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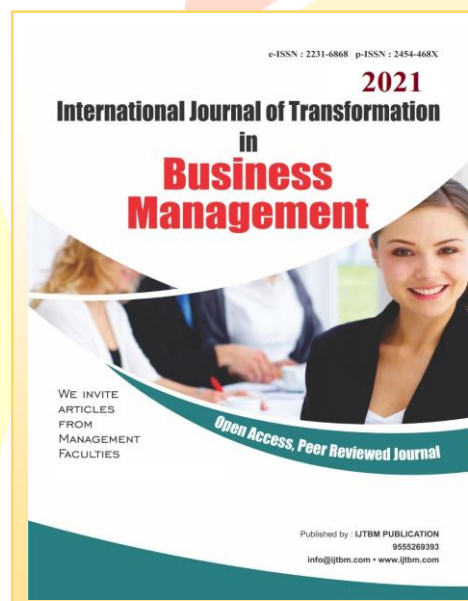
DIAGNOSING SERVANT LEADERSHIP PRACTICES IN THE DIRECTORATE OF COMMUNICATIONS AND INFORMATION SYSTEMS IN THE IRAQI MINISTRY OF INTERIOR

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ABSTRACT

The current research aims to diagnose the practices of service leadership in the Directorate of Communications and Information Systems in the Iraqi Ministry of Interior, and, where the research adopted the descriptive analytical exploratory approach to achieve it, by surveying the opinions of a sample of intended quotas of (266) individuals, by adopting the questionnaire as a main tool. To collect data that includes (24) paragraphs, as well as conduct open interviews to identify the problems, strengths and weaknesses of the Directorate about the practice of servant leadership. The statistical analysis of the most prominent results concluded that the Directorate of Communications and Information Systems adopted servant leadership practices, and was able to employ them to positively influence the development of servant leadership. its own management information systems, and the researcher came up with a set of recommendations.

Key words: Servant Leadership, Directorate of Communications and Information Systems, Iraqi Ministry of Interior.

RESEARCH PROBLEM

Leadership in general, and servant leadership in particular, is one of the important factors in investing creative and creative ideas among workers, when it seeks to provide the appropriate climate and fertile ground for workers, and to make them feel the importance of being ready for permanent development and change, as well as meeting their requirements, and achieving their renewed ambitions to be ready. To deal with the various problems and challenges facing their organizations, the leadership style plays an important role in the success or failure of public organizations in general, and security institutions in particular. Therefore, identifying the leadership styles practiced by managers in security institutions has become extremely important. Their levels and positions practice different styles of leadership, some of them are keen on human

relations, and some of them work on the participation of subordinates in decision-making, and some of them empower workers to encourage them to take responsibility, and others are concerned with motivating workers and creating an appropriate organizational climate, and on the contrary some leaders work In a hierarchical bureaucratic form without the participation of subordinates in the decision-making process, some of them limit the powers in his hands without granting part of those powers to subordinates.

Given that the researcher works in one of the security organizations, and is familiar with many different work reports, and in direct contact with all administrative levels, he personified the need of these organizations to adopt servant leadership practices that are concerned with serving the workers, meeting their requirements, achieving their

aspirations and participating in the decision-making process, as well as training them and develop them, and qualify them to be able to assume responsibilities in it in the short and long term, as the research problem was diagnosed with the limited knowledge of the directorate leaders in the concepts of servant leadership, models, role, dimensions and practices .

Which prompted the researcher to define the research problem with a main question (**Was the servant leadership of the Directorate of Communications and Information Systems in the Ministry of Interior able to develop and rehabilitate the workers and enable them to assume responsibilities?**)

INTRODUCTION

The organizations of the Ministry of Interior are considered among the organizations that have an important role in the stability and security of society, due to the contributions they make in implementing the law and establishing security and safety for citizens. There is no doubt that security organizations do not need leaders who issue orders only, but go beyond that to motivate their employees, sharpen their enthusiasm, raise their morale, after meeting their requirements and needs, and establish bridges of social communication and human relations between them and their leaders to achieve the desired goals of the organizations. Successful leadership helps to realize their needs, for

subordinates need appreciation and acceptance, and the most efficient leader is the one who feels others through his practice of appropriate leadership behavior, so subordinates respond to his directives and implement his decisions and instructions, not out of fear, but out of respect and appreciation, as security leaders differ in the style of their management of their subordinates Depending on their view of the concept of leadership on the one hand and the nature of the organization they lead on the other hand, the rapid changes in the field of communications, information technology and knowledge have imposed on security organizations the search for realistic leaders who can contain and harness these accelerating variables and to ensure the quality of their services . Over the years, many theories of leadership have been presented with the aim of achieving the goals of organizations, improving the performance of its members, developing them professionally, raising their efficiency, and their participation in decision-making. In recent years, it is a humanistic leadership theory with an ethical dimension that aims to take care of subordinates and serve them, take care of their interests, and give priority to care, service provision and cooperation through communication with others, as well as encouraging subordinates to strike a balance in their lives between exercising leadership and serving others, as the end The

basic principle of servant leadership is to improve the lives of subordinates first, and then raise the level of their organizations later. It also seeks to empower its subordinates, delegate powers, and encourage them to assume work responsibilities.

SERVANT LEADERSHIP CONCEPT

Servant leadership was defined by its view (Greenleaf): "by practicing leadership that places the interest of following above the self-interest of the leader" (Greenleaf, 1977: 7) The philosophy of servant leadership is based primarily on the method of providing assistance, sacrifice, self-denial and extending a helping hand to the success and fulfillment of others' hopes by building a relationship with them in order to contribute to their well-being and society. Ciulla 2003 provided a definition of servant leadership in reference to the interpretation of (Greenleaf) Servant leadership begins with the natural feeling that one wants to serve, and to serve first, then conscious choice makes one aspire to leadership ... The difference is in the care provided by the servant leader. First, to make sure that the needs of others are met with the highest priority, as they are served ... they become healthier, wiser, free and independent (Ciulla , 2003 : 217). A style of servant leadership is often presented and understood in parallel with authoritarian or

hierarchical leadership styles. Servant leadership takes into account the fact that traditional forms of leadership are insufficient to motivate people today to follow it (Page & Wong, 2000: 2). Servant leadership is also a philosophy based on influencing and motivating workers in order to achieve the desired goals through the use of all available resources of the organization (Liden et al., 2008: 161)

THE IMPORTANCE OF SERVANT LEADERSHIP.

Many researchers and thinkers have agreed on the importance of servant leadership as a leadership style and practice suitable for all organizations working in the business environment (Olesia et al., 2013: 87) . The reason for this is due to the distinguished results achieved by the servant leadership in serving subordinates, especially as it works to advance the interests of the subordinates over the personal interests of the leader, making it a pattern that includes all moral and humanitarian trends ((Barbuto & Wheeler, 2006: 302). Servant leaders realize the impact of their practices and behavior through their understanding of their subordinates, meeting their needs and aspirations, and this is reflected in turn on their social relations that bind them to "the family - and the group - the organization -

and society as a whole" and leads to the prosperity of the social relations movement in general (Spears, 2010: 56).

DIMENSIONS OF SERVANT LEADERSHIP

1. Conceptual skills: visualization refers to the servant leader's overall understanding of an organization - its purposes, complexities, and mission. This ability allows service leaders to think through multiple aspects of problems, to see if something is wrong, and to creatively address problems according to the organization's overall goals. (Ehrhart, 2004: 70).

2. Emotional therapy: emotional processing involves being sensitive to personal concerns and the well-being of others, including identifying others' problems and being willing to allocate time to address them. Servant leadership that pays attention to emotional therapy allocates time to listen to subordinates, stands by them, and provides them with the required support (Neubert et al., 2008: 1225).

3. Putting the followers first: Putting the followers first is an indispensable condition for servant leadership - the distinguishing feature, and this means the use of verbs and words that clearly explain to the followers that their concerns are a priority, including placing the interests of the followers and their success on the interests of the leader, this may mean that the leader cuts

About his duties to assist his followers in their missions (Gergen, 2006: 65).

4. Helping subordinates grow and succeed: The behavioral pattern refers to knowing the professional or personal goals of subordinates and helping them achieve those aspirations. Servant leadership makes the career development of subordinates a priority, including directing subordinates and providing them with support. Helping subordinates grow and succeed is to help these individuals to achieve these aspirations. Self-realization, and reaching their fullest human potential (Spears, 2010: 14).

5. Acting ethically: Ethical behavior does the right thing the right way, adhering to strong moral standards, including being open, honest and fair with followers, and servant leaders do not compromise their moral principles in order to achieve success (Barbuto, 2006, 305).

6. Empowerment: Empowerment refers to allowing followers the freedom to be independent and to make decisions on their own and to be self-sufficient. It is a way for leaders to share power with their followers by allowing them to have control. Empowerment builds the confidence of subordinates in their own abilities to think and act on their own because they are given the freedom to deal with difficult situations the way they feel. It is the best, as well as providing the necessary facilities by determining when and how tasks are

accomplished in an appropriate manner (Patterson, 2003: 17).

7. Generating value for the community: Servant leadership generates value for society by giving back to the community intentionally and consciously, and it participates in community activities and encourages subordinates to also

volunteer to serve the community, servant leadership adopts community value in a unified manner to link the goals and objectives of the organization with the broader goals and objectives of society (Covey, 2002) : 12).

THE PRACTICAL SDIE OF THE RESEARCH

Table (1) Analysis of Servant Leadership and Management Information Systems (n = 255)

S	Dimensions of servant leadership	Arithmetic mean	standard deviation	Relative importance	Coefficient of variation%
1-	Emotional therapy	3.57	0.777	71.4	21.7
2-	Conceptual skills	4.03	0.756	80.6	18.7
3-	Empowering subordinates	4.01	0.629	80.2	15.6
4-	Helping subordinates develop	3.85	0.713	77	18.5
5-	Ethical behavior	4.16	0.630	83.2	15.1
6-	Commitment to community development	3.97	0.730	79.4	18.3

Source: SPSS V.26 Output

In order to understand the impact of the six dimensions of servant leadership (**emotional processing, conceptual skills, empowering subordinates, helping subordinates to develop, ethical behavior, commitment to community development**) in management information systems, and through the use of (SPSS V.26) program in the (Enter) method, it is

Table (26) results, the following can be seen:

The value of the correlation coefficient was (0.683 **), positive, directly positive, at the level of significance (0.000), while the value of the coefficient of determination was (0.467), while the value of the modified coefficient of determination was (0.454), indicating that the combined

dimensions were able to interpret a ratio of (45.4. %) Of the changes that occur to the administrative information systems in the Directorate of Communications and Information Systems at the Ministry of Interior, which is an acceptable model, with a value of (F) calculated for the form (36.172) at the level of significance (0.000) and it exceeds its tabular value (5.41) at the level of significance (0.01).

As for the effect of the dimensions, after commitment to community development, the ranking was issued with the value of the marginal slope (0.305) at the level of

significance (0.000), with the value of (T = 5.084), and the conceptual skills (s = 0.147) at the level of significance (0.049) and with a value of (T = 1.978).), And moral behavior with the value of (s = 0.134) at the level of significance (0.034), and at the value of (T = 2.127), and helping the subordinates to develop (s = 0.133) at the level of significance (0.019), with the value of (T = 2.352), and emotional processing (βs = 0.115) at the level of significance (0.045) with a value of (T = 2.018), while the empowerment of the subordinates had no effect on the model, while the estimated equation for the model was as follows:

$$\text{Management Information Systems} = 1.534 + 0.305 * (\text{Commitment to Community Development}) + 0.147 * (\text{Conceptual Skills}) + 0.134 * (\text{Ethical Behavior}) + 0.133 * (\text{Helping Subordinates Develop}) + 0.115 * (\text{Affective Processing})$$

From all of the above, the null hypothesis is rejected, and the alternative hypothesis is accepted .

Table (2) The effect of the combined dimensions of servant leadership on the Directorate of Communications and Information Systems as a whole (n = 255).

Independent variable	management information systems								
	a	B	R ²	AR ²	Sig	TB	F	Ta	D-W
Emotional therapy		.115				2.018			
Conceptual		.147				1.978			

skills									
Empowering subordinates		.055				.871			
Helping subordinates develop		.133				2.352			
Ethical behavior	1.534	.134	0.467	0.454	0.00	2.127	36.172	8.460	2.110
Commitment to community development		.305				5.084			

Source: SPSS V.26 Output

CONCLUSIONS

1. The directorate showed its interest in emotional treatment and what improves the level of servant leadership through the tendency of its managers to help their subordinates when they face personal problems, and that may lead the subordinate to feel upset at times.
2. The directorate showed its interest in emotional treatment and what improves the level of servant leadership through the tendency of its managers to help their subordinates when they face personal problems, and that may lead the subordinate to feel upset at times.
3. The directorate was able to direct commitment to community development and help subordinates to develop, ethical behavior, emotional processing and conceptual skills in improving the level of management information systems in light of

its lack of resort to empowering its employees to participate in that improvement.

4. It has been proven that the Directorate empowers its subordinates to work in a way that enhances the level of its servant leadership by delegating them some responsibilities and powers to make decisions, as well as giving them the freedom to deal with difficult situations they face while performing the tasks.

RECOMMENDATIONS

1. The Directorate should open up to colleges, universities and institutes that specialize in management information systems without regard to gender, in addition to attracting holders of higher university degrees (masters and doctorates), and integrating them with those with experience

in a way that secures the improvement of the performance of their tasks.

2. The directorate should give more attention to its conceptual skill and to enhance the level of servant leadership through the additional tendency of its managers and employees to credibly discuss the lapses and lapses in which they fall into, and solve them through a discussion aimed at strengthening the ranks.
3. The Communications and Information Systems Directorate of the Ministry of Interior should direct its servant leadership practices in improving management information systems, particularly through commitment to community development,

retention of conceptual skills, ethical behavior, and subordinate empowerment and assistance in developing them, as well as emotional handling individually.

4. The Communications and Information Systems Directorate should pay extra attention to improving management information systems by directing commitment to community development, preserving conceptual skills, adopting ethical behavior, and working to assist subordinates in the development and emotional treatment of that interest and improvement

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