The Impact of the Servant Leadership in the Management of Organizational Impression at Staff of Palestinian Private Universities

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Abstract: *The study aimed to demonstrate the impact of servant leadership in managing the organizational impression among employees in private Palestinian universities. It followed the descriptive analytical approach and applied its vocabulary to a simple random sample of (388) employees in private Palestinian universities (University of Palestine, Israa University, Gaza University), using A comprehensive survey method for all members of the total population of (578) employees. The questionnaire and interviews were used as tools for collecting data.The results showed that the servant leadership came in at a significant 77.52%. The level of management of organizational impression management came in a large percentage (78.23%). The dimensions of the servant leadership (Empowerment, Emotional Containment) in managing the organizational impression were proven to be significant (70.6%), but did not demonstrate the dimensions (interest in subordinates, community service). Differences in examiners' responses to (Servant Leadership, Management of Organizational Impression) were not demonstrated depending on variables (Type of Job, Gender, Age Group, Years of Service And Academic Degree), but were found depending on the variable University Name between Israa University and Gaza University was for the benefit of Israa University.The study recommended enhancing attention to subordinates in clear ways that employees can feel and mentally link them to the services provided by the university community.*

KEYWORDS: Servant leadership; organizational impression management; Palestinian Private Universities

INTRODUCTION

The human element would not have exerted its full production capacity; Unless he finds something that motivates him and pushes him to do so with full awareness and awareness

of things; Therefore, many organizations have developed their codes of conduct to serve this trend among their employees, through continuous processes of change and improvement in the practices of their leaders towards individual employees. The leadership style practiced in the organization may determine the behavioral features of the employees and determine their organizational relationships. And their energies expended at work, and that the servant leadership style is one of the leadership styles that seeks to empower employees and take care of them humanely; And achieving their requirements and directions, and this is what (Al- Sawalhi et al., 2023: 27) confirmed when they considered that servant leadership is a modern leadership style based on an intelligent idea and the leader's practice of transparent dealings and helping employees in achieving goals and serving them by increasing their creative and innovative capabilities and instilling organizational values. Whereas private Palestinian universities represent integrated organizational entities; The leadership of each university represents its organizational entity to its employees, and the influence of the university's leadership on its employees will establish their mental image of the university, determine their impression of it, and determine their level of motivation to work in it, which is what (Mubarez & Shaarawi, 2020: 502) pointed out, where We have shown that organizational impression represents behaviors that individuals perform to influence others 'perception of their personal image, or to create and maintain desirable impressions in their minds.

LITERATURE

There are many relationships between the variables under study and many other variables, which emerged through reviewing a number of previous studies. Which can be listed as follows:

First, Studies Related to Servant Leadership:
In the field of university work, (Al-Sawalhi et al., 2023) conducted a study on the application of servant leadership behaviors in Palestinian universities. "170" questionnaires were distributed to administrative employees at Al-Aqsa University out of "302" employees, using simple random sampling. The results showed that officials' practice of servant leadership was high by 73.38%, and that they were keen on equal authority and responsibility when delegating powers to employees. In the same field, conducted (Yahya& Ali, 2023) conducted a study applied to Egyptian private universities to understand the effect of servant leadership on bullying behaviors among faculty members. The questionnaire was used to collect data from a simple random sample consisting of 375 individuals, and 281 valid questionnaires were collected. The results showed a significant negative effect of servant leadership on bullying behaviors, and also showed a positive moderating effect of personal traits on the relationship between servant leadership and bullying behaviors. In the field of tourism, conducted (Kaoud & Wahba, 2023) conducted a study to understand the impact of servant leadership dimensions on organizational citizenship behavior among employees in Egyptian tourism companies. The descriptive analytical method and questionnaire were used to collect data from a simple random sample

of 332 employees. The results showed a statistically significant relationship between the dimensions of servant leadership and organizational citizenship behavior. Among the recommendations of the study is to enhance attention to the personal well-being of subordinates and help them solve the problems they face. In the field of the private sector and corporate work, (Talat, et al., 2022) conducted a study to understand the relationship between servant leadership and organizational citizenship behavior in the manufacturing sector, using social exchange and social identity theories. Data was collected from (359) employees and supervisors in various sectors. The results showed that corporate social responsibility is a mediator in the relationship between servant leadership and organizational citizenship behavior. However, the results indicated that employees' attachment anxiety could reduce the indirect effects of servant leadership. In the field of government work, (Khan, et al., 2023) conducted a study in Pakistan to understand the impact of servant leadership on employees 'prosocial rule breaking. Data were collected from 273 government employees in frontline services using social information theory. The results showed a positive effect of servant leadership on social rule breaking and psychological safety. The study indicated that psychological safety serves as a significant means of intervention between servant leadership and breaking societal rules. Also, the study showed that empathy at work can reduce the impact of servant leadership on psychological safety and societal rule breaking.

Secondly, Studies Related To Organizational Impression Management:
A study was conducted by (Ismail, 2021) in the field of government work to understand the role of organizational climate as a mediator in the relationship between organizational impression management methods and organizational silence. The study used the descriptive analytical method, and was applied to a simple random sample of employees of the service directorates in Beni Suef Governorate, Egypt, numbering (420) individuals. A questionnaire was used to collect data, and the number of valid questionnaires was (318). The results showed a significant impact of impression management methods on organizational silence, as these methods contributed by up to (51%) to reducing organizational silence rates. Also, the results showed a direct negative effect of impression management methods on the level of organizational silence (-.189) and an indirect effect through organizational climate as a mediator (-.081). In the same field, (Ghasemi & Baddo, 2020) conducted a study to understand the effect of impression management on conflict. Organization in a hospital institution entitled "Slimane Amirat - Touggourt". A random sample of (118) employees was selected. The study adopted the descriptive analytical method and used a questionnaire to collect data. The results showed that the self-enhancement style is the main method in managing impression in the organization, while the cooperation style was the dominant style in managing conflict in the organization. Likewise, (Edeh, et al., 2023) study to understand the impact of organizational impression on employee performance in service organizations. The study used quantitative methods and social influence theory to understand the influence of top management on subordinates. The study was carried out on (100) employees in different companies in southern Nigeria, including four-star hotels, restaurants and travel agencies. The results showed that self-promotion positively affects coworker support and that congratulations positively affects

customer satisfaction. The study also indicated that traditional administrative skills are no longer sufficient to keep pace with technological changes and contemporary institutional dynamics. She explained that organizational impression helps managers positively influence their employees to achieve the organization's goals. In the field of the private sector, (Schniederjans et al., 2018) an empirical evaluation study of organizational impression management regarding the use of tactics in mobile media to enhance consumer perception, attitude, and intentions toward a corporate brand. The study was carried out on (670) consumers, and the results showed that organizational impression management, including ungratefulness, intimidation, promotion, propaganda, and organizational role modeling, affects consumers' perceptions, attitudes, and intentions.

From what was stated, it is clear that the studies included linked the two variables of the study with different variables, but they were not linked with each other, and this is what distinguishes this study from others, in addition to that all previous studies were not applied in the field of work of private universities in Palestine, but rather were applied in environments different from The Palestinian environment, but it is clear that servant leadership is an important variable that has been linked to many other variables and has had a positive impact on them.

Problem Statement
Since the researcher works as a faculty member in one of Palestinian universities, whether governmental, or private; through his interactions with employees at those universities, he sensed that some employees had negative perceptions about the university in which they worked. This clearly appeared in private universities in particular, which prompted the researcher to conduct oral interviews with some employees who were selected randomly. When asked about this, they attributed the matter to the poor treatment of them by the leadership of those universities, which treated them as if they were cogs in a machine far from the humanitarian factor, and that is what built a perception among the employees that these universities were interested in collecting profits even if it was at the expense of their humanity.

After the researcher was informed of the theoretical aspects of the problem, he found that servant leadership is one of the leadership styles that can achieve the human side of employees. Here we stand before an important question:
Do Private Universities Realize The Nature and Importance of Applying The Servant Leadership Style in Them?
The answer this question must be linked to solving the Problem Statement, which is the negative organizational impression among employees about their universities.
Therefore, the problem of the study can be crystallized in the following main question:
Q1-: What is the impact of servant leadership on managing the organizational impression of employees in private Palestinian universities?
In order to answer the main study question, the following sub-questions had to be answered:
Q1-1: What is the reality of servant leadership in private Palestinian universities?

Q1-2: What is the level of organizational impression management in private Palestinian universities?

Q1-3: Is there a statistically significant effect at the level of ($\alpha \leq 0.05$) Servant leadership in managing the organizational impression of employees in private Palestinian universities?

Q1-4: Are there differences in the responses of sample members towards both servant leadership and organizational impression management among employees at private Palestinian universities according to the variables: (University Name, Type of Job, Gender, Age Group, Years of Service, and Academic Degree)?

To determine the dimensions of the variable (servant leadership), a number of previous studies were reviewed, such as the study of (Al-Azzam, 2023); (Yahya& Ali, 2023); (Al Najjar et al., 2022); (Al Shorafa et al., 2021); (Alayoubi et al., 2020); (El Talla et al., 2018); (El Talla et al., 2019); (FarajAllah et al., 2018); (FarajAllah et al., 2019); (Madi et al., 2018); (Al-Sawalhi et al., 2023); (Waqaoud,& Wahba, 2023); (Al-Hassoun, 2023),

where the current study adopted the most commonly used dimensions, which are (Empowerment, Concern For Subordinates, Emotional Feelings and Community Service).

Research Hypothesis

Ho1: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) Servant leadership in managing the organizational impression among employees in private Palestinian universities.

In order to verify the first main hypothesis, the following sub-hypotheses had to be verified:

Ho1-1: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) to enable management of the organizational impression among employees in private Palestinian universities.

Ho1-2: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) to pay attention to subordinates in managing the organizational impression among employees in private Palestinian universities.

Ho1-3: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) for Emotional Containment in managing the organizational impression among employees in private Palestinian universities.

Ho1-4: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) to serve the community in managing the organizational impression among employees in private Palestinian universities.

Ho2: There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of sample members towards both "servant leadership and organizational impression management" among general staff at private Palestinian universities according to the variables: (University Name, Type of Job, Gender, Age Group, Years of Service, And Academic Degree).

Research Objectives

Identify the reality of practicing servant leadership in private Palestinian universities.

Explain the level of organizational impression management in private Palestinian universities.

Exploring the impact of servant leadership on organizational impression management in private Palestinian universities.

Exploring the differences in the responses of sample members towards both "servant leadership and organizational impression management" among employees at private Palestinian universities.

Research Importance

The scientific importance of the study lies in the fact that it creates a conceptual framework that combines the variables of servant leadership and organizational impression management for the first time to the researcher's knowledge, and researchers can refer to it. It increases employees' awareness of the contents of servant leadership and organizational impression management. The practical importance lies in the fact that the study provides results that can be based on making decisions that contribute to improving the reality of the organizational impression among employees. It also lies in identifying the strengths and weaknesses related to the reality of servant leadership and organizational impression management in private Palestinian universities.

Research Variables

The independent variable of the study is "Servant Leadership," which includes the dimensions most commonly discussed among writers and researchers, which are (Empowerment, Concern for Subordinates, Emotional Feelings and Community Service). The dependent variable is "organizational impression management."

Limitations and Directions for Research

1. Objective limits: The study were its exploration of the impact of servant leadership in managing the organizational impression among employees in private Palestinian universities.
2. The spatial limits: they were represented in the fact that the study applied its vocabulary to employees in private Palestinian universities within the geographical boundaries of the southern governorates - Gaza Strip only.
3. Time Limits: This study, its terms were applied during the academic year 2023-2024.
4. Human Limitations: they were represented by the fact that the study applied administrative and academic employees in private Palestinian universities.
5. Institutional limitation: it was represented in the fact that the study was applied to universities (Gaza University, University of Palestine, and Israa University), as they are private universities that operate in the southern governorates only.

Research Terminology

Servant Leadership: Defined by (Qiu & Dooley, 2019:5) it is leadership that shows genuine interest in the interests and needs of its followers, rather than its own personal interests, and thus enhances the feeling of psychological safety and confidence in the workplace. The researcher defines it procedurally as "leadership that is concerned with empowering subordinates, increasing their individual capabilities, making them feel job

and psychological security, and enhancing their self-confidence and confidence in themselves, with the aim of providing their best efforts to those who benefit from the university's work."

Organizational Impression Management: He knew her. (Ellis, 2002:213) states that it is a process through which individuals seek to control how others view them, or control the impressions that others form of them, and attempt to influence those impressions. As for the researcher, he defines it procedurally as the ability of the university administration to influence the perceptions and perceptions of the employees towards them and towards the university, in an attempt to draw a positive mental image among the employees of it and the university by controlling the nature of the information and sensory inputs to them, which reflects positively on their behavior at the university.

Conceptual Frameworks

First: Servant Leadership:

Al-Sawalhi et al (2023: 27) defined it as a modern leadership style based on a smart idea and the leader's practice of dealing transparently and helping employees achieve goals, serving them by increasing their creative and innovative abilities, instilling organizational values, and transferring this culture to all employees so that it is not limited to the leader, but rather the employees help each other. In achieving goals. As for (Hassan & Al-Ajmi, 2022: 218), (Al Hila et al., 2017: 8) and (Abu Sultan et al., 2018: 7)

, they defined it as a leadership model that links the achievements of employees to the achievements of the organization, and that the servant leader seeks to develop individuals in order to develop the organization. By using power legitimately and fairly in the public interest of employees and the organization; through the servant leader's conviction that his success depends on working for and by others. Hegazy (2021: 274) defined it as the process through which the behavior of individuals and groups is influenced in order to push them to act with a clear desire to achieve specific goals.

From what has been stated, servant leadership can be defined as leadership that is concerned with empowering subordinates, increasing their individual capabilities, making them feel job and psychological security, and enhancing their self-confidence and trust in themselves, with the aim of providing their best efforts to achieve their goals and the goals of the organization together.

Dimensions of Servant Leadership:

Empowerment: Abdel-Jalil. (2020:103) defined it as a process in which the leader empowers subordinates by promoting the dimensions of meaning, competence and self-determination, giving them greater strength, independence, participation in decision-making, and the necessary support and guidance. As he knew it. Olesia et al (2013:89) is a leadership behaviour indicating that employees' participation in the organizational process is increasing their sense of importance in the Organization.

Community Service:
From the above it is clear that servant leadership seeks through many methods practiced by management towards employees, such as empowering them and taking care of them behaviorally and emotionally, to qualify them and create an organizational environment for them through which they will be able to present their best efforts and capabilities that can benefit the community served.

Second: Organizational Impression Management:
Ghasemi& Baddoo (2020: 8) defined it as the process through which a person tries to influence the opinions of others and their perception of a specific event or person. Usually, the influence that that person seeks is compatible with a goal he seeks to achieve. For example, the director of an organization may try to arrange... Information and choosing the appropriate ones to be presented to the public to give them a better impression of the organization and its goals. Defined by (Hodiger & Bilimoria, 2008: 13). As a set of verbal and non-verbal behaviors, which are used to control information; to influence others' perceptions of us and their behavior towards us.

From the above, it is clear that impression management represents a process directed by the organization's leadership towards its employees or the community served, in which they are provided with information that helps in drawing a positive mental image of them and the organization, and contributes to changing their negative impressions into positive ones.

METHODOLOGY AND PROCEDURES

First: Study Methodology: The researcher used the descriptive analytical method, which relies on studying the phenomenon that is the subject of the study, analyzing its data, and explaining the relationship between its components, the opinions that are put forward about it, the processes it includes, and the effects it produces.

Second: Study Population: The total study population is represented by all employees in private Palestinian universities in Gaza Strip, who number (578) employees, according to what was reported by (Al-Bahnasawy, 2023: 114), quoting the personnel affairs departments in the universities under study, distributed according to Table (1).

	University of Palestine	Israa University	Gaza University	the total
Administrators	156	90	30	276
Academics	141	79	12	232
Academics Charged With Administrative Work	15	29	26	70

The Total	312	198	68	578

Table 1. shows the number of employees in the universities under study
Third: Study Sample: The study vocabulary was applied to a simple random sample, using a comprehensive survey method for all members of the total population. The study tool was applied to a real sample of (388) employees in the universities under study, i.e. (67%). Table (2) shows the distribution of the study sample according to Study variables:

Study Variables		The Number	Percentage
University Name	Israa University	154	39.69
	Gaza University	46	11.86
	University of Palestine	188	48.45
	The Total	388	100.00
Type of Job	Academic	216	55.67
	Administrative	172	44.33
	The Total	388	100.00
Gender	Males	263	67.78
	Females	125	32.22
	The Total	388	100.00
Age Group	30 years and less	69	17.78
	From 30-less than 40	180	46.39
	From 40 – less than 50	94	24.23
	50 years and over	45	11.60
	The Total	388	100.00
Years of Service	Less than 5 years	57	14.69
	From 5 to less than 10	185	47.68
	From 10-less than 15	112	28.87
	From 15 or more	34	8.76
	The Total	388	100.00

Study Variables		The Number	Percentage
Qualification	High School	0	0.0
	Bachelor's	172	44.33
	Master's	120	30.93
	Ph.D	96	24.74
	The Total	388	100.00

Table 2. Distribution of study sample members according to study variables

Fourth: Data Collection Tools: The researcher used the interview as a tool for collecting data to ensure the existence of the problem under investigation. He also constructed a questionnaire in which the number of items in the first scale, servant leadership, was (24) items, and the second scale, organizational impression management, was (20) items, and he gave each item a weight listed according to a five-point scale (Very Low, Low, Medium, High, Very High) The following weights were given (5, 4, 3, 2, 1). The scores of the study sample members are limited to between (24, 120) for the servant leadership scale and (20, 100) for the management scale. Organizational impression.

Validity of the scale: The researcher verified the validity of the scale in two ways:

1. **Honesty of arbitrators:** The scale was presented in its initial form to a group of specialized professors working in Palestinian universities, where they expressed their opinions and observations about the suitability of the scale's items, the extent to which the items belong to the scale, as well as the clarity of their linguistic formulations. In light of those opinions, some items were excluded and others were modified.
2. **Internal consistency validity** the validity of the internal consistency of the scale was verified by applying the scale to an experimental sample consisting of (30) individuals outside the real study sample distributed among the three universities under study. The Pearson correlation coefficient was calculated between each item of the scale and the total score of the dimension, and a correlation coefficient was calculated. Pearson, using the statistical program (SPSS).

A. Servant Leadership Scale:

#	The Dimension	Correlation Coefficient	The Dimension	Correlation Coefficient	The Dimension	Correlation Coefficient	The Dimension	Correlation Coefficient
1		.857**		.564**		.849**		.773**
2		.898**		.816**		.870**		.647**
3		.855**	Concern For Subordinates	.770**	Emotional Containment	.922**	Community Service	.774**
4	Empowerment	.798**		.826**		.885**		.900**
5		.868**		.672**		.897**		.758**
6		.893**		.743**		.891**		.738**

**tabular t at degree of freedom (28) and at significance level (0.01) = 0.463

*The tabular t has a degree of freedom (28) and a significance level of (0.05) = 0.361

Table 3. The correlation coefficient of each item of servant leadership with the total score of the dimension

Table (3) shows that the correlation coefficients between each item of the dimension and the total score of its items are significant at the level of significance (0.01, 0.05), and the correlation coefficients ranged between (0.564-0.922), and thus the items of the scale are considered true to what they were designed to measure.

B. Organizational impression management scale:

#	Correlation Coefficient	#	Correlation Coefficient
1	.866**	11	.848**
2	.723**	12	.915**
3	.912**	13	.879**
4	.873**	14	.727**
5	.907**	15	.860**
6	.886**	16	.832**
7	.848**	17	.886**
8	.620**	18	.850**
9	.871**	19	.790**
10	.808**	20	.856**

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**tabular t at degree of freedom (28) and at significance level (0.01) = 0.463
*The tabular t has a degree of freedom (28) and a significance level of (0.05) = 0.361

Table 4. The correlation coefficient of each item of organizational impression management with the total score of the scale

Table (4) shows that the correlation coefficients between each item of the scale and the total score of its items are significant at the level of significance (0.01), and the correlation coefficients ranged between (0.620-0.915), and thus the items of the scale are considered true to what they were designed to measure.

Reliability of the two scales: The researcher took steps to ensure the stability of the two scales after applying them to members of the experimental sample in two ways, namely split-half and Cronbach's alpha coefficient.

Split-Half Coefficient method the scores of the experimental sample were used to calculate the stability of the two scales using the split-half method, where the score of the first half of each of the two scales was calculated, as well as the score of the second half of the scores, by calculating the correlation coefficient between the two halves, then the length was adjusted using the Spearman-Brown Coefficient. See table (5).

#	Dimensions	Number Of Paragraphs	Link Before Modification	Stability Coefficient After Modification
	Empowerment	6	0.926	0.960
	Concern For Subordinates	6	0.845	0.916
	Emotional Containment	6	0.888	0.941
	Community Service	6	0.764	0.866
The Total Score For The Servant Leadership Scale		24	0.891	0.943
The Total Score For The Organizational Impression Management Scale		20	0.898	0.946

*The Guttmann equation was used because the two halves are not equal

Table 5. Correlation coefficients between the halves of each of the two scales before modification and the reliability coefficient after modification

It is clear from Table (5) that the reliability coefficient for servant leadership reached (0.943) and for the organizational impression management scale (This indicates that the

two scales have a high degree of reliability that reassures the researcher in applying them to the study sample.

Cronbach's alpha method: The researcher used another method of calculating reliability, which is the Cronbach's alpha method, in order to find the reliability coefficient of the two scales. He obtained the value of the alpha coefficient for each of the two scales, and Table (6) shows this:

#	Dimensions	Number of Paragraphs	Cronbach's Alpha Coefficient
	Empowerment	6	0.948
	Concern For Subordinates	6	0.902
	Emotional Containment	6	0.964
	Community Service	6	0.934
The Total Score For The Servant Leadership Scale		24	0.977
The Total Score For The Organizational Impression Management Scale		20	0.969

Table 6. It shows Cronbach's alpha coefficients for each of the two scales

It is clear from Table (6) that the reliability coefficient for servant leadership reached (0.977) and for the organizational impression management scale (This indicates that the two scales have a high degree of reliability that reassures the researcher in applying them to the study sample.

Fifth: Statistical Criterion: the following statistical criterion was adopted to determine degrees of approval:

Approval Level	Category Boundaries		Relative Weight	
	From	To	From	To
Very Low	1.00	1.79	20.00	35.99
Low	1.80	2.59	36.00	51.99
Medium	2.60	3.39	52.00	67.99
High	3.40	4.19	68.00	83.99
Very High	4.20	5.00	84.00	100.00

Table 7. Levels of approval of the paragraphs and topics of the study.
Results

Answer to the First Question:
Q1-1: What is the reality of servant leadership in private Palestinian universities?
To answer this question, the researcher used averages and percentages, and Table (8) shows this:

#	Dimensions	Average	Standard Deviation	Relative Weight	Ranking
	Empowerment	3.940	0.780	78.81	2
	Concern For Subordinates	3.756	0.800	75.12	4
	Emotional Containment	3.779	0.858	75.58	3
	Community Service	4.029	0.706	80.58	1
	The Total Score For The Servant Leadership Scale	3.876	0.718	77.52	

Table 8. Means, standard deviations, and relative weight of the scale dimensions, as well as their ranking

It is clear from Table (8) after community service it ranked first with a large relative weight of (80.58%).The researcher attributes this result to the fact that the main objectives of the work of universities are represented by three main objectives, which are "providing educational service, scientific research, and community service." And if the employees are convinced at this level, this indicates the employees 'conviction of the importance of connection with society and providing the necessary services to it, because society it is the main incubator for those who benefit from the university's services, and achieving the university's goals will only be achieved through its interaction with society. This result is consistent with the results of the study (Khan, at al, 2023), which showed that servant leadership affects the rules of society.

As for after empowerment. It ranked second with a large relative weight of (78.81%). The researcher attributes this result to the fact that the required work tasks are specialized tasks, and the university work leadership is keen to empower and qualify employees skillfully and functionally so that they are able to accomplish the required work tasks competently and efficiently. This result agreed with the result of the study (Al-Sawalhi et al., 2023), which emphasized the equality of authority and responsibility when delegating powers.

As for After emotional containment It ranked third with a large relative weight of (75.58%).This is a somewhat exaggerated result, as private universities can easily replace emotionally unbalanced employees, compared to public or private universities, in exchange for achieving their organizational goals and interests. This result is consistent with the result of the study (Khan, at al, 2023).

Or after caring for subordinates .It was ranked fourth with a large relative weight of (75.12%). According to the researcher's opinion, this result is logical and acceptable, based on the fact that this percentage of employees feel their leadership's interest in working with them, and that this interest can be reflected positively on the university's work outcomes and contribute to achieving its goals. This result is consistent with the result of a study
The overall score for servant leadership received a large relative weight of (77.52%).Al-Sawalhi, et al., 2023) which proved Officials' practice of servant leadership was high (73.38%).

Answer to the Second Question:
Q1-2: What is the level of organizational impression management in private Palestinian universities?

#	Paragraph	Average	Standard Deviation	Relative Weight	Ranking
1	Management leaves a positive impression of its excellence in work among employees	4.062	0.839	81.24	4
2	The administration highlights its strengths to convince employees of its good leadership of the university	4.126	0.818	82.53	1
3	Management cares about the interests of employees to show them that they are ideal	3.830	0.957	76.60	14
4	Management listens for a long time to the problems of employees at work	3.832	1.019	76.65	13
5	Management embodies the ideal behavior for employees	3.791	1.123	75.82	17
6	The administration provides wide spaces for dialogue with employees to develop the work of the university	4.003	0.979	80.05	6

#	Paragraph	Average	Standard Deviation	Relative Weight	Ranking
7	Management makes employees feel in different ways its great cognitive and professional capabilities	3.995	1.029	79.90	7
8	The university administration is very interested in community service	4.013	1.028	80.26	5
9	Management feigns inability to gain sympathy and employ employee creativity	3.601	1.215	72.01	20
10	Management does everything in its power to achieve employee satisfaction	3.789	1.091	75.77	18
11	Management informs employees of its achievements with the aim of improving their attitudes towards it	3.918	0.956	78.35	11
12	Management strives to be compatible with employees in their intellectual orientations	3.956	0.929	79.12	9
13	Management focuses more on absenteeism than intimidation of employees	3.822	1.020	76.44	16
14	The administration gives both students the opportunity to represent the university in front of the local community	4.062	0.848	81.24	3
15	Management publishes information that increases employees' positive awareness of it	3.946	0.932	78.92	10
16	Management is concerned with the psychological and physical safety of employees	3.827	1.053	76.55	15
17	Management avoids conflicts with employees to gain their sympathy and friendliness	3.760	1.115	75.21	19

#	Paragraph	Average	Standard Deviation	Relative Weight	Ranking
18	The administration constantly communicates its relationships with important individuals and institutions in the community	3.961	0.890	79.23	8
19	Management has the sympathy of its employees in different ways	3.832	1.052	76.65	12
20	The administration encourages employees to network with components of the local community	4.106	0.849	82.11	2
The Total Score of The Scale		3.912	0.773	78.23	

Table 9. shows the means, standard deviations, and relative weight of each item of the Organizational Impression Management Scale, as well as their ranking

It is clear from Table (9): that the highest item in the scale was paragraph (2), which stated: "The administration highlights its strengths to convince employees of its good leadership of the university." It ranked first with a large relative weight of (82.53%). This is a logical result from the researcher's point of view. If the employees are convinced that their leadership and officials are strong and their level of performance is high and good, then they will follow them, implement their directives, and achieve a state of positive integration with them, and vice versa. Leadership for the employees is considered a role model.

The lowest item in the scale was paragraph (17), which stated, "Management avoids conflicts with employees in order to gain their sympathy and affection." It ranked nineteenth with a large relative weight of (75.21%). The researcher attributes this result to the fact that conflicts with employees reflect negatively on the public interest. For the university, considering that the employees represent the personality of the university before the community, and gaining their sympathy and achieving their satisfaction will achieve these employees adopting the bright and positive face of the university and transferring it to the surrounding community, gaining positive individual and group relationships that benefit the university.

While the total score of the scale received a large relative weight of (78.23%). The researcher attributes this result to the fact that the prevailing organizational culture in private universities is controlled by the universities 'senior management, and that the university administration seeks to influence the perceptions and perceptions of its employees towards them and towards those universities, in a way that ensures the drawing

of a positive mental image, through controlling their cognitive and sensory inputs. . This result is consistent with the results of the study (Edeh, at all, 2023

Answer to the Third Question:

Q1-3: Is there a statistically significant effect at the level of ($\alpha \leq 0.05$) Servant leadership in managing the organizational impression of employees in private Palestinian universities? To answer this question, the researcher formulated the following hypothesis:

Ho1: There is no statistically significant effect at the level of ($\alpha \leq 0.05$) Servant leadership in managing the organizational impression among employees in private Palestinian universities.

To verify this hypothesis, the researcher used the multiple regression coefficient, and Table (10) shows this:

Independent Variables	Regression Coefficients	Standard Error	Standardized Regression Coefficients Beta	T Value	Probability Value Sig.	Significance Level At (0.05)
Constant	0.556	0.126		4.425	0.000	function at 0.01
Empowerment	0.378	0.060	0.382	6.262	0.000	function at 0.01
Concern For Subordinates	0.099	0.058	0.103	1.709	0.088	Not statistically significant
Emotional Containment	0.322	0.047	0.357	6.917	0.000	function at 0.01
Community Service	0.069	0.049	0.063	1.405	0.161	Not statistically significant
ANOVA						
F Test Value		233.053	Probability Value			0.000
The value of the adjusted interpretation coefficient R2		0.706				

Table 10. Multiple regression analysis (Servant Leadership and Organizational Impression Management)

It is clear from Table (10) that the multiple regression model to represent the effect between servant leadership and organizational impression management is statistically significant, as the calculated F value reached (233.053), and that "organizational impression management" explains (70.6) of the changes due to the influence of servant leadership, which is a large percentage, and the rest (29.4) of the changes are due to other variables. This is a logical and acceptable result from the researcher's point of view, as he attributes it to the fact that the quality of leadership practiced in universities has a role in shaping the awareness and perception of employees towards the university and towards them, and that this leadership, by directing the material and moral inputs of employees, can shape the features of the mental image that it seeks towards itself and towards the university. In general. This result is consistent with the results of the study (Edeh, at al, 2021), which proved that organizational impression is affected by employee satisfaction.

There is a significant positive effect for the empowerment dimension, as the Beta value reached (0.382), and the "T" value reached (6.262). It is a statistically significant value, and therefore it is clear that there is a statistically significant effect between empowerment and organizational impression management. The researcher attributes this result to the fact that the targeted training programs provided by the university leadership to employees with the aim of qualifying them and increasing their skills, provide them with new intellectual and applied knowledge, through which confidence can be strengthened between superiors and subordinates at the university, and also determine the employees 'convictions and orientations towards the tasks they will accomplish. This result is consistent with the results of the study (Al-Sawalhi et al., 2023), which demonstrated the necessity of equal authority and responsibility when delegating powers to employees.

There is no significant positive effect for the dimension of caring for subordinates, as the Beta value reached (0.103) and the "T" value reached (1.709). It is a value that is not statistically significant, and therefore it is clear that there is no statistically significant effect between caring for subordinates and managing organizational impression.

The researcher believes that this result is illogical, as caring for subordinates would achieve their satisfaction with officials and the university in general, and that caring for them would reflect positively on their level of performance towards achieving the university's goals. This result is consistent with the results of the study (Qaoud and Wahba, 2023), which focused on enhancing the personal well-being of employees and working to solve their problems.

There is a significant positive effect for the emotional containment dimension, with the Beta value reaching (0.357) and the "T" value reaching (6.917). It is a statistically significant value, and therefore it is clear that there is a statistically significant effect between emotional containment and organizational impression management. The

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researcher attributes this result to the fact that emotional interest takes the aspect of privacy for each worker himself, and that emotional participation and officials 'feeling of subordinates 'feelings achieves a state of positive interaction and integration at work, increases the level of employees 'conviction and awareness of the positive aspects of officials, and generally expresses the university's interest in employees 'feelings.
This result is consistent with the results of the study (Khan, at al: 2023).

There is no significant positive effect for the community service dimension, as the Beta value reached (0.063) and the "T" value reached (1.405). This value is not statistically significant, and therefore it is clear that there is no statistically significant effect between community service and organizational impression management. The researcher attributes this result to the fact that private universities care about achieving their interests before the interests of the surrounding community, and that serving the community may entail large costs the university can harness in areas of expansion and investment that are feasible for it, which the employees do not interact with directly, and that external dealings with the community are limited to The university's senior leadership, and does not affect the employees' impressions, whether related to the university's work leadership or the university itself. This result differs from the results of the study (Talat, at all, 2022

Answer to the Fourth Question:
Q1-4: Are there differences in the responses of sample members towards both servant leadership and organizational impression management among employees at private Palestinian universities according to the variables: (University Name, Type of Job, Gender, Age Group, Years of Service, and Academic Degree)?

To answer this question, the researcher formulated the following hypothesis:
Ho2: There are no statistically significant differences at the level of ($\alpha \leq 0.05$) in the responses of sample members towards both "servant leadership and organizational impression management" among general staff at private Palestinian universities according to the variables: (University Name, Type of Job, Gender, Age Group, Years of Service, And Academic Degree).

To verify the validity of the hypothesis, a multiple analysis of variance test was used to identify the differences between servant leadership and organizational impression management with several demographic independent variables, as shown in Table (11):

The Scale	Source	Sum of Squares	Degrees of Freedom	Mean Squares	F Value	Significance Level. Sig
Servant Leadership	University Name	44.036	2	22.018	54.585	0.000
	Type of Job	0.027	1	0.027	0.052	0.819
	Gender	0.999	1	0.999	1.944	0.164
	Age Group	0.259	3	0.086	0.166	0.919
	Years Of Service	0.015	3	0.005	0.010	0.999
	Academic Degree	0.154	2	0.077	0.149	0.862
	The error	45.178	300	0.151		
	Total	6028.625	388			
Organizational Impression Management	University Name	23.991	2	11.996	22.302	0.000
	Type of Job	0.125	1	0.125	0.208	0.648
	Gender	1.277	1	1.277	2.144	0.144
	Age Group	1.557	3	0.519	0.868	0.458
	Years Of Service	3.810	3	1.270	2.146	0.094
	Academic Degree	0.804	2	0.402	0.672	0.511
	The Error	62.767	300	0.209		
	Total	6167.710	388			

Table 11. The results of multiple variances show differences in the variables of University Name, Type of Job, Gender, Age Group, Years of Service, and Academic Degree on the total score of the scale of servant leadership and organizational impression management.

It is clear from Table (11) that the significance level of the differences for all demographic variables was greater than the acceptable significance level of (0.05), which indicates. The researcher attributes this result to the fact that the work system in the universities under study is similar. The types of jobs are almost uniform, such as "administrative jobs, academic jobs, and service jobs." Males and females also work in university jobs, and their ages, years of work service, and job grades at the university are also different, but they are They work in very similar work environments and with a very similar organizational and

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societal culture, so the researcher believes that this result is logical, as their responses to the reality of servant leadership and to the organizational impression were in the same direction. The level of significance of the differences for the variable "university name" was smaller than the acceptable level of significance, which is (0.05), which indicates that there are statistically significant differences in the average total score of the scale of servant leadership and organizational impression management, and to determine the direction of the differences, the researcher used the Scheffé posttest, and Table (12) shows this:

Servant Leadership		Israa University	Gaza University	University of Palestine
		4.269	3.333	3.687
Israa University	4.269	0		
Gaza University	3.333	*0.936	0	
University Of Palestine	3.687	0.582	0.354	0
Organizational Impression Management		Israa University	Gaza University	University of Palestine
		4.150	3.348	3.854
Israa University	4.150	0		
Gaza University	3.348	*0.802	0	
University of Palestine	3.854	0.296	0.506	0

*Function at 0.01

Table 12. The Scheffé test shows that this is due to University Name variable
It is clear from Table (12) that there are differences between Israa University and Gaza University in favor of Israa University, and no differences were evident in the other universities. The researcher attributes this result to the fact that Israa University, with all its components, follows a specific political orientation. All levels of leadership in it are committed to this orientation, and are obligated to influence its employees by adopting that orientation and working in accordance with its teachings. Accordingly, the university's leadership finds that it directs sensory and non-sensory inputs so that employees interact with them with the aim of building an image. A certain mentality about themselves and the university. The organizational impression of the employees at Israa University is governed by these directed inputs. This does not exist at Gaza University.

CONCLUSIONS

The results of the study showed that the practice of servant leadership occurred at a high rate of (77.52%). And that management level Organizational impression. It came with a large percentage of (78.23%). It has been proven that there is an effect of the two dimensions of servant leadership (Empowerment and Emotional Containment) in managing organizational impression by a large percentage of (70.6%), but the effect of the two dimensions (Concern for Subordinates and Community Service) has not been proven.

The results showed that after "Community Service" It had a large relative weight of (80.58%). And after "Empowerment" It came with a large relative weight of (78.81%). And after "Emotional Containment It had a large relative weight of (75.58%). And after "Caring for subordinates, it came with a large relative weight of (75.12%).

As proven by the results that he is Nothing Differences in the responses of the subjects towards (servant leadership and organizational impression management) according to the variables (Type of Job, Gender, Age Group, Years of Service and Academic Degree) however, it was confirmed according to the "university name" variable between Israa University and Gaza Universities and was in favor of Israa University.

Recommendations
Caring for subordinates in clear and specific ways that they can perceive and feel.
Connecting subordinates mentally with the services the university provides to society to create an integrated awareness among them.

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