a culture of knowledge sharing, whether this trust is organizational or organizational culture, it must accept the second main.

Table 7: Test the level of significant differences in knowledge sharing

Variable	Dimensions	Value (T)	Degree of freedom	Moral (Sig.)



<b>Knowledge Sharing</b>	<b>First: Organizational Culture</b>	15.211	119	.000
	<b>Second: Organizational Trust</b>	13.590	119	.000
	<b>Total</b>	15.783	119	.000

### 3.5. The third main of study(H3)

There is organizational silence for employees to deal with the management of the organization studied. The test was done using (One Sample T Test) to test the significant differences in this study based on the questionnaire form, as shown in Table (8). Since (T) is moral, this indicates that there is a tendency for the organization to reduce the level of organizational silence within the silence of acquiescence, defensive self-defense, and social loyalty, it must accept the third main.

Table 8: Testing the level of organizational silence in the organization under study

<b>Variable</b>	<b>Dimensions</b>	<b>Value (T)</b>	<b>Degree of freedom</b>	<b>Moral (Sig.)</b>
<b>Organizational silence</b>	<b>First: the silence of submission</b>	16.829	119	.000
	<b>Second: Defensive Self-Protection</b>	6.317	119	.000
	<b>Third: Social Loyalty</b>	6.891	119	.000
	<b>Total</b>	10.520	119	.000

### 3.6. Fourth main of study (H4)

Servant leadership affects the achievement of knowledge sharing among employees as a whole and in all its dimensions. To test this, three simple linear regression equations were formulated to estimate knowledge sharing as a whole and all its dimensions in terms of servant leadership. Table (9) shows the results of the impact test where shows the stability of the model of the three regression equations, as the value of (F) is significant

Table 9: Impact of Servant Leadership as a Whole in Reducing the Organizational Silence of Employees

<b>Independent</b>	<b>Broker (interactive)</b>	<b>Regression coefficient (β)</b>	<b>Value (T) (Sig.)</b>	<b>Value (F) (Sig.)</b>	<b>(R<sup>2</sup>)</b>



<b>Servant Leadership</b>	<b>First: Organizational Culture</b>	0.582	7.782 (0.000)	60.558 (0.000)	0.339
<b>Servant Leadership</b>	<b>Second: Organizational Trust</b>	0.645	9.165 (0.000)	83.995 (0.000)	0.416
<b>Servant Leadership</b>	<b>Employee culture as a whole</b>	0.675	9.948 (0.000)	98.955 (0.000)	0.456

at the level of significance of 5%, which indicates the possibility of estimating knowledge sharing as a whole and all its dimensions in terms of servant leadership, and this confirms the validity of the model of the three regression equation. Stability of the moral coefficients of the regression of the servant leadership and the fixed limit as the value of (T) at the level of moral 5%, which confirms the proof of the significance of the impact of the servant leadership in reducing the organizational silence of the employees as a whole and all its dimensions. The value of the regression coefficient ( $\beta$ ) was positive for the three regression equations, which confirms the positive effect. The value of the coefficient of determination ( $R^2$ ) = (0.339), (0.416) (0.456) was canceled to share knowledge and beyond, which indicates that servant leadership interprets the ratio of 33.9% of changes in the dimension of organizational culture, 41.6% of changes in organizational trust, 45.6% of changes in knowledge sharing as a whole, and based on the above accept the first line (H4.1). For the second line (H4. 2), a multiple linear regression equation was formulated to estimate knowledge sharing as a whole in terms of the five types of servant leadership, and Table (10) shows the results of the impact test.

Table 10: The Effect of Servant Leadership Types in Reducing Organizational Silence Employees

<b>Independent</b>	<b>Broker (interactive)</b>	<b>Regression coefficient (<math>\beta</math>)</b>	<b>Value (T) (Sig.)</b>	<b>Value (F) (Sig.)</b>	<b>(R<sup>2</sup>)</b>
First: Altruism	<b>Knowledge sharing as a whole</b>	.158	1.949 (.054)	19.369 (0.000)	.459
Second: Wisdom		.144	1.551 (.124)		
Third: Persuasion Method		.205	2.241 (.027)		
Fourth: Emotional Containment		.235	3.011 (.003)		



Fifth: Regulatory Supervision		.197	2.364 (.020)		
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Table (10) show The value of the regression coefficient ( $\beta$ ) was positive for the three regression equations, which confirms the positive effect knowledge sharing as a whole in terms of the five types of servant leadership, and this confirms the validity of the regression equation model. Stability of the regression coefficient of most types of leadership servant and the fixed limit has been the value of (T) at the level of moral 5%, for each of (Third: the style of persuasion Fourth: emotional containment Fifth: organizational supervision), which confirms the proof of the moral impact of the types of leadership servant in achieving knowledge sharing among workers as a whole. The value of the regression coefficient ( $\beta$ ) was positive for the regression equations, which confirms the positive effect.

### 3.7. The Five main (H5)

Servant leadership affects the reduction of organizational silence for followers as a whole and for all its dimensions. Four simple linear regression equations were formulated to reduce the organizational silence of the employees as a whole and for all its dimensions, in terms of servant leadership, and Table (11) shows the simple linear regression equations. Table (11) show the stability of the model of the four regression equations, as the value of (F) that servant leadership explains 48.8% of changes in the dimension of silence reducing organizational silence as a whole and all its dimensions in terms of servant leadership, and this confirms the validity of the model of the four regression equation. Stability of the moral coefficients of the regression of the servant leadership and the fixed limit as the value of (T), at the level of moral 5%, which confirms the proof of the significance of the impact of the servant leadership in reducing the organizational silence of the followers as a whole and all its dimensions. The value of the regression coefficient ( $\beta$ ) was positive for the four regression equations, which confirms the positive effect. The value of the coefficient of determination ( $R^2$ ) = (0.488), (0.319) (0.290), (0.435) organizational silence and its three dimensions, which indicates that servant leadership explains 48.8% of changes in the dimension of silence of submission, explains 31.9% of changes in the dimension of defensive self-protection, explains 29% of changes that occur in social loyalty, and explains 43.5% of changes that occur in reducing organizational silence as a whole, and based on the above accept the first line.

Table 11: The Servant Leadership Effect as a Whole in Reducing the Organizational Silence of Followers

Independent	Adopted	Regression coefficient ( $\beta$ )	Value (T) (Sig.)	Value (F) (Sig.)	( $R^2$ )
Servant Leadership	First: the silence of submission	0.699	10.606 (0.000)	112.480 (0.000)	0.488





Servant Leadership	Second: Defensive Self-Protection	0.565	7.442 (0.000)	55.386 (0.000)	0.319
Servant Leadership	Third: Social Loyalty	0.539	6.949 (0.000)	48.288 (0.000)	0.290
Servant Leadership	Commitment of employees as a whole	0.660	9.531 (0.000)	90.835 (0.000)	0.435

To test H5.2, a multiple linear regression equation was formulated to estimate the silence reduction of workers as a whole in terms of the five types of servant leadership, and Table (12) show the result of the impacted test. Table 12 show the stability confirms the moral proof of the impact of the types of servant leadership in reducing the silence, which indicates the possibility of reducing the silence of the workers as a whole in terms of the five types of servant leadership, and this confirms the validity of the regression equation model. Stability of the morale of the regression coefficient of most types of servant leadership and the fixed limit as the value of (T) at a moral level of 5%, for each of (first: altruism, third: the style of persuasion, fifth: organizational supervision), which confirms the moral proof of the impact of the types of servant leadership in reducing the silence of the followers as a whole. The value of the regression coefficient ( $\beta$ ) was positive for the regression equations, confirming the positive effect

Table 12: The Effect of Types of Servant Leadership in Reducing Silence Workers

Independent	Adopted	Regression coefficient ( $\beta$ )	Value (T) (Sig.)	Value (F) (Sig.)	(R <sup>2</sup> )
First: altruism	Organizational silence as a whole	0.247	3.020 (0.003)	18.645 (0.000)	.450
Second: Wisdom		0.090	.965 (0.337)		
Third: the method of persuasion		0.317	3.435 (0.001)		
Fourth: Emotional containment		0.111	1.403 (0.163)		
Fifth: Organizational supervision		0.147	1.995 (0.044)		



### 3.8. The sixth main (H6)

The first sub main (H6.1) sharing knowledge as a whole affects reducing silence for followers as a whole and for all its dimensions. To test this, four simple linear regression equations were formulated to reduce the silence of the workers as a whole and for all their dimensions, in terms of knowledge sharing, and Table (13) shows the results of the impact test. The stability of the model of the four regression equations, as the value of (F) confirms the moral proof of the impact of the types of servant leadership in reducing the reducing the silence of the workers as a whole and all its dimensions in termed of knowledge sharing, and this confirming the validited the model of the four regression equations. Stability of the significance of the regression coiffing of knowledge sharing and the fixed limit, as the value of (T) was at a significant level of 5%, which confirms the proof of significance of the impact of knowledge sharing in reducing the silence of workers as a whole and all its dimensions. The value of the regression coefficient ( $\beta$ ) was positive for the four regression equations, which confirms the positive effect. The value of the coefficient of determination ( $R^2$ ) = (0.558), (0.413), (0.476), and (0.587) for the silence of employees and its three dimensions, which indicates that knowledge sharing explains 55.8% of the changes in the silence dimension of obedience, and the remaining percentage is explained by 41.3% of the changes in the dimension of defensive self-silence, and it explains 47.6% of the changes that occur in social loyalty, and it explains 57.8% of the changes that occur in the silence of employees as a whole. Based on the above, the first sub-main is accepted.

Table (13): Results of the effect of knowledge sharing as a whole in reducing employee silence

Independent	Adopted	Regression coefficient ( $\beta$ )	Value (T) (Sig.)	Value (F) (Sig.)	( $R^2$ )
Knowledge Sharing	First: the silence of submission	0.747	12.209 (0.000)	149.065 (0.000)	0.558
Knowledge Sharing	Second: Defensive Self-Protection	0.643	9.120 (0.000)	83.171 (0.000)	0.413
Knowledge Sharing	Third: Social Loyalty	0.690	10.362 (0.000)	107.363 (0.000)	0.476
Knowledge Sharing	Silence of the workers as a whole	0.766	12.957 (0.000)	167.895 (0.000)	0.587

For the second Sub main(H6. 2), types of cognitive sharing affect the reduction of silence of workers as a whole. To test this, a multiple linear regression equation was formulated for the silence of the workers as a whole in terms of the two types of knowledge sharing, and Table (14) shows the results of the impact test.



Table 14: Results of the Effect of Knowledge Sharing Types in Reducing Organizational Silence

Broker	Adopted	Regression coefficient ( $\beta$ )	Value (T) (Sig.)	Value (F) (Sig.)	(R <sup>2</sup> )
First Organizational Culture	Organizational silence as a whole	0.262	3.379 (0.001)	88.115 (0.000)	0.601
Second Organizational Trust		0.578	7.458 (0.000)		

The stability of the changes in the silence dimension of obedience, and the remaining percentage is explained of 5%, which indicate the pliability of reducing the silence of the workers as a whole in terms of the types of knowledge sharing the two, and this confuse the validate of the regression equate model. The stability of the significance of the regression coefficient for the two types of knowledge sharing and the fixed limit, as the value of (T) at the level of 5% significance, for each of the two types (organizational culture and organizational trust), which confirms the proof of the significance of the impact of the types of knowledge sharing among workers in reducing silence among workers as a whole. The value of the regression coefficient ( $\beta$ ) was positive for the regression equations, which confirms the positive effect.

### 3.9. The seventh main (H7)

For the first Sub main (H7. 1), there is a significant impact of servant leadership in reducing the silence of workers through the interactive role of knowledge sharing as a whole. The statistical program (AMOS: Ve. 20) was employed to measure these direct and indirect effects between servant leadership and organizational silence, and to identify the level of significance of direct and indirect relationships between these variables, the maximum likelihood method was used, and the significance of the model was proven.

Table (15): The model of direct influence relations between servant leadership and organizational silence

Pointer	Standard value	Calculated value
Moral Ka2 (p. value) X <sup>2</sup>	< 0.05	0.000
Conformity Quality Index (GFI)	> 0,90	1.000
Square root of average residuals (RMR)	< 0.06	0.000
Comparative Conformity Index (CFI)	> 0.95	1.000



Table (15) shows a decrease in the value of  $K_a$  from  $K_{a2}$  (the average square of the remainders, which amounted to zero), which indicates that types of cognitive sharing affect the reduction of silence of workers as a whole. To test this, a multiple linear regression equation was formulated for the silence of the workers as a whole in terms of the two types of knowledge (0.90), amounting to (1), and the results also increase in the value of conformity index the minimum (0.95), amounting to (1) for each of the two types (organizational culture and organizational trust), which confirms the proof of the significance of the impact of the types of knowledge sharing among workers in reducing silence among workers as a whole and the silence of employees, and Table (16) shows the result of the relationship when centering customer confidence as a whole.

Table 16: The direct, indirect and macro effects of servant leadership on organizational silence

Variable			Direct path coefficient value	Indirect path coefficient value	Total path coefficient value
Independent	Rate	minion			
Servant Leadership	Knowledge Sharing	Organizational silence	0.261**	0.399**	0.660**

\*\* : It means that the correlation is significant at (0.01)

It is clear from Table (16) that the moral impact of the servant leadership in organizational silence increased through the interactive role of knowledge sharing as a whole, the value of the increase was (0.399), which is the value of indirect influence, which results in the validity of H7.1. Figure 2 shows the model of the direct and indirect impact of servant leadership on organizational silence through the interactive role of knowledge sharing as a whole.

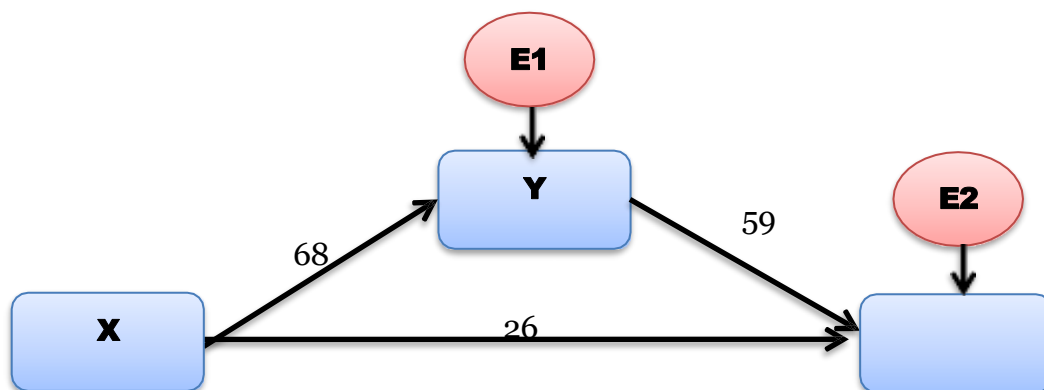


Figure 2: Model of the direct and indirect impact of servant leadership on organizational silence



For the Second sub main (H7.2), there is a significant impact of servant leadership in reducing organizational silence through the interactive role of the organizational culture dimension of employees. The statistical program (AMOS: Ver. 20) was used to measure these direct and indirect effects between servant leadership and organizational silence, and to identify the level of significance of direct and indirect relationships between these variables, the maximum likelihood method was employed, and the significance of the model was proven .

Table (17): The model of direct influence relations between servant leadership and organizational silence

Pointer	Standard value	Calculated value
Moral Ka2 (p. value) X <sup>2</sup>	< 0.05	0.000
Conformity Quality Index (GFI)	>0,90	1.000
Square root of average residuals (RMR))	< 0.06	0.000
Comparative Conformity Index (CFI)	> 0.95	1.000

Table (17) shows a decrease in the value of both Ka2 for each of the two types (organizational culture and organizational trust), which confirms the proof of the significance of the impact of the types of knowledge sharing among workers in reducing silence among workers as a whole (0.90), amounting to (1), and the results also indicate that servant leadership explains 48.8% of changes in the dimension of silence of submission, explains 31.9% of changes in the dimension of defensive self-protection, explains 29% of changes that occur in social loyalty, and explains 43.5% of changes that occur in reducing organizational silence as a whole, and based on the above accept the first line. and indirect influence relationships between servant leadership and organizational silence, and Table (18) shows the results of these relationships when centering the dimension of organizational culture.

Table (18): Analysis of the direct, indirect, and total effects of servant leadership on organizational silence

Variable			Total path coefficient	Indirect path coefficient	Direct path coefficient
dependent	modified	Independent			
Servant leadership	organizational culture	organizational silence	0.433**	0.227**	0.660**

\*\* : It means that the correlation is significantly significant at (0.01)

It is clear that the moral effect of servant leadership on organizational silence increased when the organizational culture dimension was centered. The value of the increase reached (0.227), which is the value of the indirect effect, which results in proving the validity of H7.2. Figure (3) shows a model





of the direct and indirect effect of servant leadership on organizational silence, mediated by dimension of organizational trust.

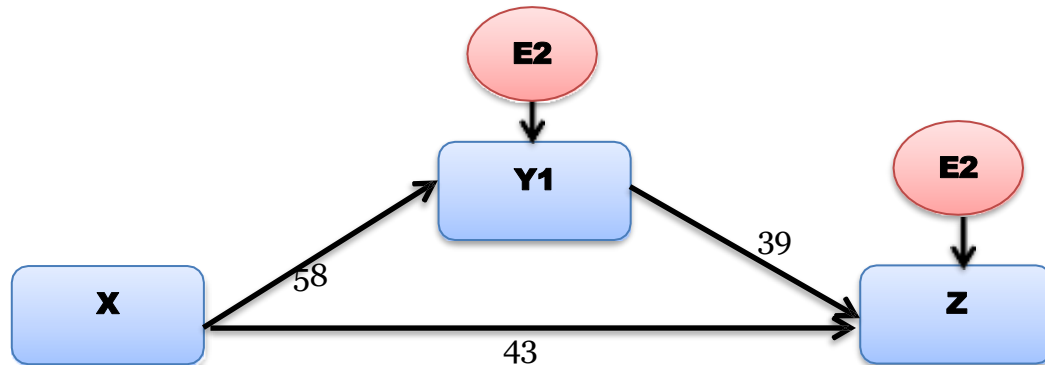


Figure 3: Direct and indirect impact model of servant leadership on organizational silence

For Third sub main (H7. 3), there is a significant impact of servant leadership in achieving organizational silence through the interactive role of the organizational trust dimension. The statistical program (AMOS: Ver. 20) has been employed to measure these direct and indirect effects between servant leadership and organizational silence and to identify the level of significance of direct and indirect relationships between these variables, the maximum likelihood method was used, and the significance of the model was proven. Table (19) shows a decrease in the value of each of Ka2 and the square root of average square the remainders, which reached zero), which indicates the organization can apply the factors of disseminating organizational culture among employees, and it may lead to changing the behaviors of its employees (0.90), amounting to (1), that servant leadership explains 48.8% of changes the organization can apply the factors of disseminating organizational culture among employees, and it may lead to changing the behaviors of its employees, explains 29% of changes that occur in social loyalty, and explains 43.5% of the most important means through which it is possible to influence the behavior of employees, as it reflects the methods of the model.

Table (19): Indicators model of direct influence between servant leadership and organizational silence

Indicator	Standard value	Calculated value
Significant ka2 (p. value) X2	< 0.05	0.000
Goodness of Fit Index (GFI)	>0,90	1.000
Root mean square residual (RMR)	< 0,06	0.000
Comparative Fit Index (CF)	> 0.95	1.000

The following is a the organization can apply the factors of disseminating organizational culture among employees, and it may lead to changing the behaviors of its employees impact relationships between servant leadership and organizational silence, and Table (20) when mediating the dimension of organizational trust.



Table (20): The analysis of the direct, indirect and total effects of servant leadership

Variables			Total path coefficient	Indirect path coefficient dependent	Direct path coefficient modified
dependent	modified	Independent			
Servant leadership	organizational culture	organizational silence	0.301**	0.359**	0.660**

\*\* : It means that the correlation is significantly significant at (0.01)

It is clear that an increase in the moral effect of servant leadership on organizational silence when mediating knowledge sharing as a whole, as the value of increase the reached (0.359), which was disseminating organizational culture among employees of the third sub-main. He must accept the seventh main. Figure (4) shows a model of the direct and indirect effect of servant leadership in reducing organizational silence by mediating knowledge sharing as a whole.

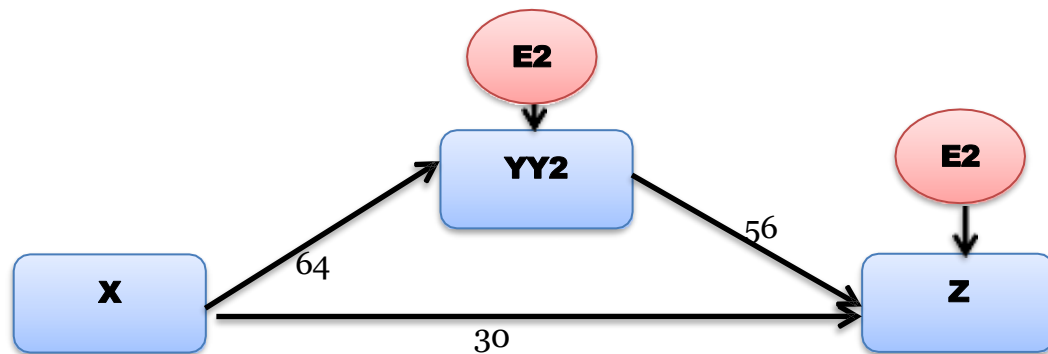


Figure (4): Model of the direct and indirect effect of servant leadership on organizational silence

#### 4. Conclusions

- 1- Servant leadership represents one of the most important means through which it is possible to influence the behavior of employees, as it reflects the methods and rules for managing the organization and its employees, as the results show that the investigated university practices all types of servant leadership clearly and at high levels.
- 2- Knowledge sharing constitutes a concept through which the organization can apply the factors of disseminating organizational culture among employees, and it may lead to changing the behaviors of its employees, represented by honesty, benevolence, and integrity. These are among the most important dimensions that must be worked on, and it was shown through the results of the descriptive statistics that their employees A high level of confidence in the university under study.



- 3- The concept of organizational silence is one of the important parts that cannot be left or neglected, so workers must talk and express their views and tell the organization of problems and work to confront them cooperatively and openly with others and not keep them for themselves, which generates a kind of marginalization, repression and exclusion.
- 4- It is noted through the results that the university investigated influences through servant leadership in achieving organizational confidence among employees.
- 5- We see through the results that the organizational silence at the university surveyed is affected by servant leadership.
- 6- The results showed that knowledge sharing affects the reduction of organizational silence at the researched university.

### 5. Recommendations

- 1- The researched university should increase the use of servant leadership standards in an easy way that explains its concept to followers at various levels, by creating its own work philosophy and applying means and tools in a manner consistent with the management's directions and the aspirations of the employees, clarifying the importance of leadership for them and assuming their responsibilities as the interface on which the university depends.
- 2- The university under study must enhance the building of cognitive confidence among employees by providing their needs that satisfy their desires and dealing with safe and honest ways and methods, which reflects an increase in the confidence of university employees.
- 3- In order for the university under study to achieve distinction, success, and superiority over competitors, it must fulfill the promises and commitments it makes to its followers by allowing them to participate, set goals, and set a future vision.
- 4- The university must pay more attention to all servant leadership behaviors, because it is an influential and vital factor in achieving confidence among employees, through continuous development and change and listening to the opinions of employees that improve the status of the university and strengthen communication between them.
- 5- Work should be done to find modern methods and methods of servant leadership methods in order to increase the commitment of employees to the university, and this is achieved by strengthening the bonds between senior management and employees and increasing their satisfaction by providing material and moral incentives and giving them a letter of thanks and appreciation for their efforts.
- 6- In order for the administration of the investigated university to be able to find means and strategies that work to develop the confidence of the employees and enhance their commitment to it, it must be careful to pay attention to the existence of good and soft relations in dealing with the employees by directing the employees to take their part to achieve this.

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Volume 35, October, 2024

ISSN (E): 2788-0303

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