

Systematic Literature Review Teori Servant Leadership

Asmirin Noor¹, Gunawan Wibisono², Tri Cicik Wijayanti³

¹Sekolah Tinggi Ilmu Ekonomi Surabaya

²Sekolah Tinggi Ilmu Ekonomi Surabaya

³Universitas Gajayana Malang

Emails :

asmirin.noor@stiemahardhika.ac.id

wawanbison1@gmail.com

cckwijayanti@gmail.com

Abstraction

One of the important points here is that Servant leadership begins with the leader. In short, a leader can carry out Servant Leadership with a genuine passion for being at the forefront of service. In other words, leading by example is also an important factor in the success of the Servant leadership model. This article describes and explains, based on the Systematic Literature Review (SLR) approach regarding Servant Leadership providing management knowledge that stimulates the good performance of all employees by increasing the facilitation of responsibility, participation, and allocation of all individuals is one of the characteristics of employee company leadership performance. This article recognizes that building on the review in the description of Servant Leadership.

Keywords: Systematic Literature Review and Servant Leadership

Introduction

According to Descartes (in the book *Management and Leadership*, 2012), Leadership is based on a comprehensive social influence process in behavioral forms. Indications of success in economics, politics, and organizational systems are based on effective and efficient guidance from the construction of Leadership. Descartes also mentions that an important factor in understanding the success of an organization finally gives rise to a perception in the form of a theory, namely identifying its Leadership. Leadership is based on a skill used to influence followers in an organization to form an efficient and effective work environment by meeting specific goals identified based on assumptions in the common good. Further identification is in the form of the assumption that leaders with expertise and prowess in showing their members in raising the vision of an organization that builds and organizes the mass in guiding for the achievement of his vision. According to Rosseau (1858), the most important part of building an organization is the psychological influence on the generation of leading success. It is explicit that the leader tries to protect and jointly build on the nature of Leadership so that the leader determines the direction in which the organization is headed.

According to Rousseau (1858), the basis of leadership theory can be assumed to explain and regulate the complexity of the nature of Leadership and determine policies based on the nature and form of its consequences. The development of leadership theory increasingly directs that there is implicit relativity in the form of leadership ethics and development, which is associated with the morality of Leadership based on the field of the organization. Thus, Servant Leadership emerged as the development of theories related to the forms of morality, ethics, and virtue in the realm of public service. The emphasis on Servant Leadership theory, based on the writings of Robert K. Greenleaf (1970), focuses on organizations in the field of public service, recognizing that organizations are created from people who develop a shared form of morality. An organization forms a unified perception based on the nature and identification of serving and solving an issue together. The theory of Servant Leadership written by Greenleaf (1970) is still relevant and has received full attention from several scientific publications as one of the theoretical reviews in identifying forms of Leadership, especially in the perspective of government democracy. Other writings such as Max Depree (1989), Stephen Covey (1990), Peter Senge (1989), and Margaret Wheatley (2005) have in common in conceptualizing Servant Leadership that Leadership as a form of morality in life has slowed down in development the specifics of Servant Leadership. The criticism raises that the dynamic theory of Servant Leadership is very difficult to operationalize because most research underlies that Leadership is only stagnant without any specific measurement tools.

In this article, Servant Leadership theory will be identified by utilizing a systematic literature review (SLR) based theory study involving several findings from a leadership perspective involving the synthesis of mechanisms from outcomes and impacts. The SLR approach in reviewing Servant Leadership is still lacking, and the need for further empirical investigation in finding the context of Servant Leadership and the organization being led. The research questions in this article are (1) What is the description of Servant Leadership in the empirical integration of antecedents? Fous

in this article will summarize hierarchically from above based on the history of the formation of Servant Leadership theory with a review as a form of discussion on theory development in identifying new research area sectors. Furthermore, a summary method based on the results of articles obtained on the SCOPUS portal (www.scopus.com) as a credible portal that has been indexed internationally as a review of methodological contributions in the field of management science in identifying research results systematically and holistically. So that in the future, we can implement Servant Leadership theory in new research object areas.

Method

Search terms

The keyword Servant Leadership is the basis for searching the Scopus database. Database collection, We do not use a year limit. This development of research on resilience, in addition to wanting to know how the literature has evolved from grand theory to the latest research data, allows us to analyze overall research trends over time. We also choose the highest citation category with a Q1 scoring index in this case.

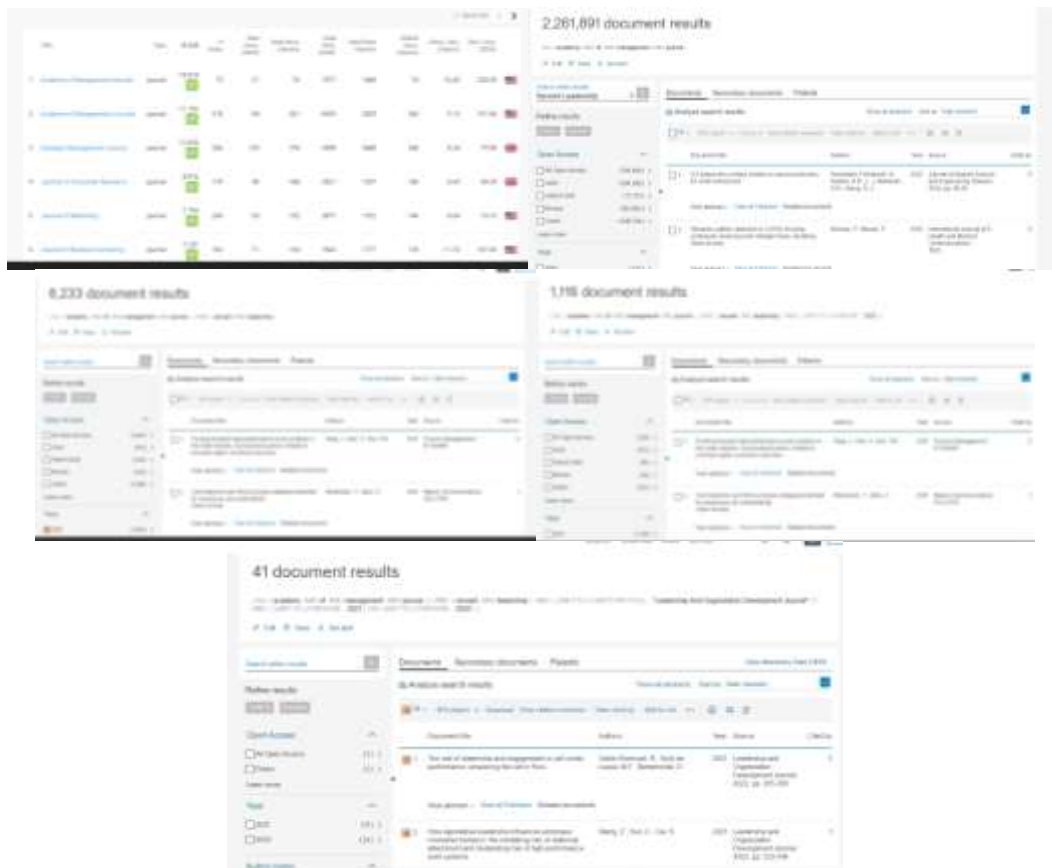
Inclusion and exclusion criteria

The procedure for improving the capability literature review is expected to understand the components that add to the creation and implementation of Human Resources in mechanical, hierarchical, and market development. Knowing the details of the business sector is proper internationalization through different modalities, sending, authorization, diversification, joint ventures, and direct foreign speculation. The executive framework is established as a regular occurrence of the organizational cycle by recognizing how to create and oversee casual organizations identified with accomplices and state regulations with educational enhancements.

Study selection process

Figure 1: Study Selection Process

Source: (Self-Processed)



The literature study collected this data from the subject area based on the Scopus search (www.scopus.com). To see the bibliometric relationship on an object, it is necessary to analyze the subject of the document. Scopus has provided material about the algorithm and will be analyzed in depth.

This study uses search keywords taken from a total of 41 articles. This process is carried out to ensure that nothing is missed, not only in articles that use the term Entrepreneurship skills. The initial search results on the Scopus database with searches using the words Servant Leadership, Academy Management Journal obtained 8,239 articles (n = 8239). The next step is to limit the database search on Scopus to 2021 so that we get 1116 articles (n = 1116). To make it easier for us to get references, we limited our search to Q1 indexed articles, and we managed to get 41 articles (n = 41). Of the 41 articles, we will explore the contents of the articles as our reference for conducting a literature review. The next step is to read and code all the remaining articles.

Characteristics of included studies

Bibliometrics, as one of the literature review methodologies, has a special analytical handler (Zupic & Ater, 2015). The bibliography is associated with the same literature link and has similarities in research. Description of the document at least one document that is related to other documents and can be linked indirectly (Zupic & Ater, 2015). A practical perspective is that the references are listed together in the reference list and are referred to as bibliographic pairs (van Eck & Waltman, 2014). The number of accompanying documents has the same coupling strength or trend. The more related documents, the greater the frequency of bibliographic links and the higher the pairing strength between documents.

The relationship between bibliographic or bibliometric pairs is based on three document subject relationships: bibliographic pairs, co-citations, and document subjects (Mongeon & Paul-Hus, 2016). After connection, there will be a description, namely:

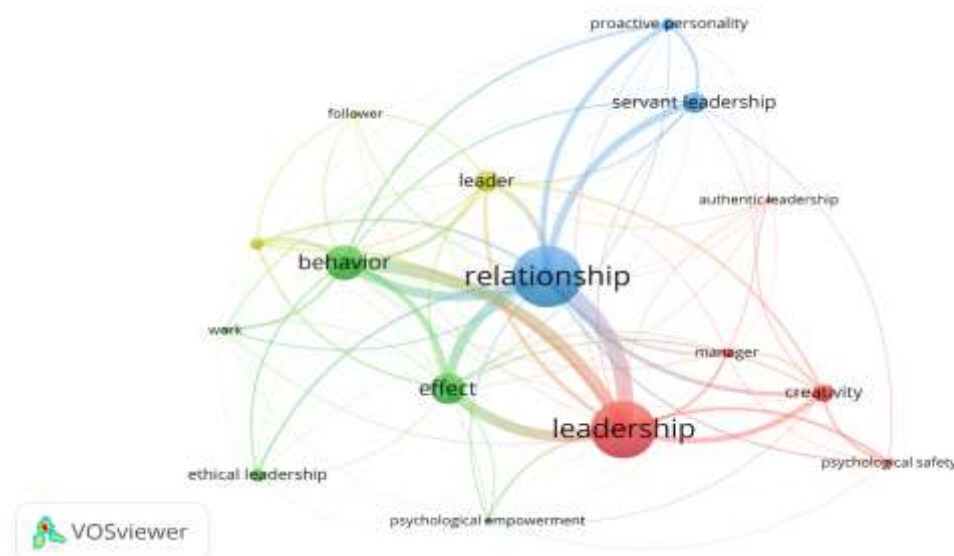
1. The higher the frequency/strength in the bibliographic pair, the closer the subject relationship between the two documents is.
2. The higher the co-citation frequency, the closer the subject relationship between the two documents is.
3. The higher the frequency/strength of the bibliographic pair, the higher the co-citation.

The literature study collected this data from the subject area based on the Scopus search (www.scopus.com) (Mongeon & Paul-Hus, 2016). To see the bibliometric relationship on an object, it is necessary to analyze the subject of the document. Scopus has given the subject of the algorithm provided and will be analyzed in more depth based on the VosViewer tool (van Eck & Waltman, 2014).

The literature study collected this data from the subject area based on the Scopus search (www.scopus.com). To see the bibliometric relationship on an object, it is necessary to analyze the subject of the document. Scopus has provided material about the given algorithm and will be analyzed more deeply based on the VosViewer helper

Figure 2: Vosviewer

Source: (Self-Processed)



This systematic approach is carried out to identify, select, and assess the relevant literature. This systematic process is reproducible, objective, transparent, unbiased, and rigorous. The initial process carried out in this study was to conduct a complete literature search using We. This was done because the Scopus database has a wider data coverage than other databases, and SCOPUS has stricter methodological criteria for database coverage.

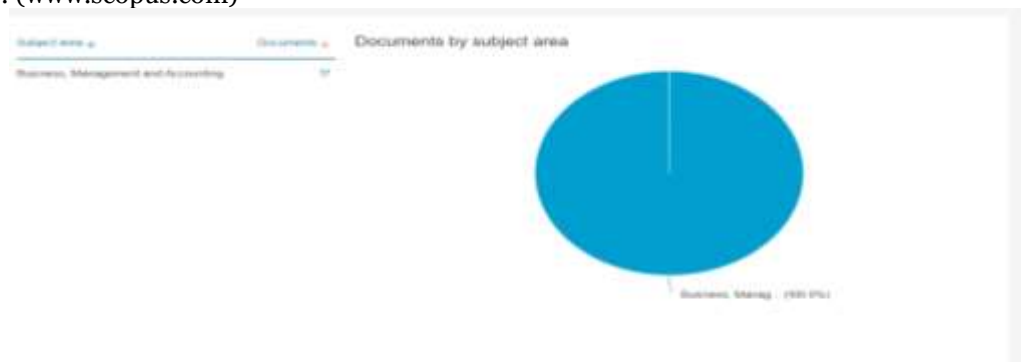
The keyword Servant Leadership is the basis for searching the Scopus database. The database collection does not use a year limit. The development of this research on resilience, in addition to wanting to know how the evolution of the literature from grand theory to the latest research data on Servant Leadership, allows us to analyze overall research trends from time to time. In this case, we also choose the highest citation category.

Each article is in-depth, then initial coding is carried out by identifying definitions and conceptualizations of Leadership as a theoretical reference, the level of analysis of the research objectives and questions as well as the methods used and the results and conclusions, and the main research findings. In this case, the emphasis is on three dimensions - drivers, processes, and outcomes - with several sub-codes for each dimension.

The picture above shows the development of journal publishing in 2021, the development of Servant Leadership research which is increasing, namely in 2005 which increased to its peak in 2021, the number of articles discussing Leadership is still relatively small even though this theme is very important. In the face of recent global changes.

Figure 3: Document by Subject

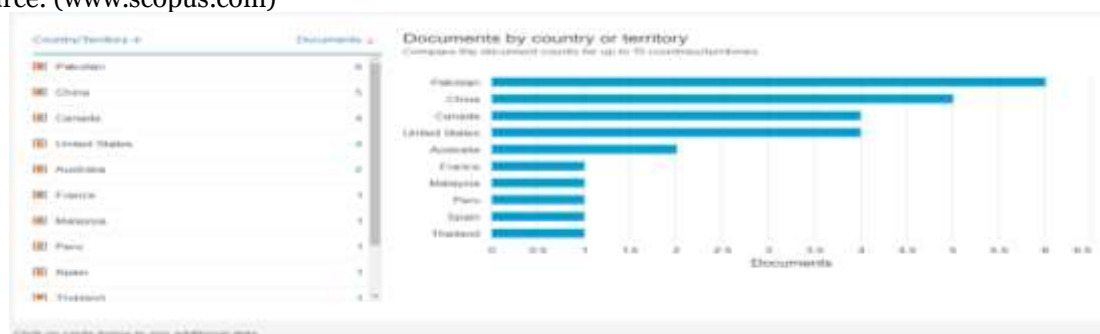
Source: (www.scopus.com)



Furthermore, the picture shows Servant Leadership by field of study, where the largest number of research is in the business and management fields, which is 100% of the total research published in the Academy Management Journal.

Figure 4: Document by Country per Territory

Source: (www.scopus.com)



Research on Servant Leadership is mostly done in Pakistan. The keyword Servant Leadership has been widely used in research or articles related to Keyword Servant Leadership with index Q1.

A company with human resources and great potential, but if the company does not have managers who have the skills, it will not be able to use its employees or resources effectively. The company cannot maintain its capabilities in the long term (Chaudhary et al., 2014). Therefore, the capability is one of the important strategies for the continuity and competitive advantage of the company (Ziemba et al., 2011).

Based on the above perspective, the business capability is related to human resources if human resources have the management ability to become a manager who can manage finances and

market skills in supporting the achievement of company goals and will achieve the desired results (Bayarçelik & Taşel, 2018).

Table 1: Document per year by Source

Source: (*www.scopus.com*)

Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Total Published	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	24

Attributes of Servant Leadership

The differentiated attributes are why building a Servant Leadership development model appropriate to the size. Specializing in Servant Leadership skills incorporates specific talent ideas, techniques, and work arrangements. Servant leadership system to accept in the organization, quantify the scope and determine the main goals and capacity to complete important choices in organizational settings on leadership skills in different subjects. Therefore, visionaries in Servant Leadership must increase organizational success targets, which incorporate techniques to be applied by the organization, additional items and benefits, company overview, executive framework, and formal and casual design of the organization.

Table 2: The Executive Frameworks by per Keyword

Source: (*Self-Processed*)

No.	Keyword	Author
1	<i>Servant Leadership</i>	[1], [4], [9], [17], [15], [21], [23], [24], [29], [28], [32], [35], [37] [33], [38], [41]
2	<i>Transformational Leadership</i>	[10], [14], [18], [27], [38], [40], [6], [12], [13]
3	<i>Authentic Leadership</i>	[16], [17], [20], [25], [33]
4	<i>Creativity</i>	[3], [7], [16], [22], [5]
5	<i>Ethical leadership</i>	[2], [11], [19], [39]
6	<i>Psychological Empowerment</i>	[3], [11], [14]
7	<i>Psychological Safety</i>	[3], [26], [28]
8	<i>Work Engagement</i>	[4], [8], [21]

As support in understanding Servant Leadership theory, this article will provide an empirical preview in investigating Servant Leadership. A comprehensive empirical study exploring Servant Leadership's theory in determining the Leadership of an organization provides a gap based on the context of the findings in the research results. The emergence of criticism in the review of Servant Leadership theory provides a critical assessment that there is a gap in the adoption of Servant Leadership theory. The need for specification and additional identification in forming a review of the theory of Servant Leadership provides a systematic organization in the specified literature.

The use of Servant Leadership theory, both quantitative and qualitative approaches, must critically examine the object of research in the form of a traditional narrative. This raises a gap, especially in management science, due to long adoption and requires theory in other disciplines to narrow research bias. The preview is that the organizational context in the study provides an exception to the research focus on developing or testing a model that the Servant Leadership theory requires conceptualization in other scientific aspects as a measurement in research.

The framework of Servant Leadership

Figure 5: Framework

Source: (*Self-Processed*)

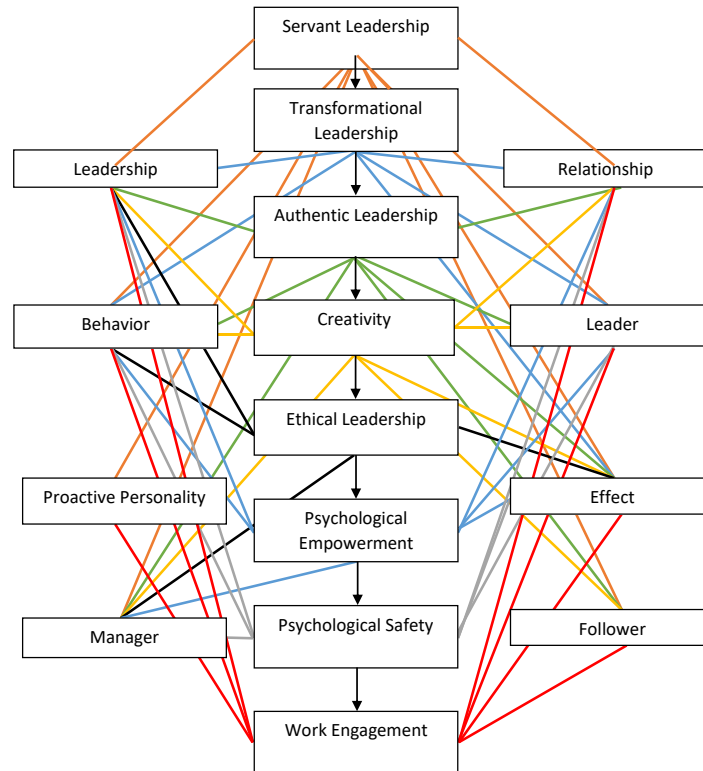


Table 3: Variables

Source: (Self-Processed)

Variable	Sub Variables
Servant Leadership	<ul style="list-style-type: none"> - Leadership - Relationship - Behavior - Leader - Proactive Personality - Effect - Manager - Follower
Transformational Leadership	<ul style="list-style-type: none"> - Behavior - Leader - Ethical Leadership - Work - Effect - Leadership - Psychological Empowerment - Relationship - Servant Leadership
Authentic Leadership	<ul style="list-style-type: none"> - Relationship - Servant Leadership - Leadership - Creativity - Manager - Behavior - Leader - Follower - Effect
Creativity	<ul style="list-style-type: none"> - Leadership - Authentic Leadership

	<ul style="list-style-type: none"> - Psychological Safety - Psychological Empowerment - Manager - Effect - Relationship - Behavior - Leader - Follower
Ethical Leadership	<ul style="list-style-type: none"> - Behavior - Leadership - Ethical Leadership - Work Engagement - Effect - Leadership - Manager
Psychological Empowerment	<ul style="list-style-type: none"> - Leadership - Psychological Safety - Creativity - Manager - Effect - Relationship - Behavior - Leader - Ethical Leadership - Working Engagement
Psychological Safety	<ul style="list-style-type: none"> - Leadership - Creativity - Manager - Psychological Empowerment - Effect - Relationship - Servant Leadership - Behavior - Leader
Work Engagement	<ul style="list-style-type: none"> - Behavior - Leader - Follower - Ethical Leadership - Effect - Leadership - Psychological Empowerment - Relationship - Servant Leadership - Proactive Personality

Discussion

Basic Theory of Servant Leadership

The definition of Leadership is the ability of a person to influence others by motivating them to work towards generally accepted goals and objectives. As a manager or leader, it is generally known that the leadership style practiced significantly impacts how the Behavior of employees/subordinates works to achieve a goal or goal. Leaders do more than just practice their skills. Even though he did, he also used influence to move others. Leaders must deal with all types of personalities, Behavior, and maturity of their subordinates in their roles. The Basic Theory of Servant Leadership, written by Robert Greenleaf (1970), defines that Leadership as based on the perception of service. A leader's basic instinct for conscientious service is to prioritize the needs of employees, recognize the honor and importance of value to others, and help others achieve common goals.

The concept of Servant Leadership as a leadership model was developed to overcome organizational crises in support of a holistic view of accepting customer-oriented orientation and bureaucratic aspirations [1]. Service-minded leaders need the training to achieve service and the doctrine that their choices are responsible for bureaucratic aspirations that influence the behavior of their members. In addition to influencing employee behavior, managers overcome complexity by

setting rules through formal planning, designing tight organizational structures, and monitoring results. You need to learn what kind of stuff you need. Servant Leadership is an implementation in management science with guidance and service in harmony with environmental interactions [17]. A servant leader is someone who has the power to serve and lead. More importantly, the two can be combined to reinforce each other. Therefore, the main feature distinguishing Servant Leadership from other leadership models is that the desire to serve precedes the desire to lead. In addition, people with leadership qualities become leaders. Employee leadership is a top priority for developing subordinates who add value to their customers but create customer satisfaction for sustainable success [9].

Transformational Leadership in Servant Leadership

Transformational Leadership is a set of actions that motivate followers to achieve performance that exceeds basic expectations by changing their attitudes, beliefs, and values. Transformational Leadership is described as a process in which leaders act as role models, foster creativity, provide inspirational motivation, and pledge to support and guide their followers. Track to achieve your organization's overall vision and goals. Transformative Leadership refers to an innovative leadership style in which leaders care about individuals, direct followers, and use traditional motivations to drive growth. In an organization within a company, leaders must be able to manage the resources available in the company. Therefore, the role of the leader is one of the most important things to encourage each employee's progress so that it can be useful for the company. Trace transformational leadership skills to motivate employees to be better than they can be; in other words, influence performance improvement, modulate motivation, inspire and influence rational Behavior and purposeful ideas [14]. You can increase the self-confidence and self-confidence of the subordinates you assign. Personal interests of customers and customers. Allows individual customers to express their concerns through intellectually stimulating Behavior. Second, organizational transformation leaders can facilitate an environment where organizational members interact and set common goals. In addition, transformational leaders can exchange ideas and find solutions to meet their organization's or business's needs. Second, according to Jyoti and Dev (2015), transformational Leadership helps followers by sharing information, increasing employees' vision, knowledge, skills, and learning efforts, thereby increasing creativity.

Furthermore, transformational leaders not only accept and promote new ideas but also share knowledge and encourage followers to think from different angles when looking for solutions to their problems [10]. Employees perceive that transformational leadership behavior is associated with better employee performance. Leadership assumes improving team performance by creating an emotional, goal-oriented team atmosphere. Leaders who use transformational Leadership can develop employees' creative thinking to achieve success, and leaders increase their engagement at work by developing the positive energy they need.

The impact of transformational Leadership has made followers more creative and innovative in carrying out implementation activities and the importance of the results achieved by doing hard work. Followers can recognize it. Identify common goals. In addition, transformational leaders can exchange ideas and find solutions to meet the needs of their organization or business [40]

Transformational Leadership in Servant Leadership helps followers by sharing information, enhancing employees' vision, knowledge, skills, and learning efforts, thereby enhancing creativity. Furthermore, transformational leaders not only accept and promote new ideas [6] but also share knowledge and encourage followers to think from different angles when looking for solutions to their problems.

Employees perceive transformational leadership behavior to be associated with better employee performance—transformational Leadership in Servant Leadership improves team performance by creating a goal-oriented and passionate team atmosphere. Leaders who use transformational Leadership can develop employees' creative thinking for success, and leaders increase their engagement by creating positive energy without needing it. The influence of transformational Leadership increases the creativity and innovation of followers in implementing implementation activities and the importance of the results achieved through hard work activities [13].

Authentic Servant Leadership in Servant Leadership

Leadership in the organization is very necessary for individuals in the organization. Therefore, a leader must be able to understand the behavior of members of his organization so that he can find the right leadership style for his organization. The only way to increase the effectiveness of leaders is to provide aspects of technical and conceptual skills [16]. Regarding individual skills, the effectiveness of management activities and their impact on organizational performance is highly dependent on the Leadership's sensitivity to using individual skills. These personal skills include the ability to understand individual and group behavior that contributes to organizational dynamics, the ability to modify behavior, the ability to understand and motivate, and the ability to understand

process awareness. The ability to understand the relationship between Leadership and the concept of political power in an organization, the ability to understand the sources of conflict and its negotiations, and the ability to build an ideal organizational culture, including the formation of effective communication [17].

Creativity is important for decision-makers, who can recognize and better understand problems, such as seeing problems that other people cannot. Nevertheless, in reality, many leaders are involved. A decision that ignores the Behavior of a good leader.

The high level of involvement is influenced by the extent to which the leader becomes a leader. The involvement of all staff in program management and participation in program preparation affects employee participation in each program. However, even though all leaders share the same basic goals, it is still important to understand that they are different individuals. So no wonder all leaders have different ways. This is what we usually call Leadership. Authentic Leadership has gained momentum and has been studied extensively based on the adoption of Servant Leadership theory and Spiritual Leadership. The concept of authentic Leadership was initially studied in the fields of sociology and education. Educational leadership context and scaled Seeman by adding new elements. In contrast to the initial emphasis on authenticity, authentic Leadership reflects the conceptual roots of positive psychology and emphasizes the development of more positive leadership traits [25].

Authentic Leadership is known to have a positive impact on organizational performance. The positive impact of authentic Leadership is known not only to increase the positive Behavior of leaders and followers as individuals and groups within the organization but also to reduce negative behavior. Authentic Leadership has been shown to positively impact employee leadership satisfaction, which can increase an organization's positive Behavior of an organization.

From the perspective of Servant Leadership, Authentic Leadership is relatively old (authentic Leadership emphasizes authenticity as an important trait of leaders that helps them become authentic through "self-awareness, self-acceptance, self-awareness, independence, and self-confidence," Behavior and relationships, promotion of authentic relationships with believers and their partners are supported by transparency, trust, integrity, and high ethical standards.[20]

Creativity in Servant Leadership

Creativity Leadership, or the nature of giving to employees, is expected to make a clear demand for fulfillment and fulfillment that is lacking in determining decisions [3]. It is expected that an employee who faces conflicting demands from a role will experience a lack of clarity about the best way to behave. Resilience can be understood as capacity building in an individual's ability to adapt to an issue.

The relationship between Creativity and Servant Leadership is a form of self-evaluation of quality results or self-esteem [5]. Creativity Leadership is also a model of positive feelings by giving expression to the individual. Individual satisfaction is a valuable thing, so it can be expected to respect other individuals. Personal relationships with low Creativity Leadership have superior characteristics with unstable feelings and. This relates to frequent self-rescue in response to an issue. There are three aspects of Creativity Leadership. Performance Creativity Leadership is an intellectual ability in an individual profession, which is related to performance, academic background, self-capacity, self-confidence, self-agency, and Creative Leadership in Servant Leadership. Social Creativity Leadership relates to individuals believing based on the perspective of other individuals [7]. Significance in understanding and respecting other individuals by shaping social ethics into high social creativity leadership. This Social Creativity Leadership will be opposite to feelings of worry with negative brand models towards other individuals.

Creativity Leadership in Servant Leadership is the development of Creativity Leadership. It is defined as a form of assessment based on self-perception, namely the results of their obligations and how appropriate they are in the position occupied by the individual. Creativity Leadership in Servant Leadership becomes a self-assessment as a form of good or bad action or artistry following the conditions. Cognitive on Creative Leadership in Servant Leadership becomes an illustration in self-assessment [22].

Creativity Leadership in Servant Leadership is the result of a derivative of cognitive, social theory that answers how the individual's perspective in assessing himself. Components are generally associated with individual Behavior, environment, and cognitive factors that have a high correlation. There is a classification that is broadly divided into two forms. Namely, Individuals who have high creativity tend to be selective and do all their obligations. Obligations such as heavy tasks will still be carried out despite high risks. Developing these activities and goals is a form of commitment to determining these goals. Individuals with high creativity leadership in Servant Leadership can feel satisfied with the achievement of success and perceive failure as a lack of harder effort and the need for skill improvement [17]. So that individuals in this group tend to be persistent and follow the procedures in each process. However, the opposite happens; if it is considered low, it can be classified

as individuals who doubt their ability to fulfill their obligations. Individuals classified as low in creativity leadership in Servant Leadership have high ideals, but aspirational applications are low and often avoid things that have the potential to fail. Trust that is felt lacking in nature cannot fulfill the desire to achieve achievement. Characteristics that are slow to improve and face failure will be pessimistic.

Creativity Leadership in Servant Leadership in self-belief in creative Leadership is not only through constructive argumentation on what is happening. Individual beliefs in individual abilities are determined by describing how individuals act, logical patterns, and emotional reactions in dealing with an issue. Four factors influence Creativity Leadership in an individual's Servant Leadership, among others: Determination of action is the first factor that becomes a source of Creativity Leadership in an individual's Servant Leadership based on actualizing a person's success in carrying out his obligations. The selection of actions or decisions can affect a belief beyond the ability of individuals and adaptive activities. Individual judgments are based on abilities or actions that are logical or thought patterns when faced with obstacles. In problem-solving, individuals who tend to be high in Creativity Leadership in their Servant Leadership can contribute failure to a lack of effort and determine a good systematic.

Furthermore, related to the results of logical patterns, individual psychological control, namely emotional reactions, must be balanced and able to respond to positive things in any way the issues are faced. Individuals with high Creative Leadership in Servant Leadership can control their emotions to stay well. Coping or problem-solving strategies of an individual academically influential individual in the face of an obligation to determine each step that is estimated to be a problem-solving strategy. From the academic level to the experience formed in Creative Leadership, high Servant Leadership can sort problem-solving strategies.

Ethical Leadership in Servant Leadership

The ethical climate is a topic that has attracted much attention from business ethics researchers [2]. Ethical Climate refers to a shared perception of an organization's policies, practices, and procedures, both formal and informal. An ethical climate is a type of organizational Climate that reflects employees' perceptions of the organization's ethical policies, practices, and procedures. Although there is evidence that perceptions of organizational Climate within an organization and its subunits or workgroups may have different climates, in this study, the ethical Climate was conceptualized as an organizational-level construct representing resentment towards employees' shared perceptions of the ethical corporate Climate. Since the Behavior of company employees is determined by the same company policies, procedures, and code of ethics, they tend to have the same perception of performance towards their ethical Climate. Furthermore, the company's ethical Climate determines its ethical values and Behavior and influences the ethics of its employees. Therefore, ethically, employees tend to be more affected by the organization's Climate than their work group's Climate [19].

Various organizations from various ethical climates characterize the ethical Climate. An ethical work climate is important because it greatly influences employees' Ethical Behavior. The efficiency of the ethical Climate becomes the perception of organizational practices and procedures embedded in the organization. An ethical work climate involves the perception of right or wrong in the organization's work environment and establishing norm values. Includes employee commitment to the company or organization and emotional level to play a role and serve its employees.

Ethics in the work climate is very important in organizations engaged in sales. Previous research has shown that the public has a low perception that the ethical standards of employees in the field of sales are below average [33]. Cardboard in the sales field faces this situation indirectly and creates a paradoxical dilemma in ethics. Paradoxical dilemmas in practice often arise when employees working without direct supervision are particularly vulnerable to behavioral and ethical neglect. Ethics in the work climate has pressures that have a quota quantity and impact employees to behave unethically.

Ethics in the work climate is based on organizational identification derived from derived social identification theory [33]. The opinion is that the classification of a group itself is based on social categories such as gender or religion [33]. An individual will identify its other members based on similar characteristics and have something in common. The nature of this kind of reaction will produce the same expression or Behavior and create an affinity group that belongs to the class order of ethical theory.

An individual in the process of becoming an organizational leader is based on the idea that the individual will adapt to the social environment by observing [25]. Individual values and Behavior will be seen from the results of these observations because they inadvertently lead to the construction of the individual's attitude through ethical guidance. Ethical leaders are likely to be a source of guiding credibility in attracting attention and modeling individual Behavior. An individual's greatest appeal to

perceived Leadership is power and status. Leadership will have authority because it can occupy a relative position and is followed by members of the organization. Of course, this is subjective and needs to be a moral characteristic [20].

Leadership ethics are very influential in the corporate environment. Charismatic style and giving value to organizational members are very important. However, the essence and essence of Leadership can be lost. Issues like this eventually become a form of prevention by focusing on ethics in the form of honest communication and leaving ethical messages. Ethical standards must be applied to a high degree and followed by members of the organization. The definition of punishment and reward is applied in the ethical leadership model as a reference in shaping the discipline of organizational members. A literature-based comparison between these concepts and theories can identify that situational influences and individual characteristics can increase the attractiveness and credibility of leaders. Leadership ethics is very influential in the corporate environment [2]. Charismatic style and giving value to organizational members are very important. However, the essence and essence of Leadership can be lost. Issues like this eventually become a form of prevention by focusing on ethics in the form of honest communication and leaving ethical messages. Ethical standards must be applied to a high degree and followed by members of the organization. The definition of punishment and reward is applied in the ethical leadership model as a reference in shaping the discipline of organizational members.

An individual in the process of becoming an organizational leader is based on the idea that the individual will adapt to the social environment with individual values and Behavior that will be seen from these observations because it inadvertently leads to the construction of the individual's attitude through ethical guidance. Ethical leaders are likely to be a source of guiding credibility in attracting attention and modeling individual Behavior. An individual's greatest appeal to perceived Leadership is power and status. Leadership will have authority because it can occupy a relative position and is followed by members of the organization. Of course, this is subjective and needs to be a moral characteristic.

Psychological Empowerment in Servant Leadership

Psychological Empowerment is to build motivation from four cognitions formed by the work environment, namely meaning, competence, self-determination, and impact [3]. Psychological Empowerment is a process that begins with the interaction between the work environment and individual personality characteristics, and these environmental interactions form four cognitive empowerments, namely meaning, competence, self-determination, and impact, which will ultimately motivate individual Behavior. Based on this understanding, it can be concluded that psychological Empowerment is a form of individual intrinsic motivation in the work environment. It is formed from four cognitions to produce job satisfaction. Psychological Empowerment reflects an active work orientation, where individuals can determine their role in work, not just convey ideas. Dimensions of Psychological Empowerment are [11]: 1. Meaning Meaning is the suitability between one's job role needs and Behavior, one's belief that he or she has the skills and abilities needed to perform a task or job well. 2. Self-determination Self-determination is a person's belief that the person has the freedom or autonomy and control about how to do their work. 3. Competence Proficiency is a person's belief or belief that he or she has the skills and abilities needed to perform a task or job well.

There are nine efforts in Empowerment, namely [14]: 1. Understanding the vision and mission so that individuals will feel empowered if the organization provides understanding to individuals about the vision and mission of their organization so that individuals can contribute to their organization because they have clear goals. 2. Helping develop individual skills is very important for leaders to help individuals develop their staff's skills. The staff can do the easy jobs and then do the difficult tasks until they gain experience. 3. Role models in empowering their staff, leaders act as models according to the desired Behavior, or senior staff can be role models for junior staff. 4. Providing support in empowering staff needs to be given support such as giving awards, praise, and feedback on the work that has been done. 5. Building positive emotions, leaders can eliminate negative emotions such as fear and anxiety by building positive emotions such as joy and a sense of togetherness in completing staff tasks. 6. Providing the required information is one of the power tools in empowering its staff. Leaders must provide information relevant to the tasks their staff will carry out to foster a sense of Empowerment in the Leadership. 7. Provide the necessary resources, in addition to information other sources will be able to help complete staff tasks, for example, providing training and experience to help empower staff. 8. Creating staff self-confidence through mutual trust, honesty, caring, openness and competence. The benefit of psychological Empowerment is that it can make individuals not easily discouraged in the face of difficulties or threats. Psychological Empowerment can be a resource and help individuals to bounce back from the adversity of the situation they are experiencing. In addition, individuals are diligent in their work and can facilitate the hope that things will improve in the future.

Psychological Empowerment is useful in improving performance; individuals become more effective, increasing productivity and motivation to work more [14]. Thus, psychological Empowerment provides many benefits to every individual who wants to change his life for the better, which of course, must be supported by the Leadership, so that there are no obstacles to improving performance and productivity. Psychological Empowerment can influence individuals, organizations, and society. The research results in England found that psychological empowerment dimensions of Meaning, self-determination, and impact influence physical and mental health and majorly influence job satisfaction. Therefore, to overcome the impact caused by the powerlessness of employees, it is necessary to involve the Leadership in empowering its employees.

Psychological Safety in Servant Leadership

Psychological Safety is a form of employee behavior comprising work safety components [26]. Forms of work safety behavior, such as using work safety equipment and actively participating in work safety program activities in the organization. Neal and Griffin also added that the concept of safety performance is employee behavior in the workplace related to organizational safety. Psychological Safety is also defined as a form of employee safety behavior at work, including compliance and participation [28]. Compliance is defined as employee safety behavior and maintaining safety at work; participation is described as voluntary employee behavior to develop the organization's work safety [6]. It can be concluded that Psychological Safety is a form of employee behavior at work that includes the prevention of work accidents utilizing employee behavior that complies with established safety rules and procedures and voluntarily participates in improving work safety in the company.

There are two aspects of Psychological Safety. Namely, Safety compliance is a behavior carried out by individuals to maintain safety. In this case, safety compliance is an employee's safety compliance. To maintain the safety applied in the work environment. These behaviors include following standard work safety procedures and wearing personal protective equipment. Safety Participation (participation) is the Behavior of individuals to participate in safety activities [6]. Safety participation is safety participation which is seen in the Behavior of employees in participating in safety activities that are applied in their work environment. These behaviors include voluntary participation in work safety activities, reminding coworkers of work safety, and participating in various safety pieces of training.

Factors that affect the occurrence of safety performance include the first factor, the ability of workers to observe the presence or absence of danger in the work location. Not all workers have the ability to recognize hazards in the work area. The ability to observe various hazards depends on the knowledge or experience of workers in the area or work process they are doing. After workers can observe or identify potential hazards in the workplace, then workers must identify these hazards. Many workers can identify workplace hazards but cannot identify the types of hazards that can occur. Even though workers can observe and recognize hazards, accidents can still occur if workers do not make the right decisions to prevent accidents. The ability to make the right decisions to avoid accidents is strongly influenced by culture, Climate, and safety behavior. If the culture, Climate, and Safety Behavior that develops within the organization is a culture, Climate, and risk behavior, workers will tend to take risks rather than avoid risks. The last factor that influences the occurrence of accidents is the ability to avoid hazards that have been identified, recognized, and decided to be avoided. Workers may have decided to avoid potential accidents that could occur. However, accidents can be avoided if the worker can properly avoid the hazard or risk, knows how to avoid the hazard, or knows how to do the job safely. The ability to avoid will be seen in the safe Behavior of the worker is doing his job.

Work Engagement in Servant Leadership

Work engagement is a business management concept that says that an employee who has high engagement is an employee who has full involvement and has a high enthusiasm for work in his work as well as in matters relating to the company's activities in the long term [8]. In other words, this definition of work engagement can refer to employees' involvement, satisfaction, and enthusiasm at work. This work engagement also develops from various surrounding concepts such as motivation, job satisfaction, and organizational commitment.

Work engagement in a job can be conceptualized as organizational members who carry out their roles in their work [21], work and express themselves physically, cognitively, and emotionally during work. Employee engagement like that is needed to encourage employee morale.

Work engagement is also explained as an interaction in two directions, namely between workers and those who provide work [4]. Engaged workers can be characterized by covering several factors, including focusing on motivation, job satisfaction, commitment, finding Meaning in work, pride, and having a relationship with an organization's overall vision and mission. More specifically,

work engagement can be defined as motivation and becomes a center of positive thinking related to work, characterized by vigor, dedication, and absorption.

There is another view of engagement as opposed to burnout [21]. Engaged employees can have enthusiasm and effective relationships in their work, and they feel they value themselves as capable of handling the demands of their work. That engagement and burnout are two opposite things regarding work-related well being, with burnout representing a negative thing and engagement as a positive.

The conclusion that can be drawn from the theory above regarding work engagement is the attitude and behavior of a person at work by expressing himself physically, cognitively, affectively, and emotionally. Employees find meaning in their work and a sense of pride to have been part of the organization where they work, achieving the overall vision and mission of an organization. So that makes employees have a sense of enthusiasm and have effective relationships in their work, and can handle the demands of their work.

Work engagement is also a positive thing, related to a state of mind characterized by vigor, dedication, and absorption. Vigor or enthusiasm reflects a readiness to devote effort to one's work, an effort to keep the spirit at work, and a tendency to keep trying in doing a task, difficulty, or failure. Dedication refers to a strong identification with one's work and includes feelings of enthusiasm, inspiration, pride, and challenge. The third dimension of this work engagement is absorption (Liu et al., 2020). Absorption can be characterized when a person becomes completely immersed in his work for a certain time and finds it difficult to get away from his work.

Factors that affect work engagement include job demands (job demands), work resources (job resources), and personal resources (personal resources). Job demands refer to the physical, psychological, social, and organizational aspects of work that require physical and psychological effort (cognitive or emotional) that are continuously associated with certain physiological or psychological expenses. Factors related to this work demands are working with excessive workload, emotional demands, emotional incompatibility, organizational change, high work pressure, unpleasant physical work environment.

Job resources can be interpreted as physical, social, or organizational aspects of work, reducing job demands that achieve a work goal and stimulating individual growth, learning, and development [8]. Source of work has a positive relationship with work engagement. Six factors are included in the Source of Work: autonomy, performance feedback, social support, supervisory coaching, perceived organizational support, and development opportunities. Social support factors in work resources can be in the form of appreciation support. This award can be classified into two broader categories, namely extrinsic and intrinsic [4]. In the extrinsic category, there are financial and interpersonal rewards. These financial rewards include salaries, wages, and benefits such as child care centers, fitness centers, and medical care. Interpersonal rewards in the form of status and recognition. While in the intrinsic category, there is completion (completion), achievement (achievement), autonomy (autonomy), and personal growth (personal growth). Completion is the ability to start and finish a job or project is important for some people.

For them, it is a reward for themselves. This achievement is self-appreciation obtained when someone achieves a challenging goal. In that sense, autonomy can result in the freedom to do what the employee considers best in a given situation. Whereas in personal growth in the form of opportunities and encouragement given to the company to employees who are useful for employees to develop and grow

Conclusion And Limitation

There are eight antecedent components in Servant Leadership, namely Transformational Leadership, Authentic Leadership, Creativity, Ethical Leadership, Psychological Empowerment, Psychological Safety, and work engagement. . Serving, which is a fundamental component of Behavior, is always related to a person's internal attitude or attitude object, in this case, it can be seen when he involves himself individually with the Behavior of someone who is dedicated to him so that when the individual carries out a task in his work, he will give all the potential with hope. Moreover, the purpose of getting an award is self-actualization. At the same time, the third component is cognitive, a component of information related to attitude objects and all information organized to respond to attitudes. In this component, it can be seen that if a person is already involved in his work, he will use a pattern of thinking to create a creative idea, trying to find innovation so that doing work feels light and fun. It will provide an attitude of enthusiasm, dedication, and absorption, which can be analyzed applicatively.

Although this article summarizes a total of 41 articles that cover the Servant Leadership sector, the researcher is aware of the study's limitations. In the 41 publications of articles that have been indexed internationally on the Q1 scale, they still have not identified the cause or object of research in a significant way. The literature review perspective tries to avoid bias to a minimum in

describing the theory. Thus, further research provides actual implementation in statistical approaches and qualitative case studies in applying the Servant Leadership theory model.

References

1. Mallén Broch, F. F., Domínguez Escrig, E., Chiva Gómez, R., & Lapiedra Alcamí, R. (2020). Promoting firm innovativeness through Servant Leadership and corporate social responsibility to employees. *Leadership and Organization Development Journal*, 41(4), 615–633. <https://doi.org/10.1108/LODJ-03-2019-0127>
2. Shafique, I., Kalyar, M. N., & Rani, T. (2020). Examining the impact of ethical Leadership on safety and task performance: a safety-critical context. *Leadership and Organization Development Journal*, 41(7), 909–926. <https://doi.org/10.1108/LODJ-07-2019-0335>
3. Mehmood, M. S., Jian, Z., Akram, U., & Tariq, A. (2020). Entrepreneurial Leadership: the key to develop creativity in organizations. *Leadership and Organization Development Journal*, 42(3), 434–452. <https://doi.org/10.1108/LODJ-01-2020-0008>
4. Khan, M. M., Mubarik, M. S., Ahmed, S. S., Islam, T., Khan, E., Rehman, A., & Sohail, F. (2021). My Meaning is my engagement: exploring the mediating role of Meaning between Servant Leadership and work engagement. *Leadership and Organization Development Journal*. <https://doi.org/10.1108/LODJ-08-2020-0320>
5. Gabel Shemueli, R., Sully de Luque, M. F., & Bahamonde, D. (2021). The role of Leadership and engagement in call center performance: answering the call in Peru. *Leadership and Organization Development Journal*, 42(2), 265–288. <https://doi.org/10.1108/LODJ-04-2019-0166>
6. Wang, Z., Sun, C., & Cai, S. (2021). How exploitative leadership influences employee innovative behavior: the mediating role of relational attachment and moderating role of high-performance work systems. *Leadership and Organization Development Journal*, 42(2), 233–248. <https://doi.org/10.1108/LODJ-05-2020-0203>
7. Shahzad, K., Raja, U., & Hashmi, S. D. (2021). Impact of Big Five personality traits on authentic Leadership. *Leadership and Organization Development Journal*, 42(2), 208–218. <https://doi.org/10.1108/LODJ-05-2019-0202>
8. Khalil, S. H., Shah, S. M. A., & Khalil, S. M. (2021). Sustaining work outcomes through human capital sustainability leadership: knowledge sharing behavior as an underlining mechanism. *Leadership and Organization Development Journal*, 42(7), 1119–1135. <https://doi.org/10.1108/LODJ-02-2021-0051>
9. Iqbal, A., Ahmad, I., & Latif, K. F. (2021). Servant Leadership and deviant organizational Behavior: interpreting some contradictory results from public sector of Pakistan. *Leadership and Organization Development Journal*, 42(7), 1136–1152. <https://doi.org/10.1108/LODJ-07-2020-0305>
10. Zhang, S., Sun, W., Ji, H., & Jia, J. (2021). The antecedents and outcomes of transformational Leadership: leader's self-transcendent value, follower's environmental commitment, and Behavior. *Leadership and Organization Development Journal*, 42(7), 1037–1052. <https://doi.org/10.1108/LODJ-10-2020-0471>
11. Kim, D., & Vandenberghe, C. (2021). Ethical Leadership and organizational commitment: the dual perspective of social exchange and Empowerment. *Leadership and Organization Development Journal*, 42(6), 976–987. <https://doi.org/10.1108/LODJ-11-2020-0479>
12. Ruben, B. D., & Gigliotti, R. A. (2021). Explaining incongruities between leadership theory and practice: integrating theories of resonance, communication, and systems. *Leadership and Organization Development Journal*, 42(6), 942–957. <https://doi.org/10.1108/LODJ-02-2021-0072>
13. Pan, Z. (2021). Paradoxical Leadership and organizational citizenship behavior: the serial mediating effect of a paradoxical mindset and personal service orientation. *Leadership and Organization Development Journal*, 42(6), 869–881. <https://doi.org/10.1108/LODJ-08-2020-0351>
14. Ambad, S. N. A., Kalimin, K. M., Ag Damit, D. H. D., & Andrew, J. V. (2021). The mediating effect of psychological Empowerment on leadership styles and task performance of academic staff. *Leadership and Organization Development Journal*. <https://doi.org/10.1108/LODJ-05-2020-0197>
15. Li, J., & Tong, Y. (2021). Does narcissistic Leadership enhance employee resilience? A moderated mediation model of goal-directed energy and psychological availability. *Leadership and Organization Development Journal*. <https://doi.org/10.1108/LODJ-11-2020-0521>

16. Lei, S., Qin, C., Ali, M., Freeman, S., & Shi-Jie, Z. (2021). The impact of authentic Leadership on individual and team creativity: a multilevel perspective. *Leadership and Organization Development Journal*, 42(4), 644–662. <https://doi.org/10.1108/LODJ-12-2019-0519>
17. Ruiz Moreno, A., Roldán Bravo, M. I., García-Guiu, C., Lozano, L. M., Extremera Pacheco, N., Navarro-Carrillo, G., & Valor-Segura, I. (2021). Effects of emerging leadership styles on engagement – a mediation analysis in a military context. *Leadership and Organization Development Journal*, 42(5), 665–689. <https://doi.org/10.1108/LODJ-05-2020-0222>
18. Scheuer, C.-L., & Loughlin, C. (2021). Seizing the benefits of age diversity: could empowering Leadership to be the answer? *Leadership and Organization Development Journal*, 42(3), 495–515. <https://doi.org/10.1108/LODJ-12-2019-0516>
19. Ahmad, S., Islam, T., Sadiq, M., & Kaleem, A. (2021). Promoting green Behavior through ethical Leadership: a model of green human resource management and environmental knowledge. *Leadership and Organization Development Journal*, 42(4), 531–547. <https://doi.org/10.1108/LODJ-01-2020-0024>
20. Stoten, D. W. (2021). Exige-essential Leadership: exploring the limits of Leadership in a crisis. *Leadership and Organization Development Journal*, 42(3), 333–347. <https://doi.org/10.1108/LODJ-09-2020-0378>
21. Rahmadani, V. G., Schaufeli, W. B., & Stouten, J. (2020). How engaging leaders foster employees' work engagement. *Leadership and Organization Development Journal*, 41(8), 1155–1169. <https://doi.org/10.1108/LODJ-01-2020-0014>
22. Jeon, K. S., & Choi, B. K. (2020). A multidimensional analysis of spiritual Leadership, affective commitment, and employees' creativity in South Korea. *Leadership and Organization Development Journal*, 41(8), 1035–1052. <https://doi.org/10.1108/LODJ-08-2019-0352>
23. Zhang, Z., Zhang, L., Xiu, J., & Zheng, J. (2020). Learning from your leaders and helping your coworkers: the trickle-down effect of leader helping Behavior. *Leadership and Organization Development Journal*, 41(6), 883–894. <https://doi.org/10.1108/LODJ-07-2019-0317>
24. Peng, L., Lei, S., Guo, Y., & Qiu, F. (2020). How can leader humor enhance subordinates' service creativity? The moderator of subordinates' SFIT and the mediator of role modeling. *Leadership and Organization Development Journal*, 41(6), 865–882. <https://doi.org/10.1108/LODJ-03-2020-0087>
25. Imam, H., Naqvi, M. B., Naqvi, S. A., & Chambel, M. J. (2020). Authentic Leadership: unleashing employee creativity through Empowerment and commitment to the supervisor. *Leadership and Organization Development Journal*, 41(6), 847–864. <https://doi.org/10.1108/LODJ-05-2019-0203>
26. Chen, L., Wadei, K. A., Bai, S., & Liu, J. (2020). Participative leadership and employee creativity: a sequential mediation model of psychological safety and creative process engagement. *Leadership and Organization Development Journal*, 41(6), 741–759. <https://doi.org/10.1108/LODJ-07-2019-0319>
27. Kim, E.-J., & Park, S. (2020). Transformational Leadership, knowledge sharing, organizational Climate, and learning: an empirical study. *Leadership and Organization Development Journal*, 41(6), 761–775. <https://doi.org/10.1108/LODJ-12-2018-0455>
28. Iqbal, A., Latif, K. F., & Ahmad, M. S. (2020). Servant Leadership and employee innovative behavior: exploring psychological pathways. *Leadership and Organization Development Journal*, 41(6), 813–827. <https://doi.org/10.1108/LODJ-11-2019-0474>
29. Rui, J., & Xinqi, L. (2020). Trickle-down effect of benevolent Leadership on unethical employee behavior: a cross-level moderated mediation model. *Leadership and Organization Development Journal*, 41(6), 721–740. <https://doi.org/10.1108/LODJ-12-2019-0529>
30. Dust, S., Rode, J., & Wang, P. (2020). Leader self-enhancement values: curvilinear and congruence effects. *Leadership and Organization Development Journal*, 41(5), 687–701. <https://doi.org/10.1108/LODJ-10-2019-0438>
31. Seijts, G., Espinoza, J. A., & Carswell, J. (2020). Utility analysis of character assessment in employee placement. *Leadership and Organization Development Journal*, 41(5), 703–720. <https://doi.org/10.1108/LODJ-07-2019-0314>
32. Song, C., & Lee, C. H. (2020). The effect of service workers' proactive personality on their psychological withdrawal behaviors: a moderating effect of Servant Leadership. *Leadership and Organization Development Journal*, 41(5), 653–667. <https://doi.org/10.1108/LODJ-04-2019-0149>
33. Paas, J., Poell, R. F., & Batistič, S. (2020). The elephant in the room: exploring the motivational antecedents of Servant Leadership. *Leadership and Organization Development Journal*, 41(5), 637–652. <https://doi.org/10.1108/LODJ-01-2019-0042>

34. Arici, H. E., Arasli, H., & Cakmakoglu Arici, N. (2020). The effect of nepotism on tolerance to workplace incivility: mediating role of psychological contract violation and moderating role of authentic Leadership. *Leadership and Organization Development Journal*, 41(4), 597–613. <https://doi.org/10.1108/LODJ-06-2019-0250>
35. Javed, M., Ali, H. Y., Asrar-ul-Haq, M., Ali, M., & Kirmani, S. A. A. (2020). Responsible leadership and triple-bottom-line performance—do corporate reputation and innovation mediate this relationship? *Leadership and Organization Development Journal*, 41(4), 501–517. <https://doi.org/10.1108/LODJ-07-2019-0329>
36. Qiuyun, G., Liu, W., Zhou, K., & Mao, J. (2020). Leader humility and employee organizational deviance: the role of sense of power and organizational identification. *Leadership and Organization Development Journal*, 41(3), 463–479. <https://doi.org/10.1108/LODJ-07-2019-0287>
37. Guo, L., Zhao, H., Cheng, K., & Luo, J. (2020). The relationship between abusive supervision and unethical pro-organizational Behavior: linear or curvilinear? *Leadership and Organization Development Journal*, 41(3), 369–381. <https://doi.org/10.1108/LODJ-05-2019-0214>
38. Xie, L. (2020). The impact of Servant Leadership and Transformational Leadership on learning organization: a comparative analysis. *Leadership and Organization Development Journal*, 41(2), 220–236. <https://doi.org/10.1108/LODJ-04-2019-0148>
39. Abu Bakar, H., & Omillion-Hodges, L. (2020). The mediating role of relative communicative Behavior on the relationship between ethical Leadership and organizational identification. *Leadership and Organization Development Journal*, 41(1), 52–72. <https://doi.org/10.1108/LODJ-04-2019-0190>
40. Khan, S. N., Abdullah, S. M., Busari, A. H., Mubushar, M., & Khan, I. U. (2020). Reversing the lens: The role of followership dimensions in shaping transformational leadership behavior; the mediating role of trust in Leadership. *Leadership and Organization Development Journal*, 41(1), 1–18. <https://doi.org/10.1108/LODJ-03-2019-0100>
41. Iqbal, Q., Ahmad, N. H., & Li, Z. (2020). Frugal-based innovation model for sustainable development: technological and market turbulence. *Leadership and Organization Development Journal*, 42(3), 396–407. <https://doi.org/10.1108/LODJ-06-2020-0256>