



A'SHARQIYAH UNIVERSITY

College of Business Administration

Master Dissertation

The Impact Of Servant Leadership On Team Performance: The Mediating Role Of Affective Commitment, Knowledge Sharing And Organizational Trust - A Case Of Petroleum Development Of Oman.

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Submitted to the college of Business administration in fulfillment of the requirement for the degree of Master of Business administration

Prepared by:

Abdullrahman Hadoob Al Shuaibi

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Dissertation Approval

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Author's Declaration

I am ABDULLRAHMAN HADOOB ALSHUAIBI hereby declaring my Master thesis entitled (The impact of servant leadership on team performance: the mediating role of affective commitment, knowledge sharing and organizational trust -a case of petroleum development of Oman) and this is my own work and has not previously be submitted for any others certificate for any university in the Sultanate of Oman or in any another university around the world.

I also acknowledge that source of the scientific content of this thesis has been determined and has not been provided to any other degree. In addition, all that was mentioned in this master's thesis reflects the researcher's opinions, which do not necessarily have to be adopted by another.

ABDULLRAHMAN HADOOB ALSHUAIBI
(Researcher)

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Abstract

This study investigates the relationships between servant leadership and team performance with the mediating roles of affective commitment, knowledge sharing, and organizational trust. The background of the research is the petroleum development of Oman.

The method used in this study is quantitative by constructing a questionnaire and distributing it to the employees of the petroleum development of Oman. The questionnaire was distributed through social media sites. In addition, I used employee e-mail for the petroleum development of Oman.

Data was collected from 252 employees in the petroleum development of Oman. According to analyze and collect the data through the program, its name is Statistical analysis program (SPSS). The findings of this study show that servant leadership has a positive effect on team performance and while affective commitment, knowledge sharing, and organizational trust had a positive relationship as a mediator between servant leadership and team Performance. Also, there is a direct positive relationship between servant leadership and all the mediating variables: affective commitment, knowledge sharing, and organizational trust. Also, we found that the reliability score of servant leadership is (0.922).

The findings of this study offer several recommendations. Findings will help leaders in the petroleum development of Oman develop strategies for human resources and know employee strengths that help to increase team performance. Moreover, leaders in the petroleum development of Oman should allow employees to express their opinions and help in making work-related decisions, especially those related to the technical aspects of their work. Leaders are advised to provide the opportunity for employees to innovate and come up with and present new ideas. Such encouragement ensures employee loyalty and continuity of high achievements at work.

Keywords: servant leadership, affective commitment, organizational trust, knowledge sharing.

الملخص

تأثير القيادة الخدمية على أداء الفريق: دور الوسيط للالتزام العاطفي، وتبادل المعرفة والثقة التنظيمية – في شركة تنمية نفط عمان.

تهدف هذه الدراسة إلى التحقق من العلاقات بين القيادة الخادمة وأداء الفريق مع الأدوار الوسيطة للالتزام العاطفي ومشاركة المعرفة والثقة التنظيمية في شركة تنمية نفط عمان. الطريقة المستخدمة في هذه الدراسة هي الطريقة الكمية وذلك ببناء استبانة وتوزيعه على العاملين في شركة تنمية نفط. تم توزيع الاستبانة الخاص بدراستي عبر موقع التواصل الاجتماعي. لقد استخدمت البريد الإلكتروني للموظفين في شركة تنمية نفط عمان. تم جمع البيانات من 252 موظفًا في شركة تنمية نفط عمان. وفقًا لتحليل وجمع البيانات التي كانت من خلال برنامج التحليل الإحصائي من خلال دراستي تبين أن القيادة الخادمة لها تأثير إيجابي على أداء الفريق، بينما كان للالتزام العاطفي، ومشاركة المعرفة، والثقة التنظيمية. علاقة إيجابية كوسيط بين القيادة الخادمة وأداء الفريق. كما أن هناك علاقة إيجابية مباشرة بين القيادة الخادمة وجميع المتغيرات الوسيطة وهي الالتزام العاطفي ومشاركة المعرفة والثقة التنظيمية. كما وجدنا أن درجة الموثوقية للقيادة 0.922 قدمت دراستي عددًا من التوصيات وأهمها أن نتيجة الدراسة ستساعد جميع قادة التنمية البترولية في سلطنة عمان على تطوير استراتيجيات للموارد البشرية ومعرفة نقاط القوة التي تساعد على زيادة أداء فريقهم، ويجب على جميع القادة شركة تنمية نفط عمان السماح للموظفين بالتعبير عن آرائهم ومساعدتهم في اتخاذ القرارات المتعلقة بالعمل وخاصة تلك المتعلقة بالجوانب الفنية وإتاحة الفرصة لهم للابتكار والتوصل إلى أفكار جديدة. الأفكار وتقديمها للقائد وتشجيعهم على ضمان ولائهم واستمراريتهم في العطاء والإنجازات العالية في العمل.

الكلمات المفتاحية: القيادة الخادمة، الالتزام العاطفي، الثقة التنظيمية، مشاركة المعرفة.

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Table of abbreviations

abbreviations	Means of abbreviations
SL	Servant leadership
SPSS	Statistical Package for the Social Sciences
TP	Team performance
OT	Organizational trust
FC	Affective commitment
KSH	Knowledge sharing
N	Number of Samples
R	Correlation Coefficient

Chapter one: Introduction

Chapter one

1.1 Introduction

The purpose of this study was to investigate the impact of servant leadership on team's performance. While Greenleaf's (1977) seminal work on servant leadership has led to a growing body of literature surrounding the construct, up to this point, very little has been done to investigate what effect servant leadership behaviors have on the effectiveness of teams.

Leadership is one of the most comprehensively researched social influence processes in the behavioral sciences. This is because the success of all economic, political, and organizational systems depends on the effective and efficient guidance of the leaders of these systems (Houben, 2013). Great leaders create a vision for an organization, articulate it to the followers, build a shared vision, craft a path to achieve it, and guide their organizations into new directions (Bao et al., 2018). Servant leadership theory's emphasis on service to others and recognize that the role of organizations is to create people who can build a better tomorrow resonates with scholars and practitioners who are responding to the growing perceptions that corporate leaders have become selfish and who are seeking a viable leadership theory to help resolve the challenges of the 21st century. Although Robert K. Greenleaf coined servant leadership over three decades ago in 1970, it remains understudied yet prominently practiced in boardrooms and organizations (Bass & Bass, 2008; Zhou & Miao, 2014).

The first conceptualized servant leadership constructed the origin of the servant leadership concept by Robert Greenleaf and the historical figures of Jesus Christ. Robert Greenleaf put the "phenomenal" definition of leadership by servant leadership through serves first, not lead. Furthermore, servant leaders seek to transform their followers to & quo; grow healthier, wiser, freer, more autonomous, and more likely themselves to become servants (Rahayani, 2016)

Leaders who trust the ones working under them are mostly concerned about dependents knowledge which is directly relatable to organizational results, which encourages them to work more smoothly (Zhang et al., 2021). Faith in the leader is vital for the ones working under, and this will give raise

to groom them professionally, which helps them practice that professional grooming in their daily work routine (John & Leonard, 2013)

In the 4th century, a researcher wrote that the king (leader) enjoys the state's resources with people together and is a paid servant (Mittal, 2017). Group researchers figure out links among group results and servant leadership among them. A few are gratification of the client, team effectiveness, team behavior, and team performance (Emmanuel, 2020).

1.2 Organization background

Petroleum Development Oman (PDO) is the major operator in Oman, producing most of the country's crude oil. It is 60% owned by the government and 40% owned by a consortium of international oil companies: Shell (34%), Total (4%) and Partex (2%). PDO also accounts for nearly all of Oman's natural gas supply (Oman Oil Refineries and Petroleum Industries Company (ORPIC)).

PDO is the leading exploration and production company in the Sultanate of Oman. PDO delivers most of the country' crude oil production and natural gas supply. However, above all, we focus on delivering excellence, growth, and sustainable value creation within and well beyond our industry. PDO is a Limited Liability Company (LLC) established in Oman to exercise all the rights and obligations embodied in the 2005 Concession Agreement. The Company is owned by both Government and Private Shareholders who are represented on the PDO Board.

VISION

To be renowned and respected for the excellence of our people and the value we create for Oman and all our stakeholders.

OBJECTIVE

PDO's objective is to engage efficiently, responsibly, and safely in the exploration, production, development, storage, and transportation of hydrocarbons in the Sultanate of Oman.

The Company seeks a high standard of performance with the aim to further the long-term benefits of its shareholders, employees, and the society of the Sultanate of Oman at large.

1.3 Problem statement:

While Irving's (2004) study broke new ground in that it was the first study to empirically examine the relationship between servant leadership and team performance, several considerations of this study pointed to the need for further research (Zain Aldean, 2005). These days, many studies have spread about servant leadership in one way or another, but in government companies such as the petroleum development of Oman, knowing that this company all its employees work in a team and every team has a leader. However, there is no study showing the impact of servant leadership on the team's performance.

Nowadays it seems there is a lot of company trying to be the best so they can get contracts in Petroleum Development of Oman, and they know through increasing the performance of their teams they can achieve those goals. A program in Petroleum Development of Oman is used to measure the team performance for the vendor by percentage to choose the best of the vendor to the proper tender. We can see in the weak company that their leaders do not care about the team performance, which is the reason for their weakness.

Looking at the previous studies in servant leadership, there is not even one study applied in Petroleum Development of Oman. There is no study in the public sector, especially in servant leadership. Finally, this study is unique for the petroleum development of Oman. Through this study, the petroleum development of Oman can measure the performance of their teams and see where to be improved. This study used to examine the impact of servant leadership on team performance: the mediating role of affective commitment, knowledge sharing and organizational trust - a case of petroleum development company of Oman.

1.4 Research Questions:

The following research questions are to be answered by this research:

Question 1

What is the impact of servant leadership on team performance?

Question 2

What is the relationship between servant leadership and team performance through the influence of mediating variables (Affective Commitment, Organizational trust, and knowledge sharing)?

1.5 Research Objective:

This study aims to determine the effect of servant Leadership on team Performance, the role of mediating variables, affective commitment, knowledge sharing, and organizational trust in Petroleum Development of Oman. Specifically, it aims of achieve the following objectives:

Objectives 1

Study the impact of servant leadership on team performance.

Objectives 2

Examine the relationship between servant leadership and team performance through the influence of mediating variables (Affective Commitment, organizational trust, and knowledge sharing)?

1.6 Significance of Study:

This study aims to investigate the effect of servant Leadership on team Performance in the Petroleum Development of Oman and how servant Leadership can contribute to raising the efficiency of performance within the organization. This research will help to identify the causes that affect team performance from the point of view of servant leadership and provide the

necessary recommendations for that. Examining the mediating variables and how they affect and are affected by the servant leadership is one of the aspects that are critical to continuous success within the organization by increasing the team management in the Petroleum Development of Oman. Through this study a lot of companies can save money that by making the team very active in the work assigned to him with support of his team and organization.

The current research provides to enhance knowledge by searching new ways that contribute towards the team performance by serving the employees. While going through this study, the practices of servant leadership also increase their courage and hope, and confidence level of the employee of the firms and organizations. In now a day, employee outcomes play a significant role in getting the competitive advantage which can be obtained through servant leadership because organization face many problems to achieve its outcomes. The aim of this research to identify the impact of servant leadership on team performance. Also, this one of the important studies while it is the first study in my company and different department teams in Petroleum Development of Oman company. this research will be very useful to the managements so the company will know the impact of servant leadership in their teams also they will find way to improve the team's performance. As we know that the vision the Petroleum Development of Oman company give more focus on all kind of leadership.

1.7 Research framework:

IV: independent variable

DV dependent variable

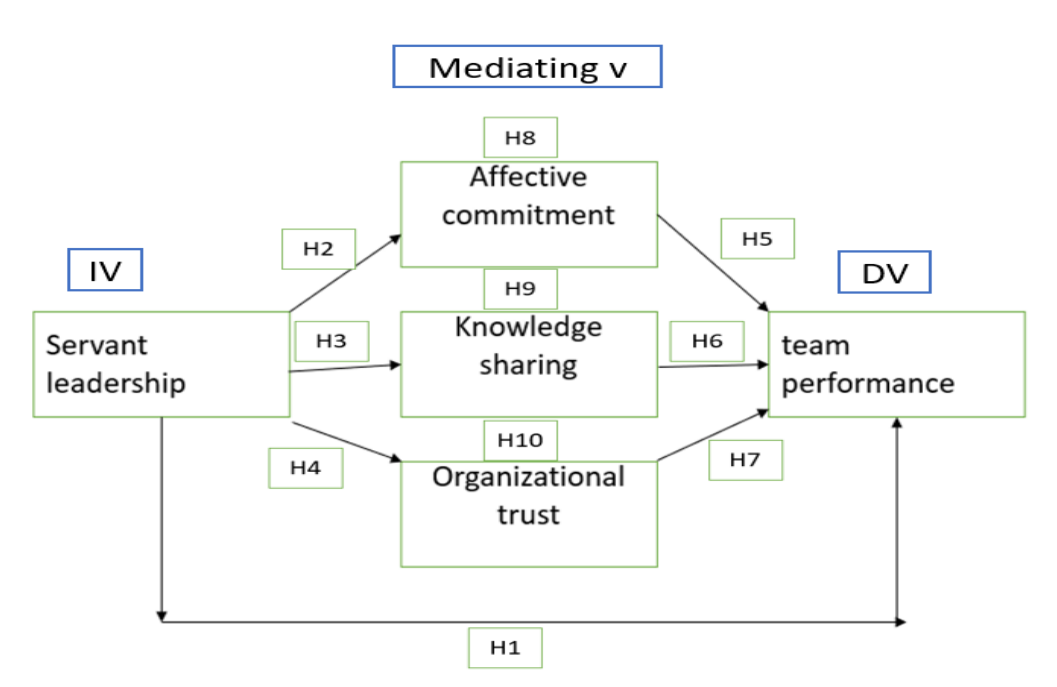


Figure 1 : framework research

1.1 Research hypotheses:

Hypothesis 1: Servant leadership has a significant and positive impact on team performance.

Hypothesis 2: Servant leadership has a positive and significant relationship with affective commitment.

Hypothesis 3: Servant leadership has a positive and significant relationship with knowledge sharing.

Hypothesis 4: Servant leadership has a positive and significant relationship with organizational trust.

Hypothesis 5: affective commitment has a positive and significant relationship with team performance.

Hypothesis 6: knowledge sharing has a positive and significant relationship with team performance.

Hypothesis 7: organizational trust has a positive and significant relationship with team performance.

Hypothesis 8: Affective commitment mediates the positive relationship between servant leadership and team performance.

Hypothesis 9: knowledge sharing mediates the positive relationship between servant leadership and team performance.

Hypothesis 10: organizational trust mediates the positive relationship between servant leadership and team performance.

Chapter two

LITERATURE REVIEW

Chapter 2: LITERATURE REVIEW

2.1 Servant Leadership

Servant leadership is defined as a leadership style that is primarily focused on the growth and well-being of individuals. A servant leader has the moral character, the wisdom to foresee what is needed, and the ability to meet the people's needs (de Waal & Sivro, 2012). According Nuijten (2009) distinguishes eight factors that make up a servant leader, divided into two groups: servant factors and leader factors. These are described underneath. Servant Factor "Humility" Humility can be defined as the ability to put one's own accomplishments and talents in a proper perspective (Rachmawati & Lantu, 2014). Explain this as the ability to look at one's own achievements and talents. Servant leaders admit that they can benefit from the expertise of others. Another definition of humility is an awareness of all that one is and all that one is not (Morris et al., 2005)It is thus important to understand one's weaknesses and strengths. Servant leaders are not afraid to acknowledge their limitations but seek contribution and participation of others to overcome them. Servant leaders admit that they do not know everything and can learn from others. Russel and Stone (2002) argue that one of the aspects of humility is serving, the first and most important priority of a servant leader. Serving means offering time, compassion, and care to followers. This is not seen as fate but a privilege of being a servant leader. Servant Factor "Standing Back" Standing back is the extent to which leaders let the interests of others precede their own and express appreciation for others by giving support and praise. Standing back can thus be characterized by staying on the background when success has been achieved and giving the employees the credits of this success instead of taking all the credits oneself. This way, followers are feeling respected and are stimulated to provide input and work hard (Rahayani, 2016). Servant Factor "Forgiveness or Interpersonal Acceptance" Forgiveness or interpersonal acceptance is the ability to understand and experience the feelings of others, to understand where people come from, and being able to let go of unfortunate occurrences in the past—in other words, being able to forgive followers for their wrongdoings in the past, instead of taking this into other situations (Zhou & Miao, 2014). In addition, it is important to experience feelings of warmth, compassion, and concerns for others even when they make mistakes. Servant leaders create a culture of trust, acceptance, room for making mistakes, and sharing knowledge. Servant leaders do not aim at revenge or have the purpose to get even, which facilitates a setting where followers can bring the best out of

themselves. This factor stimulates interpersonal relationships through a better understanding of the behavior of followers.

2.2 Affective Commitment

It is important to note the evolution of commitment as a strategic element in organizations. Arguably, the most notable and Mercurio 399 relevant problem in organizations related to commitment is employee turnover due to its financial implications. In an initial investigation of how commitment affects turnover, Porter, Crampon, and Smith (1976) studied 212 management trainees in a longitudinal study that measured attitudes over a 15-month period. Attitudes were measured in relation to defined variables of affective commitment including the desire to remain at the organization, willingness to input high effort, and a belief in the values of the organization. (Porter, 1972) found that employees who exhibited a lack of a positive attitude toward the organization in the first week of employment were more likely to leave the organization. In addition, they found that feelings of “disaffection” (p. 96) were a precursor to eventual turnover. This research would pave the way for future studies that have defined turnover and withdrawal as a consequence of low affective commitment levels and buttress future studies on absenteeism and job performance as potential consequences of low affective commitment (Sendjaya, 2019).

2.3 organizational Trust

As most scholars focus on interpersonal trust in dyad domains, there is a lack of research on the intra- or interorganizational trust in network domains (Ruiz-Palomino & Zoghbi-Manrique-de-Lara, 2020). The key challenge for the research on trust in the network domain is how to describe and explain organizational trust as a cross-domain, rather than a single domain, phenomenon (Tuan, 2020). We know little about how the trust in dyad domains affects the trust in network domains (Gui et al., 2021). Further, we know little about why the trust in dyad domains differs from the trust in network domains. For instance, the trust in network domains tends to be weaker than the trust in dyad domains (Khan et al., 2020). Future research should verify the idea that interorganizational trust is cross-domain and cross-source above and beyond the collective sum of interpersonal trust. There are five basic approaches to conceptualizing and measuring interorganizational trust. First, the most commonly used approach is to regard the interpersonal trust between the key boundary spanners, either one or multiple representatives from each

organization, as interorganizational trust (Peng & Chen, 2021). The second approach is to add the trust transfer from boundary spanners to their intraorganizational peers as part of interorganizational trust (Peng & Chen, 2021). The third approach is to switch the trust referent from a person to an organization (e.g., a person's trust in an organization) as the proxy of interorganizational trust (Paesen et al., 2019). The above three approaches share the view that only persons can trust, so interorganizational trust is a collective sum of interpersonal trust. The fourth approach, in contrast to the above three, focuses on the institutional factors as the primary bases of interorganizational trust (Li, 2008). The fifth approach is to take an integrative approach by combining the relational bases with the institutional bases. Adopting the fifth approach and extending it to intraorganizational trust, I explicitly frame organizational trust as consisting of interpersonal ties between boundary spanners and their ties with non-spanners (within and between organizations) as well as institutional ties between collective units (within and between organizations). Further, the key issue of trust referent (e.g., top executive vs. direct supervisor; organization vs. person) is also critical because trust referents are related to different types of trust form and base (Gocen & Sen, 2021)

2.4 Team performance

Team performance is a component of team effectiveness because teams are generally considered to “perform well” when they yield superior outputs, which is one of the metrics of team effectiveness mentioned by Guzzo and Dickson above. This fits well with Salas and colleagues, who define team performance as a product of team members working together towards goals and drawing on their pool of individual and shared resources (Al-Asadi et al., 2019).

Teams vary in terms of their performance, so it is important to identify interventions that are effective in boosting team effectiveness. Lacerenza et al. (2018) define a team development intervention as a systematic activity aimed at improving requisite team competencies, processes, and overall effectiveness.

According to the authors, there are several types of team development interventions, including:

2.4.1 Team training

Team training is structured in similar ways to formal training programs with team members gaining a formalized and structured learning experience with learning objectives that focus on specific team competencies (Hartnell et al., 2020)

2.4.2 Leadership training

Leadership training is a TDI that seeks to increase leader knowledge, skills, and competencies through formalized and structured programs (Eliot, 2020); this training is important because effective leaders can build strong team processes through motivating and encouraging team members.

2.4.3 Team building

Team building is a TD that focuses on building strong internal dynamics within a team including improvements in goal setting, relationship building, role clarification, and problem solving. Team debriefing occurs when team members reflect on and discuss a shared experience (Nichols et al., 2020).

2.4.4 Team debriefing

Team debriefing is useful because it helps improve teamwork processes and team members are more actively engaged through reflecting on an event, particularly when there are conflicting viewpoints about an experience (Al-Asadi et al., 2019).

2.4.5 Simulation training

Researchers and practitioners have also invested in developing and implementing simulations that attempt to mimic real world phenomena (Saleem et al., 2020). For example, a task can simulate a crisis in a medical setting. Simulation training can provide team members with skills that help them to make decisions in complex environments through providing real-world scenarios.

2.4.6 Crew Resource Management training

The concept of Crew Resource Management (CRM) originated from the field of aviation and CRM training equips team members with knowledge, skills, and attitudes across a range of

management competencies, including communication, problem-solving and team work (Bao et al., 2018).

2.4.7 Team-based intervention training

Team training incorporates different forms of training that have objectives such as goal setting and building trust among team members (Bao et al., 2018)

2.5 Servant leadership and team performance

Identifying how to help your team work more effectively can sometimes seem like the million-dollar question. When looking through leadership theory and strategy, identifying a team effectiveness strategy can feel like a “pick one and let’s see” approach. Over the past few years, servant leadership has been gaining traction as an effective way to increase overall effectiveness within our workplace teams. For clarity, team effectiveness is generally defined as the capacity a team has to accomplish their goals and objectives (Sendjaya, 2019).

Servant leadership has been visible within literature since the 1970’s. It was at that time when Robert Greenleaf developed his theory of servant leadership. After reading Hermann Hesse’s “A Journey to the East,” Greenleaf realized the value of a leader who truly sought to serve those within his care. Since this time, servant leadership has been discussed and applied to a variety of professional settings to develop a construct that could be more clearly understood and applied within organizations.

2.6 Servant leadership and organization trust

The concept of servant leadership is not new (Guillaume et al., 2013). It has been practiced for centuries upon centuries throughout all cultures (Bass & Bass, 2008) and has been described as a fundamental, timeless principle (Hernández-Perlines & Araya-Castillo, 2020). Laub (1999) defined servant leadership as: ... an understanding and practice of leadership that places the good of those led over the self-interest of the leader. Servant leadership promotes the valuing and development of people, the building of community, the practice of authenticity, the providing of leadership for the good of those led and the sharing of power and status for the common good of each individual, the total organization and those served by the organized.

The relationship between leader behavior and organizational behavior is well established (Reiter-Palmon & Illies, 2004), as well as the relationship between leader behavior and the values of organizations (Eliot, 2020). Upper echelon theorists, for example, take the view that top management characteristics can be used to predict organizational outcomes (Guillaume et al., 2013). Leaders shape organizational culture through: what they pay attention to and reward; the way they allocate resources; role modeling; the manner in which they deal with critical incidents; and the criteria they use for recruitment, selection, promotion, and dismissal (Khatri et al., 2021). Thus, it is worth looking at the relationship of perceived servant leadership and trust since trust is part of the organizational culture. Regarding trust as a part of the organizational culture, Martinez and Dorfman (1998) identified six core aspects of the role of such leaders in their organizations, one of which was the establishment of relationships characterized by confidence, trust, and reliance. Several additional factors (Russell, 2016) are associated with a culture of trust in an organization, including: the depth and quality of interpersonal relationships; clarity of roles and responsibilities; frequency, timeliness, and forthrightness of communication; competence to get the job done; clarity of shared purpose; direction and vision and honoring promises and commitments.

2.7 Servant leadership and knowledge sharing

Leadership plays important role in either enhancing or detracting worker's knowledge sharing intentions (Javed et al., 2019) . In the knowledge intensive organizations encouraging behaviors are prerequisite for creating the behavioral context where individuals collaborate, share information and endorse cooperative decision-making processes, thus improving the group performance (Carmeli et al., 2010). Servant leadership's empowering and developmental behaviors, with the right mixture of providing autonomy and direction, are prone to result in a high-quality dyadic relationship, which in turn is associated with higher engagement in challenging tasks. Correia de Sousa and Dierendonck (2010) identified four characteristics of servant leadership that can be associated with knowledge workers. (A). Work as a calling: Servant leadership is the holistic approach to work might play a key role in fulfilling the need for work to have a purpose and to be intrinsically satisfying. (B) Membership Association: In order to fulfill the need for the formation of knowledge worker's identity and get connected to their peers servant leader can develop and encourage the communal focus. (C) Need for autonomy: servant leader's

ability to share power in the process of decision making can lead to empowerment of knowledge workers thus giving control over their work. (D) Serving others is basic principle that will reinforce and support the three above described relationships. Hinds and Pfeffer (2003) suggested that, people tend to share knowledge in a climate where individuals highly trust others and of the organization. Trust is found to reduce one's fear of losing his/her uniqueness which ultimately enhance one's intention and behavior of knowledge sharing (Kaltainen & Hakanen, 2020). In building the trust servant leaders can play their role as researchers have suggested servant leader value integrity and competence in order to foster interpersonal trust – an essential ingredient in servant leadership (Schwarz et al., 2016).

People follow a servant-leader “voluntarily, because they are persuaded that the leader's path is the right one for them” (Saleem et al., 2020); a leader trusts the others' intuitive sense to discover for themselves which is the right path to take. As a result, follower is encouraged by the servant leader who presents himself as a role model so as to inspire followers, thereby enhancing his trust, information and feedback (Lee et al., 2020). In addition, creative and innovative atmosphere is also endeavored by servant leaders (Ruiz-Palomino et al., 2019).

2.8: previous literature review:

Table 1: previous literature review.

#	Study	Dependent Variables	Independent Variables	mediator	moderating	results	methodology	context
1	the effect of servant leadership on employee effectiveness: An intrinsic motivation	servant leadership	Knowledge Sharing Behaviors	Team Performance	-	standard deviation, and correlations for each of the constructs and demographic and control variables. It was found that servant leadership was significantly and positively correlated with employees' task performance	quantitative	School of Educational Science, Henan University, Kaifeng, China
2	Servant IN LEADERSHIP	servant leadership	Adaptive performance	-	-	servant in leadership cannot be understood apart from the more general issue of servant in the workplace because servant plays an increasingly important part in the workplace.	quantitative	Different organization
3	servant Leadership Spiritual Leadership Embedding Sustainability in the Triple Bottom Line	servant leadership	Innovative work behavior	Creative self-efficacy	-	proposed that the personal and organizational spiritual leadership models can be used for embedding sustainability into the triple bottom line. This is a leadership paradigm within which we can all experience meaning and purpose connected to	quantitative	employees of small and medium textile enterprises in Pakistan

						something greater than ourselves		
4	Editorial: Introduction to The Leadership Quarterly special issue: Toward a paradigm of servant leadership	servant leadership	Adaptive performance	ethical climate	-	Satisfying these servant needs in the workplace positively influences human health and psychological well-being and forms the foundation for the new servant leadership paradigm	quantitative	The study was conducted among teams of enterprises from six major cities in China including bank, retail, law, oil, estate, and information technology
5	The effect of servant leadership on worker productivity	servant leadership	Career adaptability	Organization-based self-esteem	Organizational justice	this research focus on corporate success servant leadership patterns in the company as they affect organization behavior	quantitative	University of Nigeria
6	The impact of servant leadership in employee performance	servant leadership	1/Employee Well-Being. 2/Employee Innovative Behavior	Person-Job Fit	-	The results show that servant leadership have more power to increase the performance of the employee	quantitative	University of Nigeria
7	The impact of servant leadership on companies future	servant leadership	innovative work behavior	role of psychological empowerment	-	We find that a lot of company have employee with high servant the chance increase to be success company	quantitative	information technology and cargo sectors within the United Kingdom and Canada
8	Innovative servant leadership and its affective on	servant leadership	Team Innovation	Team Voice	Performance Pressure	the results provide consistent support for the argument that performance	quantitative	Lagos state of ministry of work

	achieving organization goals					pressure shapes the effectiveness of servant leadership and that the influence of servant leadership on team voice and subsequently team innovation is more pronounced in the presence of high-performance pressure		and infrastructure
9	Evaluation of servant leadership and its affective on employee attitude	servant leadership	1/need satisfaction. 2/ Employee Voice behavior	-	-	employees are not likely to speak up with opinions, ideas, and suggestions, behavior known as employee voice, unless they have some motivation to do so	quantitative	Newcastle university
10	the effects of servant leadership on job performance through mediators	servant leadership	Job performance	1/person-job fit. 2/ employee well-being. 3/ innovative employee behavior 4/mutual recognized.	-	servant leadership has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behavior. However, person-job fit, and employee well-being had no significant direct impact on job performance. The study also identified the mediating role of innovative behavior	quantitative	interior design and construction companies

Chapter three

Research methodology

Chapter 3: Research methodology

3.1 Introduction

As we know that the study about servant leadership on team performance and the mediating role of effective commitment, knowledge sharing and organizational trust on petroleum development of Oman so in this chapter I will discuss the research method. The research of the methodology was designed and the method of data collection also the required samples all that lead us to target population and the reliability of the variables.

3.2 Research design

That mean to determine the process of framework of the research plan which made by the researcher to determine the process and method of all data and information that will bring positive action to the study and research. Time frame is one of the most important part research design and the number which have several types all of these will be identifies below. The primary data will be used through this research and that's called causal research.

3.3 Unit of analysis

The relationship between the variables is like an investigation in this research that to examine this relation and approve it according to the assumption that will be set in this research. All the participants in this study are from the petroleum development of Oman (PDO) in sultanate of Oman and the data was collected from only the employees in petroleum development of Oman PDO. Also, we do and collet the data and information from our respondents that by developing the questionnaire of this purpose. Also, the unit of analysis in this research are leaders and their subordinates in petroleum development of Oman PDO.

3.4 Types of the study

The overall and general leadership and its effeteness on the team performance and the task completed are highlighted in this research. The research is adopting as the correlation study which lead us that there is (correlation) between our variables.

3.5 Setting of the study

As we know that all of the participant in this research is from petroleum development of Oman in sultanate of Oman but from different departments like administration section and engineering section (contract engineer, contract holder , expeditor team , SAP troubleshooting helpdesk, and even from the all manager in different Ares in petroleum development of Oman site. In petroleum development of Oman each department usually have WhatsApp to share common information, so I follow all kind of group and sent this questionnaire to them and ask them to answer trusty. Then I took with leader to ask the head office to put these questionnaires' in petroleum development of Oman webpage to have more accurate answers.

3.6 Time frame

Until we reach the exactly planed number of participants to fill and questionnaire, we take around 27 days. For this research the data were collected only one time and its cross sectional in nature.

3.7 Population and Sampling

As we know that in all research the populations are consists of events and people and even all things that related to the study from each side. Also, the researcher must test and investigate the study from all its aspects. Off course all the residents are employees in petroleum development of Oman PDO even from operation jobs and administration jobs. Our team name is procurement and inventory management which include a lot small teams each team have around 6 to 12 employees for example **stock checker team** with main objective to physically count the number of material in the warehouse and make sure that number are matching with the system number. **Investment recovery team** which used to recouping the value of unuse or end of life material. **Material master team** used to make sure that every item our company procure, issued and received are coded which give the system the power to manage the material on time and having full information about the quality, quantity, time, and price of that material. And so on of teams in the company and all of these teams basic work are depend on team performance if the performance is high they will avoid a lot of expenses and if the performance is low they will cost more than they think.

We make target and goal to achieve number of respondents that around 400 respondents so these electronic questionnaires were sending to all organization employee this is huge number, but we know that not all of them will fill the questionnaire. Also, I speak with my leader to speak with directorate of the financial department and operational department to send reminder in an email to different employee to fill the questionnaire.

3.8 Sampling technique and data collection

to collect required data with efficiently terms we use an easy sampling that easy to understand and from their daily work that all to convenes them to answer with faith. That through electronic questionnaire can make the researcher find the purpose data they are need in significant study. We see that all data was collected from the 292-petroleum development of Oman PDO employees show that the impact of servant leadership in team performance and the role of mediating of Affective commitment, knowledge sharing and organizational trust.

The result will be analyzed depend on the data was collecting in this research, so it is very important. Also, the source that the data were collecting from in this study is very important and essential. In this questionnaire there was different information used that to gives more effort to build clearly shape of the picture for the study.

3.9 sample characteristics

In this study the demographic characteristics are required as characteristics of the samples, the important character are gender material status, age, years of experience in the organization, educational level, and the current job the person hold.

3.9.1 Gender

The gender is one of the control variables have been token that to make maintenance between male and female in organization and each team work also to know the percentage the male will have and the percentage the female will have.

Table 2: Gender

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	160	63.5	63.5	63.5
	female	92	36.5	36.5	100.0
	Total	252	100.0	100.0	

Table 1 and figure 1, above shows the number and percentage of respondents to this study according to filling out the distributed questionnaire. The table shows that the percentage of males participating in the response was 63.5%, while the percentage of female responses was 36.5%. This means that the male participation rate is higher than the total number of answers, 252. The reason is that most of the employees cutting off water resources are male.

3.9.2 Nationality

Table 3:Nationality

		Nationality			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Omani	231	91.7	91.7	91.7
	Non-Omani	21	8.3	8.3	100.0
	Total	252	100.0	100.0	

above shows the number and percentage of respondents to this study according to filling out the distributed questionnaire. The table shows that the percentage of Omani participating in the response was 92.1%, while the percentage of non-Omani responses was 7.9%. This means that the male participation rate is higher than the total number of answers, 252. The reason is that most of the employees cutting off water resources are male.

3.9.3 Marital status

The marital status is placed among the control variables, due to its importance in terms of knowing whether the respondent is single, married, or others. As through this, the respondents' attitudes and the effects of marital status on the results are identified.

Table 4: Marital status

		Marital status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	95	37.7	37.7	37.7
	Married	144	57.1	57.1	94.8
	others	13	5.2	5.2	100.0
	Total	252	100.0	100.0	

In the above table and figure, most of the respondents were married, with a rate of 56.7%. In the second level, single respondents came with 38.1%. Finally, the least number of respondents are others, and their percentage represents 5.2%.

3.9.4 The educational level

Academic qualifications are always placed in any questionnaire because the academic qualification represents the importance of knowing the study background of the respondent to build on it the analyzes related to some of the questions in the questionnaire. In this study, all the qualifications were set, starting from the high school qualification, the diploma, and the bachelor's degree to the last, the doctoral qualification.

Table 5: Education

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	25	9.9	9.9	9.9
	diploma degree	131	52.0	52.0	61.9
	Bachelor's degree	59	23.4	23.4	85.3
	Master's degree	37	14.7	14.7	100.0
	Total	252	100.0	100.0	

In the above table and figure, the percentage of the respondents' academic qualifications are represented, as the percentages vary between the different qualifications of the respondents, most respondents have a bachelor's degree by 52.0%, and then the diploma qualification at a rate of 23.4%, and the percentage came third for respondents with a high school qualification by 9.9% finally the master's degree by 14.7%.

3.9.5 AGE

In most studies, including this one, an age range and a specific age scale are used in order to give satisfaction to the respondents because in most people they do not like to give the exact age, especially females, and for this reason the minimum range was used in order to analyze the age later.

Table 6: AGE

		AGE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 25	53	21.0	21.0	21.0
	26-35	145	57.5	57.5	78.6
	36-45	39	15.5	15.5	94.0
	46-55	7	2.8	2.8	96.8

55 or above	8	3.2	3.2	100.0
Total	252	100.0	100.0	

3.9.6 Year of experience:

We used specific ranges for the time and years of experience of the respondents in order to find out the duration of work that the respondent spent in the organization, as the ranges that are in the table below were used and easily, the respondents can answer in accordance with their practical experience in their field of work.

Table 7: Work experience

		Work experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	68	27.0	27.0	27.0
	1-3 years	58	23.0	23.0	50.0
	4-6 years	39	15.5	15.5	65.5
	7-10 years	47	18.7	18.7	84.1
	more than 11	40	15.9	15.9	100.0
	Total	252	100.0	100.0	

Figure and table show Where the largest percentage of respondents represented in the field of experience from 1-year to 3 years, with a rate of 22.2%. Whereas, in the second place, 18.3% of respondents whose scope of experience was from 7 to 10 years. And so, on we can see here all percentages are close to each other that mean the organization hired all kind of level of experience which can bring more ideas to the company with different thinking.

3.10 Measurements:

My research there is four variables that measure by questionnaire. Which are servant leadership, team performance, organizational trust, effective commitment, and knowledge sharing on seven-Likert scale from 1= totally disagree to 7 = strongly agree.

Variables were measured using the measurement scales presented in table (8).

3.11 Reliability

Reliability is referring to the degree of consistence in measurements and to the lack of errors. There are several types of indices of reliabilities. Internal reliability {measured by Cronbach’s alpha} is a measure of repeatability’s of a measure. In psychometrics, a questionnaire of, for example, 10 items, is said to be reliable if its internal reliability coefficients are at least 0.70. This reflect approximately the mean correlations between each score on each item and with all remaining items scores, repeated across all items. Methodologically so this reflect a measure of repeatability (Williams, R. B., Jr. (1983).

So The acceptable ranges of (Cronbach alpha) is lie between 0 and 1 (Cronbach, 1951). Reliability of scales are considered higher when the value of Cronbach’s alpha is also higher. When the value of Cronbach alpha come out o.7 than the scale is considered reliable and when the value of Cronbach alpha is less than 0.7, the scale is considered as less reliable (Emmanuel, 2020).

Table 8: Reliability

Variables	Source	Items	Cronbach’s Alpha
Servant leadership	liden et al., 2015	7	0.922
team performances	(Jung & sosik, 2009)& (Zhang et al., 2007)	10	0.945
Affective commitment	(meyer et al., 1993: meyer& allen,1991)	8	0.923
Organizational trust	(Nyhan & Marlowe, 1997)	4	0.899
Knowledge sharing	(Bartol et al., 2009)	8	0.856

As we see in the table above, the reliability of each variable in this study are measured and the result of the measure when we used in the current study are shown by calculating the Cronbach Alpha value using Statistical Package for the Social Sciences software {SPSS}. The above table show that servant leadership has a value of 0.922 of Cronbach alpha and that the team

performances item has a value of 0.945 of a Cronbach alphas. The affective commitment scale has 0.923 Cronbach alpha value while the organizational trust has 0.899 Cronbach alpha values. The knowledge sharing scale has 0.856 Cronbach alpha values. The Cronbach alphas value for all variable scales are more than 0.7 which means that all scales are reliable.

3.12 Validity

Validity is concerned with the meaningfulness of research components. When researchers measure behaviors, they are concerned with whether they are measuring what they intended to measure (Golfashni, 2011).

Validity is an integrated evaluative judgment of the degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of interpretations and actions based on test scores or other modes of assessment (Messick, 1990). The principles of validity apply not just to interpretive and action inferences derived from test scores as ordinarily conceived, but also to inferences based on any means of observing or documenting consistent behaviors or attributes (Messick, 1990) .

After preparing the questionnaire and preparing it with the presence of the variables and hypotheses placed in it based on the variables and their relationship with each other, the validity of the questionnaire must be verified by reviewing and filtering it by the supervisor of this research and modifying some aspects of the questionnaire. After re-adjusting the questionnaire, the study summary and the questionnaire were distributed to specialists from different academics at A ‘Sharqiyah University to help review the questionnaire from all its linguistic and spelling aspects. After that, with the distribution of the questionnaire, it was ensured that the respondents understood the questionnaire and the elements contained in it, which are clear to them.

Chapter four

Result and discussion

Chapter 4: Result and discussion

4.1 Result

Data Analysis will be discussing this results chapter, we include the descriptive statistics and mean value, standard deviation, correlation analysis, regressions analysis, mediations and moderations analysis, descriptions of each hypothesis with result, summary of all hypotheses with detail of acceptance and rejection of each hypothesis and include discussion.

4.2 Descriptive Statistics

Descriptive statistics is about numerical data description of all the variables in a meaningful way such as servant leadership, organizational trust, affective commitment, team performance and explain about their standard values. In this section we include minimum values of each variable, maximum value of each variable, standard deviation of each variable, and mean value of each variable and total number of responses. Standard deviation of variables demonstrates about the variation of responses from their mean values while the mean value of each variable tells us about the average of responses. Whole variables of this study were measures on the 7-point Likert scale that ranges from 1-7, where 1 show: strongly disagree and 7 represents strongly agree. Descriptive statistics highlight significant statistical points and present the overall summary of data. In below mentioned table we present some figures that represent the whole data. Descriptive statistics of the understudied variables is shown in Table.

Table 9: Descriptive Statistics for Demographics

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	252	1	2	1.37	0.482
Nationality	252	1	2	1.08	0.277
Marital status	252	1	3	1.67	0.569
Education	252	1	4	2.43	0.860
AGE	252	1	5	2.10	0.869
Work experience	252	1	5	2.73	1.438
Valid N (listwise)	252				

In above table of descriptive statistics total of 6 columns are shown, where 1st column talks about the names of the variable, and 2nd column shows the number of total samples of study, 3rd column is about the minimum value calculated in the response of the variable, fourth column contain maximum value received during the response of that variable, 4th and 5th column is about the mean of the data and calculation of standard deviation of the collected data, respectively. The Gender has minimum value is 1 and maximum value is 2. Nationality has the minimum value of 1 and maximum value of 2. Material status has the minimum value of 1 and maximum value of 3. Education has the minimum value of 1 and maximum of 4. Age has the minimum value of 1 and maximum value of 5. work experience has a minimum value of 1 and maximum value 5. The Gender variable shows the mean value of 1.37 and standard deviation of .482. The Nationality variable shows the mean value of 1.08 and standard deviation of 0.277. Material status has a mean value of 1.67 and standard deviation of .569. Education has a mean value of 2.43 and standard deviation of .860. Age has a mean value of 2.10 and standard deviation of .869. work experience has a mean value of 2.73 and standard deviation of 1.438 This analysis was measured on the total response which we collected in data collection process and chooses for this analysis. 252 total responses were selected for the aim of analysis.

Table 10: Descriptive Statistics for Study Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Servant leadership	252	1.14	7.00	4.9563	1.19732
Affective commitment	252	1.13	7.00	4.8487	1.41716
Knowledge sharing	252	1.13	7.00	5.7118	1.08610
Organizational trust	252	1.00	7.00	5.0198	1.37207
Team performance	252	1.88	7.00	5.5005	1.13289
Valid N (listwise)	252				

In above table of descriptive statistics total of 6 columns are shown, where 1st column talks about the names of the variable, and 2nd column shows the number of total samples of study, 3rd column

is about the minimum value calculated in the response of the particular variable, fourth column contain maximum value received during the response of that particular variable, 4th and 5th column is about the mean of the data and calculation of standard deviation of the collected data respectively. The servant leadership minimum value is 1.14 and maximum value is 7, where it is considered as an independent variable in study. Affective commitment has the minimum value of 1.13 and maximum value of 7, where it is considered as a mediating variable in study. Knowledge sharing has the minimum value of 1.13 and maximum value of 7 and it's taken as a mediating variable. Organizational trust has the minimum value of 1 and maximum of 7 which is mediator variable. team performance has the minimum value of 1.88 and maximum value of 7 where it is dependent variable. servant leadership has a mean value of 4.9563 with standard deviations of 1.19732. The Affective commitment variable shows the mean value of 4.8487 and standard deviation of 1.41716. Knowledge sharing has a mean value of 5.7118 and standard deviation of 1.08610. Organizational trust has a mean value of 5.0198 and standard deviation of 1.37207. team performance has a mean value of 5.5005 and standard deviation of 1.13289 This analysis was measured on the total response which we collected in data collection process and chooses for this analysis. 252 total responses were selected for the aim of analysis.

4.3 Correlation Analysis

Correlation analysis represents the connections among variables and talks about the power and directions of the relationship. In this analysis, two variables are interlinked. The key purpose of correlation analysis is to find the degree to which variable fluctuate together. When we talk about positive correlation it specifies the extent in which variables decrease or increase in parallel shape. And in case of negative correlation variables does not move in parallel form. Here if one variable increase than other will decrease. We usually use Pearson correction analysis for calculation of correlation coefficient and analyze the interdependence among variables. Limited range of correlation coefficient lie within -1.00 and +1.00. -1.00 shows perfect negative correlations among variable & +1.00 shows perfect positive correlation among variables. If value of correlation ranges from -1.0 to -0.5 than it is considered high/strong correlation. If value of correlation ranges from -0.5 to -0.3 or 0.3 to 0.5 than it is considered as moderate correlation and if the value of correlation ranges from -0.3 to -0.1 or 0.1 to 0.3 than it is considered as low or weak correlation and if the

correlation among variables is zero than it means that there is no correlation present among variables.

Table 11: Correlation Analysis

Variables	SLD	AC	OT	KSH	TP
Servant leadership	1				
Affective commitment	.595**	1			
Organizational trust	.598**	.693**	1		
Knowledge sharing	.516**	.615**	.750**	1	
Team performance	.511**	.633**	.577**	.615**	1

Above Table displays about the correlation among variables. As shown by figures of above table, there's a positive and significant relation in between servant leadership and affective commitment where, $r = 0.595$ at $p \leq 0.01$. The above correlation table also display that servant leadership and organizational trust, knowledge sharing, and team performance behavior have a positive significant relation as the next value in order, where $r = 0.598, 0.516$ and 0.511 at $p \leq 0.01$.

4.4 Regression Analysis

The model of mediation tries to interpret process and elaborate the observed connection among dependent and independent variable through the involvement of mediating variable. For the analysis of mediation software named SPSS was used and Preacher and Hayes method was utilized in present study. The present study has used employee volunteering as mediator as the medium between the independent variable, servant leadership and the dependent variable team performance.

4.4.1 Regression between servant leadership and team performance.

Table 12: Regression between servant leadership and team performance.

OUTCOME VARIABLE: team performance						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.5369	.2882	.8505	101.2456	1.0000	250.0000	0.0000
Model						
	coeff	se	t	P	LLCI	ULCI
constant	3.0607	.2479	12.3481	.0000	2.5725	3.5489
Servant leadership	.4892	.0486	10.0621	.0000	.3934	.5849

In the above table that shows the relationship between servant Leadership as an Independent variable, and the organizational trust variable as a mediating variable. Where value of B = 0.4892, and the value of t = 10.0621. that mean the strength of the relationship affecting servant Leadership is 48%. Also, the LLCI value and ULCI value have a positive sign meaning that the relationship is positive also a significant relationship where ($P \leq 0.005$). This means accepting the hypothesis related to this relationship.

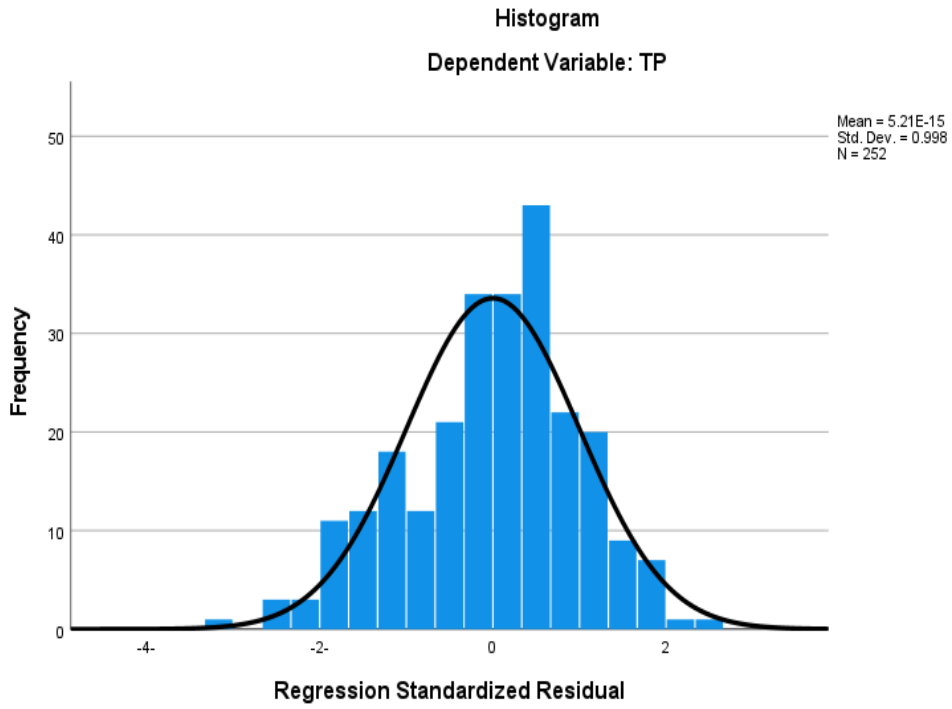


Figure 2: regression standard residual

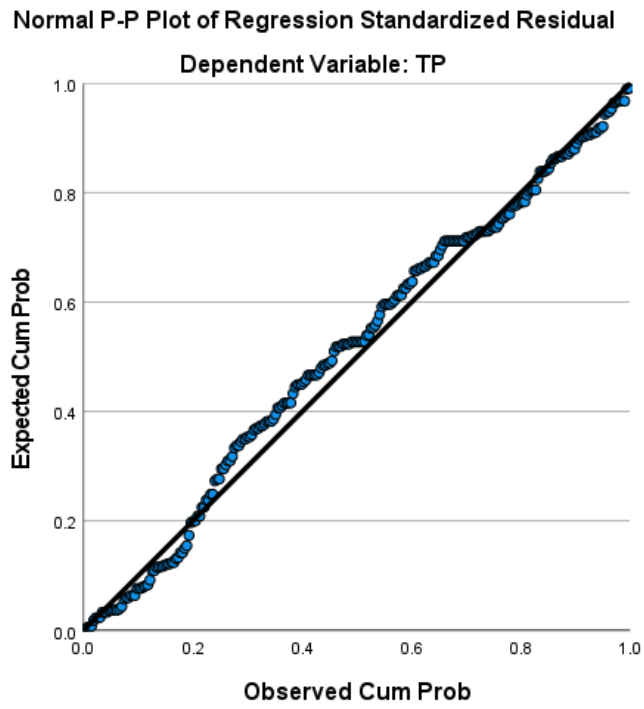


Figure 3: plot of regression standard residual

4.4.2 Regression between servant leadership and affective commitment.

Table 13: Regression between servant leadership and affective commitment.

OUTCOME VARIABLE: affective commitment						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.5715	.3266	1.3577	121.2707	1.0000	250.0000	0.0000
Model						
	coeff	se	t	P	LLCI	ULCI
constant	1.4959	.3132	4.7766	.0000	.8791	2.1128
Servant leadership	.6765	.0614	11.0123	.0000	.5555	.7974

In the above table that shows the relationship between servant Leadership as an Independent variable and the affective commitment variable as a mediating variable. Where value of B = 0.6765, and the value of t = 4.7766. That is, the strength of the relationship affecting servant Leadership is 67%. Also, the LLCI value and ULCI value have a positive sign meaning that the relationship is positive also a significant relationship where ($P \leq 0.005$). This means accepting the hypothesis related to this relationship.

4.4.3 Regression between servant leadership and knowledge sharing.

Table 14: Regression between servant leadership and knowledge sharing.

OUTCOME VARIABLE: knowledge sharing						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4872	.2373	.9033	77.7906	1.0000	250.0000	0.0000
Model						

	coeff	se	t	P	LLCI	ULCI
constant	3.5216	.2554	13.7861	.0000	3.0185	4.0247
Servant leadership		.0501	8.8199	.0000	.3432	.5406

In the above table that shows the relationship between servant Leadership (SL) as an Independent variable, and the organizational trust (KSH) variable as a mediating variable. Where value of B = 0.4419, and the value of t = 8.8199. that mean the strength of the relationship affecting servant Leadership (SL) is 44%. Also, the LLCI value and ULCI value have a positive sign meaning that the relationship is positive also a significant relationship where ($P \leq 0.005$). This means accepting the hypothesis related to this relationship.

4.4.4 Regression between servant leadership and organizational trust.

Table 15: Regression between servant leadership and organizational trust.

OUTCOME VARIABLE: organizational trust						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.6000	.3600	1.2097	140.6087	1.0000	250.0000	0.0000
Model						
	coeff	se	t	P	LLCI	ULCI
constant	1.6121	.2956	5.4535	.0000	1.0299	2.1943
Servant leadership	.6875	.0580	11.8579	.0000	.5733	.8017

In the above table that shows the relationship between servant Leadership as an Independent variable, and the organizational trust variable as a mediating variable. Where value of B = 0.6875, and the value of t = 5.4535. that mean the strength of the relationship affecting servant Leadership is 68%. Also, the LLCI value and ULCI value have a positive sign meaning that the relationship is positive also a significant relationship where ($P \leq 0.005$). This means accepting the hypothesis related to this relationship.

4.4.5 Regression between affective commitment and team performance.

Table 16: Regression between affective commitment and team performance.

Regression of Mediation variable						
OUTCOME VARIABLE: team performance						
	coeff	se	t	p	LLCI	ULCI
constant	2.323	0.4321	10.2320	0.0000	2.1232	3.182
Affective commitment	0.4600	0.0553	9.5449	0.0000	0.5364	0.2625

As we can see in the above table that the relation between the team performance and as dependent variable and sharing knowledge as intermediate variable where the $B = 0.4600$ and the t value = 10.2320 it mean the strength of affecting team performance equal to 52% . in the other hand the ULCI and LLCI all of them are positive through that we can see the relation is positive and it is significant relationship where the ($P \leq 0.005$) finally we can say the hypothesis is accepted in this relationship.

4.4.6 Regression between knowledge sharing and team performance.

Table 17: Regression between knowledge sharing and team performance.

Regression of Mediation variable						
OUTCOME VARIABLE: team performance						
	coeff	se	t	p	LLCI	ULCI
constant	2.5462	0.2973	12.8770	0.0000	2.7432	3.2381
Knowledge Sharing	0.6547	0.0229	10.5449	0.0000	0.3674	0.4935

As we can see in the above table that the relation between the team performance and as dependent variable and sharing knowledge as intermediate variable where the $B = 0.6547$ and the t value = 10.5449 it mean the strength of affecting team performance equal to 65% . in the other hand the ULCI and LLCI all of them are positive through that we can see the relation is positive and it is significant relationship where the ($P \leq 0.005$) finally we can say the hypothesis is accepted in this relationship.

4.4.7 Regression between organizational trust and team performance.

Table 18: Regression between organizational trust and team performance.

Regression of Mediation variable						
OUTCOME VARIABLE: team performance						
	coeff	se	t	p	LLCI	ULCI
constant	2.6435	0.2653	12.8770	0.0000	2.5632	3.334
Organizational trust	0.5200	0.0363	8.5449	0.0000	0.3564	0.4595

As we can see in the above table that the relation between the team performance and as dependent variable and sharing knowledge as intermediate variable where the $B = 0.5200$ and the t value = 12.8770 it mean the strength of affecting team performance equal to 52% . in the other hand the ULCI and LLCI all of them are positive through that we can see the relation is positive and it is significant relationship where the ($P \leq 0.005$) finally we can say the hypothesis is accepted in this relationship.

4.4.8 Regression between servant leadership and team performance, with mediating variable.

Table 19: Regression between servant leadership and team performance, with mediating variable

OUTCOME VARIABLE: team Performance						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7869	.6192	.4605	100.4134	4.0000	247.0000	0.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	.8900	.2423	3.6724	0.0003	0.4126	1.3673
Servant Leadership	.1029	.0469	2.1918	0.0293	0.0104	0.1953
Affective commitment	.0621	.0453	1.3703	0.1718	-0.0272	0.1514
Knowledge sharing	.5112	.0511	10.0116	0.0000	0.4106	0.6117
Organizational trust	.1722	.0477	3.6079	0.0004	0.0782	0.2663

As we can see in the table that the relation between servant leadership and team performance with adding the mediating variables, sharing knowledge, organizational trust and affective commitment. We can extract the relation between servant leadership and team performance is positive where $B = 0.1029$ and $t = 2.1918$ so the relation that effect the team performance through servant leadership is 10.29% also the value of LLCI and ULCI have positive sign where ($P \leq 0.005$) so we can say the relation is acceptable.

Indeed there is mediator relationship that effect the team performance the first one is affective commitment and we can see the relation is negative where the $B = 0.062$ and $t = 1.3703$ the strength of relation is 6.2% Also, the value of LLCI opposite sign, which means that the relationship is negative and non-significant where $P = 0.1718$ which is (> 0.005). This indicates that the relationship between them is unacceptable.

Also, we can see in the table that the relation between servant leadership and knowledge sharing as mediating variable We can extract the relation between servant leadership and t knowledge sharing is positive where $B = 0.5112$ and $t = 10.0116$ so the relation that effect the team

performance through servant leadership is 51%% also the value of LLCI and ULCI have positive sign where ($P \leq 0.005$) so we can say the relation is acceptable. Also we can see in the table that the relation between servant leadership and organizational trust as mediating variable We can extract the relation between servant leadership and t organizational trust is positive where $B = 0.1722$ and $t = 3.6079$ so the relation that effect the team performance through servant leadership is 17% also the value of LLCI and ULCI have positive sign where $P = .0004$ which is (<0.005) so we can say the relation is acceptable.

Table 20:Direct effect of servant leadership on team performance

Direct effect of servant leadership on team performance					
Effect	se	t	p	LLCI	ULCI
.1029	.0469	2.1918	0.0021	.0104	.1953

Table 21:Indirect effect of servant leadership on team Performance

Indirect effect(s) of SL on TP:				
	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.3863	.0554	.2858	.5013
FC	.0420	.0289	-.0147	.0994
KSH	.2259	.0420	.1530	.3179
OT	.1184	.0404	.0448	.2031

Table 22:Partially standardized indirect effect(s) of SL on TP

Partially standardized indirect effect(s) of SL on TP				
	Effect	BootSE	BootLLCI	BootULCI
TOTAL	.3541	.0428	.2740	.4414
FC	.0385	.0264	-.0136	.0908
KSH	.2071	.0351	.1446	.2847
OT	.1085	.0360	.0420	.1836

Table 23:Completely standardized indirect effect(s) of SL on TP

4.5 Summary of Hypotheses Results

The following table provides the summary of all hypotheses in my research.

Table 24 :Hypothesis Results

Hypothesis	Statement	Result
H ₀ 1	There is positive and significant relation between servant leadership & team performance.	Accepted
H ₀ 2	Servant leadership has a positive and significant relationship with affective commitment.	Accepted
H ₀ 3	Servant leadership has a positive and significant relationship with knowledge sharing.	Accepted
H ₀ 4	Servant leadership has a positive and significant relationship with organizational trust.	Accepted
H ₀ 5	affective commitment has a positive and significant relationship with team performance.	Accepted
H ₀ 6	knowledge sharing has a positive and significant relationship with team performance.	Accepted
H ₀ 7	organizational trust has a positive and significant relationship with team performance.	Accepted
H ₀ 8	Affective commitment behavior mediates the relationship among servant leadership and team performance.	Rejected
H ₀ 9	Knowledge sharing behavior mediates the relationship among servant leadership and team performance.	Accepted
H ₀ 10	Organizational trust behavior mediates the relationship among servant leadership and team performance.	Accepted

4.6 Discussion

4.6.1 Introduction

In the last section of the study we have discuss about the relationship among variable in detail and also, we include about the acceptance of our hypothesis. So, we will also discuss about theoretical implication and practical suggestion of the study and boundary and suggests future guideline of my study.

4.6.2 Discussion

The key aim of directing this investigation is to survey the appropriate responses of numerous inquiries which were unanswered in regards to the relationship of servant leadership on team performance: the mediating role of affective commitment and organizational trust (a case of petroleum development of Oman). Along with other variables i-e affective commitment which is measured as mediator and organizational trust which is measured as mediator and knowledge sharing which is measured also as mediator among servant leadership on team performance. In this study, data is collected from the employee in the company (petroleum development of Oman) for above understudied proposed hypothesis. The first proposed hypothesis H₁, which shows that servant leadership is positively and significantly associated with team performance, supports to be accepted. As employees of any organization plays integral part in the success of a business, and because of servant leadership, employees feel more motivated and therefore and gives the best out of them. As servant leaders help their employees in the work and therefore employees will work honestly and with high performance also with high spiritual among the task that given form their leaders, which leads to more production in the work, hence gives the good performance of employees so the H₂ and H₃ is also accepted as servant leadership is positively and significantly associated with affective commitment & H₃ indicates that, organizational trust is positively and significantly associated with team performance. H₄ also is accepted which indicates that knowledge sharing mediate relation among servant leadership and team performance. According to the H₅, H₆ H₇ also they are accepted cause organizational trust and knowledge sharing and organizational trust have positively and significantly associated with affective commitment. Employees in petroleum development of Oman are bringing more development to the Oman companies by increasing the team performance which lead to get more new ideas to improve service between petroleum development of Oman and others company which having contract or business with petroleum development of Oman.

4.6.3 hypothesis explanation

In next part we shall briefly identify each hypothesis in this study:

H1: Positive relationship between servant leadership and team performance.

There were few literatures that focus on the hypothesis in this study. Through the above hypotheses, we are going to try to focus on its concepts and its significance and its relationship with other variables in the previous literatures. In our study, it is recommended to activate servant leadership in the petroleum development of Oman to increase team performance, as the relationship between them is very great. Servant leadership and employee adaptive performance show a positive correlation. So, the servant leadership model helps to improve team performance, which leads to great achievement. When the degree of employee performance is high, it helps to improve adaptive team performance, thus enhancing enterprise competitiveness and enhancing employee creativity. This study believes that organizations must promote a good servant leadership model to maximize the effectiveness of adaptive performance (Gui et al., 2021). This means that the results of our research were consistent with the previous study (Schwarz et al., 2016), which shows that servant leadership has a positive impact on improving employee team performance.

H2: Positive relationship between servant leadership and affective commitment.

In this hypothesis, the aim is to understand the overall servant leadership relationship and its impact on affective commitment and how the employee can innovate and work on new ideas in the presence of good leadership that helps and encourages this. Therefore, this study proved that there is an important and positive relationship between affective commitment and overall leadership (Wibowo & Christiani, 2020). So, referring to the literatures that discussed the relationship of servant leadership and affective commitment, there are more studies that investigate this relationship. Most of these studies confirm that there is an important and positive relationship between servant leadership and affective commitment, which is what our study confirms. Servant leadership was positively related to affective commitment (Zhou & Miao, 2014).

H3: Positive relationship between servant leadership and Knowledge sharing.

as we know that if the employee felt more trust about his company of course, he will work hardly with more efficient which lead to increase the quality of product that company produce. In my company petroleum development of Oman all of us work in team every member of my team felt more satisfaction than any employee around the company in Oman.

In the other side if the organization that trust is low, there is not discipline in work. Low level of trust makes remove the open communications and relation and lead to low quality decision. In these organization, employee avoid expressing their ideas, because they fear that their plan face failure. The trusts not only effect on qualities of product but also can affect on team performances, efficiency and effectiveness. Researcher indicates that organizational trusts have direct communications with citizenship behaviors, organizational performances, and job satisfaction (Al-Asadi et al., 2019).

H4: Positive relationship between servant leadership and organizational trust.

In our company petroleum development of Oman without knowledge sharing we will not achieve any task or the improvement of the prices will be weak also the experience of the employee will not be developed so to develop the experience of the employee they set the expert and take the knowledge from them so step by step they will be expert which led to improve our product quality (Lee et al., 2020).

Knowledge is very critical for any organizations and its employee that provide sustainable competitive advantages in dynamic arena (Li, 2008). It has been observed that organization survival is not just to provide goods and services to their customer but also create knowledge intensive environments for the employee to bring innovation and uniqueness that will enhances the confidence level of employee.

H5: Positive relationship between affective commitment and team performance.

In mu company the affective commitment occurs when the employee wants to be committed to a particular target. For example, if an employee has a high level of affective commitment to the organization, then they have an enjoyable relationship with the organization and are more likely to stay in the company which make the teams of the company having the experts employee so the employee will stay in the company for long time. This relation can avoid the cost that if the employee goes to another company (Danford et al., 2005).

H6: Positive relationship between sharing knowledge and team performance.

knowledge sharing enables organizations to develop skills and competencies, increase value and sustain their competitive advantage. Knowledge sharing leads to superior team performance and is a source of competitive advantage for organizations. One of the best examples of these relation that when I start working in my team, I found that all team members try to do the best by sharing their knowledge and experience to me (Hartnell et al., 2020). Through that I gain knowledge.

H7: positive relationship between organizational trust and team performance.

Our company give more priority to their employee make them feel more than family and the employee feel free to contact the leads and even the managers to solve his issue in the work. the relationship between organizational trust and work performance through questionnaire method. By establishing six nested models and two non-nested models and comparing them with the hypotheses model, we find that an employee's trust in his/her immediate superior, co-workers, and the top manager all exert positive influences upon his/her work performance and these influences are independent and supplementary to one another. We also discuss the complex effects of an individual's perception of different organizational members upon their behaviors. It is found that the influence of an employee's trust in top manager upon individuals' job performance is partially mediated by his/her trust in immediate superiors (Al-Malki & Juan, 2018).

H8: Affective commitment behavior mediates the relationship among servant leadership and team performance.

This study has proven that affective commitment has no effect as a mediate between team performance and servant leadership, as the results are contrary to the hypothesis that has been developed. Affective commitment has nothing to do as mediate between servant leadership and team performance (Eliot, 2020).

H9: Knowledge sharing behavior mediates the relationship among servant leadership and team performance.

This study proved that there is positive relationship between servant leadership and team performance in the presence of the knowledge sharing as a mediating variable. Where the results came against the hypothesis above and proved that servant leadership can indirectly affect team performance with the need for knowledge sharing (Rachmawati & Lantu, 2014).

H10: Organizational trust behavior mediates the relationship among servant leadership and team performance.

This study proved that there is positive relationship between servant leadership and team performance in the presence of the Organizational trust as a mediating variable. Where the results came against the hypothesis above and proved that servant leadership can indirectly affect team performance with the need for Organizational trust (Lee et al., 2020).

Chapter 5

Conclusions and recommendation

Chapter 5: Conclusions and recommendation

5.1 Introduction

Through this chapter, we will discuss a summary of the conclusions of this thesis. This chapter focuses on the most important findings of the study and its relationship to reality in the institution to which the study was applied. It will also cover all the main results obtained from the literature review and analysis of the data collected after analysis through the SPSS program. In addition, the most important recommendations that should be applied to the organization and its employees will be discussed. It will also highlight the theoretical implication, the administrative and practical implications, and finally it will discuss the most important constraints faced by the study and some suggestions for future research.

5.2 Conclusion

we aimed in this study to find out how and why servant leadership affect team performance in petroleum development of Oman and how the mediator variables, namely affective commitment, organizational trust, and knowledge sharing. General leadership was positively correlated with team performance and correlated with affective commitment and other variables. It can be understood from the results of the questionnaire and survey developed in the study that the more leaders pay attention to their employees and team, the greater the impact on team performance. A questionnaire was prepared based on the variables and hypotheses put forward at the beginning of the study, and 252 samples of the questionnaire were collected and analyzed using the SPSS program. All the Hypotheses Where accepted. all the justifications and reasons for accepting the hypotheses were discussed, and the practical effects on them were discussed.

Through this, this study proved that the servant leadership has a direct impact on team performance and on all intermediate variables.

5.3 Theoretical Implication

In this study there are many contributions in the field of team performance and it is contributing to make the company going in advance also to increase the performance of the employee which lead to more productivity and new idea which make the work affective and easily. First of all, we conceptualize the overall impacts of overall leadership on team performance. Certainly, this study shall contribute to fill the scientific research gap related to literature through the result of this study and the study prove that there is a direct effectiveness of the overall leadership on team

performance. The hypotheses for this study have been also developed for later testing. Second we tested the effect of servant leadership on team performance in the presence of organizational trust, affective commitment and knowledge sharing, where the relationship was missing in the previous literature and the result of the current study proved what there are positive relationship is between those variables. Third we tested the relationship, between the mediating variables on team performance and the result was also positive. Fourth, also we tested the effect of servant leadership on the mediating variable directly, which are effective commitment, organizational trust, and knowledge sharing, and the results were positive and consistent with previous studies that were the same hypothesis that we put forward. This was tested to prove hypotheses on the employees of the petroleum development of Oman.

5.4 Managerial and practical Implication

we are having some of managerial implication. First, a servant leadership was establishing to simplified and help team performance of the employees. It's so important for all managers to recognized that how it's important to take care of affective commitment, organizational trust and knowledge sharing which can also affect the team. We recommend in the study that the managers should promote a Servant leadership as a style in their daily work by guiding and help the employee in their work. openness is accessibility to create the condition for their employee to easily speak about the new ideas in their daily work and create ideas and voice their opinion in an organization to bring more success. Moreover, it is basically so important for the leaders to add the training programs in the year plan to develop a trustworthy as well as the close relationships with their employees. The study also recommend to managers in the petroleum development of Oman should adding servant leadership style in their employee by helping them in complex task and be kind with them also by making them feel free to speak with their leaders.

5.5 Limitation and future direction

First thing that I have collected the data from petroleum development of Oman employees in sectors of material analyst in this department all employee work in team that mean all kind of work is done by working together.

Second limitation of my research is sample size because in our department there are only 323 employees, so I reach 252 employees of my department this is around 78% of my department. I did not go to future department cause some of them working lonely not in team also that I trust all these employees, so they give me best answer. So, we advise to further studies to reach a greater number of employees in different company around all Oman

Thirdly, this study also must conduct to different sectors around the world to raise the team performance and doing the work in best way also to create new ideas which they are working such as health sector in Oman while they are defending their patient against corona virus and also in educational sector which will bring more performance.

5.6 Recommendation

In this study, the researcher was able to focus on the dimensions of servant leadership and its impact on team performance in the Petroleum Development of Oman, and how to pay attention to servant leadership in order to increase team performance in all companies that have contract with Petroleum Development of Oman . through the servant leadership these companies can raise their benefit by reducing the waste and increasing the productivity. This study can show the top management the performance of their teams, so they segregate the business objective to the exact team.

We can see the effect of servant leadership is very positive with team performance and Petroleum Development of Oman all its work deal with teams, the researcher advises the top management in Petroleum Development of Oman to apply the following:

1: testing the effect of servant leadership on team performance in all departments in Petroleum Development of Oman and try applying it as a KPIs (key performance indicator) for all contractors with Petroleum Development of Oman.

2: as the company give more attention to the talented employee, they can know the talented leader by applying this study.

3: Enhancing the concept of organizational trust of employees will contribute to increasing productivity and reducing the waste, which will achieve the competitive advantage in all department operating in Petroleum Development of Oman.

4: To increase the reputation of the department operating in Petroleum Development of Oman, focus should be placed on increasing the team performance by encouraging employees to sharing knowledge with the team which can increase the experience of all team members.

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Appendix

Questionnaire

dear,

The following questionnaire is one of the requirements of my research at A ‘Sharqiyah University in the Department of Business Administration, the title of my research: The effect of servant leadership on the performance of the team in the PDO company and the intermediate roles between them are affective commitment and organizational trust. We inform you that there is no possibility of right or wrong in these questions, but you must answer the questions honestly and truthfully. Note that this questionnaire will be confidential. Answers cannot be published or the like, but this data will be analyzed to obtain a result that will know the extent of this effect. Dear subscriber, the duration of this questionnaire does not exceed 2 minutes only. Thank you very much for your contribution to the success of my studies

Abdulrahman Hadoob AL Shuaibi


Researcher

e-mail (1807233@asu.edu.om)


SECTION 1: RESPONDENT’S PERSONAL BACKGROUND INFORMATION

-
- **Age** below 25 26-35 36-45 46-55 55 or above
 - **Gender** male = 1 female = 2
 - **Education** high school college degree bachelor degree graduate degree
 - **Work experience How long have you worked?**
less than 1 year 1-3 years 4-6 years 7-10 years more than 11 years
-

SECTION 2: The following items describe the servant leadership of your leader. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements.	1						7
1. My leader can tell if something work-related is going wrong.	1	2	3	4	5	6	7
2. My leader makes my career development a priority.	1	2	3	4	5	6	7
3. I would seek help from my leader if I had a personal problem.	1	2	3	4	5	6	7
4. My leader emphasizes the importance of giving back to the community	1	2	3	4	5	6	7
5. My leader puts my best interests ahead of his/her own.	1	2	3	4	5	6	7
6. My leader gives me the freedom to handle difficult situations in the way that I feel is best.	1	2	3	4	5	6	7
7. My leader would NOT compromise ethical principles to achieve success.	1	2	3	4	5	6	7

SECTION 3: The following items describe the Affective Commitment. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements.	1						7
1. I would be happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
2. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
3. I do feel like "part of my family" at this organization.	1	2	3	4	5	6	7
4. I do feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
5. I do feel a strong sense of belonging to this organization.	1	2	3	4	5	6	7

6. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
7. I enjoy discussing about my organization with the people outside it.	1	2	3	4	5	6	7
8. I think I could easily become as attached with another organization as I am to this one.	1	2	3	4	5	6	7

SECTION 4: The following items describe Organizational Trust. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.


Please indicate to what extent you agree with the following statements.	1						7
1. this academic institution treats me fairly	1	2	3	4	5	6	7
2. supervisors and workers in this academic institution trust each other	1	2	3	4	5	6	7
3. people I work with trust each other on a regular basis	1	2	3	4	5	6	7
4. we can depend on each other in this academic institution	1	2	3	4	5	6	7

SECTION 5: The following items describe Knowledge Sharing Behavior. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.


Please indicate to what extent you agree with the following statements.	1						7
1: I readily pass along information that may be helpful to the work of the group.	1	2	3	4	5	6	7
2: I keep others in the work group informed of emerging developments that may increase their work effectiveness.	1	2	3	4	5	6	7
3: I actively seek helpful information to share with the group.	1	2	3	4	5	6	7
4: I share information that I have when it can be beneficial to others in the work group.	1	2	3	4	5	6	7

5: I readily share my expertise to help resolve work group problems.	1	2	3	4	5	6	7
6: I willingly aid others in the group whose work efforts could benefit from my expertise.	1	2	3	4	5	6	7
7: I offer innovative ideas in my area of expertise that can benefit the group's work	1	2	3	4	5	6	7
8: I frequently share my expertise by making helpful suggestions that benefit the work group.	1	2	3	4	5	6	7

SECTION 6: The following items describe Team effectiveness. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements.	1						7
1: My group is effective in getting things done.	1	2	3	4	5	6	7
2: My group does a great job in getting things done	1	2	3	4	5	6	7
3: My group is effective in meeting task requirements.	1	2	3	4	5	6	7
4: My group accomplishes its goals successfully.	1	2	3	4	5	6	7
5: My group completes its task successfully.	1	2	3	4	5	6	7

SECTION 7: The following items describe Task interdependence. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided.

Please indicate to what extent you agree with the following statements.	1						7
1: I work closely with others in doing my work.	1	2	3	4	5	6	7

2: I must frequently coordinate my efforts with others.	1	2	3	4	5	6	7
3: My own performance is dependent on receiving accurate information from others	1	2	3	4	5	6	7
4: The way I perform my job has a significant impact on others	1	2	3	4	5	6	7
5: my work requires me to consult with others fairly frequently.	1	2	3	4	5	6	7

الاستبانة

عزيزي

الاستبانة التالي هو أحد متطلبات بحثي في جامعة الشرقية في قسم ادارة الاعمال، عنوان بحثي: تأثير القيادة الخادمة على اداء الفريق والادوار الوسيطة بينها هي الالتزام التنظيمي والثقة التنظيمية ومشاركة المعرفة في شركة تنمية نفط عمان. نحيطكم علما بأنه لا يوجد احتمالية الصح او الخطاء في هذه الأسئلة ولكن يجب عليك انت تجيب على الاسئلة بأمانه وصدق. علما بأن هذا الاستبانة سوف يكون موضع سرية لا يمكن نشر الاجابات او ما شابه ولكن سوف يتم تحليل هذه البيانات للحصول على نتيجة من شأنها معرفة هذا التأثير. عزيزي المشترك مدة هذا الاستبانة لا تتجاوز ٢ دقيقة فقط. شكرا جزيلا على مساهمتك في نجاح دراستي.

عبد الرحمن الشعبي

باحث ماجستير

القسم الأول: القسم الأول: المعلومات الأساسية الشخصية للمستجيب.

● العمر: أقل من 25 سنة □ 26 سنة – 35 سنة □ 36 سنة – 45 سنة □ 46 سنة – 55 سنة □ فوق 55 □

● الجنس: ذكر □ أنثى □

● المؤهل الدراسي: الثانوية العامة □ دبلوم □ بكالوريوس □ دراسات عليا □

● الخبرة العملية: أقل من عام □ 1-3 سنوات □ 4-6 سنوات □ 7-10 سنوات □ أكثر من 11 سنة

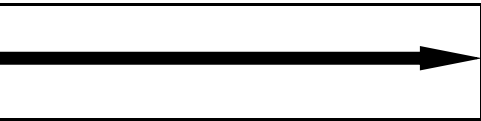
القسم 2: تصف العناصر التالية القيادة الخادمة لفائدك. يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم.

يرجى توضيح إلى أي مدى توافق على العبارات التالية:	1						7
1: يطلعني مسؤولي المباشر في حال وجود خطب ما يتعلق بالعمل.	1	2	3	4	5	6	7
2: يجعل مسؤولي المباشر تطوري المهني من أولوياته.	1	2	3	4	5	6	7
3: الجأ الى مسؤولي المباشر في حال واجهت مشاكله شخصية.	1	2	3	4	5	6	7
يؤكد مسؤولي المباشر على أهمية العطاء الذي يعود على المجتمع بالنفع.	1	2	3	4	5	6	7
5: يضع المسؤول المباشر مصلحة الموظفين فوق مصلحته الشخصية.	1	2	3	4	5	6	7
6: يعطيني مسؤولي المباشر حرية التعامل مع المواقف الصعبة بالطريقة التي أشعر بأنها الأفضل.	1	2	3	4	5	6	7
7: لا يساوم مسؤولي المباشر بالمبادئ الأخلاقية في سبيل تحقيق الأهداف والنجاح.	1	2	3	4	5	6	7

القسم 3: تصف العناصر التالية الالتزام العاطفي. يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم.

يرجى توضيح إلى أي مدى توافق على العبارات التالية:	1						7
1: سأكون بغاية السعادة إذا ما قضيت باقي حياتي المهنية في هذه المؤسسة.	1	2	3	4	5	6	7
2: اشعر حقا بان مشاكل هذه المؤسسة جزء من مشاكل الشخصية.	1	2	3	4	5	6	7
3: اشعر بأنني "جزء من عائلتي" في هذه المؤسسة.	1	2	3	4	5	6	7
4: اشعر بأنني مرتبط عاطفياً بالعمل في هذه المؤسسة.	1	2	3	4	5	6	7
5: لدي شعور قوي بالانتماء لهذه المؤسسة.	1	2	3	4	5	6	7
6: هذه المؤسسة تعني لي الكثير على الصعيد الشخصي.	1	2	3	4	5	6	7
7: أشعر بالمتعة عند الحديث عن مؤسستي مع أناس من خارج المؤسسة	1	2	3	4	5	6	7
8: من الصعب أن أرتبط بمؤسسة أخرى كدرجة ارتباطي بهذه المؤسسة	1	2	3	4	5	6	7

القسم 4: البنود التالية تصف الثقة التنظيمية. يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم.

يرجى توضيح إلى أي مدى توافق على العبارات التالية:	1						7
1: تعاملني المؤسسة التي أعمل بها بطريقة عادلة	1	2	3	4	5	6	7
2: يثق المسؤولون والعاملون في مؤسستنا كل منهما بالآخر	1	2	3	4	5	6	7
3: يثق زملائي في العمل في بعضهم البعض بشكل تلقائي	1	2	3	4	5	6	7
4: نستطيع الاعتماد على بعضنا البعض في مؤسستنا التي نعمل بها	1	2	3	4	5	6	7

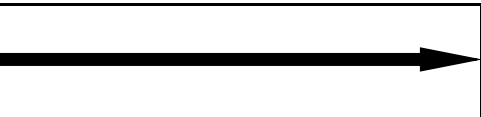
القسم 5: تصف العناصر التالية سلوك تبادل المعرفة. يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم.

يرجى توضيح إلى أي مدى توافق على العبارات التالية:	1						7
1: أنقل بسهولة المعلومات التي قد تكون مفيدة لعمل المجموعة	1	2	3	4	5	6	7
2: أبقى الآخرين في مجموعة العمل على علم بالتطورات الناشئة التي قد تزيد من فعالية عملهم.	1	2	3	4	5	6	7
3: سعى بنشاط للحصول على معلومات مفيدة لمشاركتها مع المجموعة	1	2	3	4	5	6	7
4: أشارك المعلومات التي لدي عندما يمكن أن تكون مفيدة للآخرين في مجموعة العمل.	1	2	3	4	5	6	7
5: أشارك خبراتي بسهولة للمساعدة في حل مشاكل مجموعة العمل.	1	2	3	4	5	6	7
6: أساعد عن طيب خاطر الآخرين في المجموعة الذين يمكن أن تستفيد جهود عملهم من خبرتي	1	2	3	4	5	6	7
7: أقدم أفكارًا مبتكرة في مجال خبرتي يمكن أن تفيد عمل المجموعة.	1	2	3	4	5	6	7
8: أشارك خبراتي بشكل متكرر من خلال تقديم اقتراحات مفيدة تفيد مجموعة العمل	1	2	3	4	5	6	7

القسم 6: تصف العناصر التالية فعالية الفريق. يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم.

يرجى توضيح إلى أي مدى توافق على العبارات التالية:	1						7
1: مجموعتي فعالة في إنجاز الأمور	1	2	3	4	5	6	7
2: تقوم مجموعتي بعمل رائع في إنجاز الأمور	1	2	3	4	5	6	7
3: مجموعتي فعالة في تلبية متطلبات المهمة	1	2	3	4	5	6	7
4: مجموعتي تحقق أهدافها بنجاح	1	2	3	4	5	6	7
5: أكملت مجموعتي مهمتها بنجاح	1	2	3	4	5	6	7

القسم 7: تصف البنود التالية ترابط المهام. يرجى توضيح إلى أي مدى توافق على البيان التالي عن طريق تدوير الرقم المناسب على مقياس التصنيف المقدم.

يرجى توضيح إلى أي مدى توافق على العبارات التالية:	1						7
1: عمل بشكل وثيق مع الآخرين في القيام بعملية	1	2	3	4	5	6	7
2: يجب أن أنسق جهودي بشكل متكرر مع الآخرين	1	2	3	4	5	6	7
3: يعتمد أدائي على تلقي معلومات دقيقة من الآخرين	1	2	3	4	5	6	7
4: الطريقة التي أؤدي بها وظيفتي لها تأثير كبير على الآخرين	1	2	3	4	5	6	7
5: يتطلب عملي التشاور مع الآخرين بشكل متكرر	1	2	3	4	5	6	7