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## ► To cite this version:

Amal A. Al Hila, Mazen J. Al Shobaki. THE ROLE OF SERVANT LEADERSHIP IN ACHIEVING EXCELLENCE PERFORMANCE IN TECHNICAL COLLEGES-PROVINCES OF GAZA STRIP. International Journal of Management Research and Business Strategy, 2017, 6 (1), pp.69-91. hal-01571279

**HAL Id: hal-01571279**

**<https://hal.science/hal-01571279>**

Submitted on 2 Aug 2017

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**IJMRBS**

ISSN 2319-345X  
Vol. 6, No. 1, January 2017

# International Journal of Management Research and Business Strategy

[www.ijmrbs.com](http://www.ijmrbs.com)



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# THE ROLE OF SERVANT LEADERSHIP IN ACHIEVING EXCELLENCE PERFORMANCE IN TECHNICAL COLLEGES-PROVINCES OF GAZA STRIP

Amal A Al hila<sup>1\*</sup> and Mazen J Al Shobaki<sup>1</sup>

\*Corresponding Author: Amal A Al hila, ✉ [amal.alhila@gmail.com](mailto:amal.alhila@gmail.com)

This paper aims to indicate the role of servant leadership in achieving Excellence Performance from the perspective of workers in technical colleges. The researchers used the descriptive and analytical approach, and the population of the study teaching at the technical college faculty members (Palestine Technical College, and the University College of Science and Technology), and the study tool is a questionnaire applied to a simple random sample were distributed (120) to identify the study sample was obtained at (111) questionnaire at rate of (92.5%). The results of the study showed the followings: the presence of a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the servant leadership and achieve Excellence Performance in technical college's governorates of Gaza Strip. There are statistically significant differences at ( $\alpha \leq 0.05$ ) among respondents responses about Servant Leadership and achieve Excellence Performance in technical colleges governorates of the Gaza Strip due to Faculty variable, and in favor of (the University College of Science and Technology), while there are no significant differences due to the qualification and years the service. One of the most important recommendations: the need to choose university leaders, according to objective criteria of scientific and administrative, and prepared so that those leaders will become one of the factors that contribute to the success of any educational change that is advantageous, so to help provide a regulatory environment that encourages innovation and renewal. The need to pay higher education institutions management special attention to all elements of the work environment as an important variable contributing to the impact on the job performance of employees, which will lead to higher morale and increase their loyalty and belonging to the institution, and the introduction of successful models globally.

Keywords: Servant Leadership, Excellence Performance, Technical Colleges, Gaza Strip

## INTRODUCTION

Facing organizations today's environmental

conditions are complex and changing with the increasing cases of non-environmental sure that

<sup>1</sup> Assistant Professor in Department of Management and Financial Business, Palestine Technical College, Dair Al Balah, Gaza-Strip, Palestine.

have become salient feature of this era, which required the need to have the institutions to have high potential which able to cope with the factors affecting the performance, for the purpose of achieving the continuity and growth must be the availability of human resources, characteristics and attributes of a creative, as well as the need for leadership in the organization is able to achieve its objectives and continue with distinction and success by seeking to abandon the traditional concept of leadership and exit from the central scope to adopt new patterns, encourages collaborative work and is interested in giving powers and enable employees.

Leader servant is a modern style, through which the commander enable his staff rather than control them, as means of persuading them instead of forcing them, in addition to encourage his staff to participate and to be creative and to achieve consensus within the team work, as it does not seek private privileges, or that the accomplishments attributed to himself, but think of how to help others in order to achieve organizational goals (Alcala, 2009).

These organizations differ in their response to the changes and respond to the challenges taking place in the internal or external environment, and how they meet to provide high-quality goods and services tailored to customers' expectations and aspirations of investors, depending on the quality and characteristics of human resources. Therefore, this requires building leadership capable of achieving leadership through attention to multiple, interrelated elements among them, with a particular focus on policy reform based on local insights. Provide an environment where universities and colleges that operates on the basis of equal opportunity, they enjoy the

protection of all their rights, and apply the same rules to everyone. From here this study was to detect the role of Servant Leadership in achieving Excellence Performance under the blockade on Gaza hypotheses intense competition.

## RESEARCH PROBLEM

The research problem in exceptional circumstances experienced by the blockade of the Gaza Strip, the wars, the absence of control, and the subsequent increase in the number of universities and colleges in the private sector, in addition to being the decision maker, which helped to provide many facilities for students, and in turn reflected negatively on the ability of universities and government colleges in the Gaza Strip to emulate the private sector in the preparation, services and facilities granted to students. That requires there be a conscious leadership which is able to harness all its capabilities to continue to try and keep up with international universities, colleges, and to reach excellence in all fields.

Based on the previously determined search problem by asking the next main question: What is the role of the servant leadership in achieving Excellence Performance among employees in technical colleges-governorates of the Gaza Strip?

It stems from the following sub-questions:

1. What is the availability of Servant Leadership properties (listening, community building, commitment of the growth of others, wisdom) in technical colleges - governorates of the Gaza Strip from the perspective of employees?
2. To what extent Excellence Performance in technical colleges in the following areas (faculty, students, scientific research, Local community) from the perspective of employees?

3. What is the relationship between the Servant Leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip?
4. Are there significant differences between respondents' responses about Servant Leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to personal variables (educational qualification, college, years of service)?

## RESEARCH VARIABLES

The dependent variable: Excellence Performance (faculty, students, scientific research, Local community).

Independent variable: Servant Leadership.  
Branching off from it:

1. Listening.
2. Building Society.
3. Commitment of the growth of others.
4. Wisdom.

## RESEARCH HYPOTHESES

*H1: There is a statistically significant relationship between servant leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.*

This leads to the following first sub-hypothesis in this study:

**h1-1:** There is a statistically significant relationship between listening and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

**h1-2:** There is a statistically significant relationship between community building and

achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

**h1-3:** There are statistically significant relationship between the commitment of developing others and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

**h1-4:** There are statistically significant relationship between wisdom and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

*H2: There are statistically significant differences between the respondents' responses about servant leadership and achieving Excellence Performance in technical colleges- governorates of the Gaza Strip due to personal variables (college, educational qualification, years of service).*

## RESEARCH GOALS

The study aims to highlight the role of servant leadership in achieving Excellence Performance in technical colleges - governorates of the Gaza Strip, through the achievement of the following objectives:

1. Determine the availability of servant leadership properties in technical colleges - provinces of the Gaza Strip from the perspective of employees.
2. The extent of Excellence Performance (faculty, students, scientific research, Local community) in technical colleges from the perspective of employees.
3. Disclosure of the relationship between servant leadership and achieve Excellence Performance technical colleges governorates of the Gaza Strip.

4. State statistical differences between respondents' responses about servant leadership and achieve Excellence Performance in technical colleges - governorates of the Gaza Strip, according to personal variables (educational qualification, college, years of service).

## RESEARCH IMPORTANCE

The study draws its importance from the subject matter, so it can determine the significance of the study in the following aspects:

1. Highlight the theoretical importance of the study of science enrichment which is adding in the areas of Servant Leadership concepts and Excellence Performance and to clarify the relationship between them.
2. This study derives its importance from the vital theme of the relative rarity, especially in Arab literature study, where this subject is of scientific and practical modernity and excellence alike.
3. Enables educational institutions to adapt and interact with rapid environmental changes and transformations intense competition by focusing on excellence in performance and user satisfaction and lasting development.
4. Understand the vital role played by the servant leadership in supporting the employees and motivate them for creativity, excellence and altruism of employees, which has a dramatic impact on the achievement of institutions of excellence.
5. Drew the attention of decision makers in the education sector to the need to know the role of Servant Leadership in achieving Excellence Performance, and in the light of the findings of the study and utilization in applied field.

## Search Limits

**Place Limitation:** The study is limited to technical colleges in the Gaza Strip, (Palestine Technical College, Science and Technology University College).

**Human Limitation:** The members of the academic staff in technical colleges in the Gaza Strip.

**Time Limitation:** The study was conducted and preliminary data collected and statistical analysis performed during the year (2016).

**Subject Limitation (Academic):** The study was limited to the organizational excellence in the Palestinian technical colleges in the Gaza Strip.

## Previous Studies

Previous studies dealt with a number of servant leadership studies, the study of (Abu Tenah *et al.*, 2007) showed that managers and directors exercising servant command a high degree of their point of view, and moderately from the standpoint of their teachers and their teachers. The study of (Nada, 2012) showed that there is a strong positive link between the characteristics of the servant leadership. The views of the research sample elements about servant leadership characteristics are in agreement in the (building society, commitment to the growth of others, insight, listening and empathy, persuasion of others) differed in (awareness, development of self and others, the security agency of others). The study of (Ajwa, 2010) proved that there were no statistically significant differences between the different business segments agreement on the availability of servant leadership requirements. It turns out that the key leaders of business organizations practices can be divided into two main groups, the first one is low-practices and the second is medium practices for servant

leadership and its axes. It turns out there is no agreement between the business sectors of the organizations on the availability of all servant leadership axes of organizational management, wisdom and altruism, emotional containment design disguised plans and sub-variants of these themes. The study of (Hiatt, 2010) showed some servant leadership properties availability is weak such as listening to others and sympathy and attention to their opinions when formulating the strategic vision, as evidenced by the unavailability of many of the servant leadership characteristics with those in charge of American schools that aim to make a profit. The most important of these characteristics which is not available are (persuasion and commitment to build a community, and commitment to the development of others). The study of (Jenkins and Stewart, 2010) showed that a change of managers of the methods of leadership and using the principles of servant leadership has led to a positive improvement in the performance of their nursing duties as well as higher job satisfaction for these employees. The study of (Mustafa, 2015) have shown that there is a trace of the characteristics of servant leadership on the quality of working life, also it showed that there are differences between the public sector banks and private sector banks in terms of servant leadership characteristics. The study of (Boyum, 2012) has concluded that the components for the servant leadership being identified by the commander and subordinates and evolve over time and that developmental stage like the behavior of the individual, and the resulting relational interaction between the servant leader and his employees characterized by justice. The study of (Rashid and Mattar, 2014) has shown that there is a strong correlation between the servant leadership and the variable dimensions of citizenship behavior,

also showed a positive effect of the relationship between the moral dimensions of servant leadership and dimensions of combined citizenship behavior. A study of (Huang and Others, 2014) showed that there is a positive relationship between the leadership and the discovery of innovations optimal exploitation of the new project performance, and the presence of the impact of leadership on the new project performance in terms of their impact on the organization of the new project is not limited, but beyond that to achieve Excellence Performance. But the study of (Abdel Rasoul and Abdul Alsadaa, 2012) showed a correlation between the impact and correlation characteristics of servant leadership and confidence in the leadership, which means that a commander to meet the needs of the employees as possible to contribute to the promotion of employees confident in his abilities and knowledge to the success of the department. The study of (Atallah, 2015) have shown the availability of servant leadership dimensions significantly in the upper levels of management, and moderately in Central and supervisory levels of management, also showed a strong positive correlation between servant leadership dimensions and self-development relationship.

The studies on performance excellence, including a study of (Ibrahim, 2013) which showed that there is a correlation and impact of a statistically significant between the functional quality of life variable and characteristics variable of excellence in the academic performance within the university. The study of (Shaban, 2010) showed that there is a positive correlation relationship between organizational justice and the university Excellence Performance variables, as the results showed that the scientific research



variable came in first place in terms of importance, followed by community service variable and third quality improvement variable, finally cut costs and increase profits variable. The study of (Abbas, 2011) has shown that there is an impact of the gradual change strategy on the Excellence Performance while there is no effect on radical change of strategy on the Excellence Performance. The study of (Al-Naimi *et al.*, 2010) has concluded that the application of performance standards dimensions leads to the achievement of excellence in higher education institutions, also it showed that there is interest in the following performance criteria: (leadership, strategic planning, focusing on students, focusing on body teaching, and infrastructure development, activation of R&D activities, and the development of partnerships with public and private sector). The study of (Haddad and Joudah, 2015) have shown that the average culture of excellence was (4.08), and the results of the study showed that there is a significant effect of the culture of governmental institutions of excellence in winning

the award in the application of the approved evaluation criteria in the award.

## The Theoretical Framework of the Research

### ***Servant Leadership***

Leadership is influencing people to participate willingly in achieving the goals of the institution, where it begins with a natural tendency to serve others, followed by a driving force to do that, and Servant Leadership style first appeared in the early seventies of the last century in an article for Greenleaf in (1970) entitled "servant leader (Jennings, 2002), where many of the studies agreed that Servant Leadership start from the motivation to serve others, as it consists of a set of elements that aim to service whole society (Krekeler, 2010). The following is a review of the most prominent Servant Leadership definitions.

### ***Definition of Servant Leadership***

The researchers believe that the Servant Leadership is leadership that harnessed all its

Table 1: It Illustrates the Most Prominent Servant Leadership Definitions

S. No.	Researcher	Year	Concept
1.	Sims	1997	The type of leadership that respects the dignity of the individual and would raise and flashes it as much as possible creative innate tendency for leadership.
2.	Lubin	2001	Understanding and practice of leadership put the interests of subordinates by their interest, and thus elevate the value of individuals and their development, and building a sense of community, and the practice of authenticity, and the participation of subordinates in strength and stature. All that common for the benefit of everyone in the organization, and the organization as a whole, and for those who serve the organization.
3.	Patterson	2003	Leadership, where leaders serve their subordinates with great focus, and they shall be the primary concern, and then the affairs of the institution and issues as the second concern.
4.	Spears and Lawrence	2004	An attempt to improve personal growth of employees and improve the quality of care in organizations through collective action and participation in decision-making and the development of ethical behavior process.
5.	Hill	2008	Philosophy process pursued by the commander in supporting others who work to serve them.
6.	Alcala	2009	The commander uses force at his disposal to help and serve others.
7.	Mustafa	2015	That leadership, which seeks to serve and help others and influence them by creating a work environment based on trust and appreciation even worked enthusiastically and seriously so as to achieve common goals.



Table 2: It illustrates the Most Prominent Characteristics of Servant Leadership			
S. No.	Characteristics	The Definition	Components
1.	Personal	The position of the leader in terms of emotions he has, by the values from which he possesses	Honesty, humility, and service.
2.	Characteristics directed towards others	the characteristics that affect the community and its culture, including personnel, showing how the commander deals with others, interested in developing human resources and focus on its relations with others.	His concern for others, enable others and develop others.
3.	Characteristics oriented tasks	The characteristics that are part of the organization and leadership that are interested events within the organization on the general framework level or strategies, and focus on the tasks carried out by the servant leader and basic skills that will lead him to success.	Vision, goal setting, and leadership.
4.	Characteristics of process-oriented	detailed features possessed by the leader and which have effects on how to implement the operations of the organization, these characteristics are concerned with increasing the efficiency of the organization, focusing on the ability of the commander for formatting and developing of an efficient, open and flexible system.	Modeling, team-building, participation in decision-making.

possibilities and capabilities to serve the subordinates and the parties directly concerned with the institution.

### **Servant Leadership Characteristics**

Properties of Servant Leadership addressed by researchers are varied and different. The difference is due to the nature of the environment in which the researchers and the field in which the study was applied. The following is a review of Servant Leadership characteristics according (Page and Wong, 2000).

The following is a review of the most important characteristics to be addressed in the current study:

**Listening:** Greenleaf says, "The obliging commander automatically responds to any problem through listening", the commander by listening to others leads to increased awareness and understanding of the problems they face, and then be able to deal with and eliminate the problems (Nada, 2012).

**Community Development:** The ability to growth and development of the society is one characteristic of the commander, as well as the fight against selfishness and create opportunities for others to work in small groups is the backbone of the community (Powers and Moore, 2005). It is one of the most important goals of higher education to reach excellence by preparing teachers to serve the community and then students.

### **Commitment to the Development of Others:**

The servant leader is committed to the growth and development of the people and this is the philosophy of the servant leader, where (Spears, 2002) confirms that people are real value through tangible contribution as employees and assured the American Academic of the Supervisory Board (2005) that the academic supervision programs must integrate student learning with the development, so as a servant leader must take a commitment to the entrance of the growth of his students (Nada, 2012).

**Wisdom:** The insight means the ability to extrapolate the past and present, to see what could urge in the future. This is estimated to unite with the ability to build the viewpoint of college, based on the work of the prompt to see any specific vision with a viable plan, and this so-called in-depth consideration of things to expand the concept of thinking to determine the future and build commitment among members (Abel, 2000).

### Excellence Performance

The management excellence in the academic performance means the organizational efforts planned and aimed in achieving lasting competitive advantages. Excellence is the Logo that all academic institutions must lift up and take it a basic message to them. It is intended to be the highest performance levels that can be performed by individuals working in the organization (AL-selmy, 2002). Or it is the organization's ability to achieve its goals through the use of available resources in an efficient and effective manner (Boumediene, 2006). Shaban (2010) see that the university's Excellence Performance is the thread group of variables and parameters with each other to form a competitive advantage over its rivals. (Youssef, 2005) believes that Excellence Performance is more than just doing business well as it goes to what is after success, and the individuals who work creatively and pledge to complete the tasks assigned to them exceptionally.

The researchers believes that the Excellence Performance is the ability to employ physical capacity, human and organizational potential to help achieve a level of performance beyond expectations in less time, effort and cost.

Excellence Performance can be measured through the following variables (Al-Naimi *et al.*, 2010):

1. Focus on the students: shows how the organization's ability to identify the requirements, the needs, and wishes of the students.
2. Focus on the faculty: shows how the organization's ability to identify the requirements, the needs, and desires of the faculty.
3. Scientific research: demonstrates the organization's ability to activate the programs and methodologies of scientific research, support and urge the teachers to provide valuable scientific research, and sponsoring scientific conferences, and the establishment of a scientific journal.
4. Community service: clarifies the role of a faculty member in serving the society including the consultations to resolve the institutional problems, organizing and participating in seminars, local employment, regional workshops in the area of specialization, or any other contributions (Al-Azzawi, 2007; and Shaban and Al-Abdi, 2008).

## THE FIELD STUDY

### Research Methodology

Based on the nature of the study and the goals that seeks to achieve, the researchers used the descriptive analytical method, which is based on the study of phenomena as they really are and takes care of the precise description, expressed expression qualitatively and quantitatively, and this approach depend only on collecting information on the phenomenon to manifest the different relational surveys, but also to link analysis and interpretation.

### Population and Study Sample

The study population consists of the teaching staff

members in technical colleges (Palestine Technical College, Science and Technology University College) totaling (195) employees. The researchers using simple random sampling method were (120) questionnaires were distributed on the study population and (111) questionnaires were obtained by a recovery rate of (92.5%) and the distribution of the study sample according to the personal data of individuals in shown as follows:

As shown from the above table that (64.9%) of the study sample scientific qualification is postgraduate. With regard to the years of experience has been shown that (43.2%) have (5- and less than 10 years) of experience followed by (15 years and over) with a rate, (32.4%), and the researchers attribute the rise in the proportion

Table 3: Distribution of Respondents by Personal Data (n = 111)			
Personal Information		The Number	Percentage %
Qualification	Postgraduate	72	64.9
	BA	24	21.6
	Diploma	15	13.5
Faculty	Palestine Technical College	60	54.1
	The University College of Science and Technology	51	45.9
Years of service	Less than 5 years	9	8.1
	From 5 less than 10 years	48	43.2
	10 less than 15 years	18	16.2
	15 years and over	36	32.4

of those with postgraduate to the nature of the work of Faculty, which in turn requires scientific qualifications and staff with expertise and high qualification, so most colleges seeking to recruit qualified individuals who are able to contribute to the achievement of its objectives.

### Search Tool

**Questionnaire Validity:** The researchers ascertain the validity of the questionnaire in two ways:

**Experts Validity:** The researchers presented the questionnaire to a group of specialists of the field to give their opinion on it. The researchers took the comments of the specialist and performed the necessary modification needed, and thus questionnaire was finalized.

### Instrument Validity

**Content Validity:** Mean the consistency of each paragraph of the questionnaire with the domain this paragraph belong to, the researcher has calculated the content validity of the questionnaire through the correlation coefficients between each paragraph of the areas of the questionnaire with the total score of the field itself.

**Construct Validity:** A structural tool that measures the extent to which the goals that you want the tool to fulfill, and shows the relevance of each area of the research with total degree of paragraphs of the questionnaire.

**Questionnaire Reliability:** The questionnaire gives the same result if it is re-distributed more than once under the same circumstances and conditions, or in other words that the questionnaire reliability means stability in the results of the questionnaire and not to change significantly as if they were re-distributed to respondents several times during certain periods of time.

The researchers achieved the questionnaire reliability of the study using alpha Cronbach's coefficient, which shows that its value is equal to (0.942). This means that the reliability coefficient is high. Thus, the researchers may be sure of the reliability and validity of the questionnaire of the study which makes it confident questionnaire and suitability to analyze the results and to answer study questions and test hypotheses.

### Normality Distribution Test

Kolmogorov-Smirnov Test was used to test whether the data follow a normal distribution or not, it was found that the test value equal to (0.695) and the p-value (Sig.) Equal to (0.720)

which is greater than the significance level of 0.05 and thus the data distribution follows a normal distribution, where parametric tests were used to answer the hypotheses of the study.

### Analysis of Search Axes

**First-Results of the First Question and its Discussion:** What is the availability of servant leadership characteristics (Listening, Building Society, Commitment of the growth of others, Wisdom) in technical colleges - governorates of the Gaza Strip from the perspective of employees?

Arithmetic mean, relative arithmetic mean, and T-test were used to see if the average value of the response has reached a degree of

Table 4: The Arithmetic Mean, Standard Deviation, t-test of the Vertebrae Servant Leadership

S. No.	Paragraph	SMA	Standard Deviation	SMA Relative	The Value of T Test	Probability Value (Sig.)
1.	Leader requests feedback from all concerned subject.	4.05	0.7	81.08	9.09	0.000*
2.	Leader seeks full understanding of the subject before making a decision.	3.89	0.81	77.84	6.71	0.000*
3.	Leader listens positively to what others say, even in the event of disagreement with them.	3.84	0.9	76.76	5.68	0.000*
4.	Leader contends with an open mind so that he does not issue a prejudgment.	3.78	1	75.68	4.75	0.000*
5.	Leader listens to his employees and believes that solutions come from them.	3.7	1.02	74.05	4.18	0.000*
<b>Listening</b>		<b>3.85</b>	<b>0.73</b>	<b>77.08</b>	<b>7.07</b>	<b>*0.000</b>
6.	Leader encourages work within effective work teams.	3.78	0.85	75.68	5.58	0.000*
7.	Leader works on building community within Faculty.	3.54	0.87	70.81	3.78	0.000*
8.	Leader seeks to establish a positive working relationship.	3.75	0.77	75	5.84	0.000*
9.	Leader applies the principle of accountability to find out how to achieve business objectives.	3.51	0.87	70.27	3.59	0.000*
10.	Leader seeks to work with others more than working individually.	3.73	0.96	74.59	4.62	0.000*

Table 4 (Cont.)

<b>Building Society</b>		3.66	0.66	73.24	6.14	0.000*
11.	Leader fulfills his promises towards others.	3.76	0.89	75.14	5.15	0.000*
12.	Leader provides all the opportunities for employees to develop their abilities.	3.68	0.88	73.51	4.65	0.000*
13.	Leader gives employees a great deal of responsibility.	3.68	1.08	73.51	3.8	0.000*
14.	Leader takes tough decisions, including leading others towards good opportunities outside Faculty, if necessary.	3.54	1.04	70.81	3.15	0.002*
15.	Leader provides the necessary support to help employees to achieve their goals.	3.49	1.17	69.73	2.53	0.008*
<b>Commitment of the growth of others</b>		3.63	0.91	72.54	4.21	0.000*
16.	Leader of employees allows them to assist in determining the future of Faculty.	3.68	0.91	73.51	4.49	0.000*
17.	Leader is considered a distinct person who anticipates the consequences of decisions.	3.84	0.87	76.76	5.88	0.000*
18.	Leader urges others to achieve common goals.	3.95	0.91	78.92	6.31	0.000*
19.	Leader has the skills to convince others of doing business.	3.92	0.68	78.38	8.19	0.000*
20.	Leader determines long-term measurable goals.	3.62	0.92	72.43	4.09	0.000*
<b>Wisdom</b>		3.8	0.66	76	7.34	0.000*
<b>Servant Leadership in general</b>		3.73	0.57	74.7	7.8	0.000*

Note: \* SMA statistically significant at the level ( $\alpha \leq 0.05$ ).

medium approval (3) or not, as shown in the following Table 4:

It is seen from the above Table 4 the following:

1. The arithmetic mean of the first field of "listening" is equal to (3.85), and the relative arithmetic mean is (77.08%). This means that there is an approval by the respondents. The researchers believe that listening is one of the most important skills that should be owned

by the leader which is the best way to increase the sense of belonging staff in addition to keeping away from all problems, and enable you to make more and more intelligent, earns respect and brings the friendship of others. These results agreed with the study (Nada, 2012) and disagreed with the study of (Hiatt, 2010).

2. The arithmetic mean of the second field of "Building Society" is equal to (3.66), and the



relative arithmetic mean is (73.24%). This means that there is an approval by the respondents. The researchers attribute the fact that the leader is part of the society and his responsibility is to make the society the greatest one and make it more distinctive and that contribute to the achievement of his objectives. The results of this study disagree with the study of (Hiatt, 2010).

3. The arithmetic mean for the third field of "Commitment of the growth of others" equal to (3.63) and the relative arithmetic mean is (72.54%), and this means that there is approval by the respondents. This is illustrated clearly by following colleges to the development plan by granting staff courses training as well as private scholarship plan to support them in obtaining advanced degrees, and is one of the most important functions of servant leader who take responsibility for the growth and development of employees to extract the best in them. These findings agreed with a study of (Nada, 2012) and disagreed with the study of (Hiatt, 2010).
4. The arithmetic mean of the forth field of "wisdom" is equal to (3.80) and the relative arithmetic mean is (76%). This means that there is approval by the respondents. The researchers believe that wisdom is the sap of life experiences and secretion of accidents and chaos, which is the result of a firm conviction after foreseeing the future. This result agreed with the study of (Nada, 2012) and disagreed with the findings of a study of (Ajwa, 2010).

In general it can be said that the arithmetic mean for "Servant Leadership" is equal to (3.73), and the relative arithmetic mean is equals to (74.70%), this means that there is approval by

the respondents on the axis of the servant leadership in general. The researchers believe that we are in the light of the circumstances in which we live needs servant leadership which use power in integrity and transparency through the use of leadership and power in a legitimate way for the benefit of the people being served, and the researchers see that leadership is a means to achieve the public interest and not own interest. These results agreed with the study of both: (Boyum, 2012) and the study of (Abu Tenah and *et al.*, 2007), and the study of (Rashid and Mattar, 2014).

**Second-The Results of the Second Question and Discussion:** What is the extent of Excellence Performance in technical colleges from the viewpoint of employees?

Arithmetic mean, relative arithmetic mean, and T-test were used to see if the average value of the response has reached a degree of medium approval (3) or not, as shown in the following Table 5.

It is seen from the above Table 5 the following:

1. Arithmetic mean of the first "faculty" of the field equals to (3.33) and the relative arithmetic mean is (66.62%), and this means that there is approval by the respondents. The researchers believe that the interest in a faculty by supporting and developing him/her is one of the most important pillars that contribute to the achievement of institutional excellence, with the indispensability of attention and focus on making the research one of the elements of assessing a faculty member with the financial support to urge him/her to follow up on the commitment of scientific and academic development. These results agreed with the study of (Al-Naimi *et al.*, 2010).

Table 5: The Arithmetic Mean, Standard Deviation, and t-test for the Paragraphs of Outstanding Performance

S. No.	Paragraph	SMA	Standard Deviation	SMA Relative	The Value of T Test	Probability Value (Sig.)
1.	Each faculty member contributes to raise the level of the department to the level of developed countries.	3.54	0.77	70.81	4.29	*0.000
2.	Each faculty member is obliged to publish one research paper annually.	2.81	0.74	56.22	1.56-	0.064
3.	Each faculty member abides by the exact specialization and be creative in it.	3.54	0.73	70.81	4.5	*0.000
4.	Faculty has its own policies and plans for the rehabilitation of the faculty members.	3.43	0.8	68.65	3.29	*0.001
<b>Faculty</b>		<b>3.33</b>	<b>0.53</b>	<b>66.62</b>	<b>3.82</b>	<b>*0.000</b>
5.	All students undergo exams measure the level of acceptance into college.	2.7	1.37	54.05	1.32-	0.098
6.	Students interact with modern education requirements and with professors.	3.24	0.68	64.86	2.17	*0.019
7.	Students enjoy the distinctive capabilities of the level of education live up to the ranks of developed nations.	2.95	0.97	58.92	0.34-	0.368
8.	College supports talented and creative and motivated students.	3.22	0.89	64.32	1.48	0.073
<b>Students</b>		<b>3.03</b>	<b>0.71</b>	<b>60.54</b>	<b>0.23</b>	<b>0.41</b>
9.	College issued a specialized scientific refereed journal.	3.35	1.23	67.03	1.74	0.045 *
10.	College administration supports the costs of conducting distinctive research projects.	2.62	0.89	52.43	2.58-	0.007 *
11.	Carry out annual conference which includes the scientific output of its professors and students.	2.51	1.02	50.27	2.91-	0.003 *
12.	College participates in the world research databases	2.41	1.12	48.11	3.24-	0.001 *
<b>Scientific Research</b>		<b>2.72</b>	<b>0.87</b>	<b>54.46</b>	<b>1.93-</b>	<b>0.031 *</b>
13.	College supports networking with local community organizations.	3.56	1.05	71.11	3.16	0.002 *
14.	Disciplines are related to the nature of the community and its needs.	3.69	0.98	73.89	4.25	0.000 *
15.	College is involved in solving community problems.	3.08	1.11	61.67	0.45	0.327
16.	College offer conferences, seminars, consultations to the local community.	3.31	1.12	66.11	1.64	0.055
<b>Local community</b>		<b>3.41</b>	<b>0.91</b>	<b>68.19</b>	<b>2.69</b>	<b>0.005 *</b>
<b>Outstanding performance in general</b>		<b>3.12</b>	<b>0.61</b>	<b>62.43</b>	<b>1.21</b>	<b>0.117</b>

Note: \* SMA statistically significant at the level ( $\alpha \leq 0.05$ ).



2. The arithmetic mean of the second field of "students" equal to (3.03) and relative arithmetic mean is (60.54%)), and this means that there is a medium-approval by the respondents. The researchers believe that education in governmental colleges is facing some difficulties, including the weakness of financial support on the development of physical infrastructure and technology, which has a dramatic impact on the adoption of traditional method of education, which in turn is reflected in the performance of students, and limited their ability to innovation and excellence. These results agreed with the study of (Al-Naimi *et al.*, 2010).
3. The arithmetic mean of the third field "scientific research" equals (2.72) and relative arithmetic mean is (54.46%)), this means that there is little approval by the respondents. The researchers believe that there is a weakness in the support of scientific research in technical colleges due to the lack of control of the Ministry of Higher Education in this area, in addition to the lack of follow-up the funds allocated for scientific research and the extent of their spending in their allocated areas, and also the lack of interest by providing data to contribute to the provision of data and encourage rules working on scientific research. These results differed with the study of both (Shaban, 2010) and the study of (Al-Naimi *et al.*, 2010).
4. The arithmetic mean of the fourth field of "community" is equal to (3.41) and relative arithmetic mean is (68.19%)), and this means that there is a medium-approval by the respondents. The researchers attribute that to the growing interest in the community and responsibility towards it, and the educational

institutions are places for typical ecological system which includes thinkers that are constantly looking for new ideas to contribute to the progress of society, where the most important priorities of the concept of the modern university is the attention to the needs of the growing community to the development of higher education. These results agreed with the study of both (Shaban, 2010) and the study of (Al-Naimi *et al.*, 2010).

In general we can say that the arithmetic mean is equal to (3.12), and the relative arithmetic mean equals (62.43%), and this means that there is a medium-approval by the respondents on the paragraphs of Excellence Performance in general. The researchers believe that Faculty strive for excellence, but faced with many difficulties, the most important of them: the reluctance of students for technical education, the siege imposed on the Gaza Strip, and the lack of financial resources. Thus, the educational institutions operate with less available resources to maintain the current level of performance. These results agreed with both: study of (Shaban, 2010), and the study of (Abbas, 2011), and the study of (Al-Naimi *et al.*, 2010), and also the study of (Ibrahim, 2013).

### **Third-Results and Discussion of the Third**

**Question:** Is there a relationship between Servant Leadership and achieving Excellence Performance technical colleges - governorates of the Gaza Strip? To answer this question, the following hypothesis has been formulated:

*H1: There is a statistically significant relationship between servant leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.*

Table 6: The Relationship Between Servant Leadership and Achieving Excellence Performance

S. No.	The Field	The Correlation Coefficient	Value Sig.	The Level of Significance
1.	Faculty	0.545	0	Function at 0.01
2.	Students	0.756	0	Function at 0.01
3.	Scientific research	0.817	0	Function at 0.01
4.	Community	0.544	0	Function at 0.01
	Achieving Excellence Performance	0.622	0	Function at 0.01

This hypothesis has been validated by finding correlation coefficients, as shown in the following Table 6:

It is clear from the above table that: correlation coefficients between the servant leadership and achieving Excellence Performance statistically significant, this indicates the presence of a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the Servant Leadership and achieving Excellence Performance in technical colleges-governorates of the Gaza Strip. This result shows that whenever there is a greater interest in the characteristics of Servant Leadership than before by technical colleges, the prospects for access to excellence in performance increases, and therefore accept the alternative hypothesis. This result agree with the study of (Nada, 2012) and study of (Mustafa, 2015), and the study of (Rashid and Mattar, 2014), and the study of (Abdel Rasoul, and Abdul Alsadaa, 2012), and the study of (Atallah, 2015), and the study of (Jenkins and Stewart, 2010), and disagreed with the study of (Ajjour, 2010).

### Branching the Following Sub-Hypotheses

**h1-1:** There is a statistically significant

Table 7: The Relationship Between Listening and Achieving Excellence Performance

S. No.	Axis	The Correlation Coefficient	Value Sig.	The Level of Significance
1.	Faculty	0.592	0	Function at 0.01
2.	Students	0.638	0	Function at 0.01
3.	Scientific research	0.875	0	Function at 0.01
4.	Community	0.729	0	Function at 0.01
	Achieving Excellence Performance	0.846	0	Function at 0.01

relationship between listening and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

It was found from the above table that: correlation coefficients among listening and achieving Excellence Performance is statistically significant, and this indicates the presence of a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between listening and achieve Excellence Performance in technical colleges - governorates of the Gaza Strip.

**h1-2:** There is a statistically significant relationship between community building and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

This hypothesis has been validated by finding correlation coefficients, as shown in the following Table 8:

It was found from the above table that: correlation coefficients between community building and achieving Excellence Performance is statistically significant, and this indicates the presence of a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the community

Table 8: The Relationship Between Building Society and Achieving Excellence Performance

S. No.	Axis	The Correlation Coefficient	Value Sig.	The Level of Significance
1.	Faculty	0.866	0	Function at 0.01
2.	Students	0.73	0	Function at 0.01
3.	Scientific research	0.656	0	Function at 0.01
4.	Community	0.83	0	Function at 0.01
	Achieving Excellence Performance	0.854	0	Function at 0.01

building and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

**h1-3:** There are statistically significant relationship between the commitment of developing others and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

This hypothesis has been validated by finding correlation coefficients, as shown in the following Table 9:

Table 9: The Relationship Between Commitment of the Growth of Others and Achieving Excellence Performance				
S. No.	Axis	The Correlation Coefficient	Value Sig.	The Level of Significance
1.	Faculty	0.913	0	Function at 0.01
2.	Students	0.716	0	Function at 0.01
3.	Scientific research	0.721	0	Function at 0.01
4.	Community	0.817	0	Function at 0.01
	Achieving Excellence Performance	0.854	0	Function at 0.01

It was found from the above table that: correlation coefficients between Commitment of the growth of others and achieving Excellence Performance statistically significant, and this indicates the presence of a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between Commitment of the growth of others and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

**h1-4:** There are statistically significant relationship between wisdom and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

This hypothesis has been validated by finding correlation coefficients, as shown in the following Table 10:

Table 10: The Relationship Between Wisdom and Achieving Excellence Performance				
S. No.	Axis	The Correlation Coefficient	Value Sig.	The Level of Significance
1.	Faculty	0.884	0	Function at 0.01
2.	Students	0.551	0	Function at 0.01
3.	Scientific research	0.664	0	Function at 0.01
4.	Local community	0.775	0	Function at 0.01
	Achieving Excellence Performance	0.851	0	Function at 0.01

It was found from the above table that: correlation coefficients between wisdom and achieving Excellence Performance statistically significant, and this indicates the presence of a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between wisdom and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip.

## Results of the Second Hypothesis

**H2:** There are statistically significant differences between the respondents' responses about servant leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to personal variables: (college, educational qualification, the number of years of service). Branching from it the following sub-hypotheses:

- There are statistically significant differences between the respondents' responses about servant leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to Faculty variable.

This hypothesis has been validated by using the T-Test, as shown in the following Table 11:

It was found from the above table that: the value of calculated "T" is greater than the tabulated value "T" of servant Leadership scale and scale of achieving Excellence Performance, this indicates the presence of statistically significant differences at ( $\alpha \leq 0.05$ ) among respondents responses about servant Leadership and

achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to Faculty variable, and in favor of (the university College of Science and Technology). This result is consistent with a study of (Mustafa, 2015).

- There are statistically significant differences between the respondents' responses about servant Leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to the qualification variable.

This hypothesis has been validated by One-Way ANOVA test, as shown in the following Table 12:

It was found from the above table that: the value of calculated "F" is less than the tabulated value "F" of Servant Leadership scale and scale of achieving Excellence Performance, and this shows that there is no statistically significant differences at ( $\alpha \leq 0.05$ ) among respondents responses about Servant Leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to the qualification variable.

Table 11: Differences for College Variable

The Scale	Faculty	Number	SMA	Standard Deviation	"T" Value	"Sig" Value	Significance
Servant Leadership	Palestine Technical College	60	3.629	0.438	-2.178	0.032	Function
	The University College of Science and Technology	51	3.86	0.674			
Achieving Excellence Performance	Palestine Technical College	60	3.011	0.53	-2.144	0.034	Function
	The University College of Science and Technology	51	3.255	0.666			

Note: \* The value of spreadsheet "F" at a degree of Freedom (109) and at the level of (0.05) = (1.980).

Table 12: Differences for Qualification Variable

The Scale	Qualification	Total	SMA	Standard Deviation	"T" Value	"Sig" Value	Significance
Servant Leadership	Postgraduate	72	3.801	0.584	1.935	0.149	Not a function
	BA	24	3.54	0.62			
	Diploma	15	3.731	0.295			
Achieving Excellence Performance	Postgraduate	72	3.175	0.589	0.77	0.465	Not a function
	BA	24	3.042	0.71			
	Diploma	15	3.004	0.504			

Note: \* The value of spreadsheet "F" at a degree of Freedom (108,2) and at the level of (0.05) = (2.680)

Table 13: Differences for Years of Service Variable

The Scale	Years of Service	Total	SMA	Standard Deviation	"T" Value	"Sig" Value	Significance
Servant Leadership	Less than 5 years	9	3.911	0.842	0.399	0.754	Not a function
	5. From less than 10 years	48	3.689	0.628			
	10. less than 15 years	18	3.733	0.37			
	15 years and over	36	3.753	0.495			
Achieving Excellence Performance	Less than 5 years	9	3.417	0.73	1.7	0.171	Not a function
	5. From less than 10 years	48	3.201	0.65			
	10. less than 15 years	18	2.972	0.612			
	15 years and over	36	3.023	0.479			

Note: \* The value of spreadsheet "F" at a degree of Freedom (107,3) and at the level of (0.05) = (3.070).

- There are statistically significant differences between the respondents' responses about Servant Leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to the variable number of years of service.

This hypothesis has been validated by One-Way ANOVA test, as shown in the following Table 13:

It was found from the above table that: the value of calculated "F" is less than the tabulated

value "F" of Servant Leadership scale and scale of achieving Excellence Performance, and this shows that there is no statistically significant differences at ( $\alpha \leq 0.05$ ) among respondents responses about Servant Leadership and achieving Excellence Performance in technical colleges - governorates of the Gaza Strip due to the variable number of years of service.

### Result of the Study

- Search results indicated that the level of availability of Servant Leadership dimensions

from the standpoint of faculty members teaching at the technical college was high and weighing relative (74.70%), and the order of dimensions was according to the following: (listening, wisdom, community building, development of others).

2. The axis of Excellence Performance received the relative weight of (62.43%) and moderately approval, and the order of the dimensions was as follows: (the Community, faculty, students, and scientific research).
3. There exist a statistically significant relationship at the level of ( $\alpha \leq 0.05$ ) between the servant leadership and achieving Excellence Performance in technical colleges -governorates of the Gaza Strip.
4. There are statistically significant differences at ( $\alpha \leq 0.05$ ) among respondents responses about Servant Leadership and achieving Excellence Performance in technical colleges -governorates of the Gaza Strip due to the faculty variable, and in favor of (University College of Science and Technology), while there are no differences due to the Qualification and years of service.

## THE RECOMMENDATIONS OF THE STUDY

### Recommendations for Technical Colleges

1. Build a supportive organizational culture in Faculty, and configure the appropriate regulatory climate of profound values, principles, and beliefs that elevate the capabilities and competence of employees, and contribute to the adoption of new mechanisms of action to improve performance.
2. Benefit from the experiences of advanced

countries in the field of scientific research and development institutions and educational institutions through the signing of international agreements to exchange experiences with the advanced countries in the fields of education and scientific research.

3. Provide an opportunity for employees to participate in conferences, seminars, and care for them, and appreciating them, and push them towards excellence by providing material and moral incentives, which increase their giving and the explosion of creative energies.
4. Providing college library with modern references in all disciplines and periodically each year, and the need to provide electronic services and research sites that benefit students and faculty members, and increase library holdings.
5. The need to increase interaction and mutual cooperation between higher education institutions and local environment especially with regard to government facilities and the relationship with the community.
6. Choose university leaders, according to objective criteria of scientific and administrative, and prepared so that those leaders will become one of the factors that contribute to the success of any useful change, so help to provide a regulatory environment that encourages innovation.
7. The need to pay higher education institutions manage special attention to all elements of the work environment as an important variable contributing to the impact on the job performance of employees, which will lead to higher morale and increase their loyalty and belonging to the institution. And awareness of external and internal environmental variables



and their impact on higher education and its future institutions.

### Recommendations for Ministry of Higher Education's

1. Taking international successful models, most notably the US and the European model in the field of quality and excellence, and its application in our educational institutions taking into account the human and material resources, and mechanisms of the application.
2. Providing spending and funding for the development of educational institutions of the state budget, and urged the government and civil institutions to increase spending in the field of scientific research.
3. Integration of selectivity in the admission's policy, allowing the student to choose the best elements, taking into account the potential of Faculty and their resources, and in parallel with the students' abilities, and desires, and needs of the community.

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**International Journal of Management Research and Business Strategy**

**Hyderabad, INDIA. Ph: +91-09441351700, 09059645577**

**E-mail: [editorijmrbs@gmail.com](mailto:editorijmrbs@gmail.com) or [editor@ijmrbs.com](mailto:editor@ijmrbs.com)**

**Website: [www.ijmrbs.com](http://www.ijmrbs.com)**

