

Resilience Servant Leadership In Creating Performance Organization

Choirul Anam^{1*}, Oktaria Ardika Putri², Puteri Syarifah Al-Sakinah³

¹Management, Faculty of Economics and Business, University Of Widyagama, Malang, Indonesia

²Management, Faculty of Economics and Business, The State Islamic Institute, Kediri, Indonesia

³Management, Faculty of Economics and Business, University Of Darul Ulum, Jombang, Indonesia

*Corresponding Author: anam@widyagama.ac.id

ABSTRACT

Organizations are institutions that are formed both formally and non-formally. This cannot be separated from the vision and mission of an organization in achieving goals. The purpose of this study is first to find out the extent of the publication output of "servant leadership" and "organization performance" in 2015-2022, and second, how the results of visualization of servant leadership research trends" and "organization performance. This study used the systematic literature review method with SPIDER and PRISMA techniques to obtain the expected results. Furthermore, the search for the article's source is assisted by Publish or Perish. Then, to obtain image visualization assisted by Vosviewers software.

The research findings show that 40 relevant articles were reviewed after reducing the article using the SPIDER and PRISM techniques. Second, the correlation of servant leadership during the period 2019 to 2021 can be related to leader-member exchange, human resource management, customer orientation, innovative service behavior, and proactive personality. Then, research methods can be followed up using multilevel analysis, meta-analysis, and scale development methods.

Keywords: Bibliometric, Literature, Performance Organization, Resilience, Servant Leadership

INTRODUCTION

Organizations are institutions that are formed both formally and non-formally. This cannot be separated from the vision and mission of an organization in achieving goals. Good organization can be measured through economic and non-economic activities (Allen, Winston, Tatone, & Crowson, 2018; Anam, Thoyib, & Djawahir, 2018; Leksono, Anam, & Firdaus, 2021). Thus, in order for organizational performance to run well, a leader who can encourage is needed to be able to contribute to work. Indonesia has 1.91 million cases and 1.75 million recoveries. This amount can affect individual satisfaction at work and organizational performance (Anam, Hastuti, & Rosyanti, 2021; Do, Budhwar, & Patel, 2018).

In improving job satisfaction, the top factor is the employee's interpersonal relationship with management (Do et al., 2018). Furthermore, it is explained that one aspect of increasing satisfaction in the workplace is good organizational work. In order to run in line with what an organization expects to achieve goals, it is necessary to have a leader who has a perspective to make the lives of team members easier physically, cognitively, and emotionally, namely servant leadership (Allen et al., 2018).

Robert K. Greenleaf initiated servant leadership in 1970. A servant leader has a social responsibility (Greenleaf, 2019). Furthermore, it states that there are ten characteristics in building conceptual servant leadership, namely Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the growth of people, and Building Community. In addition, servant leadership has community values because it provides opportunities for individuals to experience interdependence, respect, trust, and individual growth. While servant leadership shows attitudes and behaviors (Brohi et al., 2018); Baykal, et al. (2018) create gratitude, innovation, and empowerment (Baykal, Zehir, & Kole, 2018); solid moral behavior toward followers, organizations, and other stakeholders (Muller & Smith, 2018).

Previous research has shown that in improving organizational performance, the role of leaders is needed, such as transformational leadership (Anam et al., 2018), inclusion leadership (Anam et al., 2021), entrepreneurial leadership (Anam & Iswari, 2020), and other leadership roles (Leksono et al., 2021). But, servant leadership practices in an organization can create courage, trust, and forgiveness (Spears, 2004). Servant Leadership is a powerful determinant of the integration of team behavior; the exchange of information works as the primary mediation process between Servant Leadership and team performance, and the essence of Servant Leadership can be captured on the critical dimensions of empowerment, humility, stewardship, and accountability (Sousa & Van Dierendonck, 2016). The Relationship between Self-Evaluation and Job Satisfaction (Tischler, Giambatista, McKeage, & McCormick, 2016). reducing turnover (Dutta & Khatri, 2017), creating a creative following (Williams, Brandon, Hayek, Haden, & Atinc, 2017), have an impact on SMEs (Bambale et al., 2019)

On the other hand, servant leadership can become perceived as organizational support (Thao & Kang, 2018), provide an excellent organizational culture atmosphere (Sihombing, Astuti, Mussadieq, Hamied, & Rahardjo, 2018), motivate intrinsically and extrinsically (Al-Asadi, Muhammed, Abidi, & Dzenopoljac, 2019), impact on social change and social learning (Sendjaya, 2019), employees have proactive behavior at work to have an impact on organizational citizenship behavior (Luu, 2019). When reviewed from the results of previous research, it is known that servant leadership positively impacts organizational performance, both in the private and public sectors. However, few review resilience servant leadership on organizational performance. So the question arises: 1) to what extent is the output of the publication of "servant leadership" and "organization performance" in 2015-2022? 2) what are the results of the visualization of servant leadership" and "organization performance" research trends?

It is hoped that this article can provide a treasure of academic and practical developmental knowledge from servant leadership. These findings can reinforce the results of previous research regarding the resilience of servant leadership to build creative, innovative, and productive organizational performance.

METHODS

This study uses Systematic Literature Review (SLR) as a descriptive analysis of resilience servant leadership in creating performance organizations. SLR search criteria use the concepts of Sample, Phenomenon of Interest, Design, Evaluation Outcome, and Research (SPIDER). The details of the criteria are summarized in the following table:

Table 1 SLR Search Criteria

S	<i>servant leadership</i>
PI	<i>resilience servant leadership in creating a performance organization</i>
D	Qualitative & Quantitative
E	<i>resilience servant leadership</i>
R	Qualitative & Quantitative

Source: Sunarti & Zebua, 2021

The Publish or Perish program collects data on articles sourced from Scopus and Google Scholar by entering the keywords "servant leadership" and "organization performance" between 2015 and 2022 in English. Then, for article selection using PRISMA, as follows:

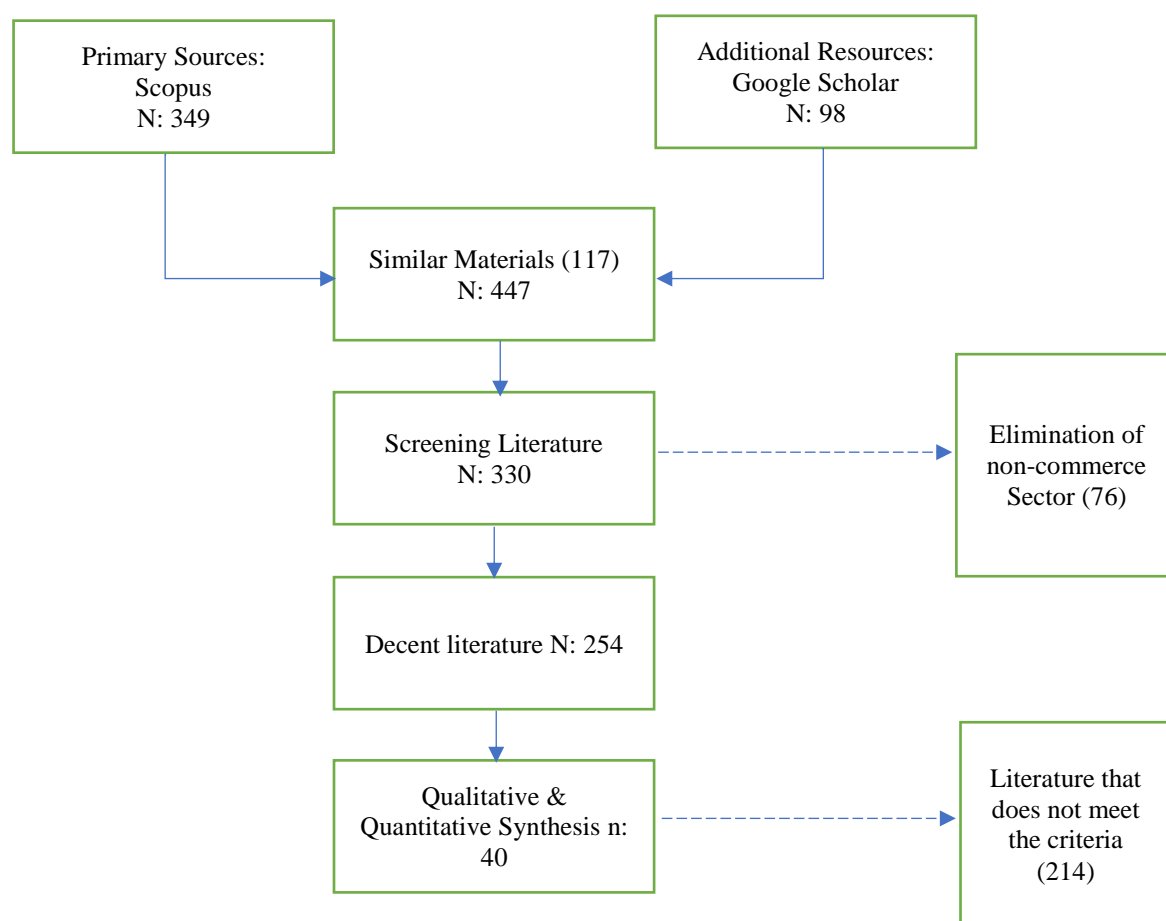


Figure 1 PRISMA diagram

In the next stage, researchers looked at the relationship between "servant leadership" and "organization performance" using the Vosviewers program. Vosviewers are used to visualize variable relationships and research trends that can be used as a reference in future research.

RESULTS AND DISCUSSION

Results

Data Analysis Based on Author Name, Year, Citation, Title, and Source

Based on Scopus and Google Scholar sources with a publish or perish program that has been collected, as many as 447 articles from 2015 to 2022 have been reduced according to the criteria. Then, those that have met the quantitative

and quantitative synthesis criteria are 40 articles, so the 40 articles can be analyzed and displayed in the following table:

Table 2 Data Sources Author Name, Year, Citation, Title, Source

Author's Name	Year	Citations	Title	Source
R.C. Liden	2015	238	Servant leadership: Validation of a short form of the SL-28	Leadership Quarterly
Z. Chen	2015	195	How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance	Journal of Applied Psychology
D. van Dierendonck	2015	123	Compassionate Love as a Cornerstone of Servant Leadership: An Integration of Previous Theorizing and Research	Journal of Business Ethics
M. Chiniara	2016	233	Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction	Leadership Quarterly
R. Jit	2016	24	Servant leadership and conflict resolution: a qualitative study	International Journal of Conflict Management
A. Newman	2017	212	How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality	Journal of Business Ethics
M. Coetzer	2017	22	Servant leadership and work-related well-being in a construction company	SA Journal of Industrial Psychology
J. Hoch	2018	473	Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership? A Meta-Analysis	Journal of Management
B. Afsar	2018	111	Activating employee's pro-environmental behaviors: The role of CSR, organizational identification, and environmentally specific servant leadership	Corporate Social Responsibility and Environmental Management
M. Chiniara	2018	79	The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB	Leadership Quarterly
W. Cai	2018	54	Servant leadership and innovative work behavior in Chinese high-tech firms: A moderated mediation model of meaningful work and job autonomy	Frontiers in Psychology
L.K. Harju	2018	47	A multilevel study on servant leadership, job boredom and job crafting	Journal of Managerial Psychology
O.E. Amah	2018	35	Determining the antecedents and outcomes of servant leadership	Journal of General Management
Y. Bao	2018	30	Servant leadership and engagement: a dual mediation model	Journal of Managerial Psychology
N. Eva	2019	400	Servant Leadership: A systematic review and call for future research	Leadership Quarterly
S. Sendjaya	2019	53	SLBS-6: Validation of a Short Form of the Servant Leadership Behavior Scale	Journal of Business Ethics
Z. Wang	2019	28	Servant leadership and innovative behavior: a moderated mediation	Journal of Managerial Psychology

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H. Liu	2019	21	Just the Servant: An Intersectional Critique of Servant Leadership	Journal of Business Ethics
J. Varela	2019	16	Servant Leadership, Proactive Work Behavior, and Performance Overall Rating: Testing a Multilevel Model of Moderated Mediation	Journal of Business-to-Business Marketing
R. Al-Asadi	2019	15	Impact of servant leadership on intrinsic and extrinsic job satisfaction	Leadership and Organization Development Journal
H. Paesen	2019	12	Servant leaders, ethical followers? The effect of servant leadership on employee deviance	Leadership and Organization Development Journal
A. McCune Stein	2019	10	The dynamic interaction between high-commitment HRM and servant leadership: A social exchange perspective	Management Research Review
A. Lee	2020	114	Servant leadership: A meta-analytic examination of incremental contribution, moderation, and mediation	Journal of Occupational and Organizational Psychology
F. Saleem	2020	40	Impact of Servant Leadership on Performance: The Mediating Role of Affective and Cognitive Trust	SAGE Open
W. Su	2020	39	How does servant leadership influence employees' service innovative behavior? The roles of intrinsic motivation and identification with the leader	Baltic Journal of Management
C. Zhu	2020	21	How does servant leadership fuel employee innovative behavior? A moderated mediation framework	Asia Pacific Journal of Human Resources
H. Wu	2020	18	The relationship between challenge and hindrance stressors and emotional exhaustion: The moderating role of perceived servant leadership	International Journal of Environmental Research and Public Health
J.G. Langhof	2020	15	Servant Leadership: A systematic literature review—toward a model of antecedents and outcomes	German Journal of Human Resource Management
J. Zeng	2020	13	How servant leadership motivates innovative behavior: A moderated mediation model	International Journal of Environmental Research and Public Health
M. Franco	2020	13	Understanding servant leadership dimensions: Theoretical and empirical extensions in the Portuguese context	Nankai Business Review International
N.A. Faraz	2021	39	The interplay of green servant leadership, self-efficacy, and intrinsic motivation in predicting employees' pro-environmental behavior	Corporate Social Responsibility and Environmental Management
C. Liao	2021	30	Serving You Depletes Me? A Leader-Centric Examination of Servant Leadership Behaviors	Journal of Management

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Y. Zhang	2021	30	A meta-analytic review of the consequences of servant leadership: The moderating roles of cultural factors	Asia Pacific Journal of Management
F. Li	2021	13	How and when servant leadership promotes service innovation: A moderated mediation model	Tourism Management
Z. Wang	2021	10	Servant Leadership, Team Reflexivity, Coworker Support Climate, and Employee Creativity: A Multilevel Perspective	Journal of Leadership and Organizational Studies
A.J. Xu	2022	5	Why and when proactive employees take charge at work: the role of servant leadership and prosocial motivation	European Journal of Work and Organizational Psychology
A. Canavesi	2022	1	Servant Leadership and Employee Engagement: A Qualitative Study	Employee Responsibilities and Rights Journal
A. Canavesi	2022	1	Servant Leadership: a Systematic Literature Review and Network Analysis	Employee Responsibilities and Rights Journal
S. Takamatsu	2022	0	Coaching Servant Leadership: Scale Development and Validation	Frontiers in Sports and Active Living
U. Najam	2022	0	Does Proactive Personality Moderate the Relationship Between Servant Leadership and Psychological Ownership and Resilience?	SAGE Open

Data Analysis Based on Visualization VosViewers

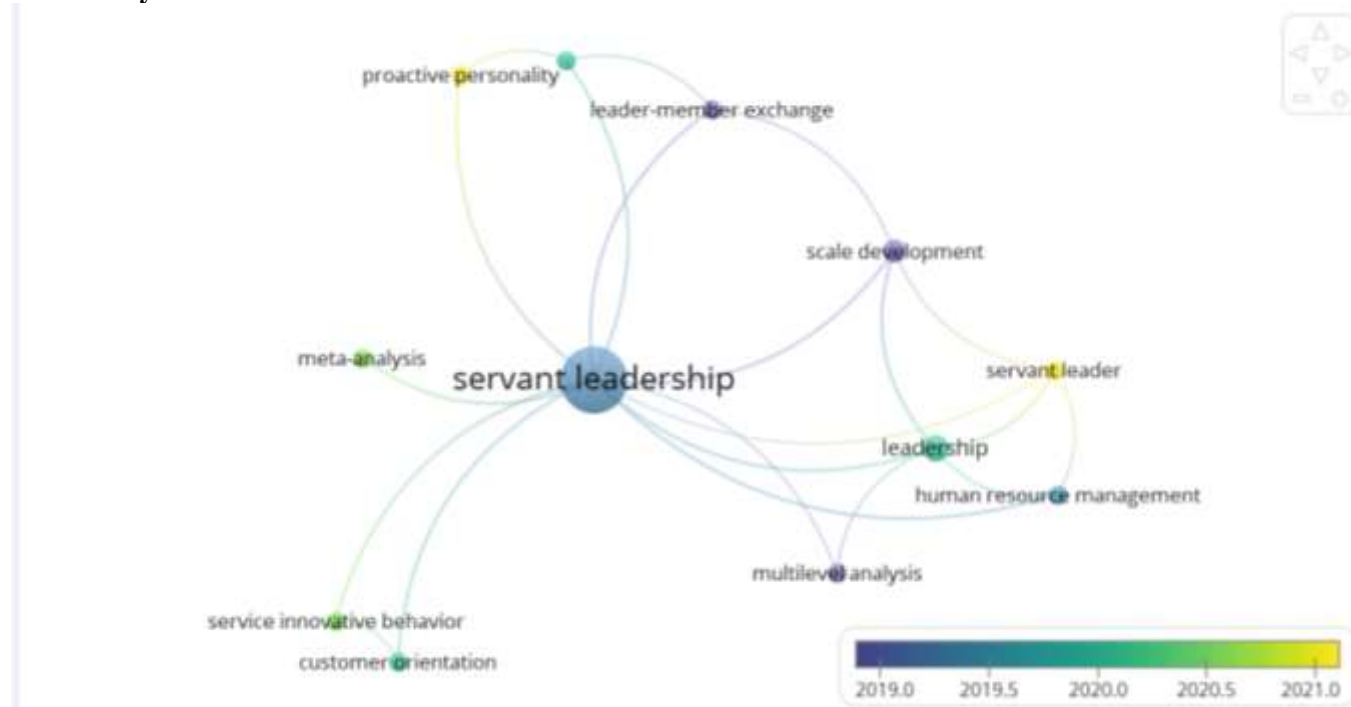


Figure 2 Servant Leadership Visualization

Having studied hard, Chris passed the test in figure 2, and it is known that service leadership resilience can build organizational performance if organizational elements must be proactive, have innovative behavior, and be consumer-oriented. Furthermore, judging from the correlation, service leadership from 2019 to 2021 can be

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connected to leader-member exchange, human resource management, customer orientation, innovative service behavior, and proactive personality. Then, research methods can be followed up using multilevel analysis, meta-analysis, and scale development methods.

Discussion

Servant leadership is a leadership style that emphasizes the interests and needs of team members and focuses on developing their potential. Meanwhile, resilience refers to a person's or organization's ability to overcome challenges and failures and continue to adapt and grow from them.

In the era of digital transformation, many servant leadership has experienced tremendous development momentum. Previous studies still few researchers reveal how to maintain leadership in building organizational performance. In the last eight years, ministry leadership seems to have focused on eleven clusters of studies including 1) the principle of servant leadership (Chiniara & Bentein, 2018), 2) conceptual servant leadership (Franco & Antunes, 2020; Van Dierendonck, Stam, Boersma, de Windt, & Alkema, 2014), 3) Characteristics of Servant Leadership (Zhu & Zhang, 2020), 4) Servant Leadership Scale Development (Liden et al., 2015; Sendjaya, Eva, Butar Butar, Robin, & Castles, 2019; Takamatsu, 2022; Wang, Guan, Cui, Cai, & Liu, 2021), 5) Servant Leadership Behavior (Liao, Lee, Johnson, & Lin, 2021), 6) Antecedents (Amah, 2018; Langhof & Guldenberg, 2020; Li, Liu, Lin, Wei, & Xu, 2021), 7) The Impact of Servant Leadership (Afsar, Badir, & Kiani, 2016; Al-Asadi et al., 2019; Chen, Zhu, & Zhou, 2015; Harju, Schaufeli, & Hakonen, 2018; Newman, Schwarz, Cooper, & Sendjaya, 2017; Saleem, Zhang, Gopinath, & Adeel, 2020; Varela, Bande, Del Rio, & Jaramillo, 2019; Zeng & Xu, 2020; Zhang et al., 2021), 8) Servant Leadership Relations (Cai, 2019; Chiniara & Bentein, 2016; Coetzer, Bussin, & Geldenhuys, 2017; Faraz, Ahmed, Ying, & Mehmood, 2021; McCune Stein & Ai Min, 2019; Najam & Mustamil, 2022; Paesen, Wouters, & Maesschalck, 2019; Su, Lyu, Chen, & Zhang, 2020; Wang, Meng, & Cai, 2019; Wu, Qiu, Dooley, & Ma, 2020), 9) Comparing Servant Leadership (Bao, Zhu, Cen, Peng, & Xue, 2018; Hoch, Bommer, Dulebohn, & Wu, 2018; Jit, Sharma, & Kawatra, 2016), 10) Systematic Literature Review Servant Leadership (Canavesi & Minelli, 2022a; Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019; Lee, Lyubovnikova, Tian, & Knight, 2020; Liu, 2019; Xu, Loi, & Chow, 2022), 11) Servant Leadership Experience (Canavesi & Minelli, 2022b).

Past servant leadership studies have shed much light on the manufacturing side while being very, very limited for a review of leadership resilience in this digital transformation era because this study seeks to make up for the shortcomings of previous studies by explaining resilient service leadership using publication output perspectives and visualizations.

Easy to read from the results of the reduction of publication outputs, shows that servant leadership can have an impact and an extraordinary relationship on organizational performance. Moreover, the resilience of service leadership can be associated with other variables both as independent variables, mediation variables, moderation variables, namely individual self-identity, group competition climate, and customer service performance (Chen et al., 2015), autonomy, competence and relatedness need satisfaction (Chiniara & Bentein, 2016, 2018), LMX, Empowerment, and Proactive Personality (Newman et al., 2017), CSR, organizational identification, and environmentally (Afsar, Cheema, & Javed, 2018), team cohesion, team task performance and service OCB (Chiniara & Bentein, 2016, 2018), intrinsic & extrinsic job satisfaction (Al-Asadi et al., 2019), high-commitment HRM (McCune Stein & Ai Min, 2019), Affective & Cognitive Trust (Saleem et al., 2020), intrinsic motivation (Faraz et al., 2021; Su et al., 2020), Team Reflexivity, Coworker Support Climate, and Employee Creativity (Wang et al., 2021), innovative behavior (Li et al., 2021; Zeng & Xu, 2020; Zhu & Zhang, 2020), and Proactive Personality (Najam & Mustamil, 2022).

CONCLUSION

After analyzing the output of publications on servant leadership and organization performance from 2015 to 2022, it can be seen that there is an increase in the number of studies conducted on this topic. The visualization of research trends shows that servant leadership and organization performance concern experts and researchers. This can be seen from the increased number of publications published during the period. This suggests that this topic has relevance and importance in business and management. Therefore, researchers and practitioners need to continue to deepen their knowledge and understand the relationship between servant leadership and organizational performance.

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