

Servant Leadership: Empowering Others and Creating a Culture of Collaboration and Growth

Kepemimpinan yang Melayani: Memberdayakan Orang Lain dan Menciptakan Budaya Kolaborasi dan Pertumbuhan

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ABSTRACT

This research presents the results of a systematic literature review aimed at exploring the impact of applying service leadership concepts in the context of a highly competitive industry. The research background includes an in-depth understanding of service leadership, organizational culture, and employee behavior in an effort to create a productive and growth-oriented work environment. The research method involves searching and analyzing articles from reputable international databases using relevant keywords. The results of the discussion show that the application of the service leadership concept has a positive impact on employee motivation, job satisfaction, employee behavior and organizational culture in a highly competitive industry. The implication of this research is that it is important for organizations to adopt service leadership principles in their managerial practices in order to improve their performance and competitiveness in a dynamic business environment.

Keywords: service leadership, organizational culture, employee behavior, highly competitive industry, systematic literature review.

ABSTRAK

Penelitian ini menyajikan hasil dari tinjauan literatur sistematis yang bertujuan untuk mengeksplorasi pengaruh penerapan konsep kepemimpinan pelayanan dalam konteks industri yang sangat kompetitif. Latar belakang penelitian mencakup pemahaman mendalam tentang kepemimpinan pelayanan, budaya organisasi, dan perilaku karyawan dalam upaya menciptakan lingkungan kerja yang produktif dan berorientasi pada pertumbuhan. Metode penelitian melibatkan pencarian dan analisis artikel dari database internasional bereputasi dengan menggunakan kata kunci yang relevan. Hasil pembahasan menunjukkan bahwa penerapan konsep kepemimpinan pelayanan memiliki dampak positif pada motivasi karyawan, kepuasan kerja, perilaku karyawan, dan budaya organisasi dalam industri yang sangat kompetitif. Implikasi penelitian ini adalah pentingnya organisasi untuk mengadopsi prinsip-prinsip kepemimpinan pelayanan dalam praktik manajerial mereka guna meningkatkan kinerja dan daya saing mereka dalam lingkungan bisnis yang dinamis.

Kata Kunci: kepemimpinan pelayanan, budaya organisasi, perilaku karyawan, industri yang sangat kompetitif, tinjauan literatur sistematis.

1. INTRODUCTION

Servant leadership is a leadership approach that emphasizes empowering others, fostering collaboration, and promoting growth within an organization. This style of leadership focuses on serving the needs of employees, enabling them to reach their full potential, and creating a culture of trust and teamwork. Research has shown that servant leadership can have a positive impact on organizational trust, employee engagement, creativity, and job satisfaction (Almutairi et al., 2020; Rijanti et al., 2019; Gašková, 2020; Melinda et al., 2019).

Studies have highlighted the importance of servant leadership in various contexts, including higher education, healthcare, and business. For instance, in higher education institutions, servant leadership dimensions have been explored, showcasing its significance in

shaping leadership styles and organizational culture (Shoesmith et al., 2019). In the mental health system, barriers and enablers to collaboration have been identified, emphasizing the need for a theory of collaboration to enhance outcomes in this sector.

Furthermore, the influence of servant leadership on organizational trust and its mediating role in organizational culture have been investigated, shedding light on how leadership practices can impact trust within an organization (Almutairi et al., 2020). Additionally, the relationship between servant leadership, competency, job satisfaction, and organizational citizenship behavior has been examined, demonstrating the role of servant leadership in shaping employee attitudes and behaviors (Gašková, 2020).

Overall, servant leadership has been recognized as a valuable approach to leadership that can contribute to creating a positive work environment, enhancing employee well-being, and driving organizational success. By prioritizing the needs of others, fostering collaboration, and empowering individuals, servant leaders can cultivate a culture of growth, innovation, and mutual respect within their organizations.

Service leadership, commonly referred to as servant leadership, has garnered significant attention in the field of management and leadership within organizations. This leadership style emphasizes serving others as the cornerstone of effective leadership, with a focus on the well-being and growth of subordinates. Recent studies have highlighted the impact of implementing service leadership principles on both employee behavior and organizational culture.

A study by Su et al. (2020) examined how servant leadership influences employees' service innovative behavior through intrinsic motivation and identification with the leader. The research emphasized that servant leadership involves leaders serving others in the management process, assisting subordinates in accessing growth opportunities, and ultimately benefiting the organization. This aligns with the idea that servant leadership centers on addressing the needs, growth, and learning of followers, thereby contributing to their well-being and fostering healthy organizations. Moreover, Alahbabi et al. (2023) investigated the effect of servant leadership on job performance, highlighting how this leadership approach enhances employee happiness and subsequently improves their performance. This underscores the notion that servant leadership impacts human resource behaviors by increasing employee happiness. Additionally, Sitanggang et al. (2022) underscored the significance of servant leadership in enhancing individual service innovative behavior, which in turn elevates the quality of service delivered by employees. In conclusion, the application of service leadership concepts, such as servant leadership, plays a pivotal role in shaping employee behavior and organizational culture. By prioritizing serving others, nurturing employee well-being, and fostering innovation, organizations can cultivate a positive work environment and drive performance.

The challenges faced in this research domain involve complex dynamics in the modern business environment. Rapid change, global competition, and demands for innovation require organizations to have adaptive and inclusive leadership. In this case, service leadership can be a relevant strategy to fulfill the need for leadership that has a positive impact on employees and the organization.

Although there has been a wealth of research on service leadership, there is a gap in the literature regarding the specific impact of applying this concept in the context of a highly competitive industry. Previous research has tended to focus on the influence of service leadership in general contexts, without considering the specific dynamics that occur in highly competitive industries.

The purpose of this literature review is to fill this gap by exploring the influence of the application of service leadership concepts on employee behavior and organizational culture in the context of a highly competitive industry. Through a deeper understanding of this relationship, it is hoped that this research can provide valuable insights for practitioners and

academics in the development of effective leadership strategies. The research question that will be answered in this literature review is: "How does the application of the concept of service in leadership influence employee behavior and organizational culture, especially in the context of a highly competitive industry?"

The novel contribution of this research lies in a deeper understanding of the concrete impact of implementing service leadership in a highly competitive industry. By highlighting this particular aspect, it is hoped that this research will fill a gap in the related literature and make an important contribution to our understanding of effective leadership practices.

This research is expected to provide significant practical and theoretical contributions to the leadership and management knowledge domain. By identifying the concrete impacts of implementing service leadership in the context of a highly competitive industry, this research can assist organizations in developing more effective and sustainable leadership strategies. In addition, this research can also enrich the academic literature with new insights into the dynamics of leadership and organizational culture in a changing business environment.

2. Research methods

In this research, the main data source used is a reputable international database which includes leading academic journals listed in Scopus, Web of Science, and PubMed. The selection of these databases was based on their reputation for providing access to high-quality scientific articles in a variety of scientific fields, including management, leadership, and organizational psychology.

The search keywords used to search for relevant articles were carefully designed to ensure their relevance to the research topic. Some of the keywords used include "servant leadership", "empowering others", "culture of collaboration", "growth", and "competitive industry". Keyword adjustments and expansion are carried out as needed to ensure completeness in the article collection.

The total articles analyzed in this literature review reached [number of articles]. These articles were selected based on their relevance to the research topic and in accordance with the established inclusion criteria. The article selection process was undertaken carefully to ensure completeness and representativeness in examining a variety of viewpoints related to service leadership in the context of a highly competitive industry.

In the article inclusion and exclusion process, several criteria have been established to ensure that the selected articles meet the necessary quality standards and are relevant to the research focus. Articles that met these inclusion criteria typically had a primary focus on exploring the concept of service leadership and its impact on employee behavior and organizational culture in the context of a highly competitive industry. Conversely, articles that were irrelevant or did not meet the established quality standards were excluded from the review.

In preparing this literature review, the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used as the main guide to organize the research process systematically. This method includes structured steps to identify, select, evaluate, and synthesize relevant scientific articles in the literature review. The use of the PRISMA method ensures transparency and accountability in the implementation of the literature review and increases the validity and reliability of the results obtained.

3. Results and Discussions

3.1. Understanding Service Leadership

Service leadership is a multifaceted concept that involves qualities such as understanding service leadership-related concepts, endorsing service leadership attitudes, and practicing service leadership skills (Zhu & Shek, 2021). It encompasses satisfying the needs of self, others, and systems in ethical ways, characterized by leadership competence, character,

and care (Shek et al., 2023). While servant leadership and transformational leadership focus on serving others and organizational benefits respectively, service leadership extends to serving oneself, others, and the system (Shek & Chai, 2019).

Service leadership involves role-modeling to inspire followers to engage in developing advanced service skills and knowledge (Zheng et al., 2019). It also includes acquiring knowledge of service leadership, linking knowledge with service experiences, providing field services, and reflecting on service leadership qualities (Zhou et al., 2022). The Service Leadership Theory integrates advanced notions from existing leadership theories and emphasizes specific contextual values in leadership practice (Shek et al., 2019).

Leadership styles like servant leadership emphasize serving others first, prioritizing employee needs and satisfaction (Sitanggang et al., 2022). Effective service leadership behavior can be measured using scales like the Long-Form Service Leadership Behavior Scale, developed based on established frameworks and principles (Shek et al., 2019). Leadership in social service organizations plays a crucial role in satisfying the needs of service users, integrating into society, and modern management principles (Čižikienė, 2019). In conclusion, service leadership is a comprehensive approach that involves understanding, attitude, and skill in serving oneself, others, and the system ethically. It integrates various leadership theories and emphasizes specific contextual values in leadership practice, focusing on inspiring followers to develop advanced service skills and knowledge.

3.2. Characteristics of Service Leadership

Servant leadership is a crucial characteristic for service providers, particularly in the context of higher education, nursing, and other service-oriented sectors. Studies have highlighted key attributes that servant leaders should possess, such as organizational stewardship, wisdom, service, humility, vision, persuasive mapping, altruism, and emotional healing (Lutfia et al., 2021). These characteristics are essential for fostering a positive work environment and promoting employee well-being and satisfaction. Additionally, servant leadership has been associated with higher levels of authenticity compared to other leadership styles, making it particularly suitable for organizations with a strong emphasis on values and ethics (Ortiz-Gómez et al., 2022).

Transformational leadership is another leadership style that has been found to positively impact service quality and team performance, especially in sectors like e-commerce businesses (Mahdikhani & Yazdani, 2020). This style of leadership emphasizes inspiring and motivating employees to achieve their full potential, thereby enhancing overall service delivery and customer satisfaction. Furthermore, research has shown that transformational leadership is effective in driving innovation and organizational performance, particularly in the context of health care services and the rapidly changing service industry (Corbos et al., 2022; Sharma, 2020).

In the realm of education, leadership plays a critical role in implementing evidence-based practices and fostering a conducive climate for service delivery. Studies have underscored the importance of leadership profiles in schools, especially concerning the implementation of behavioral health practices for children with autism spectrum disorder (Stadnick et al., 2019). Effective school leadership is essential for creating a supportive environment that enables the successful implementation of programs and services aimed at improving student outcomes.

Overall, the characteristics of service leadership encompass a range of qualities such as authenticity, inspiration, empathy, and a focus on organizational values. These traits are vital for promoting employee engagement, enhancing service quality, driving innovation, and ultimately achieving success in service-oriented industries.

3.3. Relevant Service Leadership Models in Competitive Industrial Contexts

In competitive industrial contexts, various leadership models play a crucial role in driving organizational success. Empowering leadership, strategic leadership capabilities, knowledge-oriented leadership, entrepreneurial leadership, and platform leadership are among the models that have been identified as significant in enhancing competitiveness (Alif & Nastiti, 2022; Mahdi & Nassar, 2021; Alzghoul, 2023; Hoang et al., 2023; Yang et al., 2022). These leadership styles have been found to positively impact factors such as creativity, work effort, employee satisfaction, and service innovation within organizations (Alif & Nastiti, 2022; Mahdi & Nassar, 2021; Alzghoul, 2023; Hoang et al., 2023; Yang et al., 2022).

Moreover, the importance of service quality leadership has been highlighted, especially in industries like private higher education institutions and hospitality firms, where service excellence is a strategic priority (Schalkwyk & Steenkamp, 2019; Hoang et al., 2023). Effective leadership in these sectors involves fostering service innovation, acquiring knowledge, and adapting to competitive intensity to drive organizational success (Hoang et al., 2023).

Additionally, the role of platform leadership has been emphasized as a new leadership type that can contribute to sustainable competitive advantage by facilitating ambidextrous learning within organizations (Yang et al., 2022). This type of leadership is particularly relevant in the current dynamic business environment, where adaptability and continuous learning are essential for staying competitive (Yang et al., 2022).

Furthermore, the impact of leadership styles on job satisfaction, customer loyalty, and innovation performance has been studied extensively in various industries, including the hospitality sector and emerging Southeast Asia's airlines industry (Sürücü & SAĞBAŞ, 2021; Rizan et al., 2020). Transformational leadership has been identified as a key factor in enhancing job satisfaction, customer loyalty, and organizational effectiveness in competitive markets (Sürücü & SAĞBAŞ, 2021; Rizan et al., 2020). In conclusion, leadership models such as empowering leadership, strategic leadership capabilities, knowledge-oriented leadership, entrepreneurial leadership, and platform leadership are crucial in driving sustainable competitive advantage, fostering innovation, and enhancing organizational performance in competitive industrial contexts.

3.4. Application of the Service Concept in Leadership and Its Impact on Employee Behavior

Leadership plays a crucial role in shaping employee behavior, particularly in service-oriented industries. Several studies have explored the impact of different leadership styles on employee behavior. Teguh et al. (2020) highlighted the significance of transformational leadership in the hotel industry, emphasizing its role in enhancing employee engagement and its connection to the Service-Profit-Chain concept. Similarly, Su et al. (2020) discussed how servant leadership influences employees' service innovative behavior through intrinsic motivation and identification with the leader, fostering a service-oriented culture within organizations. Yuan et al. (2020) further supported the benefits of servant leadership in stimulating desirable outcomes such as service quality and organizational citizenship behaviors.

Moreover, Alzghoul (2023) demonstrated that knowledge-oriented leadership promotes a knowledge-centered culture, leading to increased job satisfaction and service innovative behavior among employees. Authentic leadership was also found to positively impact employees' organizational citizenship behavior, emphasizing the importance of leadership styles in enhancing service delivery. Additionally, Chen et al. (2022) discussed how servant leadership promotes employees' voice behavior, creating a conducive environment for employees to express themselves and contribute effectively.

Furthermore, Özsungur (2019) showed that ethical leadership influences service innovation behavior positively, highlighting the role of ethical considerations in driving innovative practices within organizations. Zhang (2023) found that inclusive leadership has a

significant positive impact on employees' innovative behavior, with organizational harmony playing a mediating role in this relationship. Additionally, a study in Ghana (2022) explored the impact of servant leadership on innovative work behavior by examining the mediation of employee voice.

In conclusion, various leadership styles, including transformational, servant, and ethical leadership, have been shown to influence employee behavior positively in service-oriented settings. These leadership approaches not only enhance employee engagement and satisfaction but also foster a culture of innovation and service excellence within organizations.

3.5. The Impact of Applying the Service Concept in Leadership on Job Satisfaction

Leadership styles significantly influence job satisfaction among employees. Transformational leadership, servant leadership, and ethical leadership have been identified as particularly impactful in enhancing job satisfaction (Alasadi et al., 2019; "Perceived servant leadership: the impact of servant leadership on intrinsic and extrinsic job satisfaction", 2020; Bibi et al., 2022; An et al., 2019; Alshaar, 2022; Dananjaya et al., 2021). Transformational leadership, characterized by motivating and inspiring employees, has been consistently found to have a positive impact on job satisfaction (Bibi et al., 2022; Alshaar, 2022; Dananjaya et al., 2021; Utami & Aima, 2021). Similarly, servant leadership, which emphasizes altruism and support for employees, has been linked to increased job satisfaction (Alasadi et al., 2019; "Perceived servant leadership: the impact of servant leadership on intrinsic and extrinsic job satisfaction", 2020; BARMANPEK, 2022). Ethical leadership has also been shown to positively influence job satisfaction, especially when combined with practices like Green Human Resource Management (Ahmad & Umrani, 2019; "How an ethical leadership style impacts the elusive job satisfaction quest", 2019).

Furthermore, leadership behaviors such as listening skills and emotional leadership have been associated with higher job satisfaction levels among employees (Bregenzer et al., 2020; Jin et al., 2020). Additionally, organizational culture, affective commitment, and service quality have been identified as mediators between leadership styles and job satisfaction (Bibi et al., 2022; Sitanggang et al., 2022). Studies have highlighted the importance of leadership in various sectors such as healthcare, education, and public service, indicating its significant impact on job satisfaction across different industries (Khairunnisa & Nadjib, 2019; Mohamed & Saeed, 2022; Kazemi & Corlin, 2021; Ngabonzima et al., 2020; Jan & Manzoor, 2021). In conclusion, the application of different leadership styles, particularly transformational, servant, and ethical leadership, can significantly impact job satisfaction among employees. These leadership styles create a positive work environment, foster employee motivation, and contribute to overall job satisfaction levels, ultimately leading to improved organizational performance.

3.6. Improved Employee Behavior Through Service Leadership

Servant leadership has been recognized as a significant factor in enhancing employee behavior, particularly in improving service quality and fostering innovative behavior among employees. Research has shown that servant leadership positively influences job satisfaction, affective commitment, self-efficacy, and intrinsic motivation, leading to increased innovative behavior and service quality (Sitanggang et al., 2022; Liu et al., 2023; Su et al., 2020). This leadership style, characterized by serving others, has been found to effectively stimulate employees to engage in customer-oriented behaviors, service innovation, and proactive customer service performance (Yuan et al., 2020; Ye et al., 2019; Hoang et al., 2022).

Moreover, in certain contexts such as public service organizations, servant leadership has been highlighted as more effective than transformational leadership due to its emphasis on ethical behavior and serving both employees and the broader community (Nguyen et al., 2022). By acknowledging employees' contributions, enhancing their self-efficacy, and

organizational identity, servant leadership can create a positive work environment that encourages employees to go beyond their job requirements, resulting in the generation of innovative behaviors (Li, 2021).

In addition to servant leadership, other leadership styles like ethical leadership have also been found to play a crucial role in fostering employee creativity and organizational citizenship behavior (Saleem et al., 2020; Dimitriou & Schwepker, 2019; Nazir et al., 2020). Ethical leadership, by providing autonomy and support for employees to voice their concerns, can create an innovative climate that enhances creativity and performance (Nazir et al., 2020). Furthermore, leadership behaviors such as communicative leadership and inclusive leadership have been shown to influence employee extra-role performance, service quality commitment, and innovative behavior ("Communicative Leadership, Working Environment and Employees' Extra Role Performance 'Providing Service': A Case Study of South Jakarta Matahari Department Stores", 2020; Jian-hong et al., 2022; Onan et al., 2022). Overall, research indicates that leadership styles, particularly servant and ethical leadership, significantly impact employee behavior, job performance, service quality, and innovation. These findings underscore the importance of leadership in shaping organizational culture, employee engagement, and ultimately, the success of businesses in various industries.

3.7. Organizational Culture in a Highly Competitive Industrial Context

Organizational culture significantly influences the competitiveness of companies in highly competitive industrial environments. Carmona et al. (2020) highlighted how organizational culture can be tailored to promote innovation, a crucial factor for success in competitive settings (Carmona et al., 2020; . Nuryanto et al., 2020) emphasized that an organizational culture focused on sustainability can provide a competitive advantage and enhance overall competitiveness (Nuryanto et al., 2020; . Wahyuningsih et al., 2019) discussed how implementing organizational culture can improve business competitiveness (Wahyuningsih et al., 2019).

Seema (2022) underscored the importance of organizational culture in achieving organizational competitiveness and driving success (Seema, 2022; . Kordova et al., 2022) elaborated on how a culture supporting knowledge management helps organizations adapt to changes and maintain competitiveness (Kordova et al., 2022; . Bismala & Manurung, 2021) explained how organizational culture adapts to changes to gain a competitive edge and align employees with organizational goals (Bismala & Manurung, 2021).

Fernando & Perera (2020) explored the impact of organizational culture, particularly adhocracy culture and market culture, on gaining a competitive advantage (Fernando & Perera, 2020; . Tan, 2019) delved into the fundamental connection between organizational culture and performance, emphasizing leaders' role in fostering a high-performance culture (Tan, 2019). In conclusion, these studies highlight the critical role of organizational culture in driving innovation, sustainability, and competitiveness in highly competitive industrial contexts. By cultivating a culture that encourages adaptability, knowledge management, and alignment with organizational goals, companies can enhance their competitive position and achieve long-term success.

3.8. Factors Influencing Organizational Culture in Competitive Industries

Organizational culture significantly impacts various aspects of organizational performance across different industries. Research has shown that organizational culture influences job satisfaction, financial performance, competitive advantage, organizational commitment, and employee performance (Mali et al., 2022; Elnagar et al., 2022; Ayu & Media, 2019; Kim & Chang, 2019; "MANUFACTURING COMPANY PERFORMANCE IN INDONESIA: THE ROLE OF ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT", 2020; Abodunde et al., 2021; Soomro & Shah, 2019). Moreover, the influence of organizational culture extends to

employee morale, productivity, talent retention, innovation, market share, sales growth, profitability, and customer satisfaction (Mali et al., 2022; Elnagar et al., 2022). Companies that strategically integrate organizational culture into their operations tend to achieve enhanced effectiveness and improved results across various performance metrics (Elnagar et al., 2022).

Organizational culture is recognized as a source of sustainable competitive advantage (Abodunde et al., 2021). It shapes the thoughts and behaviors of managers and employees, leading to improved performance levels and competitive advantage (Abodunde et al., 2021). A robust organizational culture is crucial for companies to adapt to dynamic environments, respond promptly to changes, and maintain competitiveness (Mkhitaryan, 2022; Kordova et al., 2022). Additionally, fostering a culture that supports knowledge management is essential for organizations to remain relevant and competitive in evolving industries (Kordova et al., 2022). In conclusion, the relationship between organizational culture and different aspects of organizational performance is well-documented in the literature. Companies that prioritize and nurture a strong organizational culture are better positioned to enhance their competitiveness, achieve sustainable performance, and adapt to changing market dynamics.

3.9. The Relationship between Service Leadership and a Collaborative, Growth-Oriented Organizational Culture

In understanding the relationship between leadership styles and organizational culture, it is evident that different leadership styles play a crucial role in shaping organizational culture. Transformational leadership has been identified as a key factor in creating, changing, and institutionalizing organizational culture ("Antecedents of Product Innovation for Vietnamese SMEs: The Roles of Transformational Leadership and Organizational Culture", 2021). This type of leadership emphasizes inspiring and motivating employees towards a common vision, fostering innovation, and encouraging collaboration (Chau et al., 2021). Additionally, servant leadership has been recognized for its effectiveness in bureaucratic organizations, where it focuses on identifying with the unit or group, thereby influencing organizational members' thoughts and behaviors (Kim, 2020).

Empowering leadership has also been found to positively impact service performance, especially when combined with a high-quality organizational social exchange (Aryee et al., 2019). Furthermore, inclusive leadership has been associated with promoting organizational citizenship behavior, with organizational justice and learning culture mediating this relationship (Tran & Choi, 2019). Ethical leadership, when combined with a focus on corporate social responsibility and organizational culture, has been shown to enhance organizational performance (Alkhadra et al., 2022).

Moreover, the interplay between leadership styles and organizational culture is crucial. For instance, the relationship between market culture, clan culture, benevolent leadership, work engagement, and job performance has been explored, highlighting the positive influence of benevolent leadership on employees (Lee & Ding, 2022). Additionally, the significance of organizational learning culture, cultural intelligence, and transformational leadership in influencing job performance has been established (Nam & Park, 2019). In conclusion, the relationship between leadership styles and organizational culture is intricate and multifaceted. Different leadership styles, such as transformational, servant, empowering, inclusive, and ethical leadership, can significantly impact organizational culture and ultimately influence organizational performance and employee behaviors. Understanding and leveraging these relationships can help organizations foster a culture of collaboration, growth, and service excellence.

4. Conclusions

From the results of the discussion above, it can be concluded that service leadership is a complex concept and has a significant impact on employee behavior, organizational culture,

and company performance. In particular, the influence of the application of the service concept on employee motivation, job satisfaction and employee behavior has been studied in depth. Service leadership shows a positive relationship with employee motivation, job satisfaction, and employee behavior that contributes to improving service quality, innovation, and overall organizational performance.

The implication of these findings is the importance of organizations adopting and implementing service leadership principles in their managerial practices. By paying attention to the characteristics of service leadership, organizations can create a work environment that is inclusive, growth-oriented, and based on ethical values. This can increase employee motivation and job satisfaction, promote productive and innovative employee behavior, and form a collaborative and adaptive organizational culture.

However, there are several limitations that need to be considered in this research. One of them is limitations in the generalizability of findings due to variations in industrial context and organizational culture. Apart from that, another aspect that needs to be considered is the complexity in measuring constructs such as motivation, job satisfaction and employee behavior, which can affect the validity and reliability of research results.

For future research, it is recommended to conduct longitudinal studies involving various industries and cultural contexts to strengthen the generalizability of the findings. Additionally, further research could explore the influence of interactions between service leadership and other contextual factors, such as organizational structure, company policies, and market dynamics, in shaping collaborative, growth-oriented organizational cultures. Thus, future research may provide deeper insight into the critical role of service leadership in creating a sustainable and competitive organizational culture in an ever-changing business environment.

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