

THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND EMPLOYEE
PRODUCTIVITY AMONG CEMENT MANUFACTORY WORKERS IN PRIVATE
FACORIES IN SULAYMANIYAH

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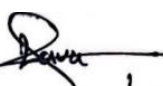


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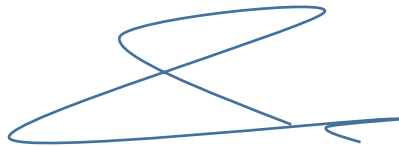
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DEDICATION

This study and my degree are dedicated to my parents, who helped me to pass all the obstacles, never gave up on me, and always believed in me.

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During this research, there were several people who helped in the investigation and analysis, and their assistance was quite crucial and beneficial to conducting this thesis. Alhamdulillah, I thank Allah first and all the people who were involved second.

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ABSTRACT

This study examines the connection between servant leadership and employee productivity among cement manufacturing employees. A servant leadership approach prioritizes the requirements of followers and emphasizes their autonomy and growth. In the cement manufacturing industry, employee efficacy has a significant impact on operational efficiency and overall organizational success. While, the objective is to examine the level of servant leadership, the level of productivity, and the relationship between servant leadership and productivity among cement manufacturing employees in two private factories in Sulaymaniyah. The research utilizes quantitative methodology and the use of snowball sampling to select participants. Through structured questionnaires, servant leadership behaviors and employee productivity will be measured. The diversity of the sample will be ensured by including employees from multiple divisions and positions within the cement manufacturing industry. Pearson correlation will be used to assess the intensity and direction of the linear relationship between variables using quantitative data. The findings are intended to contribute to the comprehension of servant leadership's influence on employee productivity in the cement manufacturing industry, thereby guiding organizations in nurturing effective leadership practices, and improving overall performance.

KEYWORDS: Productivity, Servant Leadership, Manufactory Workers.

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LIST OF ABBREVIATIONS

LMX	-	Leader member exchange theory
SL	-	Servant leadership
EP	-	Employee productivity
CM	-	Cement workers

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The link between Servant leadership and worker productivity of cement manufacturers in private enterprises is examined in this research. Moreover, this chapter will also elaborate on this study's problem statements, background, research objectives, research questions, the study's scope, and significance. The relationship concerning Servant leadership and staff productivity of cement manufacturing workers in private plants needs to be understood. This essay aims to investigate this connection. Furthermore, an intense conceptual and operational definition of servant leadership and productivity will illustrate. To sum up, this study investigated the relationship between operating a servant leadership style at work and its consequences on productivity among manufactory workers.

1.2 Problem Background

Several studies have been addressing leadership styles and their impacts on workers from emotional and practical aspects, while few have been addressing the low productivity that factory workers encounter daily (A. Manaf et al., 2016; A. Manaf et al., 2019). A leader in the broadest sense is a person who initiates social interactions by regulating, directing, organizing, or attempting to control the industries and efforts of others or by coaching, directing, and supposed to lead with the aid of his positive qualities and followers' mutual approval (Eva, Robin, Sendjaya, Dierendonck, & Liden, 2019).

Productivity and the workplace leadership style are synonyms; if the workplace lacks an effective one, it freez productivity. For instance, a leader must comprehend workers' many personalities, requirements, desires, and interests; a leader is a force that stimulates and motivates subordinates to achieve business objectives (Novialumi, 2021). Additionally, over the decades, many studies have delved into the importance of leadership to work process and quality. "Leadership is the practice of motivating individuals to work freely for joint aims," writes Terry in Fahmi (2017).

Likewise, according to Srimulyani (2013), "servant leadership" is a style of management that emphasizes helping others while maintaining a firm commitment to the organization's overarching objectives. As well, Productivity can be manageable, and it reduce can be fixed by conducting effective strategies. Many studies analyze how productivity can maximize and scaled within an organization. According to Novialumi's research, servant leadership characterize by a lack of hierarchies in the workplace and a focus on empowering subordinates to achieve their full potential rather than being seen as mere "foot soldiers." They are employees who expect to be capable of boosting output for the business(2021). What's more, productivity, according to Komarudin (2013: 121), mainly involves a mentality that constantly believes that today's business techniques must always be better than yesterday's work methods and that the outcomes that may reach tomorrow must be greater or more competent than the advanced features today. By implementing Komarudin's productivity concept, individuals must seek to improve their efficiency on a daily basis in order to maintain a high level of production.

Furthermore, leadership and productivity are tools that, if used correctly, will direct workers to create massive output. The success of every firm now heavily depends on employee productivity. It is the volume of output a worker produces over a predetermined time. Since it may significantly impact the business's success, it is crucial to understand the elements that affect it. Servant leadership is one such element. This type of leadership strongly emphasizes helping others and giving them the tools they need to realize their full potential.

In 1970, Robert K. Greenleaf proposed the idea of Servant leadership (Spears, 2010). He described it to the best of his ability as "a leadership style in which the leader serves and supports their subordinates, helping them to achieve their maximum potential." Researchers' interest in Servant leadership has grown since then. Numerous research has looked into the connection between staff productivity and Servant leadership. However, most research has concentrated on workers in the public or service sectors.

Servant leadership places a strong emphasis on helping others and giving them the tools, they need to realize their full potential (Aij et al., 2017). Its foundation is the idea that by helping their followers, leaders would become more inspired and effective. This is due to the fact that the leader will be able to establish a culture of trust, respect, and empowerment, which can result in greater levels of job satisfaction and, as a result, increased worker productivity.

Numerous publications have been done to investigate the connection between Servant leadership and worker productivity. To determine the effects of Servant leadership on the performance of organizations, Alafeshat and Aboud (2019) carried out a study. Their publication proved that servant leadership has good and substantial impacts on organizational performance. According to Adiguzel, Ozcinar, and Karadal (2020), Servant leadership can moderate the relationship between rule-breaking and work satisfaction in the strategic management of the human resource. They discovered that rule-breaking and work satisfaction were positively improved by Servant leadership. On the same note, the investigation, as indicated, has contributed to different positive impacts on the performance of organizations.

In summary, research concerning the topic under study has proved the value of Servant leadership in raising worker productivity in for-profit enterprises. The findings suggest that Servant leadership can have a favorable impact on staff attitudes, behavior, commitment, motivation, and service quality. The results of the study can help with the creation of practical plans to increase worker productivity in private firms.

1.3 Problem Statement

In today's world, the company faces several obstacles regarding work life and how to manage it. Low salaries, unpleasant temperatures, long working hours, excessive noise, and poor air quality are frequently connected with factory workplace conditions (Robertson, Brown, & Dehejia, 2016). Likewise, one of the fundamental issues regarding employees' life in Iraq is the absence of productivity, but leaders and leadership style is the hook to it all. The main issue is that manufacturing employees are devoted to their work, but they do not gain much appreciation for their effort, and leaders have low value for them (Shanock et al., 2019). Countless companies face disablement in their employees' productivity and performance, and most fail to fulfill their employees' needs and workplace aims.

The lack of appropriate leadership style in manufacturing companies is a significant issue that affects employee productivity and morale (Mason & Brown, 2013). Leaders who use a traditional command-and-control leadership style have been found to have the lowest levels of employee productivity and morale. On the other hand, according to de Leede & Heuver (2016) and Anderson & Sun (2017), a leadership style based on servant leadership emphasizes the importance of relationships, ethics, emotions, and spirituality, which is much more effective in promoting productivity and morale. Research has shown that employees prefer a more contemporary and effective type of leadership, known as servant leadership (Gandolfi & Stone, 2018; Yahaya & Ebrahim, 2016). Servant leadership focuses on building relationships, providing ethical guidance, demonstrating emotional intelligence, and prioritizing spiritual growth (Noruzy et al., 2013; Donate & de Pablo, 2015; Seijts et al., 2015). Servant leadership is a multifaceted approach that allows members to develop their full potential.

Applying an effective leadership style is essential for a company's success, as it can help create a more positive work atmosphere and motivate employees to be more

productive (Demirtas & Akdogan, 2015; Hickman & Silva, 2018; Tucker & Lam, 2014)). It is important to note that the effectiveness of a particular leadership style will depend on the context in which it is being applied and the particular needs of the company and its employees (Sadeghi & Pihie, 2012; Iqbal et al., 2015). Therefore, it is essential to assess the current leadership style used in a company and determine whether or not it is suitable for the company's needs

In addition, the use of a servant-leadership essential important factor in promoting productivity, morale, and employee satisfaction. In particular, this type of leadership encourages employees to take ownership of their work, allowing them to develop to their full potential (Alwali & Alwali, 2022). Leaders who use this leadership style also strive to create an atmosphere of trust and respect in the workplace, which helps foster positive relationships between employees and their leaders (Shafie et al., 2013). Furthermore, servant leadership helps to create a sense of shared purpose, which can motivate employees to work together towards common goals.

Leaders who practice servant leadership have been found to have better judgment and decision-making abilities, increased production, increased morale, and reduced employee turnover. Furthermore, servant leadership has been associated with higher levels of productivity (Dubrin, 2022). This type of leadership allows employees to feel valued and appreciated, which leads to a more motivated workforce and improved overall performance (Sofijanovna & ZabijakinCharleska,2013). In addition to servant leadership's benefits, several drawbacks are associated with the traditional command and control style (Farrell, 2017). This leadership style often results in a need for more trust and respect between leaders and employees, decreasing motivation and productivity.

In order to ensure that the leadership style used in a company is effective, it is essential to assess the needs of the employees and the company regularly. This can be done by engaging with the employees and seeking their feedback on the current leadership style (Humphrey,2013). Additionally, the company can conduct surveys and interviews to assess the effectiveness of the current leadership style and identify areas where changes

need to be made. It is also essential to ensure that the chosen leadership style is supported by senior management and that the necessary resources are available to implement the style effectively.

Furthermore, this leadership style can lead to employees feeling as though their contributions are not valued or appreciated, leading to a lack of job satisfaction and disengagement (Bin & Shmailan, 2015; Glinkowska & Kaczmarek, 2015; Katsamunsk, 2012). According to Muogbo (2013), the correct type of leadership is vital for any company's success. Leadership styles can lead to reduced productivity, decreased morale, and a lack of motivation among employees.

On the other hand, servant leadership can provide companies with increased production, improved morale, and a more motivated workforce. Therefore, companies must employ an effective and up-to-date leadership style (Block, 2016). This involves evaluating current leadership styles and implementing changes where necessary. Additionally, according to Mazarei et al. (2013), companies should ensure that their leaders are adequately trained in servant leadership principles to make the most of their benefit.

Likewise, it is crucial to recognize that using a successful leadership style is not a one-time answer but rather a process of ongoing growth. This is an essential point to keep in mind. As a result, it is necessary to conduct frequent assessments and evaluations of the efficacy of the leadership style that is utilized in the organization and to make adjustments as required (Wakabi, 2016). The firm will have a better chance of retaining its competitive edge and achieving success over the course of the long run if it operates in this manner. If businesses take these steps, they will be able to guarantee that they provide their workers the very best working circumstances, which will, in turn, enable those individuals to realize their ambitions and reach the highest levels of productivity imaginable.

Consequently, this begs the question of whether servant leadership has a significant or positive impact on productivity or not, and if it does, to what extent. In the

end, the prime issue regarding servant leadership and employee productivity is it absent in most of factories and that it is weak existing. For instance, most of the factories in Sulaymaniyah do not have the roots nor a healthy environment to establish and conduct an effective leadership style like servant leadership (Faeq & Ali, 2022). Furthermore, this factor has a catastrophic impact on employees' productivity. In addition, the absence of a fair leadership system will lead to the absence of productivity, and once the productivity declines, most of the other essential elements get tolerated as well.

1.4 Research Objectives

1. To examine the level of servant leadership among cement manufacturing workers private factories in Sulaymaniyah.
2. To examine the level of productivity among cement manufacturing workers in private factories in Sulaymaniyah.
3. To examine the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah.

1.5 Research Questions

1. What is the level of servant leadership among cement manufacturing workers in private factories in Sulaymaniyah?
2. What is the level of productivity among cement manufacturing workers in private factories in Sulaymaniyah?
3. Is there any relationship between Servant Leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah?

1.6 Scope of the study

The research is conducted using a quantitative approach, with a sample of 134 cement manufactory workers from two private factories in a selected region. The study will employ a survey questionnaire to elicit responses from the sample. The survey questionnaire will be used to collect quantitative data on the participants' experiences of servant leadership and their perceived level of productivity. On one hand, independent variable is servant leadership which is adapted from Erdogan & Bauer (2014) namely leader member exchange theory. In fact, there are four main dimensions of servant leadership which are the following: affect, loyalty, professional respect, and contribution subscale. On the other hand, the dependent variable is employees productivity, which is adapted from Basit, Hermina & Al Kautsar (2018) and it contain three main dimensions which is motivation, work environment, and work productivity.

1.7 Significance of the study

1.7.1 Implications for Employee Productivity

The implications of Servant leadership for employee productivity in private factories are numerous (Jlagat et al., 2019). Firstly, by creating a sense of trust and respect between the leader and the employees, Servant leadership can encourage employees to take ownership of their work and to take the initiative in finding ways to improve the quality and efficiency of their work. This, in turn, can lead to increased productivity and performance. Moreover, by providing clear direction and resources, servant leadership can help motivate employees and provide them with the support they need to succeed. Additionally, by emphasizing effective communication, servant leadership can help to ensure that employees are informed and have a clear understanding of the tasks they are expected to perform (Bauer et al., 2019). Finally, by creating a sense of community, servant leadership can foster collaboration and cooperation, further increasing employee

productivity. This aims at also enhancing effectiveness and efficiency in terms of service delivery. This leads to significant impacts on the performance of the company under consideration.

1.7.2 Strategies and Approaches to Implementing Servant Leadership

In private industries, there are several tactics and techniques that may be employed to implement Servant leadership (Eva et al., 2018). The creation of a culture of respect and trust is crucial. The implementation of Servant leadership in private industries depends on fostering a climate of trust and respect. This may be achieved by encouraging employees to take the initiative and take ownership of their job while also respecting their ideas and perspectives. As a result of knowing that their thoughts and opinions would be valued, it promotes trust between the leader and the team.

Giving staff clear objectives and expectations will also help them understand what is expected of them. Employees may feel more motivated and involved in their job, which may foster a sense of ownership and responsibility. Incorporating Servant leadership in private factories also requires open communication (Mcquade et al., 2020). To promote respect and trust among the team members, the leader must speak with them frequently. To demonstrate that the employee's ideas are respected, it is also crucial for the leader to pay attention to their thoughts and opinions and to provide them with feedback. This aids employee motivation and a sense of belonging. Finally, it's critical to provide staff members with the tools and encouragement they need to succeed. This may entail giving staff members access to training and development programs and the tools and resources they need to accomplish their jobs well. Giving employees feedback and acknowledgment for their efforts is also crucial since it may inspire them and boost productivity.

1.7.3 Potential Benefits of Servant Leadership

There are a number of possible advantages to implementing Servant leadership in private factories (Nobles, 2019). First off, it can contribute to fostering a more happy and more effective work environment. This may boost motivation and work satisfaction, which will eventually boost output. Additionally, it can promote mutual respect and trust between the boss and the team, which can increase worker productivity (Lapointe et al., 2018). As employees are encouraged to take the initiative and develop new ideas, it can also result in a rise in creativity and innovation.

1.7.4 Leadership Style impact on Employee Retention in the Cement Manufacturing Sector

This study proposes to investigate how several leadership philosophies, including autocratic, democratic, and Servant leadership, impact employee retention in the cement manufacturing industry. To increase employee retention in the cement manufacturing industry, the researcher would examine viable techniques, study the current literature on leadership styles, and conduct research (Aboramadan et al., 2020). Researchers would specifically look at the effects of various leadership approaches on commitment, engagement, and employee happiness (Abbas, 2017). By analyzing staff turnover rates, the researcher would also investigate the possibility that various leadership philosophies may increase employee retention.

1.7.5 Job Satisfaction influence on the Productivity of Cement Manufacturing Workers

This study will examine how job happiness affects employees' productivity in the cement industry. The researcher will review the available studies on job happiness and productivity and look at possible methods for raising both in the cement production industry (Oyewobi, 2022). The researcher would examine the connection between employee motivation, contentment, performance, and job satisfaction. The researcher would also investigate if work happiness can increase productivity by assessing staff productivity levels.

In the end, from a practical aspect, this research may benefit construction companies looking to advance their productivity and employee efficiency levels by adopting an enhanced servant leadership style mindset. This research may serve as a roadmap for future scholars interested in the servant leadership and productivity of construction workers in the HRD sector. Additionally, this research can be instrumental for the current and newly established manufacturers/companies and their leadership to create a practical system and work environment on the solid and efficacious ground.

1.8 Conceptual Definition

In this thesis, the link between servant leadership and worker productivity among cement manufacturers working in private enterprises is explored. The concept of servant leadership has been around for centuries, but it has only recently gained traction in the business world. It is a leadership style that puts people first and stresses the importance of serving others (Friedman et al., 2022). In the context of cement factories, servant leadership has the potential to create a work environment that is both productive and satisfying for its employees. Specifically, this study will investigate how servant

leadership practices such as communication, collaboration, and trust influence employee productivity.

1.8.1 Conceptual Definition for IV (Servant Leadership)

Rather than putting the requirements of the company first, servant leadership prioritizes the needs of the workforce (Kiker et al., 2019). It is founded on the concept of servanthood, which emphasizes the significance of serving others above everything else. The concept behind the word, which Robert Greenleaf originally used in 1970, is that effective leaders should prioritize the needs of their team members (Obasuyi, 2019). Communication, cooperation, trust, and empowerment are some of the core values that servant leadership promotes.

Servant leaders work to create an environment of trust and collaboration in which all employees are respected and valued (Zargar et al., 2019). They strive to create a workplace where employees feel empowered to make decisions and take ownership of their work. Servant leaders foster open and honest communication between themselves and their employees, allowing for greater understanding and problem-solving. Numerous fields, including business, healthcare, and education, have embraced the idea of servant leadership. In the corporate realm, servant leadership has the ability to create an atmosphere where people feel both productive and satisfied (Eva et al., 2019). Therefore, it is essential to understand how servant leadership affects employee productivity in private cement factories.

Servant leadership has been found to have numerous positive effects, including increased employee engagement, a more positive work environment, and higher employee productivity (Kaur, 2018). As such, many businesses have begun to recognize and embrace the potential benefits of this leadership style, particularly concerning employee productivity.

Characteristics of Servant Leadership

Several different traits and behaviors characterize servant leadership. Servant leaders are typically very service-oriented and focused on their followers' needs. They are also good listeners and take the time to understand the needs of their followers (Bavik, 2019). Additionally, they are often humble and self-sacrificing and prioritize the welfare of their followers over their own needs.

1.8.2 Conceptual Definition for DV (Productivity)

Efficiency of an individual or group of workers is measured by productivity (Sauermann, 2016). The ratio of output to inputs, including labor, capital, materials, and energy, is what is referred to as the "output-to-input ratio." One way to quantify productivity is in terms of production per hour, per person, or per unit of time (Murray, 2016). Productivity measures are used to evaluate the workforce's effectiveness and determine the production process's level of efficiency (Hooi et al., 2017).

Productivity can be further broken down into two categories: biological and mental productivity (Etheridge et al., 2020). Biological productivity measures the physical output a worker produces, such as the number of items produced or the number of materials moved (Howard et al., 2019). Mental productivity measures the mental effort put into a task, such as the amount of time spent on a task or the level of concentration and focus (Wickens, 2020). Productivity can also be measured in terms of quality. Quality measures the level of excellence or accuracy of the output produced. Quality is often measured using objective criteria such as accuracy, speed, and consistency (Cai et al., 2015). Quality measures are used to ensure that the output produced meets the expected standards.

Productivity is an essential measure of success for any company, as it measures how efficiently and effectively a company utilizes its resources (Horvath et al., 2019).

Employee productivity is a critical component of overall productivity, as the performance of the employees determines it.

Factors Affecting Productivity

Several different factors can affect employee productivity. These include the working environment, job satisfaction, motivation, and leadership (Lindawati et al., 2021). The type of leadership, in particular, is a significant factor in determining employee productivity.

The working environment is an essential factor that can affect employee productivity, as it can impact how motivated employees are and how efficiently they can complete tasks (Razak et al., 2018). Factors such as lighting, temperature, noise, and workspace arrangement can all play a role in determining whether or not employees are productive (Massoudi et al., 2017). Job satisfaction is another factor that can significantly affect employee productivity. When employees are satisfied with their jobs, they are more likely to be motivated and productive (Ali et al., 2021). This is because they are more likely to be engaged with their work and committed to doing their best. Motivation is also an essential factor that can affect employee productivity (Diamantidis et al., 2018). Motivated employees are more likely to be productive, as they are more likely to be engaged with their work and willing to put in the extra effort to get the job done (Khan et al., 2017).

Finally, leadership is an essential factor that can significantly affect employee productivity (Ilham, 2018). The type of leadership can significantly impact how productive employees are, as different types of leadership can foster different levels of engagement and motivation (Ariyani et al., 2018). In particular, servant leadership is particularly effective at increasing employee productivity.

Characteristics of Productive Employees

Several different traits and behaviors often characterize productive employees. Productive employees tend to be highly motivated and have a positive attitude (Shaban et al., 2017). They also tend to be organized and have good time management skills. Additionally, productive employees often have a strong work ethic and are willing to put in the extra effort to get the job done.

Lastly, servant leadership is an increasingly popular leadership model that has gained traction in the business world due to its numerous benefits. Several traits and behaviors characterize it, focusing on the followers' needs. The idea of servant leadership has been covered in this essay, along with some of its potential advantages. The discussion will now turn to the connection between servant leadership and worker productivity among private manufacturing cement manufacturers. Productivity is a crucial indicator of success for every business since it shows how effectively and efficiently a firm uses its resources.

The performance of the employees influences employee productivity, which is an essential component of total productivity. In this essay, the idea of productivity and the numerous elements that may influence it have been covered. The discussion will now turn to the connection between servant leadership and worker productivity among private manufacturing cement manufacturers.

1.9 Operational Definition

Here is an operational definition of independent and dependent variables. In this research, productivity is the dependent variable, while servant leadership is the independent variable.

1.9.1 Servant Leadership

In the study, an investigation regarding servant leadership was conducted by applying the LMX theory. From the adopted article leader-member exchange (LMX) theory by Erdogan & Bauer (2014), there are four dimensions that go under a good servant leader. The four dimensions are the following: affect, loyalty, professional respect, and contribution subscale. The LMX model consists of 12 questions; each point contains of 3 questions, and each point will be measured via a 5-point Likert scale.

The first dimension is regarding the effect the leader has on the followers (cement workers); this point contains how much the leader's attitude and his leading style can impact the worker and influence them to conduct the work properly.

The second dimension is loyalty, the level that shows how much the leader is loyal to his employees. The number of times the leader takes care of their advantages protects them from criticism or critical situations.

The third point is the contribution subscale, which is the percentage the worker is willing to reach just to support their leader because, from their view, a servant leader is the one who deserves extra loyalty and assistance in any task, regardless of whether it is related to their job responsibilities or not.

The last point is the professional respect the workers have for the leader and all the assistance they receive from him/her. For example, his/her professional skills, knowledge, and efficiency.

1.9.2 Employee Productivity

In the study, an investigation regarding employee productivity was conducted. According to the adopted article "the influence of internal motivation and work environment on employee productivity" by Basit, Hermina & Al Kautsar (2018), three dimensions go under cement workers' productivity. The three dimensions are the following: work environment, motivation, and work productivity. The model consists of 30 questions; each point contains of 10 questions, and each point will be measured via a 5-point Likert scale.

The first dimension is the motivation that the employee has. It consists of 10 questions that mainly focus on the leader and how he/she conducts the work in parallel with the motivation level of the cement workers.

The second dimension is the work environment point, which consists of 10 questions that describe the surrounding atmosphere and how much it has power over the workers' productivity since it is an external factor that they can not control or change.

The final dimension is items for work productivity, estimating the level of quality that the cement worker has by asking 10 questions that summarize that.

1.10 Summary

This chapter examined the connection between servant leadership and worker productivity among private manufacturing cement manufacturers. A quantitative study of 134 employees from two private cement plants in Sulaymaniyah served as the foundation for the research. A survey (questionnaire) were used in the study to collect responses from the sample. This chapter aims to clarify the idea of researching employees' servant leadership and its outcome on employee productivity among manufactory workers. According to the study's initial investigation, servant leadership can increase worker productivity among cement manufacturers working.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The purpose of this section is to distinguish between this research's dependent and independent variables. This study examines the correlation that exists between the two variables to determine how differences in the independent variable impact changes in the dependent variable. In addition to this, we have conducted an extensive analysis of the theoretical model of (the relationship between servant leadership and employees' productivity). Hence, looking at the research that been done on similar subject in the past to build a basis point of view for this study. This chapter also includes a representation of the research framework diagram that develop from this study.

2.2 Servant Leadership

A leader who practices servant leadership puts the needs of their followers ahead of their own (Lumpkin et al., 2018). It's predicated on the belief that a manager's first priority should be to their subordinates, not to amass more authority for themselves. This leadership style is effective in numerous modern and historical contexts.

According to Velu et al. (2017), a leader who can influence one or more followers and guide those followers toward the accomplishment of predetermined objectives due to the leader's responsibilities is considered a leader. One of the many responsibilities of a leader is ensuring everyone follows the rules, and one of those rules is ensuring that

employees are aware of their strengths and weaknesses so that they can capitalize on their strengths and work to improve their weaknesses. A leader who can do this in a way that is not authoritarian but supportive and understanding is a servant leader.

The goal of servant leadership is to address the needs of the followers (Gandolfi et al., 2018). This style of leadership is founded on the idea of servanthood, which is described as a "commitment to the development and growth of others." Servant leadership is defined by a leader's readiness to serve the followers rather than expecting them to serve the leader. Focusing on assisting others in realizing their full potential and achieving their objectives is another trait of Servant leadership. This differentiates it from more conventional styles of leadership, which are frequently characterized by a focus on the interests and objectives of the leader.

Servant leadership is also associated with compassion, humility, and a willingness to put others first. A servant leader can be seen as caring, supportive, and empathetic toward those they lead (Jit et al., 2017). They take the time to get to know those in their care and strive to understand their individual needs and concerns. This leadership approach can help develop a sense of trust and commitment between the leader and their followers, resulting in a more productive and effective work environment.

Servant leadership also encourages the development of meaningful relationships between the leader and those they lead (Kiker et al., 2019). Servant leaders can create trust, respect, and open communication by getting to know their followers. This can foster community and collaboration, leading to improved performance and decision-making.

Furthermore, servant leadership also encourages a sense of collaboration and cooperation. By taking a collaborative approach, servant leaders create an open and supportive environment where all opinions are valued, and everyone is seen as having a role to play in the organization's success (Crippen et al., 2019). This can inspire creativity and generate new ideas, increasing productivity and efficiency.

An additional benefit of servant leadership is its ability to instill a feeling of meaning and significance in one's job. When leaders show genuine concern for their subordinates, they foster an atmosphere in which their team members flourish. This has the potential to improve morale and encourage a more pleasant and fruitful work environment.

Servant leadership is also associated with greater job satisfaction among those being led. This is because it allows followers to feel heard and valued and to have their individual needs and concerns taken into consideration (Tischler et al., 2016). This can create a sense of purpose and belonging, increasing job satisfaction and loyalty.

Finally, servant leadership emphasizes the importance of ethical behavior. As a leader, your responsibility is to ensure that all decisions are aligned with the organization's values and principles (Jaramillo et al., 2015). This can create a sense of trust and respect between the leader and their followers and promote a workplace culture of integrity and fairness.

To sum up, servant leadership is a method of management that puts the needs of subordinates first. It stresses characteristics like empathy, modesty, and teamwork, and is predicated on prioritizing the happiness of others over your own. Moreover, it fosters a more ethical and successful working atmosphere. Therefore, it should come as no surprise that servant leadership is an efficient method of leadership in a wide variety of settings.

2.3 Leader-Member Exchange (LMX)

The LMX theory, often known as the "leader and follower exchange theory," is a form of cooperative leadership theory. According to Chaudhry, Cao, Liden, and Vidyarthi (2021), the LMX hypothesis states that the capacity of a leader to motivate and communicate with their followers has an immediate effect on the accomplishments of the

firm that the leader is responsible for (Chaudhry, Cao, Liden, and Vidyarthi). The LMX hypothesis posits that when a leader and their followers have positive and productive interactions, the organization benefits. Good relationships between a boss and his or her subordinates have been shown to increase both productivity and job satisfaction.

The LMX theory is predicated on three primary tenets: the strength of the leader-follower bond, the level of trust between the two, and the balance of power. A leader's confidence in his or her subordinate and the distribution of power in the relationship are central to this notion (Nie et al., 2015). Since the leader has faith in the follower's competence to carry out the responsibilities at hand, he or she may relax knowing that the follower will do so without question. The ability of the leader to exert influence on the followers and direct them toward the achievement of set goals is the basis for the distribution of power in a leader-follower relationship. Questions concerning the leader's feedback and acknowledgment of their followers, as well as their capacity to create and sustain a happy work environment, will round out the survey's focus on the LMX theory's three primary aspects. The leader's capacity to comprehend their subordinates' wants and drives and to foster an atmosphere conducive to teamwork will also be emphasized in the survey. These inquiries are designed to assess the extent to which leadership style is characterized by a commitment to serving others, as well as the effect this style of management has on the efficiency of the workforce.

The 12 questions in the survey were derived from the research article produced by Erdogan & Bauer (2014). These inquiries will center on the nature of the leader-follower relationship, the level of trust between them, and the balance of power in the pair. The leader's capacity to motivate and inspire their followers and to adjust their leadership style to fit the situation will also be major themes of the questionnaire.

To sum up, the leader-member exchange theory is a cooperative theory based on the bond between leaders and their followers. The effectiveness of a group can be impacted by the leaders' ability to foster a positive working relationship with their members. The LMX hypothesis posits that when a leader and their followers have positive

and productive interactions, the organization benefits. The three primary aspects of the LMX theory—leader-follower relationship quality, trust, and power dynamics—will be the focus of the 12 questionnaire items used in this study.

2.3.1 Leader-Member Exchange (LMX)

Leader-member exchange surveys can be used to evaluate the level of communication between a group's leaders and their members on a scale from poor to excellent (LMX). According to LMX research, there are three different eras in LMX journey (Mascareno et al., 2020). At the outset, the leader and the follower are just two total strangers who care only about getting their work done. According to the job descriptions, there is a rigorous hierarchy in place. The next phase, known as "acquaintanceship," Workers develop a sense of camaraderie and trust at this time, as they begin to collaborate on projects and share more details about their personal lives in the workplace. Partners share equally in decision-making, collaborate on and rely on one another for a wide range of tasks and social information, and consistently demonstrate trust, respect, and a sense of duty toward one another, making them the third and most compatible group.

Beyond Mere's initial goals, the friendship has developed into a healthy, mutually beneficial exchange because of the openness to provide and accept criticism. One of the most frequently voiced complaints about the servant leadership style is that it limits the opportunity to build meaningful connections with one's subordinates. Afterwards, research by (Sheer, 2015) discussed how we could cultivate this; it was found that if we asked all of these leaders as well as employees throughout their careers about the exceptional connections they have experienced and appreciated, they would all point to the same three characteristics: likability, royalty, and professional respect.

The Leader-Member Exchange (LMX) paradigm and servant leadership may be examined from several angles by combining several ideas. Let's take a look at how to integrate theories like Social Exchange Theory, Transformative Leadership, and Organizational Justice. To fully understand the relationships between LMX and Servant Leadership, these theories may provide light on which theory may be more impacted by the other. To begin, a transformational leader is one that encourages and supports their team members to strive for higher levels of performance and personal growth. Similar to the servant leadership paradigm, it encourages leaders to put their followers' development and happiness first. Bader et al. (2023) advocate combining the two ideas under the banner of transformational leadership in order to better understand the connection between transformational leadership and follower development, LMX quality, and organizational outcomes. The social exchange hypothesis (Ribi & Mari, 2023) further emphasizes the significance of resource exchange between leaders and followers. Mutual support, trust, and loyalty are hallmarks of the relationships between LMX leaders and members.

Also, by making oneself accessible to their subordinates, leaders who practice Servant Leadership earn the devotion and appreciation of those under them. Using Social Exchange Theory, we may get insight into how interactions between leaders and followers impact the quality of LMX and the usefulness of Servant Leadership activities. The succeeding organizational justice theory probes how a culture of fairness and equality influences the attitudes and behaviors of its members. The combination of LMX and servant leadership allows us to analyze the impact that leaders' fair treatment and support has on their followers' dedication, joy in the workplace, and trust in them (KIEU, 2022).

Furthermore, the effectiveness of implementing servant leadership principles and leaders' ability to connect with their teams may suffer as a result. When looking at LMX and servant leadership together, it has been claimed that Transformational Leadership Theory is especially open to their effect (Ytterstad & Olaisen, 2023). Combining LMX with servant leadership may have a synergistic effect on employees since both approaches aim to inspire change from within. It's possible that combining the two types of leadership

would have a multiplicative impact on employee motivation, dedication, and development.

Finally, academics may get insight into the interplay between LMX and Servant Leadership by integrating Social Exchange Theory, Transformational Leadership Theory, and Organizational Justice Theory. Although both LMX and Servant Leadership are intrinsically transformative (Juyumaya & Torres, 2023), the combination of the two theories may have the greatest impact to maximizing its positive effects on follower development and organizational outcomes.

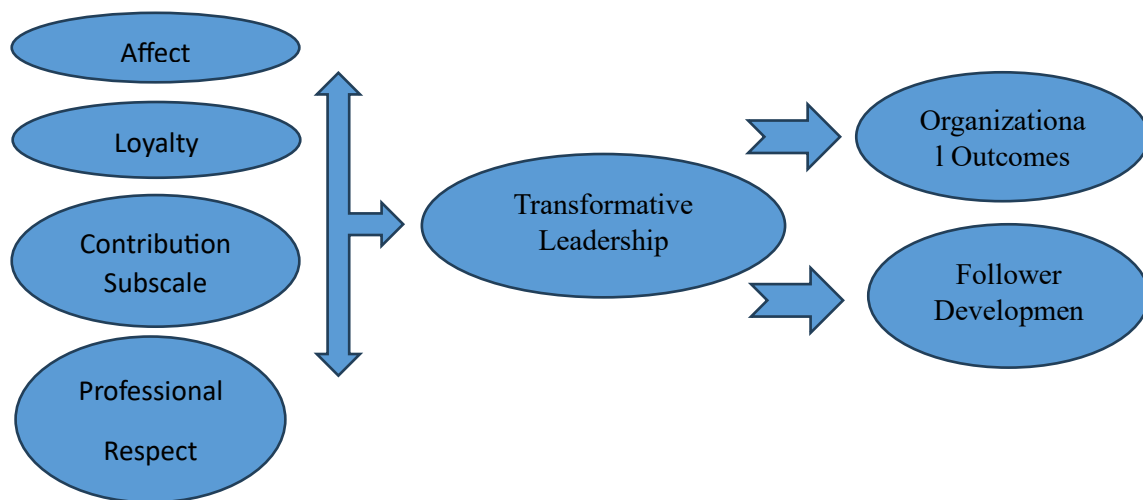


Figure 2.0 : LMX model (Erdogan & Bauer, 2014)

2.4 Productivity

Productivity is the quantity of production of goods and services that people generate for each hour they devote to their occupations. Most economists and the Bureau of Labor Statistics (BLS) compute the productivity rate by dividing national output by total labor hours (Pabilonia et al., 2019). There are many imports and a plethora of data, although it may seem straightforward. Later revisions make it one of the most difficult statistics to calculate due to the equation's complexity. Let us get hours worked by wage and salary employees, independent contractors, and unpaid family employees. The other factor is that The Bureau of Economic Analysis provides national production data. Gross domestic product, a measure of the nation's production of all commodities and services, including food, gas, and healthcare, is the primary factor.

An employee's productivity depends on several elements, which must work together to achieve the intended aim. Even if an individual has the requisite abilities and talent necessary to do their job, they still need to be given access to suitable and necessary working equipment and facilities in order for them to demonstrate their level of dexterity. Additional elements that can impact an employee's productivity include adequate job satisfaction, effective leadership, appropriate rewards and recognition, and the ability to make decisions and take risks.

According to Maliki (2021), employees' productivity depends on some elements, all of which must work together to achieve the intended aim. For example, even if an individual has the requisite abilities and talent necessary to do their job, that employee still needs to be given access to suitable and necessary working equipment and facilities in order for them to demonstrate their level of dexterity. Companies must ensure that their workers have the tools necessary to carry out their tasks and do their job efficiently. Additionally, providing appropriate working conditions and setting up the correct processes and procedures that are well-structured and well-communicated can positively impact employee productivity.

In addition to the necessary resources, it is pertinent to have the right leadership style to motivate employees to reach their peak productivity. It is imperative that employees feel valued and respected in order to give their best. servant leadership is an effective method of leading. It promotes the development of trust and engagement among employees and provides them with the support and resources they need to reach their full potential (Tzenios, 2019).

According to Kaydos's research from 2020, one of the best ways to boost the output of a group is to show appreciation for the efforts of its members by recognizing and thanking them for their dedication and effort. Appreciation and recognition can be shown through small gestures such as verbal compliments or even more concrete forms such as bonuses or promotions. It is also essential for leaders to create a vision for their team and to provide clear guidance on how to reach the desired goals. This will ensure everyone is on the same page and working towards the same target.

Finally, it is also essential for leaders to ensure that employees are allowed to learn and grow. Employees should be given opportunities to develop skills and take on new challenges. This will allow them to feel empowered and motivated to work towards higher productivity levels. In conclusion, businesses need to recognize the importance of productivity and take the necessary steps to ensure that their employees are equipped with the right resources and working conditions to reach their full potential. Leaders need to take on a more servant leadership style and provide their employees with the support and recognition they need to reach their goals. Only by providing the right environment and support can businesses reach their desired level of productivity (Purnomo & Fatimah, 2021).

2.5 Model of Productivity

The model developed by Basit, Hermina, and Al Kautsar (2018) that examines the influence of intrinsic motivation and working situation on productivity was utilized in this investigation to evaluate the output of workers. The concept proposes that internal and external variables both have a role in determining productivity.

Motivation and self-discipline are examples of internal causes; both are driven by an individual's own set of ideas and values. A person's own desires and ambitions are often the source of their motivation, which is an inwardly generated impulse that prompts them to do some sort of action. However, self-discipline refers to a person's capacity to manage their own conduct in order to reach a goal.

External factors, on the other hand, refer to the work environment and the physical conditions of the workplace. The workplace's physical conditions can include the room's temperature, lighting, noise levels, and the safety and security of the environment. It is important to note that the work environment can strongly influence an individual's motivation and self-discipline and is often a critical factor in determining an individual's level of productivity.

The survey created by Basit, Hermina & Al Kautsar (2018) was designed to measure the two dimensions of productivity, which are internal and external factors. The survey consists of 30 questions designed to measure the internal and external factors influencing an individual's level of productivity. The survey addresses questions such as "How motivated are you to complete your tasks?" and "How would you rate the physical conditions of your workplace?" The survey also includes questions to measure an individual's self-discipline and satisfaction with their work environment.

It is important to note that internal and external factors are necessary for an individual to reach their full potential in terms of productivity. Therefore, this model of

employee productivity is based on the premise that the combination of internal and external factors will result in an individual's highest level of productivity. Therefore, this model of employee productivity is helpful in this study because it allows us to measure the effect of servant leadership on employee productivity. The model will help us determine if servant leadership positively or negatively affects an individual's internal and external factors influencing productivity. The survey will also help us evaluate servant leadership's impact on an individual's motivation, self-discipline, and satisfaction with their work environment.

2.5.1 Dimensions of Productivity

Basit, Hermina & Al Kautsar (2018) suggest that two dimensions control productivity levels. Higher productivity may be accomplished if supported by employees with an internal incentive to execute tasks and duties. An employee's internal motivation might be awarded the capacity to work in teamwork, thus indirectly boosting productivity. According to the study mentioned above, and in line with several theories that an expert disclosed, that is the link between the working environment and one's level of productivity. According to research (Werdhiastutie, Suhariadi, & Partiwi, 2020), if you want to get the most out of your staff members, you need to make sure they're working in an environment that makes them happy. This explanation provided evidence that the work environment can affect employees' productivity.

The term “work environment” encompasses the physical and social environment employees are exposed to while performing their job duties. This includes the physical elements of the workplace, such as the temperature, lighting, and noise levels, as well as the interpersonal elements, such as colleagues' attitudes, the management style of their supervisors, and the organization's culture. All of these factors can affect employees' productivity. The physical environment of the workplace affects the productivity of employees. For instance, study that was carried out by the International Journal of Contemporary Hospitality Management discovered that a nice physical environment may

boost productivity, and that appealing circumstances can drive greater output (Prayag, Gannon, Muskat, & Taheri, 2020).

The social environment of the workplace is also a significant factor. When employees feel appreciated, respected, and valued by their supervisors and colleagues, they are more likely to be more productive. According to Agarwal, Brooks, and Greenberg's research from 2020, employees who reported feeling supported by their coworkers and superiors had higher rates of productivity and lower rates of absenteeism. Similarly, a study by the University of California, Berkeley found that employees who perceived their supervisors as supportive were more likely to be productive and have higher job satisfaction.

Finally, the culture of the organization is also an essential factor. Employees feel motivated to be productive when they understand and believe in the organization's mission and values. For example, research conducted by the Harvard Business Review found that employees who had a positive attitude toward the company's mission and values were more likely to be productive, have higher job satisfaction, and be more engaged in their work (Chang, Graff Zivin, Gross & Neidell, 2019).

Overall, it is clear that the physical and social environment of the workplace, as well as the culture of the organization, are all crucial factors when it comes to employee productivity. By creating a pleasant physical environment, fostering a supportive social environment, and instilling a sense of purpose among employees, organizations can maximize the productivity of their employees.

2.6 The relationship between servant leadership and productivity

There is mounting evidence that a servant leadership culture is preferable to a toxic one in the workplace (Ross, Matteson, Sasso, & Peyton, 2020). This is because employees who work in an atmosphere like this are more likely to take initiative and become innovative, loyal, and productive in meeting the demands of their institution's stakeholders. Apparently, the European Journal of Innovation Management has some interesting findings. According to Stojcic, Hashi, and Orlic (2018), the term "employee productivity" refers to the level of production that may be efficiently obtained by optimizing the total amount of work that is put in within a particular period of time in order to get maximum results. Outputs are exclusive to each company, yet they might consist of any service or product the company offers customers in the marketplace. Only by enhancing the production can our work quality improve. Likewise, creating a transition from managing outcomes to developing settings that produce results is the focus of the tried-and-true leadership method known as servant leadership. In the 1970s, Robert Greenleaf coined the term "servant leadership." This refers to a style of leadership in which self-interest is replaced with service to others (Lewis, 2019).

Inputs in productivity are often comparable across organizations, comprising cooperation, tool efficiency, processes, and innovation. Management uses absenteeism as a proxy for morale to foster a culture of discipline among staff members. Second, working together. Collaboration becomes robust and high-quality when everyone pitches in and does their best. Item three is a dedication to one's employer. His dedication to his profession is evident in the number of hours he puts in each day, the quality of his work, and the originality of his ideas. Faster output is the fourth factor to consider. The product may be completed in less time if done quickly. However, the quality of the work produced could be better. Furthermore, employees are less productive when stressed, tired, or overburdened, so it is crucial to create an environment where workers can feel at ease and enjoy their work. High productivity results from a combination of factors, including working conditions, workload, and employee happiness (Rizal et al., 2022).

Crucially, there is a cause-and-effect connection between servant leadership and output. One of the benefits of servant leadership is the improvement of morale in the workplace. Leadership under this model is defined by the leader prioritizing the growth and well-being of their followers over their personal interests. Employees who feel supported by their leaders are more likely to feel invested in their work, enthusiastic about their careers, and dedicated to the company's success. There is evidence that a shift to a more servant-oriented style of leadership can increase productivity.

To better comprehend their followers and meet their needs, leaders who practice servant leadership foster an atmosphere of trust, understanding, and respect (Rai et al., 2012). Enhanced interaction between the leader and subordinates, including two-way communication and the sharing of information, can boost productivity. In addition, servant leaders inspire their teams to work together and accomplish their goals by giving them a feeling of direction and purpose. Team members are more energized and invested in their work as a result.

Servant leadership emphasizes listening, introspection, empathy, healing, and group cohesion. All of these are learnable abilities. Finally, productivity may be defined as an indicator of economic performance that shows how efficiently inputs are converted into output. As a rule of thumb, productivity may be estimated by dividing the rate of output growth over time by the rate of input growth. By fostering an atmosphere that rewards innovation and teamwork, servant leaders may boost employee output.

Researchers Khan, Arshad, Raoof, and Farooq (2022) investigated the connection between servant leadership and the amount of work accomplished by employees. The outcomes of their research showed that servant leadership is associated with increased employee performance. (Eva et al., 2019) states that in order to explore the role of servant leadership, rigorous research and a review of the subject matter are required. They arrived at the conclusion that servant leadership has the potential to improve companies, particularly in terms of performance.

Brohi, Jantan, Qureshi, Bin Jaffar, Bin Ali, and Bin Ab Hamid explored how the attitudes and actions of employees were impacted by servant leadership in a study that was published in 2018. According to the findings of their study, servant leadership has a positive and substantial influence on the attitudes and actions of staff members. According to Sihombing et al. (2018), servant leadership has always had a variety of effects on the incentives, corporate culture, and employee performance of an organization. For instance, research has shown that servant leadership has a positive influence not just on worker performance but also on incentives, company culture, and overall productivity.

The research that was conducted by Wang, Xu, and Liu (2018) also investigated the impact that servant leadership has on the level of service provided by employees. The outcomes of their study indicate that servant leadership leads to an improvement in the level of service provided by employees. According to the research, servant leadership may have a beneficial effect on the productivity of staff members, which is significant.

In a servant leadership style, the leader prioritizes the needs of their subordinates rather than their own. It's a way of leading that stresses the importance of subordinates stepping up and making decisions on their own. What you get is a crew of workers that are invested in their work, enthusiastic about contributing to the company's mission, and eager to take on greater responsibilities. Leadership of this style has resulted in a dramatic improvement in efficiency, morale, and dedication on the part of workers, which has translated into outstanding financial gains for the company.

The concept of servant leadership has been shown to have a significant impact on workplace output. The practice of servant leadership has been shown to increase morale in the workplace, which in turn increases productivity in a number of ways (Neubert et al., 2016). By fostering an atmosphere that rewards innovation and teamwork, servant leaders may boost employee output. Moreover, it fosters an atmosphere of trust, understanding, and respect between the leader and follower, which in turn helps the leader to comprehend the demands of their followers. Enhanced interaction between the leader and subordinates, including two-way communication and the sharing of information, can

boost productivity. Those who follow a leader who practices servant leadership are more likely to feel invested in the success of the business as a whole and to take initiative and responsibility for their own activities.

2.7 Research Framework

The literature evaluation of the connection between servant leadership and worker productivity served as the foundation for the research framework offered in this study. The independent variable (IV) is servant leadership, which is made up of four components: affect, loyalty, professional respect, and contribution subscale (Erdogan & Bauer, 2014). Internal motivation and work environment and work productivity make up the three components of the dependent variable (DV) that determines employee productivity (Basit, Hermina & Al Kautsar, 2018). The conceptual framework used in this study's model is based on a survey of the literature on the connection between servant leadership and worker productivity.

According to Heyler and Martin (2018), servant leadership has the potential to result in increased staff productivity when it incorporates all five of the following characteristics: trust, respect for others, listening, dedication to service, and stewardship of business resources. Higher levels of internal motivation and a better working environment may result from this, which may boost employee output. It is crucial to remember that this framework should not be viewed as a prediction model and is just intended to serve as a conceptual model. Research framework of this study is shown in figure 2.1.

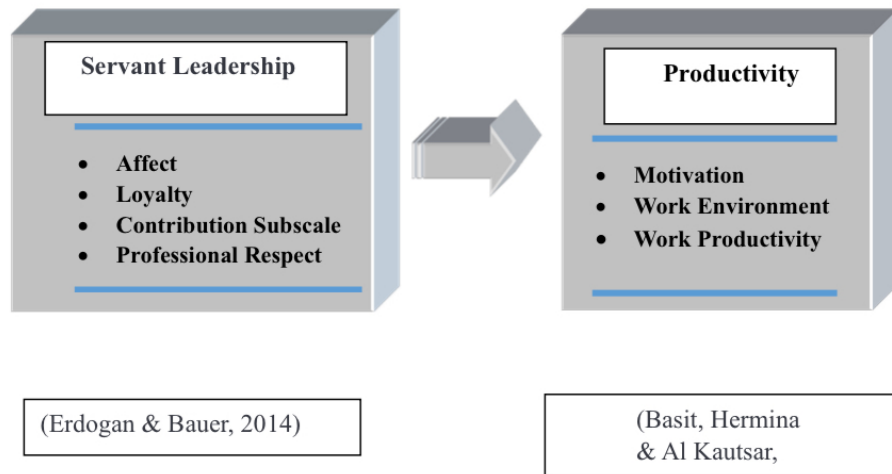


Figure 2.1: Conceptual Framework

The accompanying diagram illustrates the connection between servant leadership and efficiency in the workplace. The level of employee output is the dependent variable, while servant leadership is the independent variable in this case. Internal motivation and the nature of the workplace both have a role in dampening the strength of the correlation between the two factors.

The theoretical framework postulates that interactions between a leader and their subordinates have a considerable impact on employee productivity. On the other hand, external factors will directly affect employee productivity, whereas internal factors, such as motivation and the workplace environment (Breevaart et al., 2015). Internal motivation and the work environment will be examined as mediators between the quality of the leader-member exchange relationship and employee productivity.

Tests of the hypothesis will be conducted through the use of quantitative research techniques like surveys (questionnaire). Questions pertaining to servant leadership, intrinsic motivation, the workplace setting, and employee output will be included in the survey instrument. Workers at private cement manufacturers in Sulaymaniyah, Iraq, will

make up the survey's target population. Next, the researcher look at the survey responses to see whether there's a connection between servant leadership and increased output from the staff.

As a consequence of this research, we will have a deeper comprehension of the factors that moderate the connection between servant leadership and worker output. By doing so, businesses will have a deeper appreciation for the potential of servant leadership to boost efficiency in the workplace.

As opposed to this, employee productivity refers to how quickly a person delivers outcomes that are beneficial to the business. Many things, including workers' motivation, work conditions, and management styles, have a role in the efficiency of an organization (Alam et al., 2021). What drives an employee is the satisfaction they get from doing a good job (Ingsih et al., 2021). Motivating factors include recognition and compensation for a job well done, autonomy in one's workplace, and the satisfaction of doing something that matters.

One of the most fundamental relational theories of leadership, leader-member exchange (LMX) theory posits that leaders' interactions with their teams are the most important determinant of their workers' output (Berrin & Bauer, 2014). According to the LMX hypothesis, which forms the theoretical basis of this study, the quality of the connection between a leader and subordinate is the most crucial factor that influences a staff member's level of production (Muniandi, Richardson, & Salamzadeh, 2022). Specifically, the capacity of the leader to engender confidence, veneration, candor, and unity in followers is what accounts for a flourishing LMX relationship (Morton, Michaelides, Roca, and Wagner, 2018).

According to the theoretical paradigm, a positive LMX connection should lead to increased productivity in the workplace. When a leader treats a subordinate with trust and respect, the subordinate is more likely to follow the leader's lead (Berrin & Bauer, 2014). The leader and subordinate must be able to discuss their respective priorities and

requirements in order to have a productive working relationship (Berrin & Bauer, 2014). Finally, for the connection to be effective and productive, the leader must be able to back up the subordinate (Berrin & Bauer, 2014). Increased motivation and commitment, better communication, and more job satisfaction are direct benefits of the quality of the LMX relationship on employee productivity (Nguyen, 2020). Organizational culture, team cohesiveness, and individual performance are all boosted when LMXs are strong, which is a knock-on impact that contributes to overall productivity (Chiniara et al., 2018). High levels of LMX quality are associated with enhanced productivity because they mitigate the negative impacts of factors like intrinsic motivation and the work environment.

The study paradigm assumes that in addition to the direct influence of the quality of the LMX relationship on employee productivity, internal motivation and the work environment will also have an indirect effect. The degree of an employee's productivity is most directly related to their level of intrinsic motivation, which is defined as the drive or desire to execute a job (Acep Abdul Basit et al., 2018). An employee's level of productivity may also be affected by their work environment, with a less than ideal setting resulting in lower levels of motivation and output (Acep Abdul Basit et al., 2018).

When studying how servant leadership might boost productivity in the workplace, researchers take into account factors including work conditions and employee morale. All of the variables that have an effect on workers' access to tools, supplies, and encouragement during work are part of the environmental component. The motivation component, in contrast, takes into account the elements that affect the drive to excel (Daz-Carrión et al., 2020). The term "working circumstances" encompasses both the actual and perceived state of an employee while on the job. The term "resources" is used to describe the accessible tools and personnel to the business's workforce. The term "support" is used to describe how well an organization backs up its staff.

Rewards and praise, accomplishment, independence, and contentment in one's work all contribute to the motivational factor (Pang et al., 2018). What we mean by "recognition and rewards" is the various forms of appreciation and monetary and non-

monetary incentives given to workers (Grant et al., 2018). The term "achievement" describes the emotional high you get from doing what you set out to do. The term "autonomy" is used to describe the extent to which workers are trusted to make decisions and carry out the consequences of those decisions on their own. Having a positive attitude about one's work is a key component of job satisfaction (Belias et al., 2014).

In conclusion, the theoretical framework of the study suggests that leaders and followers' interactions significantly impact workplace efficiency. There will be a domino effect on output, but it will be influenced by factors such as the individual's own drive and the nature of the workplace. The link between leader-member interchange quality and worker output will be analyzed, with mediators including intrinsic motivation and the workplace setting.

2.8 Summary

Based on reviews of the research done in the past, this chapter reached a conclusion on the connection that exists between servant leadership, and the level of productivity achieved by workers. This chapter also includes the influence of prior research on the link between servant leadership and staff productivity. The theoretical model and a comprehensive explanation of the dependent and independent variables of this research also include in this literature review. The conceptual framework is built from past investigations to provide a perspective on the current topic. As well, theories and models provide valuable research data. In conclusion, it is essential to get as much knowledge and information as possible on the connection between servant leadership and the output of workers via the reading of this chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the procedures and methods used to conduct the research for this project. The researcher discussed the study's design, demographic and sampling strategies, instrumentation, and data analysis.

3.2 Research Design

The approach that will be utilized to gather all of the data and information that is necessary in order to contribute to answering the research aims and research questions provided by this study is referred to as the "research design." The word "research design" refers to the technique that will be employed. The research plan for this study is currently being established with the purpose of ensuring that the data that have been acquired may be used in the future in the most effective manner possible to offer answers to the research questions and for the purpose of putting the theories to the test (Delmas & Pekovic, 2018).

The research attempting to analyze the link between servant leadership and employee productivity among cement factory workers based on the research question that has been posed for this project. In order to provide appropriate responses to the questions, a quantitative technique will be applied in the form of surveys to assess the connection between servant leadership and the productivity of employees.

It is planned to hand out the surveys to workers at several cement factories. The questionnaires will be divided into three sections which are demographic, servant leadership, and worker productivity. According to the 5-Likert scale point, all questions are mandatory for responders to answer.

3.3 Population and Sampling

The population of this study is cement factory employees in North Iraq- Kurdistan. Meanwhile, the sample of this study will be the cement factory workers in Sulaymaniyah. To select the sample for this study, snowball sampling method is implemented.

A quantitative methodology will be used to carry out the study, and a sample size of 134 cement plant employees will be drawn from two different private firms located in Sulaymaniyah. The answers from the sample will be gleaned from the larger population using a survey questionnaire. To gather quantitative data on the participants' experiences of servant leadership and their reported levels of productivity where the productivity index is the variable that is being reliant upon (Tzenios, 2019), the survey questionnaire will be employed. The questionnaire will be comprised of questions that provide the researcher with the opportunity to investigate the participant's experiences in relation to the study issue. In addition, meeting with the current cement employees and collecting their responses manually. Through that, the researcher gains their direct and vivid perspective.

3.4 Data Collection Method

Data collection is the process of gathering information or resources for future investigation in the research. The data gathering techniques employed in this research are quantitative, and data will be acquired through distributing questionnaires. Questionnaires will be used to collect main data for this project. Wherever there is a selection of the

suitable tool, originality in data collection, and engagement of people around with a positive mentality, to bring forth and embrace the change in their working technique or culture that will lead to a more productive working environment, it is successful data gathering method (Kolla, Minufekr, Plapper, 2019). The questionnaire utilized in this research included questions meant to assess the measurable variable, servant leadership, as well as worker productivity.

3.5 Research Instrument

The term "research instrument" refers to the overarching concept used by investigators to refer to a variety of different measuring tools, such as surveys, experiments, questionnaires, and so on; consequently, questions regarding employee productivity will be asked in order to obtain the information that is required (Tih & Hamid, 2021). Surveys that assess many facets of leadership behavior, ranging from distinct leadership styles to diverse leadership practices, The majority of the instruments are comprised of a list of descriptors. This checklist offers a speedy evaluation of both the areas that want improvement and the regions that are already strong. This kind of evaluation may be highly helpful due to its accuracy, reliability, and validity (hutabarat, Suharyono, Utami & Prasetya, 2021). Questionnaires are utilized to obtain the necessary data for this study as a research instrument.

This research project's questionnaire is separated up into three sections: the first deals with demographic information; the second delves into servant leadership and the leader-member exchange theory (LMX) model; and the third investigates employees' productivity in the cement manufacturing industry. The questionnaire that was utilized may be found in appendix A, and its contents will be discussed in the section that follows.

3.5.1 Section A: Demographic

Demographic Information In this part, we will be gathering information on the respondents in order to better understand them. The information included in the demographic part pertains to the background information, status, and biological data of the respondents. Background information is provided in this section, which may include a person's gender, age, ethnicity, marital status, employment experiences, current position level, and the number of children they have. (Hermansyah, Riyadi, & Delfina, 2022) conducted a research that was comparable to this one to assess factors such as age, education, training, length of work experience, motivation, leadership, and work environment.

3.5.2 Section B: Servant Leadership

In this survey, respondents' servant leadership practices are evaluated in Section B. The items in this section were adopted from servant leadership by the study made according to Erdogan & Bauer's (2014) publication. The researcher shall administer 12 questions from their questionnaire. Indeed, according to the leader-member exchange (LMX) theory, which was established by Graen & Uhl-Bien, 1995; Liden et al. (1997). Further, a manual search of evaluations of servant leadership was carried out as a means of complementing the data for servant leadership or the genuineness of leaders (Zhang, Zheng, Xu, Liu, & Chen, 2021).

In this section, respondents are asked to rate their leaders on a 5-point scale, from 1 to 5, based on how frequently they see servant leadership in action throughout the course of the workday. In contrast to a score of 1, which indicates severe disagreement, a score of 5 shows significant agreement. The respondent will be asked to assess their level of agreement or disagreement with a statement made in the form of a question. The five-point Likert scale used to evaluate respondents' servant leadership practices is shown in

table 3.1, and the items evaluated in accordance with the LMX theory are displayed in table 3.2.

Table 3.1: Likert Scale

Likert Scale	The Level of servant leadership
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.2: The Items in (Servant Leadership)

1. Affect	<p>1. I like my supervisor very much as a person.</p> <p>2. My supervisor is the kind of person one would like to have as a friend.</p> <p>3. My supervisor is a lot of fun to work with.</p>
2. Loyalty	<p>1. My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.</p> <p>2. My supervisor would come to my defense if I were attacked by others.</p> <p>3. My supervisor would defend me to others in the organization if I made an honest mistake.</p>

3. Contribution Subscale	<p>1.I do work for my supervisor that goes beyond what is specified in my job description.</p> <p>2.I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.</p> <p>3.I do not mind working my hardest for my supervisor</p>
4. Professional Respect	<p>1.I am impressed with my supervisor's knowledge of his/her job.</p> <p>2.I respect my supervisor's knowledge of and competence on the job.</p> <p>3.I admire my supervisor's professional skills.</p>

3.5.3 Section C: Productivity

Basit, Hermina, and Al Kautsar (2018) state in their paper and in this research the researcher administers 30 questions from their questionnaire. In this survey's section c, an evaluation of the respondents' productivity habits is carried out. The findings of the research conducted according to Basit, Hermina, and Al Kautsar's (2018) publication were used as the basis for the adoption of the items included in this part. The findings focused on the effect of internal motivation and the work environment on employee productivity.

On one hand, in the article, a high level of productivity may be achieved if workers are intrinsically motivated to carry out the tasks and responsibilities assigned to them, and if management fosters an environment that fosters their growth and development as

workers. An employee is the person who had a role in helping to attain the objectives. Employees are urged to cultivate good attitudes in order to attain the objectives. In this instance, either internal or external motivation in a corporation should be enhanced.

On the other hand, workplace conditions should be taken into consideration by businesses since they may affect employee morale and productivity by creating a welcoming and pleasant work environment (El-Sobky, 2020). A good work environment makes employees feel safe and comfortable, and it may also help them do their best work. The work environment is the location where an employee performs everyday tasks, as well as everything around them that influences their ability to do the job. A company's poor work environment causes employee discontent and lowers productivity (Basit, Hermina & Al Kautsar, 2018).

Table 3.3: Likert Scale

Likert Scale	The Level of productivity
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3.4: The Items in Productivity

FROM 1-10 Motivation

1. Work atmosphere in the factory is conducive.
2. The salary that provides the company has been sufficient to bought mainly necessary of employee.
3. I am really motivated to work because the leader is kind.
4. The co-workers is kind so that I work more comfortable.
5. I am happy to work because supported by work environment atmosphere that is comfort.
6. The leader pay attention more on mine duty.
7. The leader always pay attention personally about my privacy that I faced.
8. The leader never discriminates the employee until all the employees obtain the same attention.
9. The leader is really care and appreciate the achievement that achieved the employee.
10. The leader provide facilities to self-development of their employee.

FROM 11-20 Work Environment

11. The lightning in the workplace support my mood to work.
12. The temperature really support my activity to work.
13. The noisy of machine is louder in my workplace and it disturb my activity to work.
14. Using the color in the wall in the room supports my mood to work.
15. The layout employee is really good therefore has a possibility to work freely.

16. The company has a good safety.
17. I have a harmonic relationship with the leader.
18. I have a good relation with my co- workers in the company.
19. I have a good relationship with the staff.
20. I have a good relationship with the customers.

FROM 21-30 Work Productivity

21. I can conduct my task very well.
22. My exercise is suitable with the planning.
23. I did my task on time.
24. I always respect of my time.
25. I always conduct the task based on my initiative without command.
26. I always initiative to remedy my work that not good.
27. Able to face the obstacles in my work to finished it.
28. I am competent to finish my work that provided.
29. Make a good connection with co-workers.
30. Make a good connection with co-workers the leader.

3.6 Pilot study

It has been determined via the use of pilot research that the validity and reliability of the instruments that have been used may be determined. During this time, it's crucial to identify any deficiencies or defects in the instruments used in the actual research to ensure that they are successful and useful. In this study, one of the tools evaluated was a questionnaire concerning servant leadership practices and productivity among cement factory employees. Ultimately, to verify the questionnaire, content validity will be performed to guarantee that the survey questions are correct and accurately assess the problems of significance in the research (Lowe, 2019).

Furthermore, the reliability of this study was determined by assessing each item with a Cronbach's Alpha, which was then computed using SPSS version 16. As the data was on an interval scale, Pearson's correlation was used in this investigation. This methodology was also utilized in the investigation that was carried out by (Hafeez, Yingjun, Hafeez, Mansoor, and Rehman, 2019). Cronbach's Alpha may have any value between 0 and 1, with 0 being the most typical. However, the range can go either way. It is regarded as having a high degree of reliability if the value of the Cronbach's Alpha statistic is very near to 1. The following information may be found in table 3.5 about the Cronbach's Alpha table for determining the degree of internal consistency:

Table 3.5: The Importance of Internal Consistency and Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha > 0.9$	Excellent
$0.9 > \alpha > 0.8$	Good
$0.8 > \alpha > 0.7$	Acceptable
$0.7 > \alpha > 0.6$	Questionable
$0.6 > \alpha > 0.5$	Poor
$0.5 > \alpha$	Unacceptable

The pilot study has been done among 15 respondents who are cement manufacturing workers in private factories. The result of the pilot study is shown in table 3.6 below. Both Cronbach's Alpha value showed that the questionnaires on servant leadership and productivity are reliable.

Table 3.6: Result of Pilot Study

Section	Dimension	No of Questions	Cronbach's Alpha
B	Servant Leadership	12	0.841
C	Productivity	30	0.923

3.7 Data Analysis Method

The program known as the Statistical Package for Social Science (SPSS) is going to be used in order to do an analysis on the collected data. SPSS is used to analyze, and transform obtained raw data into an organized format that can be utilized to answer previously suggested research questions. After receiving the replies from all participants which was two factories 200 the total population and the sample rate was 134, they were entered into SPSS and evaluated (Hanaysha & Majid, 2018).

In order to investigate and examine the connection between servant leadership and the level of productivity gained by employees, both descriptive and inferential analysis will be used. The purpose of this research is to determine the link between servant leadership and the productivity of cement manufacturing workers in Sulaymaniyah. Descriptive statistics will be used to determine how individuals use servant leadership and how productive they are. The descriptive statistics findings are reported using the mean score, percentage, and frequency. In addition, the Pearson (r) correlation inferential statistic will be employed to examine the connection between servant leadership and output.

3.7.1 Descriptive Analysis

For this research, the researcher will consider mean, percentage, and frequency as descriptive statistics. Similarly, descriptive statistical analysis was used as the method for analyzing the data gathered for this study (Surur, Wibawa, Jaya, Suparto, Harefa, Faidi, & Purwanto, 2020). Section A, B, and C data for each item will be analyzed using descriptive analysis. Section A will describe the respondents' demographics, such as their genders, ages, marital status, and employment experiences, using only percentages and frequencies.

However, section B will be discussing servant leadership among cement manufacturing workers. While topics covered in section C include productivity in the workplace and the value of employees' contributions. The variety amount was determined by calculating the mean score, the percentages, and the frequency of the responses. The results were used to determine if the range value was low, medium, or high. Tables 3.7 and 3.8 below provide the mean score and its dispersion.

Table 3.7: Servant Leadership

The mean score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

Table 3.8: Employee Productivity

The mean score	Level
1.00 – 2.33	Low
2.34 – 3.67	Moderate
3.68 – 5.00	High

3.7.2 Inferential Statistic

The researcher conducts this type of statistic to the research to investigate, form a connection and identify distinctions, investigating interconnections and speculating.

Pearson's correlation Coefficient (r) applied to examine the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah. Indeed, will reveal how strongly the dependent variable is connected to the independent variable.

There may be a positive or negative link between the two variables being studied, or there may not be any relationship at all (Abioro, Oladejo & Ashogbon, 2018). In point of fact, a significance threshold of $p \leq$ than 0.05 was required for the correlation coefficient (r) to establish a link.

Table 3.9: Explanation of What the Correlation Coefficient Means

Correlation Coefficients	Interpretation Correlation
0.90 – 1.00	Very High Relationship
0.70 – 0.89	High Relationship
0.50 – 0.69	Medium Relationship
0.30 – 0.49	Low Relationship
0.10 – 0.29	Very Low Relationship
0.00-0.09	No Relationship

The techniques of data analysis that will be utilized to address the study goals are outlined in table 3.10, which provides an overview of those methodologies.

Table 3.10 Shown Method of Data Analysis for the Research Objective

Research Objective	Instrument	Analysis Method
1. To examine the level of servant leadership among cement manufacturing workers in private factories in Sulaymaniyah.	Adapted servant leadership, LMX theory Questionnaire	Descriptive analysis (Mean, Standard deviation, Percentages)
2. To examine the level of productivity among cement manufacturing workers in private factories in Sulaymaniyah.	Adapted cement manufacturing workers productivity Questionnaire	Descriptive analysis (Mean, Standard deviation, Percentages)
3. To examine the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah.	Adapted servant leadership And cement manufacturing workers productivity Questionnaire	Pearson's correlation Coefficient (r)

3.8 Research Ethics

Research ethics are crucial for researchers. As a result of this, I will be responsible for adhering to the appropriate standards of research ethics when carrying out these research projects. For instance, a letter of permission from the institution will be shown to respondents before the questionnaire is distributed so that they are fully informed about the study. Respondents will be given first consideration in this research. By following this concept, behave ethically and use this principle as a major behavioral guidance (Glasius, De Lange, M., Bartman, Dalmaso, Lv, Del Sordi, & Ruijgrok, 2018).

In addition, safeguard the secrecy of the responses depending on the provided information. I will also have to make sure that the people who will be part of this study won't be affected in any way. Therefore, the respondent's information will be kept strictly secret and used exclusively for statistical purposes. In conclusion, it is important to note that none of the replies gathered from this research are being judged to be correct or incorrect.

3.9 Summary

This chapter concludes by describing the study design, population, and sample that will be employed, as well as the tools and data collection procedures. Before disseminating it to the sample, the validity and reliability will be tested. Likewise, the data analysis approach has been described.

Furthermore, the study's findings show that servant leadership increases worker productivity among cement manufacturers working in private firms (Langhof et al., 2020). The essential factor in promoting productivity was the ability of the leader to create a sense of trust and respect among the workers. The study also revealed that the leader's ability to provide clear direction and resources and effective communication were essential factors in promoting productivity.

Besides, according to the study's findings, servant leadership increases staff productivity among cement manufacturers working in private firms. The results show that the leader's capacity to prove a sense of respect and trust among the workforce is the most crucial element in improving productivity. The study also found that one of the critical aspects of fostering productivity was the leader's capacity to give resources, clear guidance, and good communication (Othman et al., 2017).

The findings of this study offer insightful information on servant leadership and the productivity of cement manufacturing workers and point to the need for more study in this area. The study's findings by far also recommend increasing employee productivity, and firms should consider putting servant leadership ideas into practice.

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter explains the outcomes of the research that has been analyzed by using statistical package for science social (SPSS). The questionnaires are from cement employees in Sulaymaniyah are analyzed. The researcher analyzed the demographic using descriptive analysis (Ozturk, Karatepe & Okumus, 2021), the implementation of servant leadership and the employee productivity by using means, and on the relationship between servant leadership and employee productivity via correlation. Hence, the analysis has been done according to the objective that has been stated in chapter one.

4.2 Respondents' feedback

The study's investigator submitted questionnaires to cement employees that work in cement factories in Sulaymaniyah a total of 150 questionnaires are being completed out in contrast, only 134 questionnaires are being accepted due to their current work position. Table 4.1 represents the total number of completed and approved surveys for this study.

Table 4.1: Summary of Respondents' Feedback

The number of questionnaires answered	The number of questionnaires accepted	Percentage (%)
150	134	89.33

4.3 Respondents' Demographic Analysis

The research data contain 134 workers from Sulaymaniyah's cement manufacturing facilities. The demographic information is drawn from Questionnaire Section A and includes the following: gender, age, ethnicity, material status, work experience, current position level, education level, department, and work experience.

4.3.1 Gender

Table 4.2 identify the frequency of respondents' gender in Sulaymaniyah. Gender is divided into two categories: male and female. The number of cement male employees in Sulaymaniyah is 116 (86.6%), while the number of cement female employees in Sulaymaniyah is 18 (13.4%).

Table 4.2: Frequency of Respondents' Gender

Gender	Frequency	Percentage (%)
Male	116	86.6
Female	18	13.4
Total	134	100.0

4.3.2 Age

Table 4.3 shows the frequency of respondents age in Sulaymaniyah, in Sulaymaniyah most respondents are at the age off 30-34 years old which are 44 people (32.8%). By the same token respondents at the age of 35 and above ranking as the second highest percentage which are 37 people (27.6%). Furthermore, the respondents between the ages of 40 and above and 25 till 29 years old are ranking as the third highest percentage. In fact, respondents at the edge 40 and above are 16 people with the percentage

of (11.9%), meanwhile the respondents between the age 25 and 29 are 15 people with (11.2%). Moreover, the respondents at the age 45-49 years old which are 9 people (6.7%). Following that, with the percentage of (4.5%) the respondents between the age 55-59 are 6 people. The respondents at the age of 20 or 24 years old are 4 people (3.0%), While the respondents at age 60 and above its 1 person (0.7%).

Table 4.3: Frequency of Respondents' Age

Age	Frequency	Percentage (%)
20-24 years old	4	3.0
25-29 years old	15	11.2
30-34 years old	44	32.8
35-39 years old	37	27.6
40-44 years old	16	11.9
45-49 years old	9	6.7
50-54 years old	2	1.5
55-59 years old	6	4.5
60 and above years old	1	0.7
Total	134	100.0

4.3.3 Ethnicity

Table 4.4 shows the frequency of the respondents' ethnicity in Sulaymaniyah. The research shows that the majority of the respondents are Kurdish, which is 80 people (59.7%), followed by Arabs percent, which is 20 people (14.9%), and Chinese is 15 people (11.2%). Following that, Turkman ethnicity, which is 13 people 9.7%. Lastly, other ethnicities which is 6 people (4.5%).

Table 4.4: Frequency of Respondents' Ethnicity

Ethnicity	Frequency	Percentage (%)
Kurds	80	59.7
Turkmen	13	9.7
Arabs	20	14.9
Chinese	15	11.2
Others	6	4.5
Total	134	100.0

4.3.4 Material status

Table 4.5 shows that the frequency of the respondents' marital status. In the searches there are two types of marital status which are single and married. The percentage of married employee is dominate on this single percentage which is 96 people (71.6%) while the single respondents are 38 people (28.4%).

Table 4.5: Frequency of Respondents' Marital Status

Material status	Frequency	Percentage (%)
Married	96	71.6
Single	38	28.4
Total	134	100.0

4.3.5 Work experience

Table 4.6 shows the frequency of the responders' work experience in Sulaymaniyah. This research shows that most of responding have more than five years' experience by working in factories which is 77 people (57.5%). Alike, the respondent who have more than 3-5 years' experience that's 28 people (20.9%). Furthermore, the

respondents who have 1-3 years' experience just 24 people (17.9%), while the workers we have less than a year experience is 5 people (3.7%).

Table 4.6: Frequency of Respondents' Work Experiences

Work experience	Frequency	Percentage (%)
Less than a year	5	3.7
1 to 3 years	24	17.9
3 to 5 years	28	20.9
More than 5 years	77	57.5
Total	134	100.0

4.3.6 Current position level

Table 4.7 shows the frequency of the responders' current position level in Sulaymaniyah. There are four types of current position level which are workers supervisor officer and manager. However, for this research, it emphasizes only on the workers, in addition to that all the respondents are workers (100%).

Table 4.7: Frequency of Respondents' Current Position Level

Current position level	Frequency	Percentage (%)
Worker	134	100.0
Supervisor	0	0
Officer	0	0
Manager	0	0
Total	134	100.0

4.3.7 Education level

Table 4.8 shows the frequency of the respondents' education level in Sulaymaniyah which consists of 5 levels. Firstly, the highest respondents are bachelor's degree which is 49 people (36.6%). Following that, the respondent's percentage of the diploma is 35 people (26.1%). Likewise, the amount of master's degree holders among the workers is 25 people (18.7%). Doctor holders is 13 people (9.7%), while the other education level is 12 people (9%).

Table 4.8: Education level

Education level	Frequency	Percentage (%)
Diploma	35	26.1
Bachelor degree	49	36.6
Master degree	25	18.7
Doctorate degree	13	9.7
Others level	12	9.0
Total	134	100.0

4.3.8 Department

Table 4.9 shows the frequency of the respondents' department in Sulaymaniyah. This research showed that most of the respondents is from other departments which is 52 people (38.8%). Coming up and the second would be employees who are working in the operation department which are 21 people (15.7%). Moreover, workers who work in the HR department which are 15 people (11.2%). By the same token, the financial department and the IT department which are 14 people for both (10.4%). Followed closely by the R&D department the respondent who work under this department which are 13 people (9.7%). Additionally, the respondents who are working under the branches affairs which are 5 people (3.7%).

Table 4.9: Department

Department	Frequency	Percentage (%)
HR department	15	11.2
Financial department	14	10.4
IT department	14	10.4
R&D department	13	9.7
Branches affairs	5	3.7
Operation department	21	15.7
Other departments	52	38.8
Total	134	100.0

4.4 Objective 1: To examine the level of servant leadership among cement manufacturing workers in private factories in Sulaymaniyah.

Descriptive analysis is used to illustrate the extent of servant leadership usage which consists of four dimensions. The mean and standard deviation are used to assess the range of outcomes obtained from this study. Twitter Jermaine the level of servant leadership you were such based on the dimensions which are the following affect, loyalty, professional respect, and contribution subscale.

Table 4.10 shows the level of servant leadership usage among cement employees in private factories in Sulaymaniyah. In recap, the level of servant leadership usage among cement employees in Sulaymaniyah is high with the mean of which for the dimensions mean are as follow; affect (3.7537), loyalty (3.6866), professional respect (3.7338), and contribution subscale (3.7463). All of the dimensions are at a high level. The highest mean score for under the affect dimension (3.7537), as a consequence, it shows that the cement workers believe that servant leadership may help them to be more productive at work and to have a solid leadership style that guide and evolve them professionally. In contrast, the lowest mean score falls under loyalty dimension (3.6866) where the employees express how most factories lack this dimension and how must they enhance and conducted it more

properly. As the total mean is (3.7301), this express that the level of servant leadership usage among spent workers is high. Hence, it is proved that servant leadership implementation among cement workers and private factories accepted Positively.

Table 4.10: Descriptive statistics for servant leadership among cement workers and private factories in Sulaymaniyah

Dimension	Mean	Level
Affect	3.7537	High
Loyalty	3.6866	High
Contribution Subscale	3.7463	High
Professional Respect	3.7338	High
Total	3.7301	High

4.4.1 Affect

According to table 4.11 straight that descriptive statistics for the dimension affect among cement workers in private factories in Sulaymaniyah. In summary, the mean level of affect is 3.7537 under standard deviation is 0.9098 which is considered as high. Thus, this prove that most of cement workers feel the affect of the leadership style that they encounter from their leaders or managers since this dimension have the highest mean and impact on employee attitude and the attachment to their workplace. Item two have the highest mean (3.8731) and low standard deviation (0.91291). This prove that the kind of the leader that the cement employee have is the one that they wanted as a friend, and they feel like they are friendly. By the same token, item 3 is with the second highest mean (3.7239) and the standard deviation is (0.97635) this shows that the employee feels comfortable around working with their leader. In contrast, the lowest mean score is on item number one where it is (3.6642) and the standard deviation is (0.84019). This identifies that the data gathering is differ and fluctuated and most employees didn't have the same response on the question that said if they like their supervisor very much as a person or not.

Table 4.11: Descriptive statistics for Affect among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
I like my supervisor very much as a person.	2 (1.49)	6 (4.48)	47 (35.07)	59 (44.03)	20 (14.93)	3.6642	0.84019	moderate
My supervisor is the kind of person one would like to have as a friend.	2 (1.49)	7 (5.22)	32 (23.88)	58 (43.28)	35 (26.12)	3.8731	0.91291	high
My supervisor is a lot of fun to work with.	3 (2.24)	8 (5.97)	45 (33.58)	45 (33.58)	33 (24.63)	3.7239	0.97635	high
Total						3.7537	0.9098	high

4.4.2 Loyalty

Table 4.12 shows the descriptive statistics for loyalty among cement workers in private factories in Sulaymaniyah. In total, the meal level of loyalty is (3.6866) and the standard deviation is which is (0.9989) considered as high. This shows that most of cement employees have a high percentage of loyalty towards their leaders and workplace. The highest means score fall under the item number 3 which is (3.8806) and the standard deviation is (1.04086). Indeed, this expressed the high level of loyalty between the leader and the worker and how much the worker feels safe and protected from the leader in case any obstacles or honest mistake happen by his side. Moreover, the second highest mean score fall under the item number 2 which is (3.7761) and the standard deviation is

(0.91472), this proof that the worker believe that he will be protected by the leader if we get any criticism from others. On the other hand, the item with the lowest mean is item number one which is (3.4030) and the standard deviation is (1.04139) and most of the answers from this is agreeing to strongly agree. In fact, this shows the variety of respondents and how it's fluctuated between strongly disagree to strongly agree on the statement that said the supervisor who is defend the worker work without a completely understand the situation.

Table 4.12: Descriptive statistics for Loyalty among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	7 (5.22)	16 (11.94)	46 (34.33)	46 (34.33)	19 (14.18)	3.4030	1.04139	moderate
My supervisor would come to my defense if I were attacked by others.	1 (0.75)	7 (5.22)	47 (35.07)	45 (33.58)	34 (25.37)	3.7761	0.91472	high
My supervisor would defend me to others in the organization if I made an honest mistake.	5 (3.73)	4 (2.99)	39 (29.10)	40 (29.85)	46 (34.33)	3.8806	1.04086	high
Total						3.6866	0.9989	high

4.4.3 Contribution Subscale

Table 4.13 display that's descriptive statistic for contributions subsequent among cement workers in private factories in Sulaymaniyah. In general, mean level of contribution subsequences and the standard deviation is which is considered as high. This is state that most of the cement workers feel deeply connected with their supervisors or leaders and they are willing to do extra work to satisfy them or to accomplish they work perfectly. Item number 2 which is (3.8433) and the standard deviation is (0.89425). Consequently, item number 2 expresses all the workers are willing to make extra effort and to work beyond what's required from them just to achieve their leader goal. Next, Item number 3 of the second highest mean score which is (3.7612) and the standard deviation is (0.89425). Additionally, it's highlighted that the workers don't mind intensively for the benefit of their supervisor or leader. Lastly, item number one of the lowest means score which is (3.5970) and the standard deviation is (1.03415). Thus, most of the workers don't agree on the statement that indicate that they are willing to do extra work that goes beyond their duties on the job description.

Table 4.13: Descriptive statistics for Contribution Subscale among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
I do work for my supervisor that goes beyond what is specified in my job description.	3 (2.24)	15 (11.19)	46 (34.33)	39 (29.10)	31 (23.13)	3.5970	1.03415	moderate
I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.	1 (0.75)	7 (5.22)	34 (25.37)	62 (46.27)	30 (22.39)	3.8433	0.89425	high
I do not mind working my hardest for my supervisor.	0 (0)	12 (8.96)	37 (27.61)	56 (41.79)	29 (21.64)	3.7612	0.89425	high
Total						3.7463	0.9408	high

4.4.4 Professional Respect

Table 4.14 illustrate the descriptive statistics for professional respect among cement workers in private factories in Sulaymaniyah. In Summary, the mean level of professional respect is (3.7338) which is considered as high. This shows us most of the cement workers truly value professional respect attitude from their leaders towards them. Firstly, the highest mean score in professional respect dimension is item number 2 when the mean score is (3.8284) and the standard deviation is (1.00020). As a result, this show of the workers trusts their leaders' decisions and work. Furthermore, item number 3 include the second highest mean which is (3.7836) and the standard deviation is (0.95273). Therefore, it is identifying the level of how much the workers admire their leader professional skills. Contrarily, item number one have the lowest mean score which is (3.6269) and the standard deviation is (0.92315). This illustrates that not all of the workers are fully impressed by their supervisor's knowledge of the job.

Table 4.14: Descriptive statistics for Professional Respect among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
I am impressed with my supervisor's knowledge of his/her job.	3 (2.24)	7 (5.22)	52 (38.81)	47 (35.07)	25 (18.66)	3.6269	0.92315	moderate
I respect my supervisor's knowledge of and competence on the job.	5 (3.73)	5 (3.73)	35 (26.12)	52 (38.81)	37 (27.61)	3.8284	1.00020	high
I admire my supervisor's professional skills	3 (2.24)	5 (3.73)	45 (33.58)	46 (34.33)	35 (26.12)	3.7836	0.95273	high
Total						3.7338	0.9586	high

4.5 Objective 2: To examine the level of productivity among cement manufacturing workers in private factories in Sulaymaniyah.

This research Uses descriptive analysis to show the level of productivity among cement private factory workers which consists of three dimensions, motivation, work environment, and work productivity. The researcher uses the mean score and standard deviation to determine the level of productivity among cement workers in Sulaymaniyah. Table 4.15 shows that descriptive statistics for productivity among cement workers in private factories in Sulaymaniyah. The overall of the research emphasize the level of productivity among cement workers is high with a mean of (3.7597) where the dimensions means are the following: motivation (3.5515), work environment (3.6791), and work productivity (4.0485). The highest-level is work productivity which show that most of the employee are productivity and have a high level of productivity and the rounding culture and elements are tangible factors to enhance productivity level.

Table 4.15: Descriptive statistics for productivity among cement workers and private factories in Sulaymaniyah

Dimension	Mean	Level
Motivation	3.5515	Moderate
Work Environment	3.6791	Moderate
Work Productivity	4.0485	High
Total	3.7597	High

4.5.1 Motivation

Table 4.16 clarify the descriptive analysis of motivation among cement workers in private factories in Sulaymaniyah. The result shows a moderate level of motivation for the total mean of (3.5515) and standard deviation of (0.62139). This states that most of the workers are drastically motivated during work when the overall work environment is encouraging, even though, this dimension has the lowest mean level compared to the other two dimensions (3.5515). The highest means score, and motivation dimension is item number 10 with a mean of (3.7015) and the standard deviation of (1.00398). This approved that the leaders are highly encouraging for their workers and try to make every facility highlight self-development concept. Likewise, the item that have the second highest mean score is item number 6 that has a mean of (3.6642) and the standard deviation of (0.9334). This indicate that most of the employees feel that their leader is paying attention to their duties and responsibilities and feel massively valued as a priority for the leader. Following that, item number 3 have the third highest mean score of (3.6493) and the standard deviation of (0.9675). In fact, most of the workers are significantly motivated to work daily because they under control of a kind leader. However, the lowest means score fall under the item number 2 where it is (3.2761) with a standard deviation of (1.0141). This prove that most of the employees disapprove of this statement that said the salary sufficient to obtain the necessary materials. Similarly, item number 1 for the second lowest mean of (3.3358) and the standard deviation of (1.02557), which shows that not all employees agree that the work atmosphere is conducive to work in for them.

Table 4.16: Descriptive statistics for Motivation among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
Work atmosphere in the factory is conducive.	9 (6.72)	11 (8.21)	57 (42.54)	40 (29.85)	17 (12.69)	3.3358	1.02557	Moderate
The salary that provides the company has been sufficient to bought mainly necessary of employee.	6 (4.48)	25 (16.66)	41 (30.60)	50 (37.31)	12 (8.96)	3.2761	1.0141	Moderate
I am really motivated to work because the leader is kind.	3 (2.24)	12 (8.96)	40 (29.85)	53 (39.55)	26 (19.40)	3.6493	0.9675	moderate
The co-workers is kind so that I work more comfortable.	2 (1.49)	9 (6.72)	47 (35.07)	53 (39.55)	23 (17.16)	3.6418	0.8961	Moderate
I am happy to work because supported by work environment atmosphere that is comfort.	1 (0.75)	10 (7.46)	54 (40.30)	44 (32.84)	25 (18.66)	3.6119	0.9003	Moderate

The leader pay attention more on mine duty.	0 (0)	13 (36.57)	49 (36.57)	42 (31.34)	30 (22.39)	3.6642	0.9334	Moderate
The leader always pay attention personally about my privacy that I faced.	1 (0.75)	19 (14.18)	47 (35.07)	41 (30.60)	26 (19.40)	3.5373	0.9860	Moderate
The leader never discriminate the employee until all the employees obtain the same attention.	4 (2.99)	12 (8.96)	42 (31.34)	53 (39.55)	23 (17.16)	3.5896	0.9749	Moderate
The leader is really care and appreciate the achievement that achieved the employee.	3 (2.24)	19 (14.18)	42 (31.34)	47 (35.07)	23 (17.16)	3.5075	1.0093	Moderate
The leader provide facilities to self development of their employee.	2 (1.49)	13 (36.57)	42 (31.34)	43 (32.09)	34 (25.37)	3.7015	1.00398	high
Total						3.5515	0.62139	Moderate

4.5.2 Work Environment

Table 4.17 shows the descriptive analysis of work environment among cement workers in private factories in Sulaymaniyah. In total, that means score of work environment is (3.6791) and the standard deviation is (0.57165). In addition, to the mean score result it's clarified that the level of work environment is moderate. It should be noted that the general work environment is positive and most of the employees feel productive due to this factor. Furthermore, the highest mean fall under the item number 9 which is (4.0075) and the standard deviation is (0.9217). Thus, that most of the workers have a good and solid relationship with the staff. Apart from this, item number 10 of the second highest mean which is (3.9925) and the standard deviation is (0.8361). Undoubtedly, this show that most of the employees have an exquisite relationship with their customers. Next, the item that have the third highest mean is item number 8 which is (3.7388) and the standard deviation is (0.9005). This interpret that mainly most of the workers have a good relationship with each other and the communication in the work is effective.

Nevertheless, the lowest mean falls under the item number 6 which is (3.3209) and the standard deviation is (1.0082). This particularly illustrate that several employees do not agree on the term that stated that their factories have a good safety system. Obviously, this result encourages factories to apply a better safety system and to follow safety and health law. Subsequently, item number 7 has the second lowest mean, that is (3.4403) and the standard deviation is (1.1666). Indeed, this identified that not all the employees feel that they have a deep connection and harmonize relationship with their leader.

Table 4.17: Descriptive statistics for Work Environment among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
The lightening in workplace support my mood to work.	0 (0)	11 (8.21)	41 (30.60)	63 (47.01)	19 (14.18)	3.7015	1.0039	High
The temperature is really support my activity to work.	0 (0)	13 (9.70)	34 (25.37)	63 (47.01)	24 (17.91)	3.6716	0.8205	moderate
The noisy of machine is louder in my workplace and it disturb my activity to work.	6 (4.48)	13 (9.70)	45 (33.58)	39 (29.10)	31 (23.13)	3.7313	0.8685	High
Using the color in the wall in the room support my mood to work.	8 (5.97)	10 (7.46)	45 (33.58)	45 (33.58)	26 (19.40)	3.5672	1.0861	moderate
The layout employee is really good therefore has a possibility to work freely.	5 (3.73)	20 (14.93)	54 (40.30)	37 (27.61)	18 (13.43)	3.5299	1.0738	moderate
The company has a good safety.	8 (5.97)	20 (14.93)	41 (30.60)	35 (26.12)	30 (22.39)	3.3209	1.0082	moderate

I have a harmonic relationship with the leader.	2 (1.49)	10 (7.46)	34 (25.37)	63 (47.01)	25 (18.66)	3.4403	1.1666	moderate
I have a good relation with my co - workers in the company.	1 (0.75)	6 (4.48)	32 (23.88)	47 (35.07)	48 (35.82)	3.7388	0.9005	high
.I have a good relationship with the staff.	1 (0.75)	4 (2.99)	29 (21.64)	61 (45.52)	39 (29.10)	4.0075	0.9217	high
I have a good relationship with the customers.	2 (1.49)	5 (3.73)	49 (36.57)	41 (30.60)	37 (27.61)	3.9925	0.8361	high
Total						3.6791	0.57165	Moderate

4.5.3 Work Productivity

Table 4.18 illustrate that descriptive analysis of work productivity among cement workers in private factories in Sulaymaniyah. The findings represent a high level of work productivity where the mean is (4.0485) with a standard deviation of (0.56658). Indeed, this dimension have the highest mean in comparison to the other dimensions. This is clarified that most of the cement workers feel inventive at work. The highest mean fall under the item number 4 which is (4.2388) with a standard deviation of (0.7675). Obviously, this declare that most of the employees are perseverance and punctual in dividing and conducting their work. By the same token, item number 5 has the second highest mean (4.1791) and the standard deviation is (0.8212). This demonstrate that workers feel responsible and want to accomplish things precisely without waiting for external demands from other people. Besides, the third highest mean fall under the item number 9 which is (4.1194) and the standard deviation is (0.86504). In particular, this

summarizes that workers feel productive enough to have a good connection with their coworkers.

Table 4.18: Descriptive statistics for Work Environment among cement workers and private factories in Sulaymaniyah

Item	<i>SD</i> f (%)	<i>D</i> f (%)	<i>N</i> f (%)	<i>A</i> f (%)	<i>SA</i> f (%)	Mean	SD	Level
I can conduct my task very well.	2 (1.49)	3 (2.24)	31 (23.13)	67 (50.00)	31 (23.13)	3.7910	0.9425	high
My exercise is suitable with the planning.	1 (0.75)	2 (1.49)	47 (35.07)	51 (38.06)	33 (24.63)	3.9104	0.8268	high
I did my task on time.	1 (0.75)	1 (0.75)	18 (13.43)	59 (44.03)	55 (41.04)	3.8433	0.8393	high
I always respect of my time.	2 (1.49)	2 (1.49)	17 (12.69)	62 (46.27)	51 (38.06)	4.2388	0.7675	high
I always conduct the task based on my initiative without command.	2 (1.49)	1 (0.75)	30 (22.39)	62 (46.27)	39 (29.10)	4.1791	0.8212	high

I always initiative to remedy my work that not good.	1 (0.75)	2 (1.49)	34 (25.37)	56 (41.79)	41 (30.60)	4.0075	0.8271	high
Able to face the obstacles in my work to finished it.	1 (0.75)	4 (2.99)	23 (17.16)	66 (49.25)	40 (29.85)	4.0000	0.8317	high
I am competent to finish my work that provided.	1 (0.75)	7 (5.22)	17 (12.69)	59 (44.03)	50 (37.31)	4.0448	0.8121	high
Make a good connection with co-workers.	1 (0.75)	7 (5.22)	19 (14.18)	63 (47.01)	44 (32.84)	4.1194	0.86504	high
Make a good connection with co-workers the leader.	1 (0.75)	2 (1.49)	23 (17.16)	67 (50.00)	41 (30.60)	4.0597	0.8650	high
Total						4.0485	0.56658	high

4.6 Objective 3: To examine the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah.

The third objective is to analyze the relationship between servant leadership and employee productivity among private cement workers in Sulaymaniyah. In fact, servant leadership consists of four dimensions which are: affect, loyalty, professional respect, and Contribution Subscale. Meanwhile, motivation, work environment, and work productivity are the three dimensions of employee productivity. Table 4.19 demonstrates the correlation analysis between servant leadership and employee productivity among cement private factories in Sulaymaniyah.

Ultimately, the findings illustrate that there is a positive relationship between servant leadership and employee productivity among cement workers in private factories in Sulaymaniyah. Nonetheless, the relationship between servant leadership and employee productivity among the workers is moderate ($r=0.510$), It is still significant because $P<0.05$. In addition, the hypothesis is accepted. Indeed, the results identifies that some of the dimensions of servant leadership has a significant relationship with productivity usage among workers while there is also non- significant relationship between those two variables.

Furthermore, the dimensions under servant leadership and productivity among cement workers emphasize that there are several positive significant relationships between motivation and the affect ($r=0.424$, $p=0.000$), loyalty ($r=0.406$, $p=0.000$), Contribution subscale ($r=0.208$, $p=0.016$), and professional respect ($r=0.411$, $p=0.000$). By the same token, table 4.21 illustrate that there is a positive significance relationship between productivity dimension which is work environment and loyalty ($r=0.184$, $p=0.033$), and professional respect ($r=0.315$, $p=0.000$). In contrast, the other dimensions which is affect and contribution subscale have no significant relationship with work environment. Moreover, work productivity which is the last dimension mentioned under productivity have a significant relationship with all servant leadership dimensions which are affect

($r=0.217$, $p=0.012$), loyalty ($r=0.309$, $p=0.000$), contribution subscale ($r=0.247$, $p=0.000$), and professional respect ($r=0.392$, $p=0.000$).

Thus, we can conclude from the result that there's a positive significant relationship between servant leadership and productivity among cement workers. This is because of the fact that the mindsets and behaviors of these leaders have an influence on the ways in which employees evaluate the quality of service offered, as well as the amount of productivity and enjoyment that workers experience (Zhang et al., 2020). The positive significant relationships among the dimensions are motivation expectancy with affect contribution subscale and professional respect, while there is a significant relationship between the dimension work environment expectancy with loyalty and professional respect. Following that, there is a positive significant relationship among work productivity expectancy with loyalty contribution subscale and professional respect. To sum up, it can be concluded that servant leadership has a positive relationship with employee productivity among cement workers.

Table 4.19: Correlation Analysis between the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah

		Employee Productivity			
Servant Leadership		Motivation	Work Environment	Work Productivity	Total
Affect	Pearson Correlation	0.424 **	0.154	0.217 *	
	Sig. (2- tailed)	0.000	0.076	0.012	
Loyalty	Pearson Correlation	0.406 **	0.184 *	0.309 **	
	Sig. (2- tailed)	0.000	0.033	0.000	
Contribution Subscale	Pearson Correlation	0.208 *	0.062	0.247 **	
	Sig. (2- tailed)	0.016	0.474	0.000	
Professional Respect	Pearson Correlation	0.411 **	0.315 **	0.392 **	
	Sig. (2- tailed)	0.000	0.000	0.000	
Total	Pearson Correlation				0.510
	Sig. (2- tailed)				0.000

Note: **. Correlation is significant at the 0.01 level. (2-tailed)

*. Correlation is significant at the 0.05 level. (2-tailed)

For the purpose of the research on the connection between servant leadership and employee productivity among those working in the cement manufacturing industry, the researcher applied the Pearson correlation. There are numerous reasons the researcher made this decision. The purpose of this research is to get a better understanding of how servant leadership techniques impact employee productivity, which in turn contributes to the overall efficiency and success of businesses that manufacture cement.

To begin, one of the key reasons for picking Pearson correlation is because the variables under examination, namely "servant leadership" and "staff productivity," are both assessed on continuous scales. This was one of the primary factors that led to the selection of this particular method. Employee productivity may be evaluated using performance indicators or by self-evaluation of job results, while servant leadership can be measured using defined scales that capture the frequency and intensity of servant leadership actions.

Second, according to the hypothesis, there is a positive correlation between greater degrees of servant leadership and enhanced staff productivity in a linear form (Dufera, Liu, & Xu, 2023). The research issue is ideally suited to be answered by using Pearson correlation since it can effectively identify linear connections. If there is a linear link, then the Pearson correlation will offer a measurable assessment of both the strength of the linear relationship as well as the direction it points in.

Thirdly, the Pearson correlation is a statistical approach that is commonly used and well known, which makes it simple for researchers and other stakeholders to evaluate the findings. Because of its ease of use and effectiveness, it is an appealing option, particularly when working with big datasets obtained via the snowball sampling approach (Gul et al, 2023).

In the fourth place, the Pearson correlation method assumes that the data follow a normal distribution. Given that the purpose of the research is to gather data from a sizable representation of the workforce in the cement production industry, it is reasonable to

anticipate that the central limit theorem will be satisfied, which lends credence to the normalcy assumption. We can guarantee the correctness and validity of the correlation analysis if we stick to this premise and treat it as a given.

In conclusion, the purpose of this thesis is to, with Pearson correlation, get important insights into the ways in which servant leadership techniques might favorably affect employee productivity in the cement manufacturing business. The results are very important in directing cement producers toward the implementation of successful leadership methods that build a culture of servant leadership. This, in turn, will lead to enhanced employee productivity and overall organizational success. In conclusion, the decision to use Pearson correlation for the study titled "Servant Leadership and Employee Productivity Among Cement Manufacturing Workers" was made since it is compatible with continuous variables, makes a reasonable assumption of normality in a large sample, has the ability to detect linear relationships, and is easy to interpret. All these factors were considered when making the decision.

4.7 Summary

This chapter summarizes the findings that obtained by conducting the study among cement workers in Sulaymaniyah. The study highlights that cement workers have encountered equally high levels of servant leadership and productivity. Therefore, this study examine the relationship between servant leadership and the employee productivity among cement workers in Sulaymaniyah. As a result, there is a positive relationship between servant leadership and employee productivity among cement workers in Sulaymaniyah, in fact the outcome of this study is parallel to research made by (Kumari, Abbas, Hwang & Cioca, 2022).

Table 4.20: Summary based on Objectives and its Findings

No	Objective	Findings
1	To examine the level of servant leadership among cement manufacturing workers in private factories in Sulaymaniyah.	Mean = 3.7301 (High)
2	To examine the level of productivity among cement manufacturing workers in private factories in Sulaymaniyah.	Mean = 3.7597 (High)
3	To examine the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah.	R = 0.510 (Moderate)

CHAPTER 5

DISCUSSION, RECOMMENDATION, AND CONCLUSION

1.5 Introduction

This chapter will provide a comprehensive overview and the result of that analysis that the researcher has covered initially in the beginning in order to ensure that's the aims that were outlined in chapter one is successfully accomplished. Aside from that, the researcher addressed the limitations of the study as well as the suggestion for potential directions to improve in future research. Besides, the findings and conclusion of the present investigation will also be presented in this chapter.

The last few years have realized a surge in the demand and value of servant leadership. The growth in the influence of servant leadership has been in tandem with a rise in civil societies which have strengthened the need to consider people's needs for rights and freedom and constituting laws that have helped shape the concerns and perspectives of employers and leaders towards their leadership mechanisms. This form of societal re-structurization has simultaneously constituted servant leadership into a pedestal. According to Khan et al. (2020), servant leaders are more desirable, appreciated, and more likely to enhance employee productivity in modern society.

Nonetheless, there tend to exist still numerous other forms of leadership, including autocratic and democratic leadership, in different parts of the world. One major tenet influencing the type of leadership is the culture from which a company or organization operates (Mazzetti & Schaufeli, 2022). Other factors include the religious backgrounds of

the persons being led and what constitutes their belief in leadership. Another factor, nonetheless, is the kind and type of organization and its size. As such, this research sought to investigate the potential impacts that servant leadership has on productivity for workers in two factories in Sulaymaniyah. Different private factors were contacted, and quantitative surveys were used to investigate the perspective of the different employees on these factors towards servant leadership and its impact on them.

5.2 Discussion

The discussion of the data analysis will be separated up into that's three fundamental objectives of this research project, which are as follows: to examine the level of servant leadership, to examine the level of employee productivity, and to examine the relationship between servant leadership and productivity amongst cement workers in private factories in Sulaymaniyah. Questionnaires have been distributed to 134 cement employees in Sulaymaniyah which differed in gender, age, education and position level, work experience, among other characteristics.

5.2.1 Objective 1: To examine the level of servant leadership among cement manufacturing workers in private factories in Sulaymaniyah.

The first hypothetical assessment entailed investigating the level of servant leadership in society, specifically Sulaymaniyah. The study's findings realized that servant leadership was high in the areas and companies that were tested based on the employees' perspectives towards their leadership. This would indicate a potential rise in the popularity and embrace of servant leadership across the manufacturing sector, businesses, and private organizations.

The benefits of servant leadership in terms of employee loyalty, motivation, and increased productivity encompass the major reasons for the popularity and utilization of servant leadership in different regions worldwide. According to an assessment by Mazzetti & Schaufeli (2022), servant leadership has taken over as the new frontier or alternative mode of leadership to traditional leadership models. The practice of empowering employees has realized a surge in the last few years. The need for creativity and talent in the current competitive climate are among the motivating factors behind the rise in popularity and the need for servant leadership. This is because employees tend to be charged and more willing to be creative when they feel part of the organization or a larger mission, an element provided by servant leadership.

According to Tessema et al. (2022), “The Great Resignation” ushered in a new era of leadership that encompassed empathy and empowerment for employees in practice and ousted the command-and-control leadership styles. Rather than developing means and mechanisms of manipulating employees into productivity, servant leadership provided a different, more genuine pathway of genuine concern and empathy for employees and a fair environment for their growth and development. The desire for freedom of expression leads most employees to avenues of servant leadership where they believe they can be heard and free to speak.

Leadership styles affect employees' loyalty, an element that influences their performance. Trust is a key element that affects the outcome, productivity, and workplace performance. It affects the engagement and level of job satisfaction. A study conducted by Costa et al. (2023) revealed that only about 60% of employees trust their performance, and in the areas where trust was higher, there was also increased performance among the employees. Forbes website published an article postulating three leadership styles that realize the highest levels of performance, including democratic, autocratic, and participative leadership styles. This goes to point out the fact that leadership styles influence the level of productivity and employee performance.

Tech companies have especially realized a surge in their levels of servant leadership, according to McDaniel (2023), due to their extreme need for innovation and creativity. This is not to say that it is the only industrial sector that has realized a surge in servant leadership. Rather it points to the inherent fact regarding the modern economic climate, which is extremely competitive. A competitive environment calls for more innovation and creativity as cutting-edge elements to increase a company's competitive advantage. Servant leadership provides the best grounds in which employees can be innovative and relative in the workplace, hence its surge among different companies and in popularity among workers.

5.2.2 Objective 2: To examine the level of productivity among cement manufacturing workers in private factories in Sulaymaniyah.

The second objective of this research is to investigate the level of productivity among cement private factory workers in Sulaymaniyah. Overall, the finding has shown that productivity level is high. The highest mean showed among the dimensions of productivity is work productivity. This prove that work productivity is the most significant factor and the core of productivity, without work productivity dimension we will never have full access to pure productivity at work.

This investigation also sought to determine whether there were any relations between servant leadership and employee productivity. Numerous assertions have attempted to link leadership and productivity rates in the workplace. A study conducted by Al Khajeh (2018) on several factories revealed that the type of leadership style affected the production rate. Some leadership styles have been realized to positively affect performance, while others have a negative impact on performance. A study by Asrar-ul-Haq & Kuchinke (2018) reveals that the transformational leadership style increases an organization's performance level compared to the other leadership models. Also, this could be supported with the research by Maliki (2021). Work productivity is essential to both

personal and professional success, as stated by Niati, Siregar, and Prayoga (2021). Workplace effectiveness and efficiency relate to the ease with which work is completed.

The finding demonstrates that motivation and work environment have a quiet close mean level which is moderate for both of them, therefore, this explain that productivity may be significantly impacted by a number of factors, including motivation and the environment in which work is performed. It's vital to remember that factors like intrinsic motivation and the company culture may have different effects on different people and businesses. Different individuals have different motivators, and work environments might vary depending on industry, job functions, and organizational culture. As a result, increasing productivity requires an awareness of, and a willingness to respond to, both the requirements of individuals and those of the organization as stated by the researchers (Jumady & Lilla, 2021).

The extent to which a person is productive in the job is strongly impacted by a number of important elements, including motivation and the working environment. According to Hairo and Martono (2019), the term "motivation" refers to an individual's innate drive and desire to complete tasks, whereas the term "work environment" refers to the numerous physical, social, and cultural components of a given workplace.

An individual's degree of interest and dedication to their profession may be traced directly back to their level of motivation. Tzenios's (2019) prior study demonstrates that a highly motivated workforce produces better results. According to Hafeez, Yingjun, Hafeez, Mansoor, and Rehman (2019), the term "work environment" refers to the combination of physical, social, and cultural factors that influence the overall atmosphere and circumstances of an individual's place of employment.

Increased levels of productivity and overall organizational performance may be attributed to the cultivation of intrinsic motivation, the provision of a supportive work culture, the optimization of the physical environment, the promotion of cooperation, and the maintenance of a healthy work-life balance. Research conducted in the year 2020 by

Agarwal, Brooks, and Greenberg reveals that. According to the findings of earlier studies, making an investment in employees' motivation and the quality of their working environment ultimately results in a staff that is happier and more productive. Basit, Hermina & Al Kautsar (2018). A study by Purnomo & Fatimah (2021) has mentioned that companies may develop high levels of motivation, engagement, and commitment among workers by recognizing and maximizing these characteristics. Employee output is very sensitive to both intrinsic motivation and the quality of the work environment. Individuals and businesses alike may benefit from increased productivity, enhanced performance, and morale by using these techniques (Chang, Graff Zivin, Gross, & Neidell, 2019).

5.2.3 Objective 3: To examine the relationship between servant leadership and productivity among cement manufacturing workers in private factories in Sulaymaniyah.

The third objective of this research is to investigate the relationship between servant leadership and employee productivity among cement workers in private factories in Sulaymaniyah. In general, the findings have shown that there is a positive significant relationship between servant leadership and employee productivity among cement workers and their relationship is moderate.

The level of servant leadership has been on the rise, and it has an impact on performance. However, there is a need to determine the basic elements within this servant leadership that lead to its impact on the level of employee productivity. The assessments revealed a moderate association between servant leadership and the levels of employee productivity for private cement manufacturing companies in Sulaymaniyah. There are several elements regarding servant leadership and employee productivity that function tether or are synergetic and thus beneficial to the organization.

Moreover, servant leadership directly affects individuals' individual productivity, accumulating among different subordinates and generating a cumulative increase in the overall organizational performance. Servant leaders provide direction and objectives and provide self-sufficiency and autonomy in the workplace for their subordinates (Pizzolitto et al., 2022). These levels of autonomy influence employees' emotions and sense of duty to work for the best and realize the best results (Pizzolitto et al., 2022). Furthermore, servant leadership also enhances performance at individualized levels. Servant leaders enhance firm performance, teamwork, and individualized performance (Tajasom et al., 2019). Their duty in the workplace is more of a stewardship duty and thus allows the required autonomy with a sense of security, allowing employees some adventure under the security of the structure of the organization. According to Tajasom et al. (2019), favorable attitudes of employees toward leaders are positively correlated to their performance and productivity. Servant leadership generates this form of positive attitude among the employees and enhances the performance and outcomes of the subordinates in the workplace, affecting their task performance.

Likewise, job satisfaction is one of the critical elements associated with servant leadership that could contribute to increased productivity levels. The essence and need for leadership in any society lies in the capacity of a leader to provide a vision and, thus, directly to other people called followers. Followers are the individuals in society that lack a clear vision and mission and therefore rely on another person (leader) for this direction and trust that they will lead them in the desired direction. The intention of holding their trust in the leader is not often a one-way ticket as in the cases of slavery but rather a bargain for the leader to acknowledge their needs and desires, fulfilling them even as they approach the targeted goal or vision that works for the betterment of everyone within that society. The more the needs of the followers feel as being entwined and in touch with the leader, the more they are to be satisfied with their choice of operating under the person's leadership and be more satisfied and dedicated to them and their mission.

By the same token, job satisfaction can be tarnished in several ways. Modern society, especially, has increased the number of people entitled to liberty, rights, and

freedoms in a better way than ever since the inception of history. People enjoy more rights and freedoms in their workplace environments than would have ever been thought of over two centuries ago and even during the 20th century (McCarthy-Jones, 2019). As such, they acknowledge more when their specific employers realize and meet their concerns and needs. This notion and understanding of basic human rights entitled to everyone, regardless of their position in the economic landscape, have raised the bar regarding job satisfaction levels. Hierarchical and autocratic leadership styles, therefore, record the lowest rates of job satisfaction in the employee landscape based on research (Getha-Taylor, 2018). While this is relatively different based on social structures and culture, there is indeed increased job satisfaction regarding servant leadership.

A different study by Alshaar (2022) was conducted to determine whether leadership was associated with heightened levels of job satisfaction and therefore develop a background from which job satisfaction could influence productivity. It revealed that different leadership styles across numerous studies realized different levels of job satisfaction (Alshaar, 2022). A different assessment by Alsoud et al. (2021) corroborated these findings, indicating that servant leadership actually realized the highest level of satisfaction among the different leadership styles.

There is also very little correlation between the level of job burnout and servant leadership, according to Canavesi & Minelli (2021). burnout is one of the major tenets that directly affects job satisfaction. The higher the Burnout, the lower the satisfaction rate among employees.

Furthermore, servant leadership helps optimize the interaction and fit between leaders and their subordinates. It provides a functioning ground in which there is a healthy functioning relationship that helps institute and boost productivity in the workplace environment. The world has moved from servanthood, and everyone stands up for themselves and their rights (Saleem et al., 2020). This institutes a challenge to the conventional modes of leadership that previously had instituted too much power on the leader and authority that could not be challenged. However, modern leadership demands

a lot more of a negotiating table where both subordinates and leaders present their desires, and a deal that at least considers both sides is instituted. Servant leadership helps constitute an environment where the employees feel free to share their ideas and opinions in a manner that they feel they are heard. As such, they feel part of the team as this leadership model fully considers their opinions and needs.

Liang et al. (2020) established that job satisfaction had a number of variables, including "valuing people, developing people, developing community, displaying authenticity, providing leadership, and sharing leadership." These characteristics are characteristics that define servant leaders in the workplace environment. The value of each employee is considered, and thus, everyone can feel their value in the company. It boosts their self-esteem and increases their positive direction and emotions toward the organization's functioning.

Servant leadership and productivity, therefore, can be associated at the point of job satisfaction. With servant leadership, there are increased instances of job satisfaction compared to when other leadership styles are used. Modern society appreciates more of being valued and approached as part of a team rather than mere company servants. Servant leadership provides the exact definition of what to feel part of a project is constituted. According to Čulibrk et al. (2018), servant leadership cultures are relations between an organization or the company and its employees. These relations then foster the interaction mechanisms between the organization and the employee. Feeling part of a team makes them feel valuable in the company and institutes a sense of responsibility, dedication, and obligation towards the company or organization (Čulibrk et al., 2018). Rather than the roles being acted upon as obeying commands, they are acted upon since the employees inherently feel obliged or feel the duty to take part in the ventures of their organization and company. A sense of duty and feeling part of a team constitutes meaning for most employees. For instance, for a company manufacturing electric car batteries, employees are likely to feel part of a larger movement working to accelerate the inception and use of electric vehicles to help fight climate change and reduce global warming. This enhances their level of satisfaction in what they are doing and is only made potent based on the

nature of the leader and how well they can interact with them so that they fully feel part of the larger team and society.

Besides, from increased job satisfaction, servant leadership enhances employee engagement in a project or the workplace. Research by Canavesi & Minelli (2021) revealed that organizations that institute servant leadership into their practice directly increase the levels of employee engagement. A different assessment by Su et al. (2020) revealed that more employees depicted that they would be more engaged in their companies or organization if a servant leadership model were introduced. According to Aboramadan et al. (2022), leadership that distances from its employees tends to have lower levels of employee engagement. An assessment by Ellahi et al. (2022) also revealed that employee engagement was linked to “empowering leadership, transformational leadership, engaging leadership, authentic leadership, and charismatic leadership” styles in the workplace environment. Servant leadership shares gap number of tenets and subjects with the above leadership styles but tends to be more holistic by providing an environment that encourages the growth and development of employees.

Servant leaders tend to be concerned with the personal development of their subordinates in the workplace. Apart from clarifying tasks and enhancing social efficacy, they tend to be genuinely concerned with their employees' career growth and development. Therefore, they allow employees to grow and improve by interacting with the organization, its resources, and its provisions effectively and efficiently. The leaders empower their employees to succeed and grow by utilizing the company's provisions in a manner that is mutually beneficial to the individual and the company. Servant leadership helps provide a safe haven and environment in which the individualized skills of the personnel are developed and enhanced.

This assessment revealed that most employees feel connected with servant leadership and would prefer it among other modes and styles of leadership. According to the COR theory, “engaged employees have more resources to invest in obtaining further resources and so engage in more knowledge sharing than disengaged employees” (Wu &

Lee, 2020). Engaged employees are more likely to use the resources that the company has to develop, grow, and enhance their goals in tandem with the company's goals. They are more willing to exploit outside territories and cooperate with other subordinates and their leaders to realize results and progress.

The level of employee engagement positively correlates with their performance and productivity, and therefore, employee engagement could suffice as one of the major factors affected by servant leadership in the workplace that increases their levels of production in the workplace. Employee engagement is the level of enthusiasm or dedication that a workforce feels towards their company and its impact on their overall performance. Employees who are engaged feel positive about their performance in a company and care about their work as they feel like they can make a difference. Therefore, their performance levels improve, and their concerns with the company all compound towards increasing productivity.

In addition, the impact of emotions on productivity is an element that primarily affects the motivation levels of workers in a company or organization. Toxic and painful emotions are often present in any organization and system. Chen et al. (2022) suggests that emotional pain and toxic emotions in the workplace are tied directly to the productivity of personnel in the workplace environment. He suggested the need for introducing toxic handlers in an organization, an element perpetrated by the HR department in modern organizational structures. Emotions in the workplace stem from the feelings of dignity, value, and individualism in employees in a company (Zhou et al., 2022). The more toxic emotions, the fewer individuals feel their value and the less these elements are mentioned.

Servant leadership has been shown to help alleviate toxic emotions in the workplace (Chen et al., 2022). Endorsing servant leadership in an organization ensures a healthier working culture in which workers or employees feel comfortable sharing their ideas and feel the actual support of the leadership is behind them rather than one that is in front of them merely stipulating responsibilities. Employees feel more in charge of their

destiny but within a structure and framework that ensures their safety and security, which is an element that almost every human source for. It is the capacity to enhance individualism, discovery, and creativity in a secure and assured environment.

One way of promoting an individual's performance, dedication, and hard work is by buying into their trust. The social exchange theory fosters that the social exchange of people is edited, but the social and economic outcomes emanate from the exchange (Ahmad et al., 2023). It primarily entails the ties between one person and another, which requires trust, alleviating legal duties and obligations, but rather an element of bargain and deal-making. The social exchange theory highlights that people favor an exchange from a relationship in which they stand to gain something or at least provide a framework through which their concerns and needs can be heard (Saleem et al., 2020). This exchange based on negotiated terms tends to increase the productivity and performance of an individual inherently. Servant leadership has been revealed to offer the process of exchange and interaction between leaders and their followers. Operating as partners rather than rulers and subjects gives employees a bargain or at least indicates the presence of a bargain. Scholars have attributed modern productivity and performance to the development of this nature of trust between followers and their leaders.

Consequently, the findings of this research indicate that servant leadership can be positively correlated with productivity in the workplace environment. The more servant leadership in a specific industrial sector, the higher the productivity in that sector. The current technological environment has brought about the magnitude of workplace information and extremely high levels of opportunity. This calls for the need for more leaders to help attempt to constitute the chaos into a specific order, culture, and social position that everyone can find easy to navigate (Eva et al., 2019). Increased information even on leadership has only fueled the need for leaders of quality with the capacity to resonate with their employees as the stakes and bas have been raised for modern leaders even more. According to Eva et al. (2019), leadership has never been as needed in history as in modern-day environments.

Servant leaders can empower followers and mediate on behalf of employees to investors. Empowering followers and persons in the modern economic environment are a significant step that leaders can take and allow organizations to profit in terms of increased productivity. Generations have changed and are always in transition calling for transformations in leaders. The Generation Z workforce is just coming into effect and is very soon likely to take up the majority of the labor market, and their demands differ from Generation X, baby boomers, and other generational workers. They demand more empowerment, a democratic approach, and concern. This is an area in which only servant leaders can faithfully transverse and reap the benefits of the creativity, productivity, and extreme intelligence that comes with the Generation Z workforce.

As a result, this study has been significant in helping point out the contribution, need, and relevance of leaders in the workplace environment and industries. The results have provided impeccable empirical evidence regarding the relationship between the productivity of employees and the type of leadership instituted. Training management leadership in an organization, therefore, has an inherent capacity to directly impact the productivity of a company or organization.

The initial assessment revealed that the level of penetration of servant leadership is not yet at its optimum. Numerous organizations are still employing outdated modes of leadership and failing to capitalize on the potential profits and value that comes with servant leadership models and mechanism in the workplace. Extrapolating the results would reveal that increasing the presence of servant leadership would directly realize increased production in general from all of the companies and factors. Therefore, organizations benefiting society would also benefit from an increase in value generation. An increase in value at a societal level can easily compound in the long term, realizing levels of production never seen before. It points to the need for governments and legislative bodies to consider the element of servant leadership as a standard framework through which all manner of leadership should be applied.

5.3 Limitation

Despite the inherent benefits and value of the findings accessed from this study, numerous elements and grey areas were yet to be explored in the investigation. The researcher encounters several obstacles while implementing this study. The first restriction that the researcher faces limited number of cement private factories in Sulaymaniyah.

Moreover, factories rareness was not the only challenge that the researcher observe, indeed, to officially being accepted to have meetings with the factories for the purpose of distribution the questionnaire on employees was a very demanding process in order to get accepted. In contrast, some factories refuse to allow the researcher to involve their employees in the research due to the lack of believe that the researcher will protect and keep the information confidentiality during the research.

The second limitation the researcher confront was authentic of the data due to the factor that's some employees we'll choose dishonest options that is the opposite of their real values for the end you satisfy their employer or manager. Thus, this factor can be very risky because it's drastically can impact the integrity of the research and down the line it will not be effective source for other researchers to rely on in case, they want to do a similar research topic. Namely, when there is an outcome of the inherent constraints in the study design, there are concerns over the amount of information that can be gleaned from the currently available studies in this subject (Eva, Robin, Sendjaya, Van Dierendonck & Liden, 2019). The other limitation that the researcher comes across is that this research only focuses on the employee and neglects the other position such as managers, human resource, and etc. Another disadvantage of the study is that its field research was only conducted in a small number of businesses and a restricted geographic area (Lapointe & Vandenberghe, 2018). Future research should utilize a sample that is more representative of the whole population.

While there was a direct relationship between servant leadership and productivity, causality cannot be assumed. This is because of the need for other questions to be asked to help ensure that all of the relevant areas of leadership and productivity were addressed. They include questions such as “what factors influence a rise in servant leadership” or

“does servant leadership have higher productivity rates from workers compared to leadership styles like democratic, Autocratic, and Lasex-Faisse leadership styles?” There is a need for further experiments to be carried out to ensure that these variables are taken into account. The variables can be manipulated, and controls introduced to constitute the relationship and affirm the conclusions instituted by the findings of this study.

There are limitations to the study solely based on the internal validity of the study. The research lacked a control group, and there was no manipulation of the variables being addressed. The lack of these controls, therefore, implies that the study's internal validity is under threat. Future research should focus more on evaluating the variables and manipulating them to ensure an actual relationship between servant leadership and employee productivity. There also should be the presence of control groups that will help provide independent assertions and elements that can then be compared to the study's findings.

5.4 Recommendations

According to the result, it has shown that there is a positive and significant relationship between servant leadership and employee productivity among cement private factories in Sulaymaniyah, similar results to what has been noted in a study by AlDhaheeri, Hilmi, Abudaqa, Alzahmi, & Ahmed (2023). Nonetheless, the research highlights a solid connection between servant leadership and productivity, which is still massively impacted by the work atmosphere and if the concept of a servant leader supports it. Similarly, employee productivity is related to numerous factors, including the work environment and how it swiftly impacts productivity. Even though productivity dimensions in this research include work environment, it is still necessary to have a new study that only emphasizes the significant off-work surrounding circumstances and their direct impact on employee productivity.

Therefore, it is recommended that future researchers expand their study further by considering other essential topics and bifurcating. By the same token, it's recommended for future researchers to deeply consider the factories that they will visit and choose a factory that's committed to exclusively applying servant leadership as their leadership style and to genuinely caring about their employee productivity level. As a result, it's recommended to select 3 to 4 factories and evaluate the final results between them to see how they differ and the main motives behind them. According to Werdiavy, Haryati, and Maulidah (2023), it is recommended that future studies make use of a greater number of participants and concentrate on additional firm divisions.

Moreover, this research focuses primarily on cement workers and neglects other work positions. Therefore, it's recommended for future researchers to conduct the same study but change the population choice from cement workers to other work positions in the same field, such as managers or human resources.

It would be prudent for future research to extend beyond this study's limitations. The limitations have primarily been the industry selection from which the workers came, the cement industries. Assessments need to be done in other niches, including healthcare, education, and public service, to help provide a more comprehensive association based on the availability of data from diverse sources participating in different economic niches and sectors.

In the end, the questionnaire that's been used in this research for servant leadership is limited and lacks diversity in the questions; as a result, it is recommended that future researchers use more specific ones with more questions. While the questionnaires regarding employee productivity are advised for future researchers to implement in their study since it contains accurate and precise questions. Lastly, the researcher has high hopes that the servant leadership and employee productivity research may go ahead and continue to contribute substantial insights to the area of leadership and empowerment of employees over the course of the next few years if future researchers follow the guidance presented in this study to overcome the issues that have been identified.

5.5 Conclusion

The prime aim of this study is to identify the level of servant leadership and the level of employee productivity among cement workers. Additionally, the intention of this study is to analyze the relationship between servant leadership and employee productivity among cement workers in private factory in Sulaymaniyah. The findings from this research indicate that cement employees have high productivity level when they are work under servant leader. Indeed, the relationship between employee productivity among cement workers is moderate.

Consequently, this could be due to several factors like leadership implementation, internal, and external factors that can determine productivity percentage. It was also able to be demonstrated, based on this investigation, that the level of servant leadership as well as the level of employee productivity is high level. Besides, the results highlight that most of the employees feel quite productive and generally satisfied from their leaders. Moreover, it is possible for manufacturers to improve their operations and maintain their sustainability if they adopt servant leadership styles and increase productivity across the business in small and medium-sized enterprises (Malik, Khan, Faisal, Javed & Faridi, 2020).

In addition, increasing the quality and size of a company's operations may boost its capacity to attract and retain customers, which in turn boosts the economy and creates suitable jobs opportunities (Baykal, 2020).

To sum up, servant leadership does have a relationship with productivity among cement private factories employees in Sulaymaniyah. The findings revealed that cement workers in these private companies held servant leadership in high esteem. They believed that servant leadership was motivating and could boost and improve their performance. There was a significant positive association between servant leadership and employee productivity in Sulaymaniyah.

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APPENDIX A: Research Instrument

RESEARCH QUESTIONNAIRE



(THE RELATIONSHIP BETWEEN SERVANT LEADERSHIP AND EMPLOYEE
PRODUCTIVITY AMONG CEMENT MANUFACTORY WORKERS IN PRIVATE
FACTORIES IN SULAYMANIYAH)

Dear Respondent,

This survey is conducted to examine...(the link between Servant leadership and worker productivity of cement manufacturers in private enterprises is examined in this research). Your cooperation in answering these research questions is really appreciated as this will help the completion of the research. All information given will be kept strictly confidential and for the purpose of this research only.

Your cooperation and participation is highly appreciated. I wish all the best for your future endeavours.

Yours Faithfully,

(Haneen Fadhil)

(Human Resource Development)

Qaiwan International University, UTM

Franchise

Email: hfqiu190106@uniq.edu.iq

SECTION A: DEMOGRAPHIC PROFILE

Please place the (X) at the appropriate column for the following questions:

1. Age /

20-24	<input type="checkbox"/>	25-29	<input type="checkbox"/>
30-34	<input type="checkbox"/>	35-39	<input type="checkbox"/>
40-44	<input type="checkbox"/>	45-49	<input type="checkbox"/>
50-54	<input type="checkbox"/>	55-59	<input type="checkbox"/>
60 and above	<input type="checkbox"/>		

2. Gender /

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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3. Ethnicity /

Iraqi - Kurds	<input type="checkbox"/>
Iraqi -Turkmen	<input type="checkbox"/>
Iraqi - Arabs	<input type="checkbox"/>
Chinese	<input type="checkbox"/>
French	<input type="checkbox"/>
Indian	<input type="checkbox"/>
Others	

4. Current Marital Status /

Married ☐ Single ☐

5. Education Level /

Diploma	<input type="checkbox"/>	Bachelor's Degree	<input type="checkbox"/>
Master's Degree	<input type="checkbox"/>	Doctorate Degree	<input type="checkbox"/>
Other's level	<input type="checkbox"/>		

6. Department /

Financial Department	<input type="checkbox"/>	IT	<input type="checkbox"/>
Department	<input type="checkbox"/>		<input type="checkbox"/>
R&D Department	<input type="checkbox"/>	HR	<input type="checkbox"/>
Department	<input type="checkbox"/>		
Operation Department	<input type="checkbox"/>	Branches Affairs	
Others Department			

7. Current Position Level /

Worker	<input type="checkbox"/>
Supervisor	<input type="checkbox"/>
Officer	<input type="checkbox"/>
Manager	<input type="checkbox"/>

8. Work Experiences /

Statements Related to (servant leadership)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
<p>1. Affect</p> <p>1. I like my supervisor very much as a person.</p> <p>2. My supervisor is the kind of person one would like to have as a friend.</p> <p>3. My supervisor is a lot of fun to work with.</p>					

Statement Related to (Servant Leadership)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5

<p>2. Loyalty</p> <p>1. My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.</p> <p>2. My supervisor would come to my defense if I were attacked by others.</p> <p>3. My supervisor would defend me to others in the organization if I made an honest mistake</p>					
<p>3. Contribution Subscale</p> <p>1. I do work for my supervisor that goes beyond what is specified in my job description.</p> <p>2. I am willing to apply extra efforts, beyond those normally required, to meet my supervisor's work goals.</p> <p>3. I do not mind working my hardest for my supervisor.</p>					
<p>Statement Related to (Servant Leadership)</p>	<p>Strongly Disagree</p>	<p>Disagree</p>	<p>Neutral</p>	<p>Agree</p>	<p>Strongly Agree</p>
	<p>1</p>	<p>2</p>	<p>3</p>	<p>4</p>	<p>5</p>

<p>4. Professional Respect</p> <p>1.I am impressed with my supervisor's knowledge of his/her job.</p> <p>2.I respect my supervisor's knowledge of and competence on the job.</p> <p>3.I admire my supervisor's professional skills.</p>					
---	--	--	--	--	--

SECTION C: **Productivity**

Please indicate the degrees of your agreement or disagreement toward the statements below by placing the (X) upon your response according to the following options:

تکایه رازیوون یان نارازیوونی خوت لیره دا دهریخه ، بهینی نهم داتایه ی خواره وه و به دانانی هیمای (X) له خانه ی گونجاو:

Strongly Disagree بەتەواوی هاویرانیم	Disagree هاویرانیم	Neutral ناساییه	Agree هاویرام	Strongly Agree بەتەواوی هاویرام
1	2	3	4	5

<p>FROM 1-1o Motivation</p> <p>1.Work atmosphere in the factory is conducive.</p> <p>2.The salary that provides the company has been sufficient to bought mainly necessary of employee.</p> <p>3 .I am really motivated to work because the leader is kind.</p> <p>4.The co-workers is kind so that I work more comfortable.</p> <p>5.I am happy to work because supported by work environment atmosphere that is comfort.</p> <p>6.The leader pay attention more on mine duty.</p> <p>7.The leader always pay attention personally about my privacy that I faced.</p> <p>8.The leader never discriminate the employee until all the employees obtain the same attention.</p> <p>9.The leader is really care and appreciate the achievement that achieved the employee.</p> <p>10. The leader provide facilities to self development of their employee.</p>					
---	--	--	--	--	--

<p>From 11-20 Work Environment:</p> <p>11.The lightening in workplace support my mood to work.</p> <p>12.The temperature is really support my activity to work .</p> <p>13.The noisy of machine is louder in my workplace and it disturb my activity to work.</p> <p>14.Using the color in the wall in the room support my mood to work.</p> <p>15.The layout employee is really good therefore has a possibility to work freely.</p> <p>16.The company has a good safety.</p> <p>17.I have a harmonic relationship with the leader.</p> <p>18.I have a good relation with my co - workers in the company.</p> <p>19.I have a good relationship with the staff.</p> <p>20.I have a good relationship with the customers.</p>					
<p>From 21- 30 Work Productivity:</p> <p>21.I can conduct my task very well</p> <p>22. My exercise is suitable with the planning</p>					

23. I did my task on time.					
24. I always respect of my time.					
25. I always conduct the task based on my initiative without command.					
26. I always initiative to remedy my work that not good.					
27. Able to face the obstacles in my work to finished it.					
28. I am competent to finish my work that provided.					
29. Make a good connection with coworkers.					
30. Make a good connection with coworkers the leader.					

Any suggestion or comments, please indicate below.

.....

.....

.....

.....

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED.

Appendix B: Confirmation of Student Status

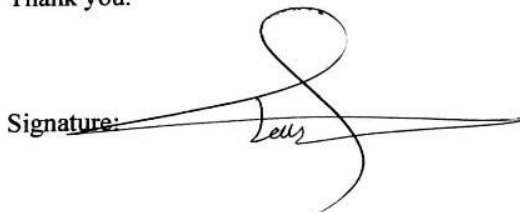
Verification by expert

Hereby I clarified and validate that the questionnaire for the relationship between servant leadership and employee productivity among cement workers and private factors in Sulaymaniyah is developed by Haneen Fadhil From school of human resource development, faculty of social science and humanities, Qaiwan International University (Universiti Teknologi Malaysia). It has been checked and the general comments add as follows:

General comments: *Very good Questions.*

Thank you.

Signature:



Name: *Lavan Tabib Abdulhal*

Experience in teaching: *3 years*

Qualification: *Master degree.*

Appendix C: Turnitin Results


Haneen Thesis

ORIGINALITY REPORT

19%	17%	6%	3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	samples.freshessays.com Internet Source	7%
2	etd.uum.edu.my Internet Source	1%
3	digitalcommons.liberty.edu Internet Source	<1%
4	scholarworks.waldenu.edu Internet Source	<1%
5	www.researchgate.net Internet Source	<1%
6	Submitted to Universiti Teknologi Malaysia Student Paper	<1%
7	Sudarmo, Pratiwi Dwi Suhartanti, Wahyu Eko Prasetyanto. "Servant leadership and employee productivity: a mediating and moderating role", International Journal of Productivity and Performance Management, 2021 Publication	<1%

	QAIWAN INTERNATIONAL UNIVERSITY	Form No.: LIB003 Edition: 01 Effective Date: 01/ 06/ 2024 Page (s): 03
	FINAL THESIS SUBMISSION FORM	

Section 1 (To be completed by Student)
 (Please tick (✓) where applicable)

Library
 Qaiwan International University

Submission of Final Copies of Thesis

I Haneen Fadhil Mohammed (name) hereby submit
 the final copies of my thesis for the degree of ☒ Bachelor / ☐ Master / ☐ Doctor of Philosophy

The title of the thesis is:

The Relationship Between Servant Leadership and Employee
Productivity Among Cement Manufacturing Workers in
Private Factories in Sulaymaniyah

Hence, I declare that:

- ☒ i) My thesis has been reviewed by my Main Supervisor / HoD / Dean / Faculty
- ☒ ii) I had submitted the CD of my softcopy of the thesis (the contents are similar with the hardcopy of the thesis) in a single PDF file.
- ☒ iii) I had submitted the Degree Scroll Information Form.

Student Name: Haneen Fadhil Mohammed
 Department: Human Resource Development
 Signature: [Signature]
 Date: 10 July 2024

ENDORSEMENT BY MAIN SUPERVISOR

Section 2 (To be completed by Main Supervisor)

Supervisor's Name:	Jinda Mustafa Qasim
Department:	HRD
I have examined the thesis of Mr. /Mrs. /Ms.: Hanneh Fadhil Mohammed	

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Main Supervisor's Signature & Stamp)

10/7/2024

(Date)

ENDORSEMENT BY Librarian

Section 3 (To be completed by Librarian)

Librarian's Name:	
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved

I hereby confirm that all corrections and amendments made to the thesis have been rectified by the candidate.



(Librarian's Signature & Stamp)

10/7/2024

(Date)

STUDENT'S DECLARATION

Section 4 (To be completed by Student)

Student Thesis's Copyright and University's Intellectual Property

"The copyright to a thesis belongs to the student. However, as a condition of being awarded the degree, the student hereby grants to the University, a free, ongoing, non-exclusive right to use the relevant work and/or thesis for the University's teaching, research and promotional purposes as well as free and the non-exclusive right to retain, re-produce, display and distribute a limited number of copies of the thesis, together with the right to require its publication for further research and archival use."

I declare that the contents presented in this thesis are my own which was done at Qaiwan International University unless stated otherwise. The thesis has not been previously submitted for any other degree.

I also declare that my thesis has been reviewed by the Main Supervisor / HoD / Dean / Faculty the comments are as stated in Section 2 (page 2).

Name of Student: Haneen Fadhil Mohammed

Signature of Student: [Signature]

IC. No. / Passport No.: B01907752

Date: 10 July 2024