



RESEARCH ARTICLE

The Impact of Servant Leadership on Green Human Resources Practices: The Mediating Role of Mutual Trust between Management and Employees

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ARTICLE INFO	ABSTRACT
<p>Received: Oct 17, 2024 Accepted: Dec 14, 2024</p>	<p>This study aims to examine the impact of Servant Leadership (SL) on Green Human Resource (GHR) practices (green recruitment, performance evaluation, training and development, rewards, and compensation) through the mediating role of mutual trust between management and employees (ability, benevolence, and integrity) in private commercial banks in the Middle Euphrates region of Iraq. A total of 400 questionnaires were distributed, with 369 retrieved, 27 damaged, and 31 unreturned, resulting in an 85.5% response rate (342 valid responses). Data were analyzed using SPSS, AMOS v.29, and Excel, employing tests such as arithmetic mean, standard deviation, Cronbach's alpha, and structural equation modeling. The study found a significant positive relationship between SL and mutual trust, highlighting that leaders who prioritize serving and empowering employees foster stronger trust and cooperation between management and employees. Similarly, SL was significantly correlated with green HR practices, demonstrating that leaders adopting a SL approach are more effective in promoting and implementing sustainable HR practices. The study recommends that commercial banks adopt SL practices, as they enhance mutual trust and support the development of green HR initiatives. Banks should provide comprehensive leadership training to improve SL skills and establish performance appraisal and incentive systems to reward such practices. These efforts would cultivate a positive organizational culture, characterized by trust, cooperation, and sustainability.</p>
<p>Keywords Servant Leadership Green Human Resource Practices Mutual Trust Employees</p>	
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INTRODUCTION

The function of human resources management is an important factor contributing to the creation and maintenance of competitive advantage in business organizations, as it plays an important role in providing the appropriate conditions for the development of leaders in the organization, but the turbulent environmental changes have generated great pressure on business organizations as a result of intense competition and the scarcity of highly talented workers (Hadi & Flayyih, 2024), the human resource represents the cornerstone through which excellence can be achieved and build a successful organization based on the knowledge, skills, values and personality traits associated This in turn greatly affected the servant leaders as a result of the impact on trust between employees and management, which generated the need to pay attention to the creation of methods to enhance GHRs practices in the organization, the essence of SL is the contribution through which the organization can maintain GHR management practices within it in order to improve (altruism, Respect for the feelings of others, wisdom, persuasion, organizational politicisation) and enhance the confidence of its employees through (ability, charity, and integrity), Therefore, interest in SL has become an

important aspect in order to evaluate the performance of employees from time to time. For this reason, the current study came to highlight these aspects, represented by SL that can be used in order to motivate employees to implement GHRs practices within the organization through mediation (green recruitment, green performance evaluation, green development and training, rewards and green compensation) through the mediating role of mutual trust, as well as this, the mechanisms of the voice of employees reflect the state of interaction and trust between workers within the organization and management with regard to (capacity, and charity, integrity), and cooperation among them for the purpose of supporting and promoting GHRs management practices in the studied banks (Delmas & Pekovic.2013). The studied banks in the Middle Euphrates governorates in Iraq are currently seeking to maintain their position by improving the practices of GHRs management within them by improving mutual trust between employees and management, which contributes to the detection of better opportunities and making decisions in the interest of the bank in a dynamic environment. From this standpoint, the current study came to show the nature and type of relationship between SL and GHRs practices through the mediating role of mutual trust between employees and management.

METHODOLOGY

First: Study Problem

The private banking sector has become an important focus in the process of economic transformation based on competition. Consequently, the great similarity in the services provided by other banks has become a challenge for many banks, which has led to the need to highlight the role of private banking. SL towards employees to improve their trust in banks and motivate them to implement GHR management practices within these banks. As a result of environmental turmoil, organizations must make a change in the mechanisms they follow to improve the performance of their business and banking services. This topic focuses on how to develop environmental and sustainable HR practices in organizations, and the servant leader is one of the factors influencing this. Environmental practices in human resource management are therefore an essential part of practical sustainability and include a wide range of actions such as waste management, energy saving, reducing harmful emissions, and promoting environmental awareness among employees. SL is a leadership style characterized by a focus on serving others, meeting their needs, and promoting their growth and development. The servant leader focuses on building strong relationships and trust with the work team and strives to achieve the organization's goals jointly and sustainably. Studies show that SL can positively impact green HR practices in organizations. The servant leader is an example and encourages employees to take positive environmental actions, such as providing training and development programmer that promote environmental awareness and encourage sustainability and raise awareness of the importance of environmental practices in the workplace. However, it is also recognized that mutual trust between management and employees plays an important role in this process. When there is a high level of trust between the leader and employees, the servant leader is able to motivate and empower employees to actively participate in environmental practices and make sustainable decisions. This theme is based on the assumption that SL leads to building trust and enhancing interaction and cooperation between management and employees, which in turn leads to greater realization of green HR practices, and to create an environmentally sustainable work environment, SL managers must lead by example and reflect environmental values in their behavior and decision-making. They can also promote environmental awareness among employees and provide training and support to develop the skills needed to adopt environmental practices, in other words, research confirms that SL and mutual trust between management and employees play an important role in promoting green HR practices in organizations. This approach motivates and empowers employees to actively participate in environmental sustainability and achieve sustainable success in the organization. From this standpoint, the problem of the study emerges, which is reflected in a fundamental question (What is the impact of SL on GHRs practices through the mediating role of mutual trust between management and employees?). To answer this question, a set of the following sub-questions must be answered: Q1: What is the role of the adoption of SL dimensions (altruism,

respect for the feelings of others, wisdom, the ability to persuade, and organizational politicization) by private banks in the Middle Euphrates governorates in their operations?; Q2: What is the role of the adoption of mutual trust dimensions between management and employees (ability, benevolence, and integrity) by private banks in the Middle Euphrates governorates in improving their performance? Q3; What is the role of the adoption of GHRs practices dimensions (green recruitment, green performance evaluation, green development and training, and green rewards and compensation) by private banks in the Middle Euphrates governorates in improving the workplace? Q4; What is the nature and type of the relationship between SL, mutual trust between management and employees, and GHRs practices?

Second: Objectives of Study

Identifying the knowledge gap between SL, GHR practices, and mutual trust between management and employees. Testing the application of the studied company in using SL, GHR practices, and mutual trust between management and employees. Identifying the extent to which the use of SL and mutual trust between management and employees contributes to improving GHR practices. Providing decision-makers with a set of important recommendations to develop the concepts of SL, GHR practices, and mutual trust between management and employees. Identifying a set of strategies capable of improving the level of SL, GHR practices, and mutual trust between management and employees in the studied banks.

Third: Study Hypotheses

The hypothetical study model illustrates a set of logical relationships that are either quantitative or qualitative, or that combine the main features of the reality of interest. The study model was designed as a hypothetical framework by examining the relationships defined by the study problem and its questions, which clarified the study variables, in addition to benefiting from previous contributions that were presented later. Based on this, the measures of the study variables were determined, starting with the independent variable (SL) as introduced by Barbuto & Wheeler (2006), while the dependent variable included (GHR management practices) which was based on the study by Renwick (2013). The mediating variable was represented by (mutual trust between management and employees), which was based on the study by Yoon-Ho et al. (2015).

Fourth: Sample

The study community consists of the leading commercial banks in Iraq, represented by the banks located in the provinces of Al-Diwaniyah, Al-Muthanna, Babylon, Najaf, and Karbala. These commercial banks are among the leading commercial banks in Iraq, while the study sample included double this number, as (400) questionnaires were distributed, and (369) were returned, with (27) damaged questionnaires and (31) not returned. Therefore, the response rate of the study sample was (85.5%), equivalent to (342) questionnaires.

Theoretical Framework

First: Servant Leadership

As described by Greenleaf for the first time (1970), it is a type of leadership behavior not for the sake of personal power or status, but from an innate desire to serve others as well as organizations and communities (Coetzer et al., 2017). SL refers to understanding and practicing leadership that prioritizes the interests of followers over the self-interest of the leader, emphasizing leader behaviors that focus on the development of followers (Gašková, 2020; Flayyih & Khiari, 2023), and eliminating the emphasis on glorifying the leader (Eva et al., 2019). SL is a worker-centered leadership that demonstrates priority activities to emphasize the interests of followers and their ongoing participation in their growth, full trust in them, and fair and ethical treatment of their followers who have a passion for good deeds in the community; all of this makes them excellent resources for organizational advancement within every organization (Brewer, 2010). SL is a philosophy and a set of practices in leadership (Flayyih et al., 2019). Traditional leadership involves the accumulation and exercise of power from a single point at the top of the hierarchy, while in SL, one serves the needs of

others, trains them, and helps them develop and facilitates their success in achieving goals (Mittal & Dorfman, 2012:556). The attitudes and behaviors of servant leaders are characterized by traits such as openness, fairness, adherence to principles of friendship and loyalty, providing employees with opportunities for career development, enhancing the value of businesses and companies, and generating a sense of trust in their employees (Hussein et al., 2024). The importance of SL lies in its ability to foster collaboration and creativity among employees, as servant leaders exhibit self-sacrificial behaviors to make a positive difference in the lives of others and have spiritual and charitable goals (Mcquade et al., 2021). The servant leader is a humble, brave, insightful person who can recognize that others have much to teach them (Al-Janabi et al., 2024). They serve employees on one hand, while actively gathering employee ideas and discovering their individual contributions on the other (Langhof & Guldenberg, 2020). In this way, these leaders build a culture of learning and an environment that encourages workers to perform at their best (Al-Janabi et al., 2024). They believe that their primary responsibility is to serve their employees while exploring and developing them and providing strong support that goes beyond just emotional support (Canavesi & Minelli, 2022). The concept of this leadership style includes practical foundations for anyone seeking to serve workers to lead them as groups and organizations, as it tends to adopt ethical principles that leaders embody in their work. Among the most important of these foundations are the spirit of collaboration, trust exchange, wisdom, long-term perspectives, communication, ethical investment of power, and activating the role of workers (Bavik, 2020). (Xie, 2020) emphasizes in his statement of methodology for building the SL system that he leaned towards idealism when forming his vision for this leadership system, but he shifted towards a practical approach when applying it in reality. A leader can balance between idealistic tendencies and real needs in their leadership practice. SL is based on the human drive to connect with others and contribute to the betterment of society. The focus on service motivations, as demonstrated by empowering and developing employees with empathy and humility, distinguishes SL from other leadership frameworks. Servant leaders also stimulate team effectiveness and team efficacy as servant leaders advance organizational goals, making the success of the organization the focus rather than emphasizing organizational goals as in other forms of leadership (Flayyih et al., 2024; Jam et al., 2010). Honesty and integrity are essential factors of a good leader, based on the history of leadership, as these values can cause people to trust and organizational trust, and thus leaders who are honest can inspire trust in others. Furthermore, the climate of trust derived from the leader can establish a good organizational culture and facilitate engagement (Almutairi et al., 2020). Servant leadership helps focus on value, tasks, flexibility, responsiveness, empowering creative employees, equipping them with essential skills, and building teams (Alwan et al., 2023; Qadri et al., 2024). It motivates employees to reach elevated levels of knowledge and productive thinking for a balanced life that leads to job satisfaction and commitment (Pawar et al., 2020). SL creates an environment for individuals to thrive and grow in their work by developing their personalities and organizing them, which requires empowerment, motivation, and learning. The leader serves as a role model, providing them with knowledge, responsiveness, and requirements, and employees working under SL recognize that their leader's concern for them alleviates the stress arising from work pressures (Alyaseri et al., 2023). Employees and team members feel appreciated and supported due to the positive impact of servant leaders, which fosters a culture of empathy and respect. Servant leaders prioritize creating an environment where everyone feels heard and understood, helping them understand how their work contributes to the organization's success and providing them with opportunities for growth and development (Fields et al., 2015). SL serves as a significant motivator for employees' empathy towards their organization and their engagement in additional roles beyond their job boundaries (Qadri, 2016). It achieves elevated levels of performance resulting from the interaction between the leader and the employees in the organization (Grisaffe et al., 2016). This interaction stems from the leader's fulfillment of the organization's members' needs to ensure that customer needs are well met, which is achieved through the concept of the inverted pyramid by placing the organization's members at the top of the pyramid due to their importance and centrality in achieving the organization's goals (Russell et al., 2017). Servant leadership can be measured through the following dimensions:

A. Altruism: Altruism is defined as a behavior driven by trust in others through trust in internal values, goals, self-rewards, and the desire to avoid punishments (Jayawickrama et al., 2020). For his part, (Nilsson & Lindsten Minelius, 2020:2) indicated that altruism expresses behavior aimed at achieving benefits for others and sacrificing for their well-being (Mutashar & Flayyih, 2024).

B. Respect other people's feelings: SL is a transformative force, providing emotional processing for oneself and others so that wholeness can be achieved (Page & Wong, 2000). Emotional processing is among the most powerful skills needed for effective leadership, as it aims to influence feelings and emotions to create the emotional heart of the organization (Fry, 2003). Dennis pointed out that emotional processing involves genuine concern for team members as individuals, making them feel important and genuinely interested in their lives (Irving, 2005; Kadhem & Flayyih, 2024).

C. Wisdom: Wisdom in SL is an essential quality that leaders who adopt this leadership approach must possess (Johnson, 2024). Wisdom is related to the ability to make sound and sound decisions and to direct the team in a way that reflects wisdom and excellence (Nguyen, 2023).

D. Ability to persuade: Autocratic leaders make their decisions based on position and position, not on persuasion. Servant leaders build effective group consensus in order to influence change. The ability to persuade others to respond as a majority without using coercion is the foundation of teamwork. Leaders who ignore the principles of teamwork limit the ability to lead and weaken individual performance. This trait clearly indicates the differences between formal and servant leaders (Brewer, 2010; Abass et al., 2023).

C. Organizational politicization: Due to the intense competition and rapid change in the global business environment, the term organizational politicization has emerged as the dominant logic of successful organization. This topic has attracted a great deal of research over the past decade. A large body of evidence suggests that organizational politicization promotes the enactment of organizationally beneficial procedures and references that enhance learning and entrepreneurial capabilities of organizations embedded in highly changeable environments (Sarpong & Maclean, 2014).

Second: Mutual Trust between Management and Employees

1. The Concept of Mutual Trust between Management and Employees

The historical roots of the concept of mutual trust trace back to Mayer (1995), who proposed that perceived mutual trust is based on three fundamental elements: ability, benevolence, and integrity. All these elements are interconnected. Mutual trust, in turn, represents a concept grounded in the nature of the relationship, guided and reinforced by relational activities between the parties involved. Mutual trust between employees and management can be defined as one party's willingness to rely on the other party's decisions that benefit both sides. Mutual trust between management and employees is the foundation of success for any institution or organization. When employees feel trusted and valued by management, they tend to be more committed and productive in their tasks (Hakeem et al., 2024). Conversely, when management trusts the abilities and potential of employees, it encourages them to take initiative and be creative, delegating more authority and responsibilities to them. This mutual trust enhances effective communication between management and employees, contributing to the creation of a positive work environment characterized by team spirit and a sense of belonging (Maseer et al., 2022). It also helps alleviate conflicts and facilitate problem-solving that may arise. Thus, mutual trust serves to enhance job satisfaction, organizational commitment, productivity, and cooperation between employees and the organization (Chen et al., 2015). Mutual trust between management and employees can enhance employees' feeling that the organization will make decisions that benefit them and do not violate their interests. This mutual trust is the foundation of any positive and constructive relationship in the work environment. This trust stems from the reliability and credibility that prevail in this relationship. When this reliability and credibility are achieved in the relationship between management and employees, it leads to the creation of a work environment based on respect and mutual understanding. This, in turn, enhances

the sense of belonging and loyalty to the organization and motivates employees to exert more effort and dedication in performing their tasks (Barkhordari, 2017).

2. The Importance of Mutual Trust between Management and Employees

Mutual trust between employees and management in the organization is of great importance for several reasons; Improving the level of cooperation among employees, which reflects credibility and reliability. Achieving the organization's goals through understanding the behaviors of employees (Szeliga, 2016). Enhancing effective cooperation, communication, information exchange, and employee capabilities (Khosrowjerdi, 2016). Promoting job satisfaction, organizational commitment, and employee productivity. Strengthening credibility and reliability between the parties in the relationship (Kruger, 2016). Developing social relationships and achieving positive communication among community members. Guiding employees towards achieving common goals (Layland, 2018). Raising the level of goodwill among organization members by fostering positive expectations for them (Skönvall, 2020).

3. Dimensions of Mutual Trust between Management and Employees

Mutual trust between management and employees is one of the critical factors in the success of any organization. This trust consists of several key dimensions, including A. Ability: One of the dimensions of mutual trust between management and employees is competence. Competence refers to the extent to which the parties involved in the trust perceive the knowledge, skills, and wisdom necessary to successfully perform tasks (Bligh, 2017). Competence represents the ability of employees to carry out work-related tasks with credibility and dedication (Barkhordari, 2017). B. Goodwill: The starting point for developing trust is the feeling of goodwill (Tschannen-Moran & Gareis, 2015). To gain the trust of employees, management must demonstrate some concern for their personal interests and promote goodwill among all parties involved in order to build and support this relationship. C. Integrity: Integrity represents the degree to which the parties involved in the trust adhere to sound, fair, and ethical principles and rules in performing the required tasks (Bligh, 2017:23). Integrity refers to the expectation based on the social principles created by working individuals towards their coworkers (Barkhordari, 2017).

Third: Green Human Resource Management Practices

1. The Concept of Green Human Resource Management Practices

The concept of GHR management emerged with the start of the Green Movement, a political movement that adopts four important principles: environment, sustainability, non-violence, and social justice. Supporters of this movement share a monopoly with environmental movements, peace movements, and feminist movements that call for equality. With the growing awareness of the Green Movement, management scholars began to study the possibility of administrative practices in various disciplines such as accounting, marketing, supply management, and human resource management contributing to achieving the goals of environmental management (Zoogah, 2011). Greening from the point of view of (Aggarwal&Sharma, 2015) is the protection of natural resources, the care of natural habitats, the reduction of atmospheric pollution and the expansion of green spaces, while (Fayyazi et al., 2015) believes that greening is a comprehensive process that aims to use energy intelligently, reduce waste and costs to a minimum by using sustainable resources or recyclable materials to achieve final results represented by products, services and others, and (Zoogah,2011) believes that GHR management is concerned with the use of human resource policies, philosophies and practices to promote the sustainable use of resources and prevent damage caused by environmental concerns within business organizations. Some researchers have linked human resource management with environmental management and called it GHR management or environmental human resource management (Kim et al., 2019). GHR management, as seen by (Dutta, 2012), consists of two elements: environmentally friendly human resource management functions and preserving knowledge capital. It aims to create a workforce capable of realizing and appreciating the green culture in the organization. (Prasad, 2013) quoting (Uddin, 2018) believes that GHR management has emerged from those organizations that have engaged in practices related to environmental protection and

maintaining environmental balance to ensure environmental sustainability, as the human resource function becomes a driver of environmental sustainability within the organization through its practices and policies that are consistent with sustainability goals. Therefore, the human resource management strategy must reflect and inspire the aspirations of the human resource team and other employees in line with the organization's strategy, values, and culture, ensuring sustainable returns for investors, dealing positively with customer needs, diagnosing and responding to emerging societal trends, as well as responding to government requirements and influencing the public policy agenda (Margaretha & Saragih, 2013).

2. The Importance of GHR Management

The importance of GHR management stems from its achievement of the following benefits (Aggarwal & Sharma, 2015; Wagner, 2013; Delmas & Pekovic, 2013):

- a. It boosts employee morale.
- b. It helps retain employees and reduces turnover rates.
- c. It provides profitable opportunities for high-quality human talent.
- d. It helps build the company's image to attract good human resources.
- e. It improves the company's brand image in the market.
- f. It can be used as a marketing strategy.
- g. It enhances the overall quality of the organization both internally and externally.
- h. It strengthens the company's relationship with various stakeholders.
- i. It reduces the overall cost for the company as costs are influenced by steps taken to make it environmentally friendly.

3. GHR Management Practices

Green HRM practices refer to the actual programs, processes and techniques of green HRM that are implemented in an organization with the aim of reducing negative organizational environmental impacts or enhancing positive environmental impacts of organizations, and the goal of these organizations as stated by (Arulrajah & Nawaratne, 2016) is to improve the sustainable environmental performance of these organizations, which are as follows:

A. Green recruitment: Green recruitment revolves around using the organization's green practices to attract employees who are aware of sustainable environmental practices (Stringer 2009).

B. Green performance evaluation: Performance evaluation can be defined as an ongoing communication process between the supervisor and the employee that occurs throughout the year, to support the achievement of the organization's strategic goals (48 Bangwal, & Tiwari, 2015).

C. Green development and training: Training generally aims to prepare employees with the multiple skills and knowledge required to obtain creativity, as well as enhance the performance of organizations (Zoogah, 2011)

D. Green Rewards and Compensation: Rewards and Compensation are generally one of the most important practices carried out by human resources management to reward employees for their good performance. They thus form the link between the benefit of employees and the benefit of the organization alike. In the field of GHRs management, such compensation and rewards are used to support and support the environmental activities of organizations. Many organizations have begun using compensation programs to motivate employees to change their behavior towards green performance and encourage them to implement environmentally friendly initiatives. A survey conducted in the United Kingdom indicated that (8%) of British organizations reward their employees with various types of material and non-material incentives for their green behavior. From the above, several hypotheses can be formulated:

H1: There is a statistically significant effect at a significance level ($\alpha = 0.05$) of SL with its dimensions (altruism, respect for others' feelings, wisdom, persuasion ability, and organizational politicization) on the mutual trust between management and employees with its dimensions (competence, benevolence, and integrity).

This main hypothesis leads to several sub-hypotheses as follows:

1. There is a statistically significant effect at a significance level ($\alpha = 0.05$) of altruism on the mutual trust between management and employees with its dimensions (competence, benevolence, and integrity).
2. There is a statistically significant effect at a significance level ($\alpha = 0.05$) of respect for others' feelings on the mutual trust between management and employees with its dimensions (competence, benevolence, and integrity).
3. There is a statistically significant effect at a significant level ($\alpha = 0.05$) of wisdom on the mutual trust between management and employees with its dimensions (competence, benevolence, and integrity).
4. There is a statistically significant effect at a significance level ($\alpha = 0.05$) of persuasion ability on the mutual trust between management and employees with its dimensions (competence, benevolence, and integrity).
5. There is a statistically significant effect at a significance level ($\alpha = 0.05$) of organizational politicization on the mutual trust between management and employees with its dimensions (competence, benevolence, and integrity).

H2: There is a statistically significant effect at a significant level ($\alpha = 0.05$) of mutual trust between management and employees with its dimensions (competence, benevolence, and integrity) on GHR practices with their dimensions (green recruitment, green performance appraisal, green development and training, and green rewards and compensation).

This main hypothesis leads to several sub-hypotheses as follows:

1. There is a statistically significant effect at a significant level ($\alpha = 0.05$) for capability in GHRs practices in its dimensions (green recruitment, green performance evaluation, green development and training, and green rewards and compensation).
2. There is a statistically significant effect at a significant level ($\alpha = 0.05$) for benevolence in GHRs practices in its dimensions (green recruitment, green performance evaluation, green development and training, and green rewards and compensation).
3. There is a statistically significant effect at a significant level ($\alpha = 0.05$) for integrity in GHRs practices in its dimensions (green recruitment, green performance evaluation, green development and training, and green rewards and compensation).

H3: There is a statistically significant effect of SL in GHRs practices through the mediating role of mutual trust between management and employees.

Study Hypothesis

The hypothetical study model illustrates a set of logical relationships that are either quantitative or qualitative, or that combine the main features of the reality of interest. The study model was designed as a hypothetical framework by examining the relationships defined by the study problem and its questions, which clarified the study variables, in addition to benefiting from previous contributions that were presented later. Based on this, the measures of the study variables were determined, starting with the independent variable (SL) as introduced by Barbuto & Wheeler (2006), while the dependent variable included (GHR management practices) which was based on the study by Renwick (2013). The mediating variable was represented by (mutual trust between management and

employees), which was based on the study by Yoon-Ho et al. (2015). From this perspective, the hypothetical study model was established, as illustrated in Figure (1).

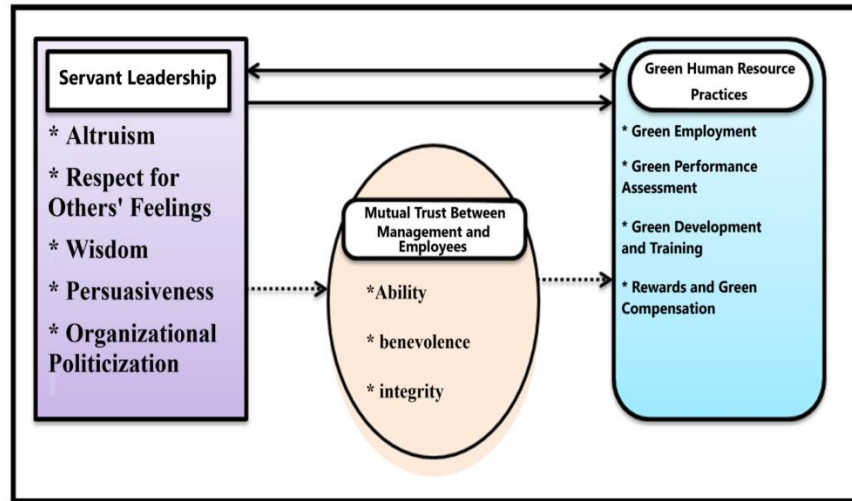


Fig. 1 Study Hypothetical Outline

RESULTS

First: Coding and Description of Study Variables

This step aims to clarify the symbols that will be used to represent the variables and items of the measurement instrument, which will help the reader to understand the results correctly and get a clear vision about the objectives that the study seeks to achieve. Table 1 shows the coding and description of the study variables.

Table 1. Coding and Description of Study Variables

<i>Variants</i>	<i>dimensions</i>	<i>NO.</i>	<i>Code</i>	
SL	Altruism	4	SLA	SELE
	Respect for others' feelings	4	SLR	
	Wisdom	5	SLW	
	Ability to persuade	5	SLP	
	Organizational politicization	5	SLO	
Mutual Trust Between Management and Employees	Capability	6	MEA	MMEM
	Benevolence	4	MEB	
	Integrity	6	MEI	
Green HR Practices	Green Recruitment	5	HGRE	HRGP
	Green Performance Appraisal	5	HGPE	
	Green Development & Training	5	HGDT	
	Green Rewards & Compensation	5	HGRC	

Second: Data Moderation Test

The results of the Kolmogorov-Semenov test for the normal distribution of study variables, shown in Table 2, show that the test value is higher than 0.05. This indicates that the data involved in the analysis follows the normal distribution, which is the required condition. Thus, the alternative hypothesis that the data follows the normal distribution is accepted, and the null hypothesis that states that there is no normal distribution of data is rejected. This means that the data can be analyzed using parametric statistical tests.

Table 2. Data Moderation Test Outputs for Variables

Variants	dimensions	Kol-Smi	
SL	Altruism	0.140	0.068
	Respect for others' feelings	0.122	
	Wisdom	0.108	
	Ability to persuade	0.101	
	Organizational politicization	0.081	
Mutual Trust Between Management and Employees	Capability	0.093	0.250
	Benevolence	0.101	
	Integrity	0.095	
Green HR Practices	Green Recruitment	0.098	0.085
	Green Performance Appraisal	0.093	
	Green Development & Training	0.074	
	Green Rewards & Compensation	0.076	

Third: Measuring the Stability of the Measurement Tool

The results show that the paragraphs of the measurement tool are characterized by high stability and reliability, as they obtained a strong correlation coefficient between its two parts, amounting to (0.769), with an individual relative division equal to (0.893) and a pairwise division of (0.918), to settle at a Spearman-Brown correlation coefficient of (0.869), on the other hand, the Cotman division coefficient supports the half-section with a strong consistency of (0.869), and this shows the consistency and harmony of the paragraphs of the measurement tool. The results also show that the variable of SL, represented by (altruism, respect for the feelings of others, wisdom, the ability to persuade, and organizational politicization), with (23) paragraphs, that the paragraphs of the measurement tool are characterized by relative stability with a Cronbach's alpha coefficient of (0.891), and this matter shows the interest of the commercial banks studied in improving their capabilities towards paying attention to the dimensions of SL with a stability coefficient ranging between (0.816-0.939), which is an acceptable value.

Table 3. Cronbach's Alpha Stability Coefficients for the Study Measurement Tool

Variants	dimensions	NO.	Cronbach's Alpha	
SL	Altruism	4	0.867	0.891
	Respect for others' feelings	4	0.904	
	Wisdom	5	0.816	
	Ability to persuade	5	0.939	
	Organizational politicization	5	0.926	
Mutual Trust Between Management and Employees	Capability	6	0.938	0.851
	Benevolence	4	0.859	
	Integrity	6	0.834	
Green HR Practices	Green Recruitment	5	0.843	0.868
	Green Performance Appraisal	5	0.807	
	Green Development & Training	5	0.806	
	Green Rewards & Compensation	5	0.936	

Correlation coefficient between the two parts of the questionnaire	0.769	Stable
Split-half coefficient	0.893	Single
	0.918	Double
Spearman-Brown coefficient	0.869	
Cotman's split-half coefficient	0.869	

Fourth: Statistical Description of the Study Variables

The results of Table (4) show that the overall average of the SL variable reached (3.48) with a standard deviation of (0.56) and a relative importance equal to (70%). Perhaps the dimension that contributed to this is the dimension of respecting the feelings of others, as it achieved a total arithmetic mean of (3.64), which shows the agreement of the study sample to pay attention to the paragraphs of this dimension, which showed a standard deviation of (0.75) and a relative importance of (73%). Accordingly, it seems that employees in commercial banks see that service providers are good at helping them solve their emotional problems better than helping them heal emotionally, while the dimension of the ability to persuade came in last place, as the total arithmetic mean of the dimension of the ability to persuade reached (3.26), which shows the agreement of the study sample to pay attention to the paragraphs of this dimension, which showed a standard deviation of (0.68) and a relative importance of (65%), which means that employees in commercial banks consider that the bank's possession of talented employees capable of persuading customers is one of the most important Factors affecting their interest, while they do not consider the ability of the bank's management to convince customers to try its services as an important factor for them. The results of Table (4) also indicate that the variable of mutual trust between management and employees achieved an arithmetic mean of (3.46) and a standard deviation of (0.57) and a relative importance of (69%), and perhaps the dimension that contributed to this is the dimension of benevolence, as the total arithmetic mean of the dimension of benevolence reached (3.52), which shows the agreement of the study sample to be interested in the paragraphs of this dimension, which showed a standard deviation of (0.75) and a relative importance of (70%), which means that employees in commercial banks are more interested in searching for everything that benefits them personally, compared to their interest in achieving their own goals. This may indicate the presence of a kind of orientation towards individual interests at the expense of personal goals. This may require more awareness and encouragement to balance personal interests and organizational goals, while the ability dimension came in last place, as the total arithmetic mean for the ability dimension reached (3.40), which shows the study sample's agreement on the interest in the paragraphs of this dimension, which showed a standard deviation of (0.66) and a relative importance value of (68%), which means that employees in commercial banks feel their ability to perform the required tasks efficiently, but there is a need to enhance their knowledge and skills related to the tasks assigned to them. This is an important aspect for improving performance and productivity, in addition to increasing employees' sense of confidence and empowerment. On the other hand, the results of Table (4) show that the GHRs practices variable achieved an arithmetic mean of (3.35) and a standard deviation of (0.67) and a relative importance of (67%). Perhaps the dimension that contributed to this is the green performance evaluation dimension, as the total arithmetic mean of the green performance evaluation dimension reached (3.40), which shows the agreement of the study sample to pay attention to the paragraphs of this dimension, which showed a standard deviation of (0.75) and a relative importance of (68%), which means that commercial banks are interested in including environmental performance indicators in performance management systems, but there is a need to improve communication and feedback with employees to achieve environmental goals and improve environmental performance. This will contribute to increasing employee participation and efforts in this vital field. While the green rewards and compensation dimension came in last place, as the total arithmetic mean for the green rewards and compensation dimension reached (3.21), which shows the study sample's agreement on the interest in the paragraphs of this dimension, which showed a standard deviation of (0.84) and a relative importance of (64%), which means that there is interest among commercial banks' management in encouraging environmentally friendly practices by

providing incentives, but there is room to enhance this interest further, especially with regard to linking the compensation system to the environmental performance of employees.

Table 4. Description of the Answers for Study Variables

Dimensions	Mean	Standard deviation	Relative importance	Order of importance
Altruism Dimension	3.46	0.77	69%	3
respect for others' feelings Dimension	3.64	0.75	73%	1
Wisdom Dimension	3.62	0.68	72%	2
Ability to persuade Dimension	3.26	0.62	65%	5
Organizational Politicization Dimension	3.44	0.81	69%	4
SL	3.48	0.56	70%	A
Capability Dimension	3.40	0.66	68%	3
Benevolent Dimension	3.52	0.75	70%	1
Integrity Dimension	3.47	0.74	69%	2
Mutual Trust Between Management and Employees	3.46	0.57	69%	B
Green Recruitment Dimension	3.38	0.65	68%	3
Green Performance Appraisal Dimension	3.40	0.75	68%	1
Green Development & Training Dimension	3.39	0.87	68%	2
Green Rewards & Compensation Dimension	3.21	0.84	64%	4
Green HR Practices	3.35	0.67	67%	C

Fifth: Hypothesis Test

There is a statistically significant correlation between SL and mutual trust between management and employees. The results in Table (5) indicate a significant correlation between SL and mutual trust between management and employees. The value of this relationship is 0.723, which is relatively high, indicating a strong positive relationship between these two variables. This means that the SL style, which focuses on serving others and enhancing their empowerment, significantly contributes to building and strengthening mutual trust between management and employees. Servant leaders who prioritize the needs of employees and are committed to supporting and developing them are more capable of creating an environment characterized by trust and cooperation between management and employees.

Table 5. Correlation Matrix between SL and Mutual Trust between Management and Employees

R	Altruism	Respect for others' feelings	Wisdom	Ability to persuade	Organizational politicization	SL
Capability						
R	.551**	.521**	.436**	.326**	.391**	.583**
Benevolence						
R	.409**	.342**	.593**	.450**	.395**	.563**
Integrity						
R	.509**	.396**	.472**	.350**	.469**	.575**
Mutual Trust Between Management and Employees						
R	.614**	.524**	.635**	.476**	.529**	.723**

There is a statistically significant correlation between SL and GHR practices. The results in Table (6) indicate a significant correlation between SL and GHR practices. The value of this relationship is 0.664, which is relatively high, indicating a strong positive relationship between these two variables. This means that the SL style, which focuses on serving and empowering others, plays an important role in promoting GHR practices within the organization. In other words, leaders who adopt a SL approach and prioritize the needs and aspirations of employees are more capable of effectively encouraging and implementing GHR practices.

Table 6. Correlation Matrix between SL and GHRs Practices

R	Altruism	Respect for others' feelings	Wisdom	Ability to persuade	Organizational politicization	SL
Green Recruitment						
R	.464**	.420**	.525**	.364**	.298**	.536**
Green Performance Appraisal						
R	.560**	.383**	.592**	.498**	.433**	.637**
Green Development & Training						
R	.457**	.307**	.492**	.424**	.313**	.513**
Green Rewards & Compensation						
R	.420**	.321**	.488**	.401**	.586**	.580**
Green HR Practices						
R	.555**	.414**	.613**	.496**	.485**	.664**

There is a statistically significant correlation between mutual trust between management and employees and GHR practices. The results in Table (7) indicate a significant correlation between mutual trust between management and employees and GHR practices. The value of this relationship is 0.670, which is relatively high, indicating a strong positive relationship between these two variables. This means that mutual trust between management and employees plays an important role in enhancing GHR practices in the organization. In other words, the greater the trust and cooperation between management and employees, the more effective GHR practices can be implemented.

Table 7. Correlation Matrix between Mutual Trust between Management and Employees and GHRs Practices

R	Capability	Benevolence	Integrity	Mutual Trust Between Management and Employees
Green Recruitment				
R	.535**	.494**	.334**	.570**
Green Performance Appraisal				
R	.488**	.592**	.439**	.640**
Green Development & Training				
R	.295**	.472**	.429**	.509**
Green Rewards & Compensation				
R	.368**	.424**	.565**	.574**
Green HR Practices				
R	.483**	.578**	.526**	.670**

There is a statistically significant effect of SL on GHRs practices through the mediating role of mutual trust between management and employees. The main objective of this hypothesis is to address the state of procrastination and inability suffered by the commercial banks studied regarding the impact of SL with its dimensions (altruism, respect for the feelings of others, wisdom, ability to persuade, and organizational improvement) on GHRs practices with its dimensions (green recruitment, green performance evaluation, green development and training, and green rewards and compensation). It is also clear from the results of the fourth and fifth hypotheses that there is a weak effect of the

dimensions of SL and mutual trust between management and employees (with its dimensions of ability, benevolence, and integrity) on GHRs practices. The results in the table below also show that SL (altruism, respect for the feelings of others, wisdom, ability to persuade, and organizational politicization) with the presence of mutual trust between management and employees in its dimensions (ability, benevolence, and integrity) affects GHRs practices by an amount of (0.756) with a standard error of (0.015) and a critical value equal to (50.400), which indicates that SL (altruism, respect for the feelings of others, wisdom, ability to persuade, and organizational politicization) with the presence of mutual trust between management and employees in its dimensions contributed to explaining (0.645) of the crises that prevent employees from being encouraged to improve GHRs practices. Mutual trust between management and employees also contributed to various improvements, which were represented by increasing the effect of SL from -0.137 to 0.756 (i.e. by 0.619), reducing the standard error from 0.169 to 0.015 (i.e. by 0.154), and contributing to developing the explanatory value by 0.626.

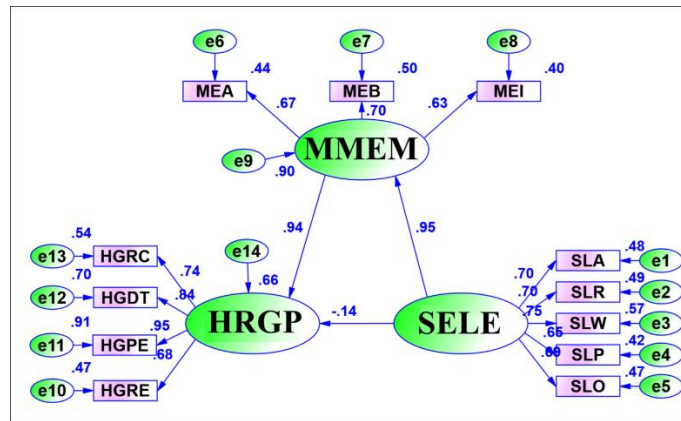


Fig. 2 Standard Model for the Impact of SL on GHRs

Practices through the Mediating Role of Mutual Trust between Management and Employees

Based on the results of Table (8), it is clear that the SL variable contributes to explaining 0.626 of the variances in mutual trust between management and employees. This means that SL explains 62.6% of the variance in mutual trust between management and employees.

Table 8. Results of the Impact of SL on GHRs Practices through the Mediating Role of Mutual Trust between Management and Employees

path			Standard weight	E. R	C.R	R ²) P(
Without the presence of the mediating variable (Mutual Trust Between Management and Employees(
SL	--->	Green HR Practices	-0.137	0.169	-0.811	0.019	0.789
SL	--->	Mutual Trust Between Management and Employees	0.950	0.041	23.171	0.903	0.001
Mutual Trust Between Management and Employees	--->	Green HR Practices	0.940	0.083	11.325	0.884	0.001
With the presence of the mediating variable (Mutual Trust Between Management and Employees(

SL	--->	Mutual Trust Between Management and Employees	- - - >	Green HR Practices	0.756	0.015	50.400	0.645	0.001
The amount of improvement contributed by Mutual Trust Between Management and Employees									
SL	--->	Mutual Trust Between Management and Employees	- - - >	Green HR Practices	0.619	0.154	4.019	0.626	0.001

CONCLUSION

There is a statistically significant correlation between SL and mutual trust between management and employees, meaning that the SL style that focuses on providing service to others and enhancing their empowerment contributes significantly to building and enhancing mutual trust between management and employees. Servant leaders who put employees' needs first and are committed to supporting and developing them are more able to create an environment of trust and cooperation between management and employees. There is a statistically significant correlation between SL and green HR practices, meaning that the SL style that focuses on serving and empowering others plays a significant role in promoting green HR practices within the organization. In other words, leaders who adopt a SL approach and who put employees' needs and aspirations first are more able to encourage and implement green HR practices more effectively. There is a statistically significant correlation between mutual trust between management and employees and green HR practices, meaning that mutual trust between management and employees plays a significant role in promoting green HR practices in the organization. In other words, the more trust and cooperation there is between management and employees, the more effective it will be to implement green HR practices. There is a statistically significant effect of SL on GHRs practices through the mediating role of mutual trust between management and employees, meaning that SL (altruism, respect for the feelings of others, wisdom, ability to persuade, and organizational politicization) with the presence of mutual trust between management and employees in its dimensions (ability, benevolence, and integrity) affects GHRs practices by an amount of (0.756) and a standard error of (0.015) and a critical value equal to (50.400), which indicates that SL (altruism, respect for the feelings of others, wisdom, ability to persuade, and organizational politicization) with the presence of mutual trust between management and employees in its dimensions contributed to explaining (0.645) of the crises that prevent employees from urging them to improve GHRs practices. There is a statistically significant effect of SL on mutual trust between management and employees, which means that adopting the SL approach in Banks can play an effective role in building a work environment based on trust and mutual respect between management and employees, leading to improved performance and positive results for the organization.

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