

The Impact of Servant Leadership on Reducing Job Burnout: An Exploratory Study of the Opinions of a Sample of Employees at the Mosul Institute / Northern Technical University

¹Alaa Abdullah Mustafa, ²Ali Mahmoud Ali

¹Northern Technical University
Technical Management Institute / Nineveh

²Northern Technical University
Technical Institute / Mosul

DOI:10.37648/ijtbm.v15i02.005

¹Received: 18/03/2025; Accepted: 26/05/2025; Published: 31/05/2025

Abstract

The research aims to shed light on the impact of servant leadership on reducing job burnout by applying the study to a sample of employees at the Mosul Institute, affiliated with the Northern Technical University. The descriptive-analytical approach was employed to clarify the studied phenomenon by examining a population consisting of all 436 employees at the Mosul Institute. A purposive sample of 385 employees was selected. The questionnaire was used as a tool for collecting primary data, which were analyzed using the SPSS software to derive the results.

The study reached several findings and conclusions, most notably: there is a significant impact of servant leadership through its dimensions (empowerment, emotional healing, wisdom) on reducing job burnout at the Mosul Institute. Additionally, there is a significant impact of servant leadership on reducing the dimensions of job burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) at the institute.

The study offered several recommendations, including: enhancing communication between management and employees, involving them in decision-making, granting them the freedom to take initiative and handle difficult situations, providing necessary administrative support, assisting employees in problem-solving, and adopting a leadership style driven more by empathy than formal authority.

Keywords: *Servant Leadership; Job Burnout; Mosul Institute; Northern Technical University.*

Introduction

Over the past years, many psychological and social researchers have shown considerable interest in what is referred to as job burnout syndrome, which is classified as a condition with psychological, professional, and social risks. It represents a state of exhaustion resulting from the mismatch between work demands and an individual's capabilities and aspirations, a condition particularly prevalent among workers in professions that involve direct interaction with the public, such as education, healthcare, and service sectors (Marzouq & Salam, 2024, p. 3). Burnout manifests as psychological and neurological disturbances or physical symptoms, such as increased heart rate and shortness of breath, ultimately leading to a decline in job performance. It becomes evident through a noticeable negative change in an individual's behavior towards themselves and others, resulting in mood swings and a loss of motivation,

¹ How To Cite The Article: Mustafa A.A., Ali A.M. (May 2025); The Impact of Servant Leadership on Reducing Job Burnout: An Exploratory Study of the Opinions of a Sample of Employees at the Mosul Institute / Northern Technical University; *International Journal Of Transformations In Business Management*, Vol 15, Issue 2, 76-101, Doi: <http://doi.org/10.37648/ijtbm.v15i02.005>

eventually leading to fatigue and depression as a reaction to an inability to cope with work pressures and excessive life burdens (Mousa & Atiya, 2024, p. 391).

Accordingly, organizations across various sectors must adopt leadership styles that align with the nature of their work to prevent job burnout. Leadership is considered one of the most influential factors affecting employee behavior within organizations. One such leadership approach is known as servant leadership. Qarni (2022, p. 242) defines it as a leadership style that does not seek control over employees but rather aims to unlock their full potential and empower them to work collaboratively with their peers. It also seeks to support employees' growth, individuality, and creativity while enhancing their capacity for knowledge, inquiry, and innovation. Employees need to be freed from the constraints of traditional leadership models in order to achieve their goals and contribute to organizational objectives.

Furthermore, Labib (2021, p. 142) emphasizes that servant leadership is characterized by its focus on developing and serving employees, fostering teamwork, increasing leaders' trust in their followers, exceeding customer expectations, and committing to community development. These defining features of servant leadership can potentially alleviate work-related burdens on employees and, in turn, reduce job burnout.

1. First Topic: General Framework of the Research

1.1 Research Problem

Employees within organizations may be exposed, in the course of performing their assigned duties, to various pressures related to the nature of their work. These pressures often manifest in the form of job burnout, which negatively affects employees through emotional exhaustion, frustration, and negative self-evaluation. This, in turn, places employees in a state of mental fatigue, emotional depletion, personal detachment, and dissatisfaction with personal achievement and professional performance.

Accordingly, there is a need to adopt specific leadership styles aimed at alleviating such pressures and minimizing the negative impact of burnout on employee performance and the overall workflow of the organization. Servant leadership is one such leadership style that focuses on supporting and serving employees, empowering them, and advancing their professional paths with the goal of achieving organizational objectives and contributing to the development of the surrounding community.

To more accurately and objectively explore the impact of servant leadership in reducing job burnout, the research raises the following question:

What is the impact of servant leadership in reducing job burnout at the Mosul Institute of the Northern Technical University?

1.2 Research Significance

Highlighting the importance of servant leadership due to its positive outcomes that contribute to organizational efficiency, success, and competitive advantage on one hand, and to the enhancement of employee job performance on the other.

Demonstrating the role of servant leadership in reducing job burnout, as it represents a leadership style focused on improving employee performance and meeting their needs factors that help mitigate work-related exhaustion and the decline in performance quality.

Emphasizing the importance of servant leadership in addressing job burnout, as it is a leadership approach committed to the long-term well-being of employees, the organization, and its stakeholders. Servant leadership fosters both material and psychological conditions that reduce employees' intention to leave their jobs, thereby decreasing the likelihood of burnout.

Shedding light on the negative effects of job burnout on organizations.

1.3 Research Objectives

1. To identify the impact of servant leadership in reducing job burnout at the Mosul Institute of the Northern Technical University.
2. To determine the effect of servant leadership through its dimensions (empowerment, emotional healing, and wisdom) in reducing job burnout at the Mosul Institute of the Northern Technical University.
3. To examine the influence of servant leadership on the dimensions of job burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) at the Mosul Institute of the Northern Technical University.

1.4 Research Hypotheses

Main Hypothesis 1:

There is a significant impact of servant leadership, through its dimensions (empowerment, emotional healing, and wisdom), in reducing job burnout at the Mosul Institute of the Northern Technical University.

This main hypothesis leads to the following sub-hypotheses:

Sub-Hypothesis 1.1: There is a significant impact of servant leadership through the dimension of empowerment in reducing job burnout at the Mosul Institute of the Northern Technical University.

Sub-Hypothesis 1.2: There is a significant impact of servant leadership through the dimension of emotional healing in reducing job burnout at the Mosul Institute of the Northern Technical University.

Sub-Hypothesis 1.3: There is a significant impact of servant leadership through the dimension of wisdom in reducing job burnout at the Mosul Institute of the Northern Technical University.

Main Hypothesis 2:

There is a significant impact of servant leadership in reducing job burnout across its dimensions (emotional exhaustion, depersonalization, and reduced personal accomplishment) at the Mosul Institute of the Northern Technical University.

This main hypothesis leads to the following sub-hypotheses:

Sub-Hypothesis 2.1: There is a significant impact of servant leadership in reducing emotional exhaustion at the Mosul Institute of the Northern Technical University.

Sub-Hypothesis 2.2: There is a significant impact of servant leadership in reducing depersonalization at the Mosul Institute of the Northern Technical University.

Sub-Hypothesis 2.3: There is a significant impact of servant leadership in reducing reduced personal accomplishment at the Mosul Institute of the Northern Technical University.

1.5 Research Methodology

This section presents a clarification of the research population and sample, its boundaries, methodology, and the hypothetical framework, as follows:

1.5.1 Research Population and Sample:

The research population consists of all employees of the Mosul Institute at the Northern Technical University, totaling 436 employees. A purposive sample was selected, comprising a group of employees from the same institute, with a total of 385 participants.

1.5.2 Research Boundaries:

Spatial Boundary: The Mosul Institute at the Northern Technical University.

Temporal Boundary: The year 2025.

Human Boundary: A sample of employees from the Mosul Institute at the Northern Technical University.

Subject Matter Boundary: Investigating the impact of servant leadership in reducing job burnout at the Mosul Institute at the Northern Technical University.

1.5.3 Research Methodology:

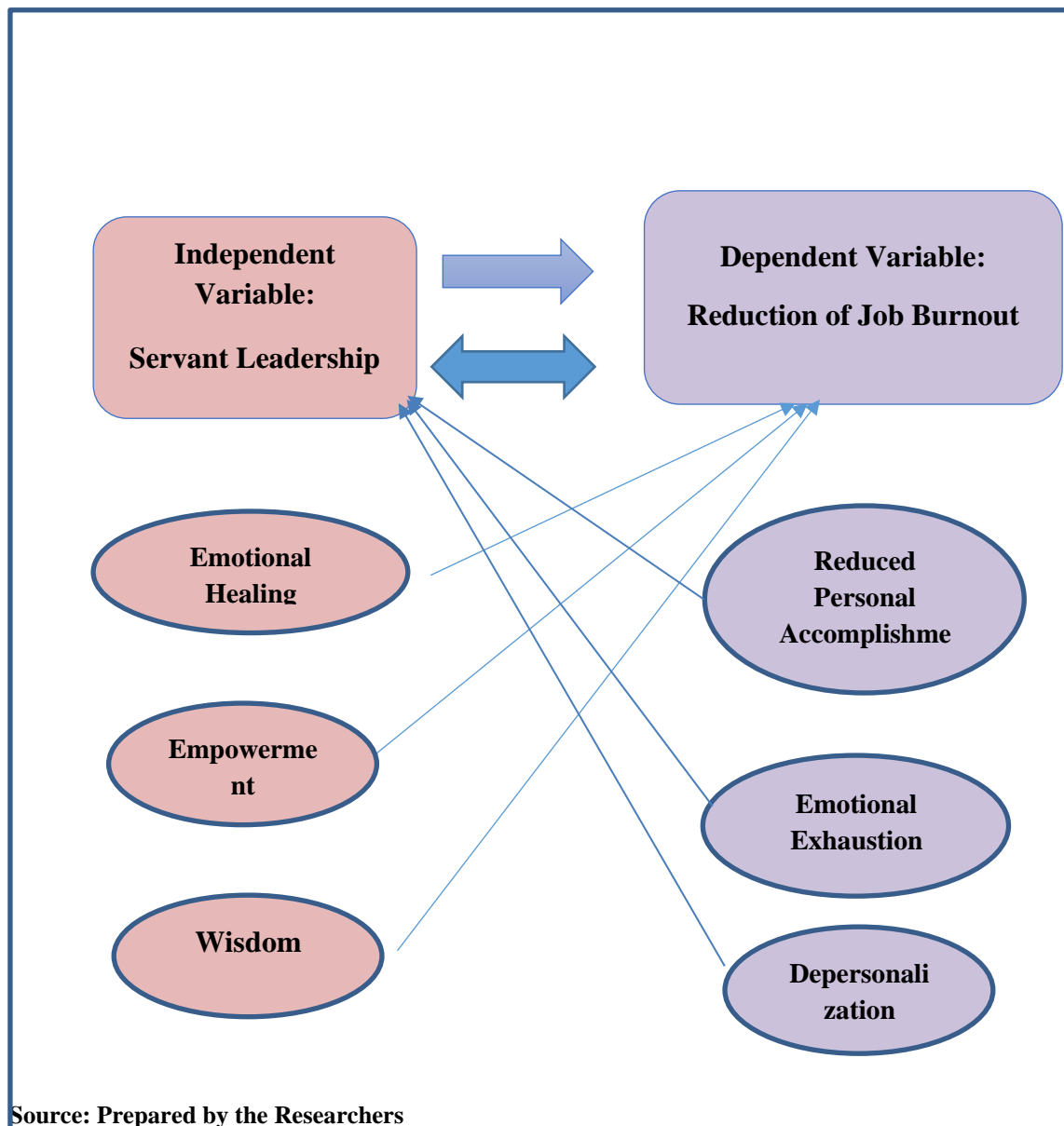
The descriptive-analytical approach was adopted as the general methodology for this study. The research began from a deductive reasoning perspective, which aligns with the objectives and hypotheses of the study. This approach enables researchers to describe various phenomena and scientific problems within the scope of scientific inquiry and to analyze the data in a way that allows for appropriate explanations and conclusions to be drawn.

The questionnaire was used as the primary tool for completing the fieldwork, distributed to a purposive sample of 385 employees from the Mosul Institute at the Northern Technical University. The collected responses were then analyzed using SPSS version 25 for statistical analysis.

1.5.4 Research Variables and Model:

Independent Variable: Servant leadership with its dimensions (empowerment, emotional healing, and wisdom).

Dependent Variable: Job burnout with its dimensions (emotional exhaustion, depersonalization, and reduced personal accomplishment).

Figure (1): The Research Model**1.6 Previous Studies:****Arab Studies****Study by (Mousa and Atiyah, 2024) titled:**

The Role of Strategic Leadership in Reducing Job Burnout Among Employees at the Directorate of Education in Menoufia

The study aimed to identify the relationship between strategic leadership and the phenomenon of job burnout among employees at the Directorate of Education in Menoufia. To achieve this objective, the researcher designed a survey consisting of three main groups: strategic leadership, job burnout, and demographic variables related to the study sample. The survey was distributed to a sample of employees at the Directorate of Education in Menoufia Governorate, totaling 280 individuals. The collected data were analyzed using SPSS statistical analysis software, applying several appropriate statistical measures and tests suited to the nature of the data. The researcher concluded with several

findings, the most significant being the presence of a statistically significant negative relationship between the dimensions of strategic leadership and job burnout among employees at the Directorate of Education in Menoufia.

Study by (Abdel Nabi et al., 2024) titled:

"Analyzing the Relationship Between Dominant Leadership Styles Using the Multifactor Leadership Questionnaire (MLQ) and Job Burnout: An Applied Study on Employees at Beni Suf University."

The study aimed to analyze the relationship between dominant leadership styles (transformational leadership, transactional leadership, and laissez-faire leadership) as independent variables, using the Multifactor Leadership Questionnaire (MLQ), and job burnout as the dependent variable. It examined the nature of the relationship between each leadership style and job burnout: transformational leadership and job burnout, transactional leadership and job burnout, and laissez-faire leadership and job burnout. To achieve this, the researcher selected a sample of 341 employees at Beni Suf University, with a response rate of 93.2%. Using structural equation modeling path analysis, the study found a statistically significant negative direct effect of transformational leadership on job burnout among employees at Beni Suf University. Additionally, the results revealed statistically significant positive direct effects of transactional leadership and laissez-faire leadership on job burnout among the same employees.

A study by Abdel Jalil (2022) titled:

"The Relationship between Servant Leadership and Employees' Job Performance: An Applied Study"

This study aimed to analyze the relationship between employees' perception of servant leadership and their job performance. The study was conducted on a stratified random sample of (196) employees at the Directorate of Agriculture in Assiut, Arab Republic of Egypt. The hypotheses were tested using simple and multiple regression analysis with the statistical software SPSS (version 22). The study reached several findings, the most important of which are: the existence of a significant positive relationship between servant leadership overall and employees' job performance overall, as well as the existence of a significant positive relationship between some dimensions of servant leadership and employees' job performance.

Foreign Studies

Study by Zhou et al. (2025) titled:

"Servant Leadership Behavior: Effects on Leaders' Work–Family Relationship."

This research examined an applied study of leaders' resource loss through servant leadership behavior (SLB) based on the Conservation of Resources theory. The participants were 72 department managers, each paired with one of their subordinates, working in five companies in eastern China. The results showed that when participants' servant leadership behavior led to daily resource loss, the relationship between their work and family life deteriorated. Additionally, employee conscientiousness acted as a buffer that slowed the impact of servant leadership behavior loss, indicating that servant leaders experience less resource loss and emotional exhaustion when employees have a strong sense of responsibility.

Study by Kim et al. (2024) titled:

"The Interaction between Servant Leadership and Authentic Leadership: The Influence of Servant Leadership on Employee Depression, and the Mediating Role of Job Stress."

This study investigates the intricate interaction between servant leadership, authentic leadership, job stress, and employee depression in South Korean companies. The research included a stratified random sample of 206 employees across three time points, providing insightful perspectives on leadership dynamics and employee well-being. The results demonstrated the mediating role of job stress in the relationship between servant leadership and employee depression, emphasizing that the effect of servant leadership in reducing depression is significantly linked to its impact on lowering job stress.

Study by Cai et al. (2024) titled:

"The Effect of Servant Leadership on Work Engagement: The Role of Employee Resilience and Organizational Support."

This study examined both employee resilience and organizational support as critical personal and job resources, then investigated how servant leadership enhances employee work engagement in project-based organizations through the mediating roles of employee resilience and organizational support. The findings indicated that servant leadership positively affects work engagement. Additionally, the relationship between servant leadership and work engagement is mediated by employee resilience and organizational support.

Commentary on Previous Studies:

The current research aligns in topic with the aforementioned studies regarding one of the variables. The originality and novelty of the research are evident in its title and its application environment the Mosul Institute at Northern Technical University. Furthermore, this study distinguishes itself by its objectives, study population, sample, and hypotheses. Therefore, it can be used as a recent reference for researchers and those interested in this field.

1.7 Research Terms

Servant Leadership: A process centered on the leader's service and support of organizational employees, responding to their needs, and enhancing the sense of community belonging (Labeeb, 2021, p. 141).

Job Burnout: A state characterized by feelings of weakness, frustration, a tendency to escape, and isolation from reality, leading to the emergence of neurological, psychological, or physical disorders that result in a decline in job performance (Bellas & Varsanis, 2014, p. 42).

2. Chapter Two: Theoretical Framework**2.1 First: Servant Leadership****Concept of Servant Leadership**

Servant leadership is defined as a lifestyle rather than a transient phase, beginning with a natural feeling that one who desires to lead must first serve, which in turn motivates the individual to aspire to leadership. The leader is a central element in the organization. Servant leadership refers to a type of leadership that emphasizes "service" and prioritizes meeting employees' needs, thereby helping them develop a sense of service and behavior by providing them with role models, guidance, and necessary training. Consequently, the characteristics of servant leadership can be transferred through service to employees, assisting them in growing into service-oriented employees (Muhanna, 2021, p. 2).

It is a leadership style characterized by the leader's focus on serving, supporting, and empowering team members to achieve their best. Instead of being at the top and exercising control or leading through authority, the servant leader encourages partnership, collaboration, and trust. Servant leadership practices across various sectors can play a significant role in achieving optimal outcomes for both leaders and subordinates alike (Al-Sawi, 2024, p. 879).

The importance of servant leadership lies in its ability to enhance employees' motivation, capabilities, and interests to leverage their service-oriented behavior and shape organizational culture. In other words, servant leaders play a vital role in fostering organizational culture and inspiring their followers to engage in organizational citizenship behavior by making substantial contributions that go beyond their specified duties and responsibilities outlined in job descriptions or contractual agreements (Qaaoud & Wahba, 2023, p. 30).

The two researchers view servant leadership as a leadership style based on a set of managerial practices that meet the job-related needs of the organization's employees, create an atmosphere of communication and camaraderie between

employees and administrators within the organization, and assist them in acquiring practical experience and knowledge that contribute to performing the organization's tasks efficiently and professionally.

Dimensions of Servant Leadership

1. Empowerment:

This refers to the leader's ability to provide opportunities for employees to participate in leadership and decision-making, propose creative ideas, develop future plans, and work on providing continuous support and professional development opportunities within the organization. It also involves granting employees the authority and powers they need to perform their tasks optimally, freeing them from strict instructions that delay task completion. Some researchers have noted that servant leaders tend to encourage and provide necessary assistance to employees through empowerment, whereby employees are given responsibility for accomplishing work and making necessary decisions to achieve organizational goals. Thus, control over them is relinquished, and empowered employees exhibit loyalty and belonging to their institutions (Qaaoud & Wahba, 2023, p. 33).

2. Emotional Containment:

This reflects the manager's ability to intellectually and emotionally support subordinates by understanding their nature and the organizational traditions they value (Hegazy, 2021, p. 274). It also refers to the leader's commitment and skills in fostering spiritual recovery from hardships or traumas. Servant leaders are highly empathetic listeners who create safe environments for employees to express personal and professional concerns (Latrash & Bin Yahya, 2022, p. 86).

3. Wisdom:

This reflects the extent of the manager's or leader's wisdom as a servant of the organization in managing affairs and possessing a future-oriented vision based on care for the organization's interest to distinguish it from other organizations (Hegazy, 2021, p. 275). It is the ability to anticipate the future and its consequences, as leaders are skilled in picking up signals from the environment and understanding their implications (Latrash & Bin Yahya, 2022, p. 87).

The two researchers believe that these three dimensions of servant leadership empowerment, emotional containment, and wisdom complement each other to fulfill the role of servant leadership in helping the organization deliver its academic mission to the Iraqi community. They also help achieve competitive advantage among other educational and university institutions through the servant leadership's capacity to positively influence and guide employees toward achieving goals accepted by all.

2.2 Second: Job Burnout

Concept of Job Burnout

Job burnout is considered a modern, contemporary syndrome and serves as an important indicator reflecting the presence of organizational problems that may hinder the achievement of the organization's goals. Consequently, many organizations have sought to analyze and study the underlying causes behind the widespread phenomenon of job burnout affecting employees, especially in the public sector. The most prominent causes include increased workload, the prevailing leadership style within the organization, and recurrent stress, all of which directly impact employee and organizational performance. Organizations can reduce these negative behaviors by providing employees with the necessary resources and capabilities to perform their duties, as well as by offering care and support from organizational leaders, which in turn contributes to limiting the phenomenon of job burnout (Abdel Nabi et al., 2024, p. 435).

Job burnout is a state of psychological, emotional, and physical exhaustion accompanied by a set of symptoms such as emotional fatigue and emotional numbness, in addition to a lack of a sense of achievement, resulting from the burden of continuous and accumulated occupational stress (Khattara, 2018, p. 44).

It is one of the consequences of serious psychological crises affecting the human resources working in institutions generally. It negatively affects the social, health, and psychological aspects of the affected individuals. It results from responding to the demands placed on the working individual, which represent stressors for them, and these in turn increase their personal responsibilities and commitments. Due to these demands, the individual begins to feel psychological exhaustion when facing these requirements, especially when working in an environment that does not provide sufficient feedback or rewards for their work (Al-Qahtani, n.d., p. 8).

According to Khattara (2018, p. 46), the causes of job burnout stem from the difficult life circumstances individuals experience, along with obstacles that may impede their life course, as well as stressful problems and situations they face. Individuals thus enter a state of psychological instability due to the accumulation and complexity of such problems. The situation worsens if the individual is unprepared for such conditions, lacking effective methods and strategies to cope with these situations, or being unaware of the nature of the problems troubling them. In such cases, the individual may be unable to confront the problems hindering the achievement of some of their goals, making them vulnerable to the negative effects of stressful situations. Additionally, some individuals possess personality traits that make them more susceptible and sensitive to stress, unlike others who are indifferent to stressful circumstances.

The two researchers view job burnout as a psychological condition that may affect certain employees within the organization, leading them to lose the desire to work within the organization due to increasing work pressures and a decline in rewards and incentives.

Dimensions of Job Burnout

1. Job Exhaustion:

Arab researchers differ in translating the English term "Burnout," which literally means complete consumption or burning out, similar to a candle being consumed by fire. Researchers in economics and social sciences prefer the term "job exhaustion" due to its relevance to the nature of the profession practiced by individuals. Other terms used to describe this phenomenon include fatigue, exhaustion, depletion, and stress. This pressure occurs when individuals' abilities do not match job demands. Job burnout represents the final stage of occupational stress, resulting in severe physical, emotional, and other symptoms (Totta & Meziane, 2021, pp. 346–347).

2. Emotional Numbness:

This refers to the employee's loss of the human or personal aspect when dealing with others, manifesting as a non-emotional, harsh response toward those receiving their service or care, or those for whom they are responsible. It includes developing negative attitudes and feelings toward the people they work for, often expressed through condescension, delaying or refusing to provide service, and rigid adherence to rules and regulations that hinder performance. Observable symptoms include frequent unexcused absences, tardiness, and unprofessional comments toward colleagues (Namidi, 2014, p. 173).

3. Reduced Work Achievement:

This dimension refers to the employee's diminished sense of competence and productive accomplishment in their work with others. The lack of personal achievement often relates to evaluation processes. Service workers may develop negative self-images, experiencing decreased feelings of competence and productive accomplishment, especially when their efforts repeatedly fail to yield positive outcomes. This leads to symptoms of stress and depression, particularly when employees believe their work contributes nothing to them personally. Gradually, they feel exhausted and lose endurance. There is a tendency toward negative self-assessment of performance, feelings of incapability to provide required assistance, low self-worth, weakness, depression, and inability to cope with pressure. Employees in this state feel incompetent, unable to achieve goals, perform poorly, and unqualified to interact with others (Mousa & Atiyah, 2024, p. 394).

The researchers conclude that the dimensions of job burnout namely job exhaustion, emotional numbness, and reduced work achievement among organizational employees result in physical and psychological fatigue, causing decreased

productivity and diminished work quality within the organization, thereby negatively affecting the achievement of organizational goals.

3. Chapter Three: The Impact of Servant Leadership on Reducing Job Burnout

Some researchers consider the leadership style adopted to be of particular importance in achieving organizational goals and eliciting high performance from subordinates. It is essential that the prevailing leadership styles within organizations align with employees' expectations and requirements to enhance their commitment and increase their productivity, especially under the condition of employees' trust in their leaders, which is built through effective interaction and communication between them (Yuan et al., 2022, p. 1385). Leadership is a social process that requires individuals to possess a set of unique characteristics and traits that strengthen their ability to influence others whether employees or colleagues through a network of interactive relationships aimed at creating common ground and a guaranteed framework for achieving goals within a collaborative work environment (Al-Hamad, 2023, p. 199). Furthermore, leadership is responsible for making the right decisions at the appropriate time in line with the organization's directions (Mustafa, 2022, p. 3).

Organizational performance is influenced by various internal and external environmental factors that constitute major challenges, as the success or failure of organizations depends on their ability to overcome these challenges and obstacles. Job burnout is considered one of the most significant challenges facing organizations, as it represents a negative behavior exhibited by employees resulting from diverse work pressures, repeated fatigue, and failure to establish healthy social relationships among employees. This reduces employees' performance efficiency, the organization's productivity, and its competitiveness in a dynamic work environment characterized by rapid development and change (Abdel Nabi et al., 2024, p. 434). Consequently, affected employees may resort to procrastination in performing assigned tasks and attempt to evade their responsibilities, leading to decreased efforts and contributions compared to their peers. This situation negatively impacts the overall organizational performance and may also lead to the emergence of various undesirable behaviors that require intervention and management (Al-Nuaimi, 2021, p. 43).

The researchers believe that servant leadership plays a fundamental role in reducing job burnout within the organization by minimizing conflicts among employees and creating a work environment characterized by job security and strengthened human relationships. This, in turn, enhances organizational trust among employees and achieves job satisfaction, making employees more willing to accept assigned tasks and promptly execute them with high quality and efficiency.

4. Chapter Four: The Empirical Study

4.1 Population and Sample of the Study:

The study population consisted of all employees of Mosul Institute at the Northern Technical University, totaling 436 employees. A purposive sample was selected, including a group of employees from Mosul Institute at the Northern Technical University, amounting to 385 employees who possess full knowledge and awareness of the research topic. The following presents the demographic data of the study sample:

Table (1): Gender

Male	Frequency	Percentage
	256	66.5
Female	129	33.5
Total	385	100.0

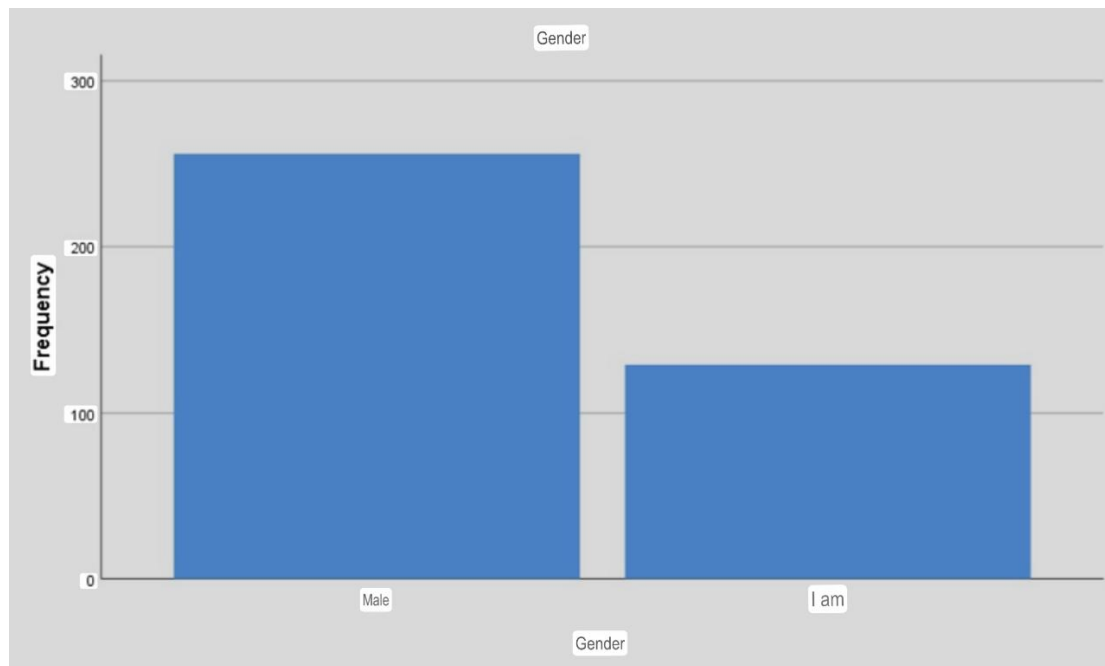
Source: Prepared by the researchers according to SPSS 25 analysis.

The sample is distributed by gender as follows:

Males (66.5%)

Females (33.5%)

Figure (2): Gender



Source: Results of SPSS 25 program.

Table (2): Years of Work Experience

Less than 5 years	Frequencies	Percentage
	206	53.5
Between 5 and 10 years	122	31.7
Between 11 and 15 years	29	7.5
16 years and above	28	7.3
Total	385	100.0

Source: Prepared by the researchers based on analysis using SPSS 25.

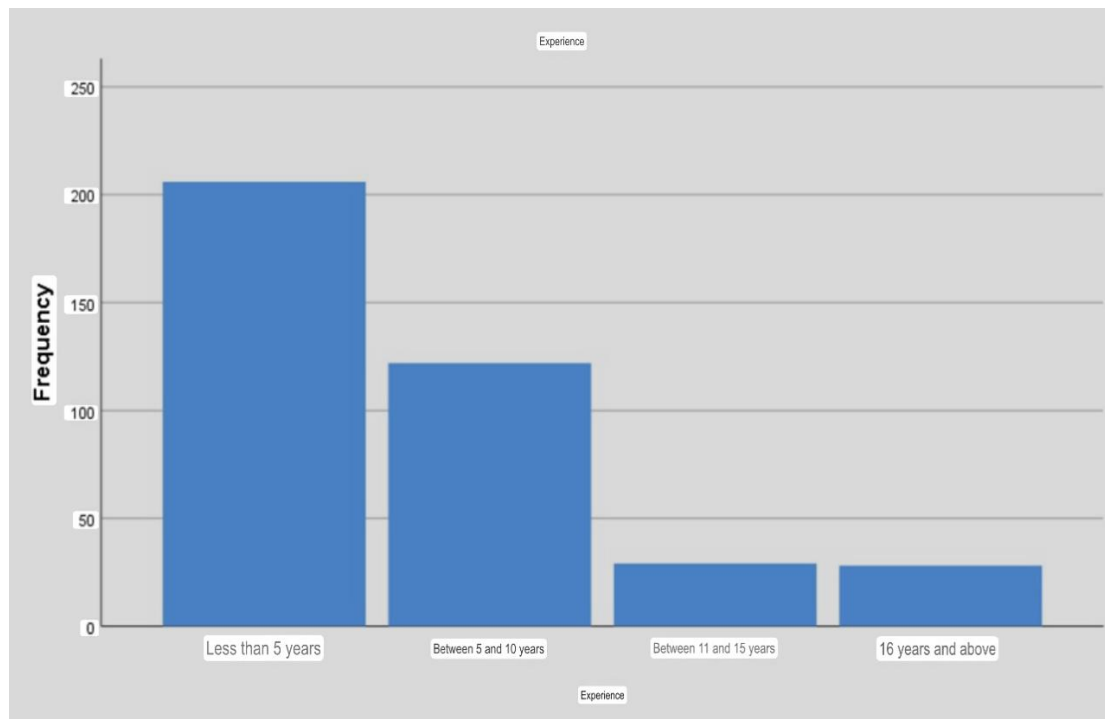
The sample is distributed according to their experience as follows:

(53.5%) less than 5 years.

(31.7%) between 5 and 10 years.

(7.5%) between 11 and 15 years.

(7.3%) 16 years or more.

Figure (3): Years of Work Experience

Source: Results of SPSS 25.

Table (3): Educational Qualification

Bachelor's Degree	Frequencies	Percentage
	187	48.6
Diploma	162	42.1
Master's Degree	29	7.5
Doctorate	7	1.8
Total	385	100.0

Source: Prepared by the researchers based on the analysis of SPSS 25.

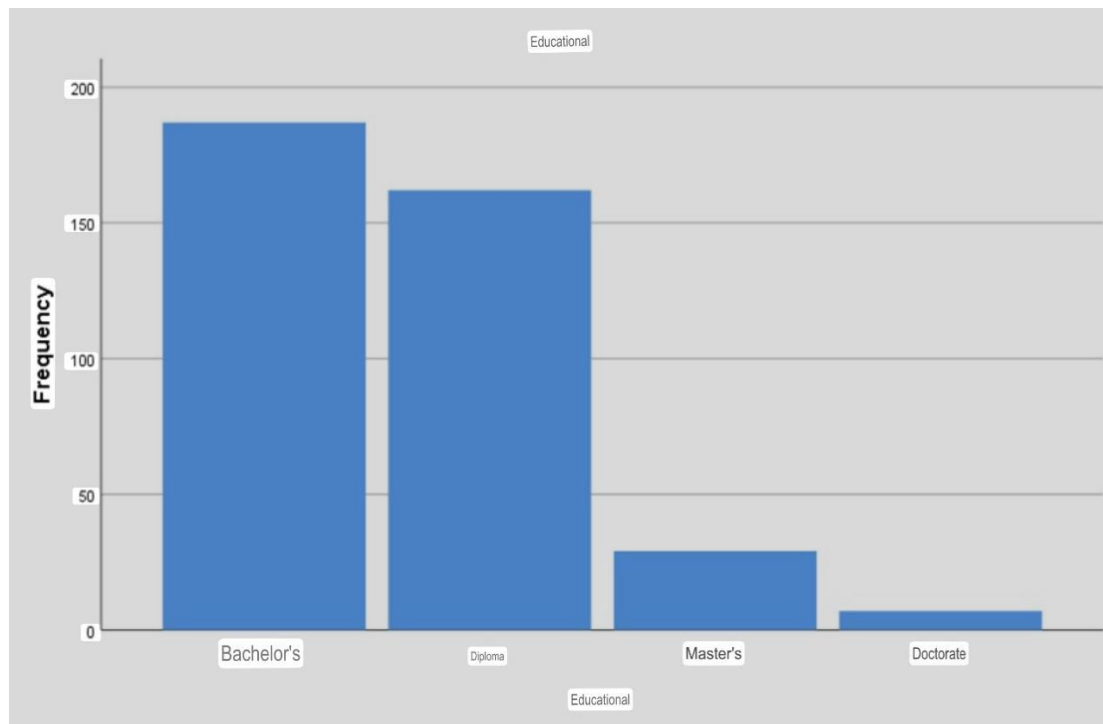
It is noted that the sample qualifications are distributed as follows:

(48.6%) Bachelor's degree.

(42.1%) Diploma.

(7.5%) Master's degree.

(1.8%) Doctorate.

Figure (4): Educational Qualification

Source: SPSS 25 Results.

Scale Reliability and Validity Test:

Table (4) Cronbach's Alpha Values

Dimensions	Reliability Coefficient	Number of Items
Servant Leadership	0.982	12
Reducing Job Burnout	0.980	12
Overall Questionnaire Score	0.991	24

Source: Prepared by the researchers based on analysis using SPSS 25.

The reliability coefficient values for all dimensions are greater than (0.70), thus they are statistically acceptable; this is because values greater than (0.70) indicate significance, meaning the correlation and consistency among the questionnaire items are high. Consequently, if the questionnaire is distributed to a sample with similar characteristics, closely similar results would be obtained.

Construct Validity:

Table (5): Correlation Coefficients

Dimensions	Pearson Correlation)sig(
Servant Leadership	0.99	0.00
Reducing Job Burnout	0.99	0.00

Source: Prepared by the researchers based on analysis using SPSS 25.

It is noted that the Pearson correlation coefficients are statistically significant, indicating that the questionnaire is valid.

Descriptive Statistics:

The researchers calculated the descriptive statistics for the questionnaire items as follows:

Table (6) Statistics of the Servant Leadership Dimension Items

S	Item	Arithmetic Mean	Standard Deviation	Standard Error	sig
After Empowerment					
1	The management provides employees with the necessary information to complete their tasks.	3.5429	1.50653	.07678	0.00
2	The management grants employees the freedom to handle difficult situations.	3.7117	1.23638	.06301	0.00
3	The management communicates with employees and shares opinions with them.	3.6390	1.47268	.07505	0.00
4	The management provides employees with the necessary facilities to make administrative decisions.	3.2623	1.44563	.07368	0.00
After Emotional Containment					
5	The management assists employees in solving the problems they face.	3.4961	1.27091	.06477	0.00
6	The management participates in employees' social occasions.	3.4701	1.11091	.05662	0.00
7	The management deals with employees with emotion more than formal authority.	3.4883	1.35804	.06921	0.00
8	The management exchanges personal conversations with employees.	3.4831	1.19476	.06089	0.00
After Wisdom					
9	The management treats employees fairly.	3.5844	1.46798	.07482	0.00
10	The management treats employees with mutual respect.	3.6753	1.15967	.05910	0.00
11	The management solves work-related problems creatively.	3.6468	1.12495	.05733	0.00
12	The management's dealings with employees are characterized by transparency.	3.5584	1.51635	.07728	0.00

Source: Prepared by the researchers based on SPSS 25 analysis.

It is evident that the average responses to the servant leadership dimension indicate a moderate to high evaluation by the sample members according to the Likert scale criterion.

Table (7): Descriptive Statistics of the Items Related to Reducing Job Burnout.

S	Item	Arithmetic Mean	Standard Deviation	Standard Error	sig
Dimension: Reducing Emotional Exhaustion					
Servant leadership contributes to reducing:					
13	Feelings of emotional exhaustion resulting from work.	3.6961	1.22628	.06250	0.00
14	Complete depletion of my energy at the end of the official working hours.	3.6182	1.46030	.07442	0.00

15	Feelings of fatigue and exhaustion when heading to work.	3.2468	1.43574	.07317	0.00
16	The sense that the tasks required of me do not match my capabilities.	3.4805	1.26666	.06456	0.00
Dimension: Reducing Depersonalization					
Servant leadership contributes to reducing:					
17	Dealing with work problems and colleagues with indifference.	3.4857	1.12520	.05735	0.00
18	The feeling that everyone blames me for some of the problems they are experiencing.	3.4675	1.35000	.06880	0.00
19	Anxiety due to the harshness caused by work.	3.4675	1.18568	.06043	0.00
20	Anxiety due to the apathy caused by work.	3.6000	1.47761	.07531	0.00
Dimension: Reducing Reduced Personal Accomplishment					
Servant leadership contributes to reducing:					
21	The feeling that I have not achieved anything worthy of appreciation through my work.	3.6597	1.14840	.05853	0.00
22	The feeling that I have not accomplished everything I aim for in my job.	3.6623	1.13663	.05793	0.00
23	The feeling of losing energy and vitality toward my work.	3.6857	1.16701	.05948	0.00
24	Inefficient handling of work-related problems.	3.6364	1.14461	.05833	0.00

Source: Prepared by the researchers based on SPSS 25 analysis.

It is evident that the mean responses to the items related to the dimension of reducing job burnout indicate a high evaluation by the sample members according to the Likert scale.

Hypothesis Testing:

Main Hypothesis 1:

There is a statistically significant effect of servant leadership in its dimensions (empowerment, emotional support, wisdom) on reducing job burnout at Mosul Technical Institute, Northern Technical University.

Table (8): Test of Main Hypothesis 1

Pearson	Determination	Adjusted Correction		Error	
.997	.993	.993		.093	
	Sum of Squares	df	Mean Square	Freedom	Significance
Regression	499.849	1	499.849	57243.144	.000
Residuals	3.344	383	.009		
Total	503.193	384			

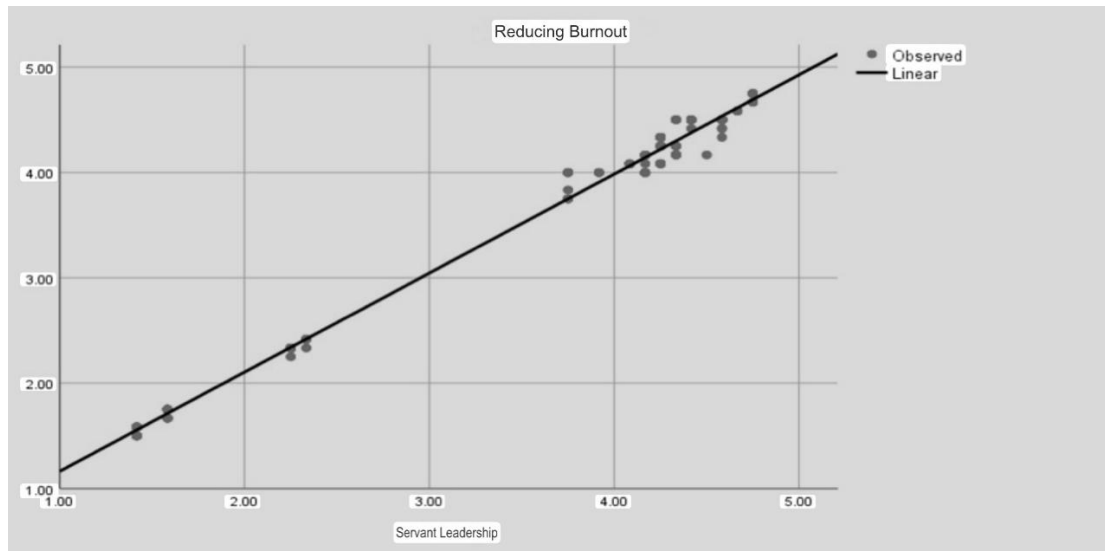
Source: Prepared by the researchers based on SPSS 25 analysis.

The following is observed:

- The correlation coefficient = 0.997, indicating a very strong relationship.

- The adjusted coefficient of determination = 0.993, meaning that servant leadership in its dimensions (empowerment, emotional support, wisdom) explains 99.3% of the variance in reducing job burnout.
- Sig < 0.05, indicating a statistically significant effect of servant leadership in its dimensions (empowerment, emotional support, wisdom) on reducing job burnout at the Mosul Institute, Northern Technical University. This is illustrated in the following figure:

Figure (5): Relationship between the variables of the first main hypothesis.



Source: SPSS 25 Results.

Testing the Sub-Hypotheses of the First Main Hypothesis:

First Sub-Hypothesis:

There is a statistically significant effect of servant leadership in its dimension (empowerment) on reducing job burnout at the Mosul Institute, Northern Technical University.

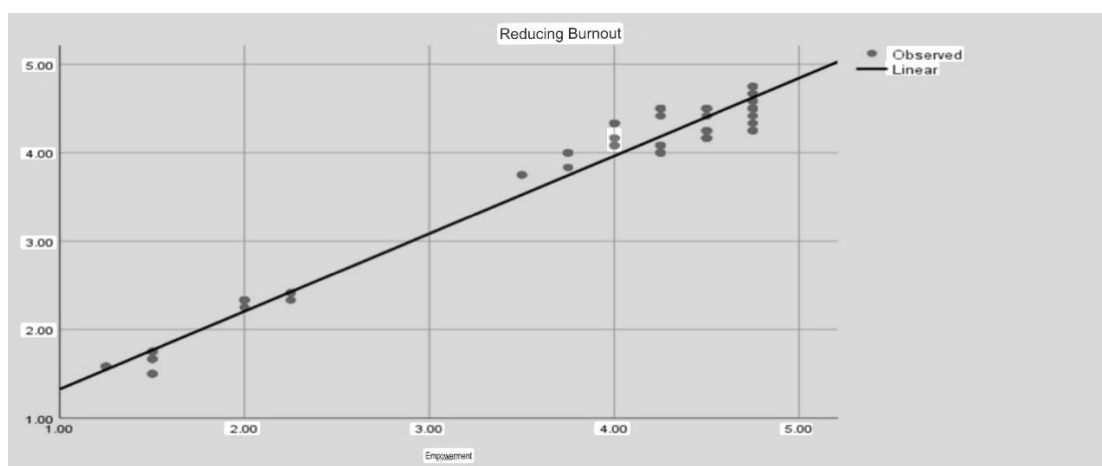
Table (9): Testing the First Sub-Hypothesis.

Pearson	Determination	Adjusted Correction		Error		
.986	.973	.973		.188		
	Sum of Squares	df	Mean Square	Freedom	Significance	
Regression	489.656	1	489.656	13853.127	.000	
Residual	13.538	383	.035			
Total	503.193	384				

Source: Prepared by the researchers based on the analysis of SPSS 25.

The following is observed:

- The correlation coefficient = 0.986, indicating a very strong relationship.
- The adjusted R-squared = 0.973, meaning that servant leadership in its dimension (empowerment) explains 97.3% of the variance in reducing job burnout.
- Sig < 0.05, indicating a significant effect of servant leadership in its dimension (empowerment) on reducing job burnout at Mosul Institute, Northern Technical University, as illustrated in the following figure:

Figure (6): Relationship between the variables of the first sub-hypothesis

Source: SPSS 25 Results

Second Sub-Hypothesis: There is a significant effect of servant leadership in its dimension (emotional support) on reducing job burnout at Mosul Institute, Northern Technical University.

Table (10): Test of the Second Sub-Hypothesis

Pearson	Determination	Adjusted Correction		Error		
.985	.970	.970		.197		
	Sum of Squares	df	Mean Square	Freedom	Significance	
Regression	488.260	1	488.260	12522.228	.000	
Residuals	14.934	383	.039			
Total	503.193	384				

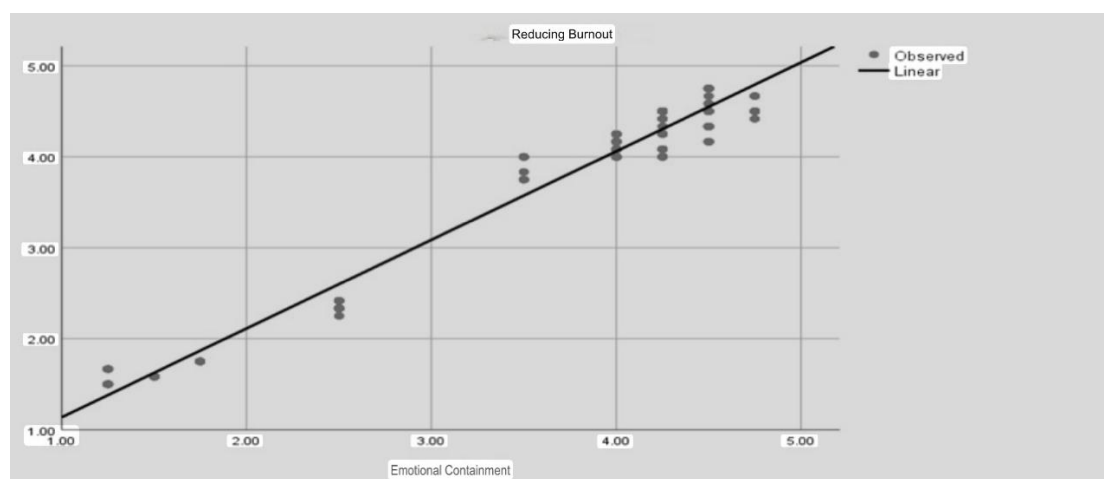
Source: Prepared by the researchers based on SPSS 25 analysis.

The following observations are noted:

The correlation coefficient = 0.985, indicating a very strong relationship.

The adjusted R-squared = 0.970, meaning that servant leadership in its dimension of (emotional containment) explains 97% of the variance in reducing job burnout.

Sig < 0.05, indicating a statistically significant effect of servant leadership in its dimension (emotional containment) on reducing job burnout at Mosul Institute, Northern Technical University, as shown in the following figure:

Figure (7): Relationship between variables of the second sub-hypothesis

Source: SPSS 25 results

Third sub-hypothesis: There is a significant effect of servant leadership in its dimension (wisdom) on reducing job burnout at Mosul Institute, Northern Technical University.

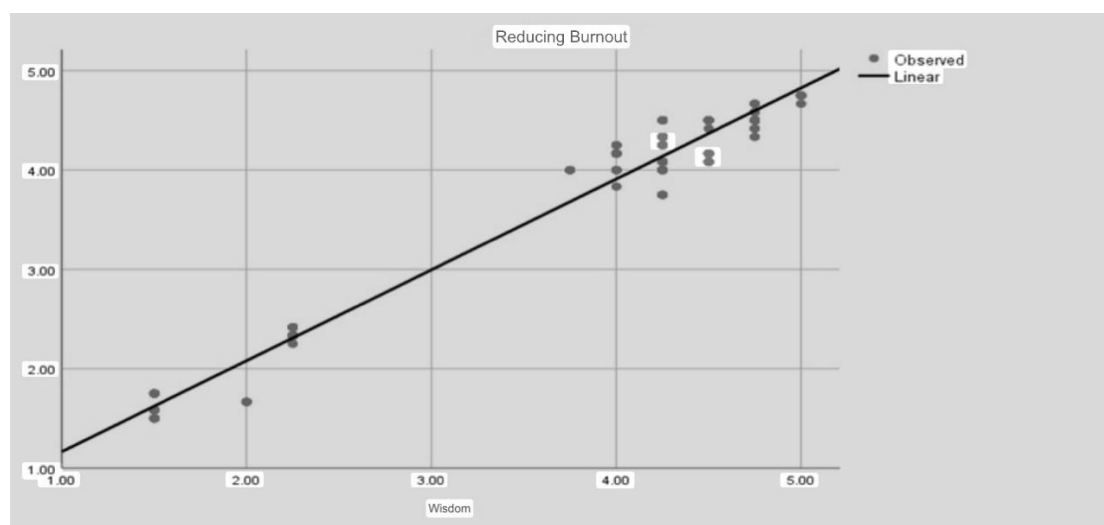
Table (11): Test of the third sub-hypothesis

Pearson	Determination	Adjusted Correction		Error	
.987	.975	.975		.181	
	Sum of Squares	df	Mean Square	Freedom	Significance
Regression	490.680	1	490.680	15017.963	.000
Residuals	12.514	383	.033		
Total	503.193	384			

Source: Prepared by the researchers based on SPSS 25 analysis.

The following observations are noted:

- The correlation coefficient = 0.987, indicating a very strong relationship.
- The adjusted R-squared = 0.975, meaning that servant leadership in its dimension (wisdom) explains 97.5% of the variance in increasing the reduction of job burnout.
- Sig < 0.05, indicating a statistically significant effect of servant leadership in its dimension (wisdom) on reducing job burnout at Mosul Institute in Northern Technical University. This is illustrated in the following figure:

Figure (8): Relationship between the variables of the third sub-hypothesis.

Source: SPSS 25 results.

Main Hypothesis Two: There is a significant effect of servant leadership in reducing job burnout through its dimensions (job exhaustion, emotional numbness, decline in work performance) at Mosul Institute in Northern Technical University.

Table (12): Test of Main Hypothesis Two

Pearson	Determination	Adjusted Correction		Error		
.997	.993	.993		.093		
	Sum of Squares	df	Mean Square	Freedom	Significance	
Regression	499.849	1	499.849	57243.144	.000	
Residuals	3.344	383	.009			
Total	503.193	384				

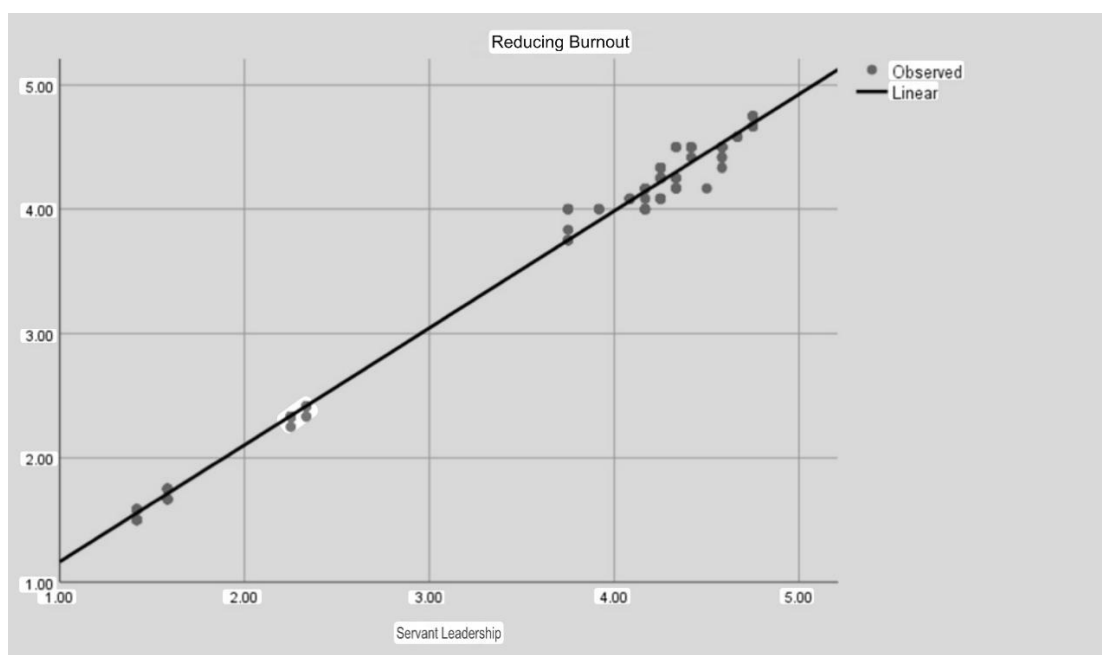
Source: Prepared by the researchers according to the analysis of SPSS 25.

We observe the following:

The correlation value = 0.997, indicating a very strong relationship.

The adjusted R-squared value = 0.993, meaning that servant leadership explains 99.3% of the variance in reducing job burnout in its dimensions (emotional exhaustion, depersonalization, reduced personal accomplishment).

Sig < 0.05, indicating a statistically significant effect of servant leadership in reducing job burnout in its dimensions (emotional exhaustion, depersonalization, reduced personal accomplishment) at Mosul Institute in Northern Technical University, as shown in the following figure:

Figure (9): Relationship between the variables of the first main hypothesis

Source: Results of SPSS 25 analysis.

Sub-Hypothesis 1: There is a significant impact of servant leadership in reducing job exhaustion at the Mosul Institute of the Northern Technical University.

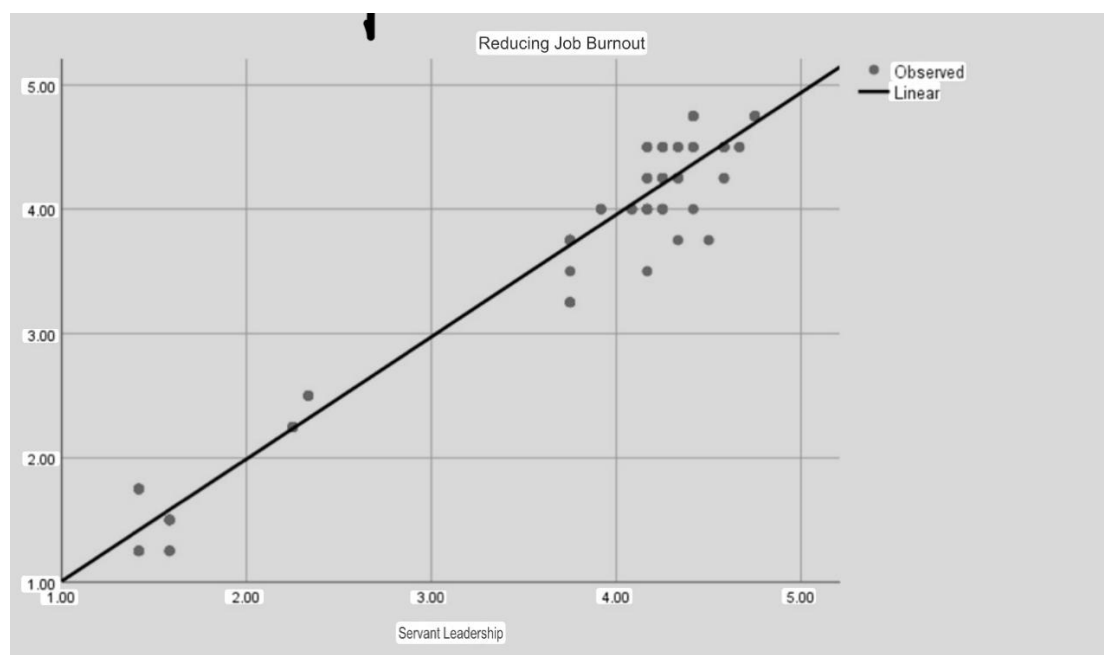
Table (13): Testing the First Sub-Hypothesis

Pearson	Determination	Adjusted Correction		Error		
.986	.972	.972		.201		
	Sum of Squares	df	Mean Square	Freedom	Significance	
Regression	545.418	1	545.418	13442.270	.000	
Residuals	15.540	383	.041			
Total	560.958	384				

Source: Prepared by the researchers based on SPSS 25 analysis.

The following can be observed:

- The correlation coefficient = 0.986, indicating a very strong relationship.
- The adjusted coefficient of determination = 0.972, meaning that servant leadership explains 97.2% of the variance in the reduction of job burnout in terms of reducing emotional exhaustion.
- Sig < 0.05, indicating a statistically significant effect of servant leadership in reducing emotional exhaustion at the Mosul Institute of the Northern Technical University, as illustrated in the following figure:

Figure (10): Relationship between the variables of the first sub-hypothesis.

Source: Results of SPSS 25.

Second Sub-Hypothesis:

There is a significant effect of servant leadership in reducing depersonalization (emotional numbness) at the Mosul Institute of the Northern Technical University.

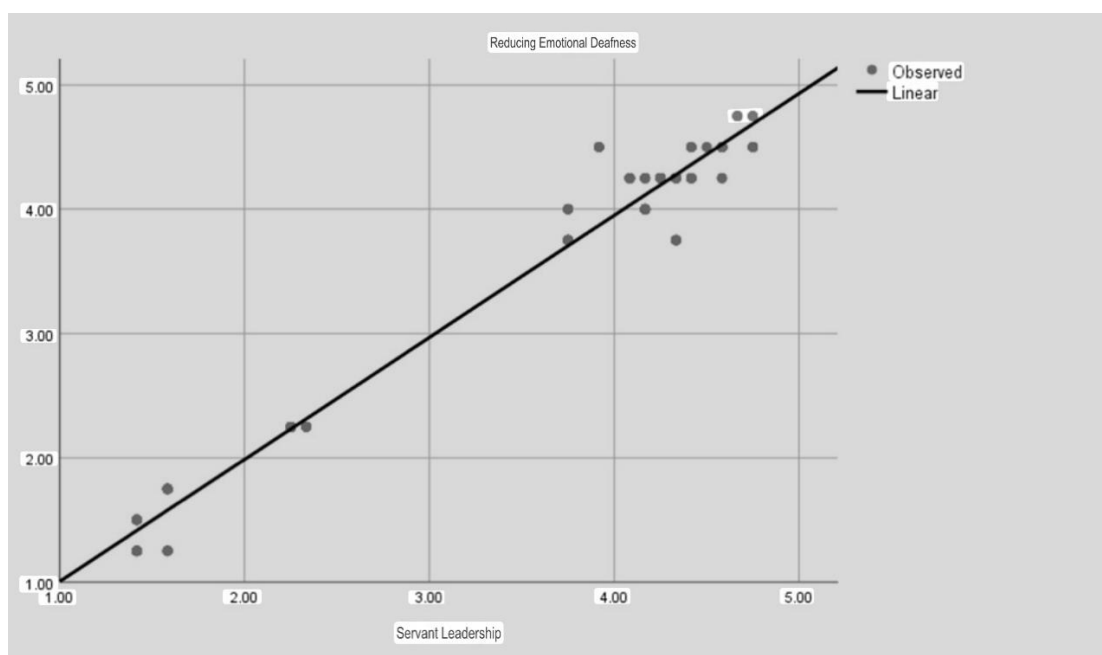
Table (14): Test of the Second Sub-Hypothesis.

Pearson	Determination	Adjusted Correction		Error	
.989	.979	.979		.174	
	Sum of Squares	df	Mean Square	Freedom	Significance
Regression	544.333	1	544.333	17884.437	.000
Residuals	11.657	383	.030		
Total	555.990	384			

Source: Prepared by the researchers based on SPSS 25 analysis.

The following is observed:

- The correlation value = 0.989, indicating a very strong relationship.
- The adjusted R-squared = 0.979, meaning that servant leadership explains 97.9% of the variance in the reduction of depersonalization.
- Sig < 0.05, which indicates a statistically significant effect of servant leadership in reducing depersonalization at the Mosul Institute in the Northern Technical University, as illustrated in the following figure:

Figure (11): Relationship between the variables of the second sub-hypothesis.

Source: Results from SPSS 25.

Sub-Hypothesis Three: There is a significant effect of servant leadership in reducing low levels of work accomplishment at the Mosul Institute in the Northern Technical University.

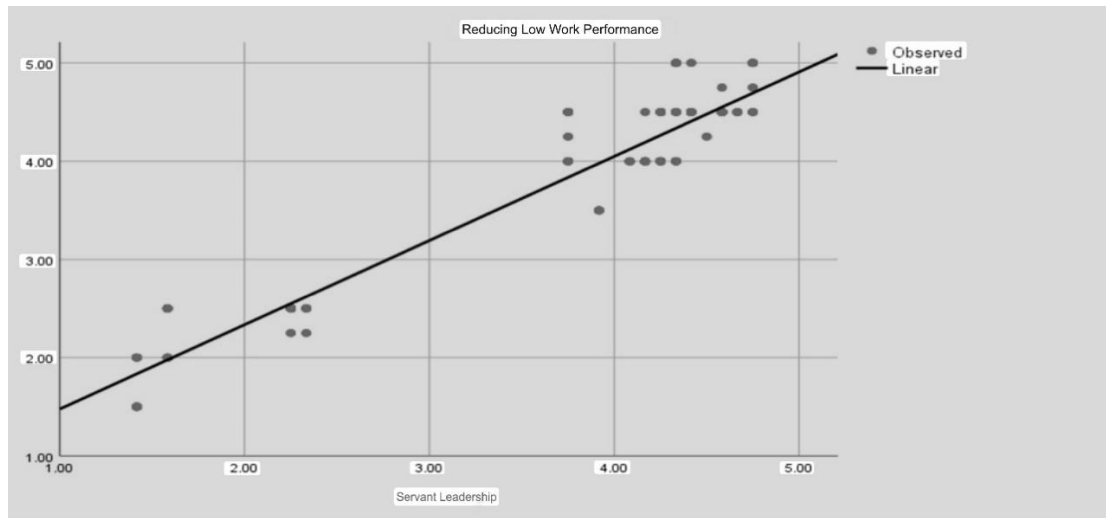
Table (15): Test of the Third Sub-Hypothesis.

Pearson	Determination	Adjusted Correction		Error		
.968	.937	.936		.271		
	Sum of Squares	df	Mean Square	Freedom	Significance	
Regression	415.621	1	415.621	5655.819	.000	
Residuals	28.145	383	.073			
Total	443.766	384				

Source: Prepared by the researchers based on SPSS 25 analysis.

The following is observed:

- Correlation value = 0.968, indicating a very strong relationship.
- Adjusted R-squared value = 0.936, meaning that servant leadership explains 93.6% of the variance in reducing the decline in work performance.
- Sig < 0.05, indicating a significant effect of servant leadership in reducing the decline in work performance at Mosul Institute in Northern Technical University, as illustrated in the following figure:

Figure (12): Relationship between the variables of the third sub-hypothesis.

Source: SPSS 25 output.

5. Chapter Five: Findings and Recommendations

5.1 Findings:

1. There is a significant effect of servant leadership, with its dimensions (empowerment, emotional healing, wisdom), in reducing job burnout at Mosul Institute, Northern Technical University.
2. There is a significant effect of servant leadership in its dimension (empowerment) in reducing job burnout at Mosul Institute, Northern Technical University.
3. There is a significant effect of servant leadership in its dimension (emotional healing) in reducing job burnout at Mosul Institute, Northern Technical University.
4. There is a significant effect of servant leadership in its dimension (wisdom) in reducing job burnout at Mosul Institute, Northern Technical University.
5. There is a significant effect of servant leadership in reducing job burnout in its dimensions (emotional exhaustion, depersonalization, reduced personal accomplishment) at Mosul Institute, Northern Technical University.
6. There is a significant effect of servant leadership in reducing emotional exhaustion at Mosul Institute, Northern Technical University.
7. There is a significant effect of servant leadership in reducing depersonalization at Mosul Institute, Northern Technical University.
8. There is a significant effect of servant leadership in reducing reduced personal accomplishment at Mosul Institute, Northern Technical University.

5.2 Recommendations:

1. The administration should maintain communication with employees, involve them in decision-making, and allow them the freedom to take initiative and handle difficult situations.
2. The administration should provide the necessary support to enable employees to make administrative decisions during emergencies and in matters related to routine operations.

3. The administration should assist employees in solving the problems they face and adopt an emotionally supportive approach rather than relying solely on formal authority.
4. The administration should engage in personal conversations with employees and participate in their personal occasions.
5. The administration should treat employees with fairness, equality, and mutual respect, while upholding their rights.
6. The administration should acknowledge well-executed tasks and motivate employees to continue working efficiently and competently.
7. The administration should provide incentive rewards that enhance the energy and vitality of the employees.

6. Conflict of Interest

The authors declare that they have no conflict of interest.

7. Funding Declaration

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

8. References

8.1 Arabic References

- Abdel-Hadi, Z. A. (2018). The effectiveness of using blended learning in developing some garment implementation skills and achievement motivation in light of product quality standards for female industrial secondary school students. *Arab Journal of Special Education*, 2(4), 121–172.
- Abdel-Jaleel, A. M. (2022). The relationship between servant leadership and job performance: An applied study. *Journal of Humanities and Natural Sciences*, 3(2), 95–128.
- Ahmed, A. N. M., Arafat, T. Z., & Youssef, A. H. (2024). Analyzing the relationship between prevailing leadership styles using the multifactor leadership questionnaire and job burnout: An applied study on employees at Beni Suef University. *Journal of Financial and Commercial Studies*, 34(3), 430–490.
- Al-Hamad, A. (2023). Diagnosing the dimensions of wise leadership among leaders in the Directorate of Mosul Municipality: An exploratory study. *NTU Journal for Administrative and Human Sciences*, 3(2).
- Al-Qahtani, S. A. Z. (n.d.). *Job burnout: Causes and treatment methods*. Ibn Rushd College for Administrative Sciences.
- Al-Sawy, M. M. R. (2024). The relationship between servant leadership and work engagement: A study of the effect of some mediating variables. *Scientific Journal for Financial and Commercial Studies and Research*, 5(1, Part 3).
- Ben Amer, Z. (2017). Levels of psychological burnout among final-year teachers and its relation to some variables (Master's thesis, Djillali Liabes University – Sidi Bel Abbes, Algeria).
- Hejazi, S. S., Haseeb, A. A. F., & Awad, A. M. A. (2021). Servant leadership and its impact on excellence in university performance: A field study at Ain Shams University. *Journal of Financial and Commercial Research, Port Said University – Faculty of Commerce*.
- Khattara, A. R. (2018). The level of psychological burnout among teachers working in special needs centers: A comparative study. *Siraj Journal in Education and Community Issues*, (7), 1–20.

Labib, H. E. (2021). Analyzing the relationship between servant leadership and job engagement: An applied study on the university and governmental hospital sectors in Minya Governorate. *Journal of Financial and Commercial Research*, 22(4).

Latrash, M., & Ben Yahia, I. (2022). The role of servant leadership in enhancing employee job satisfaction. *Journal of Economics and Business Administration*, 6(2).

Marzouk, A. A., & Salam, A. S. (2024). The relationship between balanced leadership and burnout: An applied study on employees at the Drinking Water and Sanitation Company in Kafr El-Sheikh Governorate.

Mehenna, A. (2021). The impact of servant leadership on job embeddedness: An applied study on general cadre employees at Mansoura University. *Egyptian Journal of Commercial Studies*, 45(3), 1–24.

Mousa, A. F., & Atiya, Y. Z. (2024). The role of strategic leadership in reducing job burnout among employees of the Directorate of Education in Menoufia. *Scientific Journal for Financial and Administrative Studies and Research*, 16(3), 384–431.

Namidi, K. M. K. (2014). The impact of structural dimensions on job burnout: An exploratory study of a sample of employees at the General Directorate of Roads, Bridges, Reconstruction, and Housing and its branches in Dohuk Governorate. *Journal of Administration and Economics*, 37(99).

Qaoud, M. S., & Wahba, M. S. (2023). The impact of servant leadership dimensions on organizational citizenship behavior: An applied study on employees in Egyptian tourism companies. *International Journal of Tourism and Hospitality Studies*, 4(2).

Qarni, H. (2022). The relationship between servant leadership and job withdrawal: A field study on employees at the General Diwan of Minya Governorate. *Journal of the Faculty of Economics and Political Science*, 23(3), 241–270.

Tota, N., & Meziane, T. (2021). The impact of job burnout index on the performance of doctors and paramedics: A survey study at Reggane Hospital, Adrar, Algeria. *Rawafid Journal of Social and Human Sciences Research*, 5(2), 339–372.

8.2 Foreign references:

Al-Nuaimi, H. (2021). Diagnosing scaling job laziness cases for employees: An analytical study of the opinions of a sample of administrative leaderships at the Northern Technical University and its formations in Nineveh Governorate. *NTU Journal for Administrative and Human Sciences*, 1(1), 43–56.

Bellas, D., & Varsanis, K. (2014). Organizational culture and job burnout – A review. *International Journal of Research in Business Management*, 2(1), 42–63.

Cai, M., Wang, M., & Cheng, J. (2024). The effect of servant leadership on work engagement: The role of employee resilience and organizational support. *Behavioral Sciences*, 14(4), 300. <https://doi.org/10.3390/bs14040300>

Kim, B. J., Kim, M. J., & Lee, J. (2024). The interaction between servant leadership and authentic leadership: The influence of servant leadership on employee depression, and the mediating role of job stress. *Current Psychology*, 1–19. <https://doi.org/10.1007/s12144-024-06125-5>

Yuan, Y., Zhang, M., Liu, W., & Wang, X. (2022). Transformational leadership and trust in leadership impacts on employee commitment. *Tourism Review*, 77(5), 1385–1399. <https://doi.org/10.1108/TR-03-2021-0120>

Zhou, D., Liu, S., & Xin, H. (2025). Servant leadership behavior: Effects on leaders' work–family relationship. *Social Behavior and Personality: An International Journal*. <https://doi.org/10.2224/sbp.12752>

About Author



Alaa Abdullah Mustafa is an Assistant Lecturer with a Master's degree in Management Techniques, currently serving at the Department of Financial and Banking Technologies, Administrative Institute – Nineveh, a constituent college of the Northern Technical University, Iraq. In addition to her academic responsibilities, she is also actively involved in the Scientific Unit of the institute.

With a strong foundation in both academic and administrative domains, Alaa brings a diverse background of experience to her role. She has previously worked at Al-Hadbaa College and collaborated with various humanitarian organizations on impactful initiatives, including school feeding programs and the distribution of humanitarian aid.

Alaa has supervised several student research projects and has a growing portfolio of scholarly work, having authored three research papers in the field of business administration. Her research interests focus on advancing management practices and exploring innovative strategies that support institutional development.

Deeply committed to academic excellence and institutional growth, she continuously strives to enhance educational quality and promote digital transformation in higher education. Her vision centers on the integration of modern methodologies to elevate both academic delivery and administrative efficiency within educational institutions.