

ROLE OF SERVANT LEADERSHIP IN ACHIEVING AND DEVELOPING EMPLOYEE'S CAREER SATISFACTION AND INTENTION TO REMAIN WITH THE ORGANIZATION: AN EMPIRICAL STUDY OF TOURIST COMPANIES IN ERBIL CITY, KURDISTAN REGION OF IRAQ.

Dalia Khalid FAEQ

*Koya University, Koya KOY45, Kurdistan Region – F.R. Iraq
Da_1980_lia@yahoo.com*

Daroon F. ABDULLA

*University of Sulaimani, Kirkuk Road, P.O.Box: 334 Sulaimani-Iraq
daroon.abdulla@univsul.edu.iq*

Zana Majed SADQ

*Koya University, Koya KOY45, Kurdistan Region – F.R. Iraq
zana.sadq@koyauniversity.org*

Abstract

This paper aims to study the role of servant leadership in achieving along with developing employee's career satisfaction and intention to continue with the organization in the tourist companies in Iraqi Kurdistan Region the city of Erbil. This paper has find out that there is a positive correlation and significant effect of servant leadership on career satisfaction along with employee's intention to continue with the organization. This paper provides a set of recommendations, based on the findings, such as organizations have to make sure that all managers and supervisors are obliged to the style of servant leadership. This would play an important role in rising the degree of job satisfaction of workers and the purpose of remaining with the company.

Keywords: *Servant leadership, Career satisfaction, Developing Employees, intention, remain with the organization.*

I. INTRODUCTION

In today's rapid changes and competitive business environment, organizations realize that the employees are the most important force to face challenges, not surprisingly, they have a vital role in delivering a quality of service, recuperation of service, satisfied retention and loyal clients (Karatepe, 2013; Othman et al, 2020) and handling with complaint processes (Yavas, 2018). Being willing to retain and attracting talented human resources, organization needs to satisfy the employees' needs, fulfilling those needs have be a leader's top precedence (Jaramillo et al., 2009; Abdullah et al, 2020). The leadership style that serves the employees' needs is servant leadership (Ahmed et al, 2017; Mohammedamin et al, 2018). As it offers a resourceful culture where human resources can benefit from a range of human resources activities (Deery and Jago, 2015' (Ali et al, 2018).

The aim of a servant leader is to help followers become happier, wiser and more able to accept their duties (Yukl, 2010). Motivate such followers to perform to their fullest power (Bambale, 2014). Achieving an outstanding vision that generates value for the society (Coetzer& Geldenhuys, 2017), along with includes leadership aspects of situational, transformative, and personal characteristics (Aljaf & Sadq, 2015). Based on this, identifying and achieving higher career satisfaction and employee's intention to remain with the organization could be achieved through the servant leadership style. This is what the researchers have examined during this study. First of all, theoretically, these variables were discussed, followed by a discussion of the relationship and its influence between these variables. The findings were collected in a way that helped to achieve a collection of outcomes and recommendations.

II. THE STUDY PROBLEM

Servant leadership is the most significant leadership style that suit with tourist sector and seek to serve employee's needs as their primer task. In order to boost employee's outcomes. As the researchers follow-up on the tourism companies in the city of Erbil, Iraqi Kurdistan Region, they note that there is a Important divide in the level of adopting a servant leadership style and job outcomes (career satisfaction and employee's intendance to continue with the company). Based on the above, the study problem can be formulated with the following research questions:

1. Is there a positive correlation between (a) servant leadership and career satisfaction. (b) Servant leadership and employee's intention to remain with the organization) in tourist companies in Erbil city?
2. Does servant leadership have an impact on (a) career satisfaction (b) employee's intention to remain with the organization in tourist companies in Erbil city?

III. THE SIGNIFICANCE OF THE STUDY

This study used career satisfaction and employee’s intention to remain with the organization as the outcome of servant leadership. Bouzari and Karatepe (2017) in their study emphasized on the necessity to understand the elements that effect employee’s intendance to continue with the company. Broadly speaking, The presented peper is the first of its kind at the level of Iraqi Kurdistan region that is dealing with the effect of servant leadership on job satisfaction and the purpose of the employee to stay with the tourism company organization in the city of Erbil. Therefore, it is hoped that this paper would provide a new scientific addition that could contribute to the enrichment of the local research database.

The importance of this research is to support decision makers in tourist companies to classify the role of servant leadership in fostering career satisfaction and employee’s intention to remain. Companies are seeking to find new mechanisms to improve employee results for competitiveness in the light of local and global challenges, as a requirement for sustainability in the provision of tourist services as well as in the fields of development and benefit. The current study therefore seeks to provide the significance of a leadership style in order to encourage businesses to produce and improve results for high-level employees to face competitive changes.

IV. THE STUDY OBJECTIVES

The primary aim of this paper is to analyze the servant leadership in career satisfaction and employee’s intention to remain with the organization in the tourist companies in the city of Erbil. This objective can be achieved through the following:

1. Presenting a practical framework for servant leadership, job satisfaction and the desire of the employee to continue in a theoretical intellectual framework with the company. This aims to clarify the impact of servant leadership on job satisfaction and the intention of employees to stay with the tourism company organization in the city of Erbil.
2. Presenting a model of the study system that measures the connection and effect of servant leadership on job satisfaction and the intention to stay with the tourism business organization in Erbil region.
3. Recommendations can be formulated and given by producing outcomes in order to support decision makers to adopt the servant leadership style in the tourist companies to achieve and develop career satisfaction and employee’s intention to remain with the organization in tourist companies in Erbil city.

V. THE FRAMEWORK OF THE STUDY ALONG WITH ITS HYPOTHESES

The figure below (Figure 1) demonstrates the structure of the analysis, which is developed on the basis of questions arising from the problem of this study, including three main variables (servant leadership, career satisfaction and employee’s intendance to continue with the company).

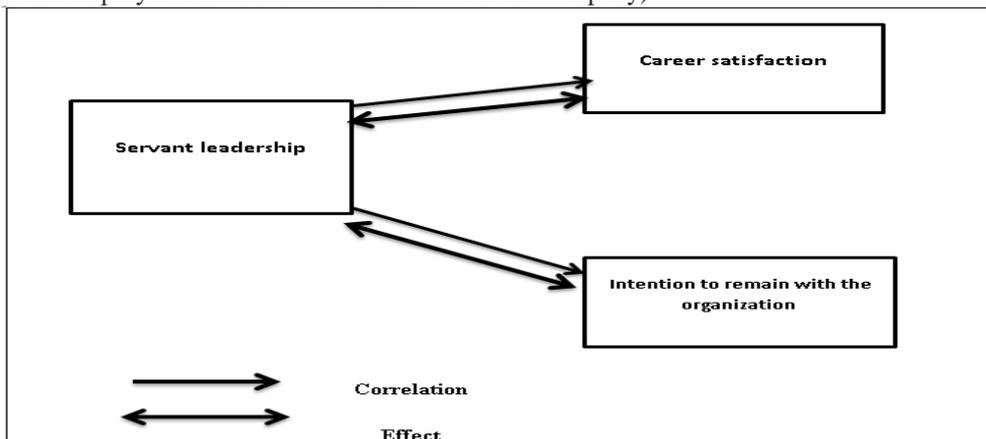


Figure (1) study framework

The framework of the study shows a number of hypotheses as following:

- There is a positive correlation between (a) servant leadership and career satisfaction. (b) Servant leadership and employee’s ntendance to continue with the company) in tourist companies in Erbil city.
- There is a statistically significant effect of servant leadership on (a) career satisfaction (b) employee’s ntendance to continue with the company in tourist companies in Erbil.

VI. METHODOLOGY

This paper based and followed the method of descriptive analytical, in order to collect of the required data as follows. First of all, primary sources were prepared for this reason based on the data obtained from the research sample via a questionnaire. Secondary sources, such as books and related scientific articles, were used to cover the theoretical part of this analysis. Three sections consist of the questionnaire used as a method to collect primary data. Measured servant leadership in the first segment includes (six items) taken from (Lytle et al., 1998, Sadq et al, 2020). Second section measured career satisfaction contains (five items) taken from (Greenhaus et al., 1990). Third section measured intention to remain with the organization contain (four items) taken from (Kehoe and Wright, 2013; Sadq et al, 2020). The Five- Likert scale is the basis for the questionnaire: strongly agree (5), agree (4), uncertain (3), disagree (2), and strongly disagree (1). The statistical software (SPSS) has been used in different statistical tests to evaluate the questionnaires. The researchers distributed the questionnaire to a (250) employees and (235) were returned.

VII. LITERATURE REVIEW

Servant leadership

Greenleaf (1970) proposed this notion first. "The leadership of the servant starts with a deep feeling that one wants to serve, then they strive to lead by deliberate choice" (Greenleaf, 1977. P.27). Leadership perception and practice that positions the benefit of those who are led above the leader's self-interest, stressing leadership practices that focus on the advancement of followers, and de-emphasizing the leader's glorification...' (Hale & Fields, 2007, p. 397). Servant leaders primarily concentrate on other priorities prior to their own priorities. This makes the management of servants distinct from other forms of leadership. For example,'... servant leadership focuses on modesty, honesty, and interpersonal acceptance, none of which are an explicit component of transformational leadership,' according to Van Dierendonck (2011). Compared to other leadership types such as honest, transformative, and ethical, servant leadership seems to better describe different outcomes (e.g. atmosphere of confidence, job participation, organizational dedication, behaviors of organizational citizenship, employee outcomes, Psychological capital) (Hoch et al, 2018; Ling, Liu, & Wu, 2017, Karatepe et al, 2018, Bouzari & Karatepe, 2017; Omer et al, 2017; Sadq, 2019).

Career satisfaction

It refers to personal satisfaction with the present organization with different aspects of career development and achievement (Parasuraman et al., 1996). According to (Rahim & Siti-Rohaida, 2015; Faeq et al, 2020) career satisfaction represents the optimistic emotional state of an individual that results from a personal appraisal of one's job or career experiences (Judge et al., 1995). Generally, subjective career success is the sense of achievement and satisfaction of a person with his/her career (Mala et al, 2017).

Employee’s intention to remain with the organization

The intention to stay in or leave an organization is considered the best indicator of the actions of voluntary retention of employees or attrition (Hom et al., 2017; Abdulla, 2019). Literature shows that for individuals and teams who need to reorganize and adjust to new working realities, the intangible costs of voluntary turnover behaviour are large. The same refers to the tangible expense of recruiting , hiring and training a single employee, which can vary from 90 percent to 200 percent of the position's annual salary (Allen, Bryant, & Vardaman, 2010). In view of this effect on organizations and practitioners, it is common to see growing attempts to predict and encourage the intention to remain and such actions in practitioners (Wali et al, 2016; Oliver et al., 2019)

Results and Findings

Table (1) displays the values of the means, the standard deviations and the coefficient of difference of the leadership of the servants from the viewpoint of the tourism company employees. The table represents a high mean general accounting average (3.99) and a relative significance of (77%); the general average value of (T) (7.44) indicates the presence of a form of servant leadership in tourist companies.

Table (1) results of Servant leadership analysis

Servant leadership	Mean	Standard deviation	Relative importance	T Value
	3.99	0.77	77%	7.44

Table (2) shows the overall accounting average of the mean of job satisfaction (4.22), which is a high mean with a relative significance of (80.11 %) and the overall average value of (T) as (9.97). Such findings confirm the presence of a form of servant leadership in tourism companies.

Table (2) results of career satisfaction analysis

Career satisfaction	Mean	Standard deviation	Relative importance	T Value
	4.22	0.77	80.11%	9.97

Table (3) indicates a general accounting average of the plan to stay with the average of the company (4.10), which is a high average with a relative meaning of (79%) with an average value of (T) as (7.98). These findings indicate the presence of the type of servant leadership encountered in the current study in the tourism businesses.

Table (3) results of intention to remain with the organization analysis

Career satisfaction	Mean	Standard deviation	Relative importance	T Value
	4.10	0.67	79%	7.98

Correlation between the Study Variables

The first hypothesis notes that (a) servant leadership and job satisfaction have a strong positive association. In order to test this hypothesis, Pearson Correlation was used to suggest a strong and medium correlation (r= 0.511) between servant management and job satisfaction at a significant value of (0.000). The presence of a positive association between servant leadership and job satisfaction, however, remains.

The first hypothesis (b) notes that a major positive association exists between the leadership of servants and the desire to stay with the organization. In order to test this hypothesis, Pearson Correlation was used to suggest a strong and medium correlation (r= 0.498) between servant leadership and the intention of the employee to stay at the essential value of (0.000) with the organization. However, the presence of a positive correlation exists between servant leadership and employee’s intention to remain with the organization.

The Effect between the Study Variables

The multiple regression analysis was used to define the effect between the study variables, as shown in table (4), in order to test the second hypothesis. The outcomes of the multiple regression model suggest that

- a) Servant leadership has an effect on career satisfaction. This is supported by the value of (F) calculated that equal to (19.978). The coefficient of (R²) is equal to (0.33) at the significant level (0.001) which refers to the ability of the servant leadership in explaining the achievement employee’s career satisfaction of about 33%.
- b) Servant leadership has an impact on employee’s intention to remain with the organization. This is supported by the value of (F) calculated that equal to (32.81). The coefficient of (R²) is equal to (0.48) which refers to the ability of the servant leadership in explaining the achievement employee’s intention to remain with the organization of about 48%.

Table (4) results of Impact between the Study Variables

	Servant leadership		
	(F)	R ²	Sig
Career satisfaction	19.987	0.33	0.001
Employee’s intendance to continue with the company	32.810	0.48	0.000

VIII. DISCUSSION AND CONCLUSION

A high degree of servant leadership was shown in the results of the descriptive study. These results indicate that tourist companies have chosen a leadership style that suitable with market environment needs. The level of career satisfaction in the tourist companies in the city of Erbil is positive and high due to the manger’s style that provide a positive and supportive work environment to foster employees career satisfaction. Additionally, because of managers' strategies that contribute to psychological and work security, there is a sense of employees ' psychological and economic satisfaction in their jobs, resulting in a high degree of engagement and desire to stay with the company. There is no doubt, when the companies adopted a servant leadership style that his or her prior focus is on employees this send a positive signal to the employees that the company care

about them and their development in their career in return, they work harder and show career satisfaction as well as they feel belonging to the current organization and try to remain with it.

IX. RECOMMENDATIONS

Organizations need to adopt leadership style, prepare a suitable foundation and circumstances that lead to the successful practice of servant leadership through providing a resourceful, friendly, social support and trusting work environment.

Organization need to make sure that all managers and supervisors are committed to the servant leadership style in such away ensure the career of employees is their priority and puts the employee's best interests ahead of his/her own.

Management should regularly spend time with employees and build quality relationships with them in order to recognize and satisfy their needs.

Management needs to motivate staff and allow them the ability to manage tough circumstances in the way they believe is best and include staff in policy-making and decision-making relevant to their jobs, in the light of the servant leadership model.

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