

Balancing Sustainability Organizational: The Role of Servant Leadership and Innovativeness Through Organizational Culture and Corporate Social Responsibility

Rini Juni Astuti^{1*}, Tri Maryati¹, Aldanti Aulia Nurmallasari¹, Novita Setyawati²

¹Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta, Indonesia

²Faculty of Economics and Business, Universitas Perbanas, Jakarta, Indonesia

Abstract. This study aims to examine the direct and indirect effect of servant leadership on Corporate Social Responsibility (CSR) and the effect of servant leadership on Innovativeness. This study is a survey study with 210 respondents of retail business employees in Yogyakarta, Indonesia. This research is classified as a basic research category with empirical evidence that is cross-sectional, and studies the development of interactions between leaders and followers. This type of research data is primary data using questionnaires. The sampling technique in this study uses purposive sampling, employees have worked for at least 1 year. Hypothesis testing in this study uses Path Analysis. The results of this study are that part of the hypothesis is accepted and partly not accepted. The results of the studies received are as follows: (1) Servant Leadership had a positive effect on CSR, (2) Servant Leadership had a positive effect on Innovativeness (3) Servant Leadership had a positive effect on Organizational Culture (4) Organizational culture mediated the effect of servant leadership on CSR, (5) CSR mediated the effect of servant leadership on Innovativeness. Meanwhile, research results that are not accepted or have no effect are as follows: Organizational Culture do not effect on CSR and CSR do not effect on Innovativeness.

Keywords. *Servant Leadership, Corporate Social Responsibility, Innovativeness, Organizational Culture*

1 Introduction

Today's business world requires different leadership styles and company innovations so that it becomes a very important issue in efforts to survive in organizational sustainability and the ability to make decisions in the midst of the Covid 19 pandemic which is the determinant of the success of the Maxwell organization (2009) in [1]. The size or size of an organization, leadership will always be needed in running an organization. The capacity to motivate others to work in line with the organization's aims and objectives is the hallmark of leadership. Implementing a leadership style effectively can have a significant impact on how an employee's or subordinate's behavior contributes to achieving predetermined goals. Being the leader of the "present era" is very different from leading in the era of the 1970s-2000s. Servant leadership is a concept of leadership that in the form of his essay originated, "servant as Leader," in which he coined the term "the leader is a servant , that is, emphasizing the role of the leader as a servant/stewart (Robert K Greenleaf, 1970) in [1]. One who practices

* Corresponding author : rinjuniastuti@umy.ac.id

servant leadership [2] first takes on the role of servant. The innate conviction that one must serve in order to be in a position to serve others comes first. Subsequently, the decision intentionally propels one to lead by prioritizing the needs of staff, appreciating the dignity and significance of every person, and assisting others in accomplishing a shared objective. The achievement of the common goals of the organization demands the existence of corporate innovations that are very important for the survival of the company, success and competitive advantage [3]. Innovativeness capacity, also known as innovativeness, refers to a company's receptiveness to fresh perspectives, inventive approaches, and other novel concepts. This allows the organization to gain an advantage over competitors by introducing new goods and services to market first [4]. However, implementing a company's innovation can be challenging and entails various costs. As a result, companies differ in their levels of innovation due to the tension between the necessity to innovate and the expenses involved in making the innovation a reality [5]. On the other hand, organizational management requires a leadership figure who is able to provide nuances of social responsibility (CSR) to the environment both internally and externally in realizing organizational goals as a form of concern [6]. Organizations that implement socially responsible behaviors are to achieve a sustainable balance between the human being, the environment, and the company's profits [6]. The balance of human roles, the environment and the company's profits will have an impact on the success of the company due to the existing Organizational Culture [6]. The article aims to investigate the relationship between innovativeness and servant leadership, as well as the direct and indirect effects of servant leadership on corporate social responsibility (CSR).

2 Literature Review

2.1 Servant Leadership

Servant leadership is a leadership concept that places service to others as a primary focus, where an effective leader aims to serve and satisfy the needs of his team members first, before thinking of his own needs. Servant leadership [7] is "a style of leadership aimed at serving that takes the needs of others first and helps them thrive, as well as prioritizing the well-being of those who are led over their own interests".

2.2 Corporate Social Responsibility

Corporate Social Responsibility (CSR) as "a concept in which companies combine ethical, legal, and economic obligations, with considerations that are voluntarily taken to improve the well-being of the public and protect the environment [8] ". The eight dimensions that make up the formative construct of corporate social responsibility are process, policy, value, environment, people, profit, and politics [9].

2.3 Innovativeness

Innovativeness [10] as "the ability to see opportunities in unexpected places, create solutions that meet customer needs, and turn ideas into valuable products or services". Besides, innovativeness is the ability to overcome conventional barriers, question the status quo, and consider alternatives in finding new and unique solutions [11]. uncertainty in order to new and valuable results.

2.4 Organizational Culture

Organizational culture as "a set of basic assumptions that develop together, are accepted, and are studied by the members of the organization as they learn to deal with internal and external organizational problems". He also divides organizational culture into three levels: artifacts, values, and basic assumes [12]. According to Hofstede [13], organizational culture is heavily influenced by factors such as history, religion, and the values of the society in which the organization operates. Through the Power Distance, (Individualism vs. Collectivism),

Masculinity versus Femininity, and Uncertainty Avoidance, Hofstede provides a framework that helps to understand cultural differences between organizations and societies.

3 Hypotheses Development

3.1 Servant Leadership and Corporate Social Responsibility

A limited range of research has examined CSR as a result of serving leadership. The following leadership tenets-listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, others' growth, and community building – are stated in [14] and offer guidance for enhancing the function and initiatives of corporate social responsibility. This is reinforced by [15] who suggest further research on servant leadership and CSR. The results of the study [6] state that servant leadership affects Corporate Social Responsibility

H1 : Servant Leadership has a positive effect on Corporate Social Responsibility.

3.2 Servant Leadership and Innovativeness

A leader has the authority to decide whether to bring in fresh perspectives, establish objectives, and support creativity among his team members (Aragón-Correa et al., in [4]. Prior studies have demonstrated a favourable correlation between servant leadership, innovation, creativity [16]; [17]. This leadership style is ideal for knowledge-rich and innovative firms since it centers on meeting followers' needs in a genuine and since it centers on meeting followers' need in a genuine and empowering manner [18]. In addition, there is a connection between innovation and the several facets of servant leadership.

H2: Servant Leadership has a positive effect on Innovativeness.

3.3 Servant Leadership and Organizational Culture

Developing an ethical corporate culture can be accomplished through the use of servant leadership, which emphasizes collaboration, helping others, and fostering a feeling of community [19]. The results of research conducted by [6] state that servant leadership has an effect on the ethics of organizational culture.

H3: Servant leadership has a positive effect on Organizational Culture.

3.4 Organizational Culture and Corporate Social Responsibility (CSR)

Organizational culture influences CSR policies and practices [20], [21]. Most of the research investigating the effects of organizational culture on CSR has occurred in a Western context [22]. The ethics of organizational culture has an impact on CSR [6].

H 4: Organizational Culture has a positive effect on Corporate Social Responsibility

3.5 Corporate Social Responsibility (CSR) and Innovativeness

Implementing a business culture that prioritizes staff growth and innovation is made possible in large part by employee-focused internal CSR [23]. Higher innovation output and quality can be increased by better staff treatment programs funded by corporate social responsibility [24]. According to the study's findings [4] CSR affects innovativeness.

H5: Corporate Social Responsibility has a positive effect on Innovativeness.

3.6 Organizational Culture, Servant Leadership, and Corporate Social Responsibility (CSR)

The impact of ethical leadership and follower attitudes toward CSR are mediated by the ethical work environment that employees perceive [25]. According to the study's findings [6] organizational culture has the power to mitigate the impact of servant leadership on corporate social responsibility. This is reinforced by the results of research [26] that the ethical leadership of CEOs positively influences CSR through organizational culture.

H6: Organizational Culture significantly mediates the effect of servant Leadership on Corporate Social Responsibility

3.7 Corporate Social Responsibility, servant Leadership and Innovativeness

Serving leaders are more inclined to accept the interests and claims of other stakeholders because they prioritize the needs of others over their own [27]. Serving leaders encourage their staff members to use their knowledge and concentrate on their own ongoing learning and development [28],[29]. Organizations benefit from opportunity, creativity, and competitive advantages that come with CSR, this is consistent with study findings [4], which show that CSR can act as a mediator between servant leadership's impact on innovativeness and other factors.

H7: Corporate social responsibility significantly mediates the effect of servant Leadership on Innovativeness

Figure 1 depicts research frameworks and hypotheses as follows:



Fig. 1. Research Framework

4 Methodology

4.1 Participants

The respondents of the study were employees in the retail business in Yogyakarta, namely Swalayan Menara Group and UMB Group. Purposive sampling is the research sample technique that is employed; this type of sampling is done in accordance with predetermined standards. The worker must meet the requirement of working for a minimum of one year.

4.2 Measurement

The approach of identifying study variables and measurements included the adaptation of measurements from previous research. Innovativeness is measured using the dimensions developed by [30]. Meanwhile, Corporate Social Responsibility is measured using dimensions developed by [31]. Also, Servant Leadership is measured using the dimensions developed by [19]. Then, a Likert-5 scale was used to take measures with a score of "1=strongly disagree" to "5=strongly agree" was utilized.

4.3 Data Analysis

Path analysis, a method to examine causal linkages that arise in multiple regression when the free variable influences the dependent variable both directly and indirectly, was employed in this study to test the model.

5 Results

An online questionnaire was provided as part of the study's data collection method. There were 210 respondents to retail business in Yogyakarta, Indonesia out of the samples that satisfied the researchers' criteria. Analysis was possible for each respondent who completed the research questionnaire. Among the 210 participants in the research, 107 (51%) were women and 103 (49%) were men, The high school respondents were 151 respondents (71%) with the highest, number of respondents working from 1 to 5 years with 116 respondents (55%).

The data processing results in table 2 show that (1) the mean servant leadership was 4.40, so servant leadership was good, with an average standard deviation of 0.89. (2) the mean

organizational culture was 4.36, so organizational culture was good, with an average standard deviation of 0.90. (3) the mean corporate social responsibility was 4.38, so corporate social responsibility was good, with an average standard deviation of 0.85. (4) the mean innovativeness was 4.19, so innovativeness was good, with an average standard deviation of 0.92. The data on innovativeness, corporate social responsibility, organizational culture, and servant leadership were all generally homogeneous as the standard deviation values for each category were less than the mean value.

Moreover, in order to investigate construct linkages inside the model, the measurement model evaluation (validity and reliability) was completed prior to the route analysis model assessment. It should be mentioned that the reflective type was employed in this research model. Therefore, reliability and validity assessment methods for reflective constructs serve as the standards. Reflective structures must meet certain criteria, including loading, Cronbach's Alpha, and composite reliability scores [33]. All loading of all constructions were found to be more than 0.50 in the assessment (Table 1) as needed. According to these findings, the validity of each reflective constructs was meet. Every variable's reliability scores were realibel, meaning they met the realinility test conditions and had a Cronbach's Alpha value greater than 0.06 (Sekaran & Bougie, 2017). So these four variables of the study were declared reliable or consistent, such as Servant leadership (0.977); Organizational Culture (0.974); Corporate Social Responsibility (0.958); Innovativeness (0.952).

Moreover, R-square was used to assess the structural model in relation to the dependent variable. The findings showed that the servant leadership variable's R-Square value was 0.391 (Table 2). Furthermore, the R-square for the organizational culture variable is 0.325. With relation to the Corporate Sosial Responsibility variable, the R-square value was 0.370. In general, the higher the R-square value, the better the route analyses because it indicates how well the independent variable can explain the dependent variable.

Table 1. Validiity and Realibility Result

Construct	Indicator	Loading factor
Servant Leadership (SL): CA 0.977		
SL1	My leader encourages employees to succeed	0.939
SL2	My leader always listens to employees' ideas and suggestions	0.925
SL3	My leader is able to give work spirit amongst employees	0.957
SL4	My leader gives confidence to employees	0.933
SL5	My manager gives a sense of care to employees I create a feeling of comfort in work	0.937
SL6	My leader wants to receive criticism from employees	0.969
SL7	My leader give appreciation to employees who are performing	0.905
SL8	My leader does not hesitate to praise employees who have done the job well	0.842
SL9	My leader encourages employees to succeed	0.919
Organizational Culture (OC): CA 0.974		
OC1	My leader gives a good example in ethical behavior.	0.914
OC2	My leader communicates the importance of ethics and integrity clearly and convincingly.	0.933
OC3	I do things in accordance with the rules in my working environment	0.923
OC4	I have sufficient resources to carry out my duties responsibly	0.879
OC5	The mutual trust exists between employees and management in my work environment,	0.904
OC6	I take seriously the norms and standards of work that apply to the work environment	0.928
OC7	I undertake adequate inspections to detect violations and unethical behaviour in the working environment	0.919
OC8	Reports of unethical behavior are taken seriously on my work environment	0.991
OC9	Ethical behavior is highly valued in my working environment,	0.897
Corporate Social Responsibility (CSR): CA 0.958		
CSR1	I think this company has a procedure to respond to every customer's complaint	0.948
CSR2	I think the leadership is trying to improve the quality of life of the employee	0.951

Construct	Indicator	Loading factor
CSR3	I believe the management is always building employees to create a sense of ownership in the company	0.925
CSR4	I think it encourages employees to be honest, responsible, ethical and willing to share (Charity)	0.947
Innovativeness (I): CA 0.952		
I1	I come up with innovative and creative ideas at work	0.885
I2	I'm looking for new techniques, methods, or service techniques for consumer service	0.902
I3	My friends often ask for advice or information from me	0.906
I4	I receive new ideas from a company	0.877
I5	I feel challenged by technical problems at my workplace	0.862
I6	I feel that I am an influential member of a group of my colleagues	0.848
I7	I realize that I usually am one of the last people in my group to accept something new	0.812
I8	I am the individual who constantly makes changes in competence/expertise in working according to company rules	0.899

Source: own research, note: CA: Cronbach's Alpha

Table 2. R Square

Variable	R Square
Servant Leadership	0.391
Organizational Culture	0.325
Corporate Social Responsibility	0.370

Source: own research

The standard procedure for hypothesis testing employed a one-tailed approach because this study employed directed hypothesis predictions. This is the point at which a t-value of 1.65 corresponds to a p-value at level 0.05 (95% probability). The table 3 show that, at the 0.05 levels of significance H1, H2, H3, H6, and H7 were supported. However, there were some unsupported hypotheses: H4 and H5.

Table 3. Path Analysis Results (Hypotheses Testing)

Variabel	Coefficient	t	Sig	Hypotheses	Conclusion
Servant Leadership → Corporate Social Responsibility	0.831	10.12	0.00	H1	Supported
Servant Leadership → Innovativeness	0.675	4.740	.000	H2	Supported
Servant Leadership → Organizational Culture	0.944	29.73	0.00	H3	Supported
Organizational Culture → Corporate Social Responsibility	0.135	1.642	0.103	H4	Not Supported
Corporate Social Responsibility → Innovativeness	0,271	1,692	.093	H5	Not Supported
Organizational Culture → Servant Leadership → Corporate Social Responsibility		3.720	0.00	H6	Supported
Corporate Social Responsibility → Servant Leadership → Innovativeness		2.670	0.00	H7	Supported

Source: own research

*Sign $\alpha < 0.05$

For the mediation test results, it is known that the direct effect of Servant leadership on Corporate Social Responsibility was 0.831 (13.1%), less than the value of the indirect effect of Organizational Culture through Servant leadership on Corporate Social Responsibility of 3.720 (372 %), significant at 0.05 (5%). Furthermore, it is known that the value of the indirect impact of corporate social responsibility through servant leadership on innovativeness was 2.670 (372%), significant at 0.05 (5%), whereas the direct effect of servant leadership on innovativeness was 0.271 (27.1%), less (Gujarati et al, 2009). Thus, the two hypotheses H6 and H7 were supported (table 5).

6 Discussion

6.1 The effect of servant leadership on Corporate Social Responsibility

In the test results of the H1, Hypothesis which states that servant leadership has a positive and significant effect on CSR, using the t test, it was found that: servant leadership has a standardized coefficient of 0.831, with a significance value result of 0.00 with a significance level limit smaller than 0.05. The results **supported hypothesis 1** and also support previous research conducted [15] and [6] which stated that servant leadership has an effect on CSR. So, it can be concluded that the leadership variable serves partially has a positive and significant effect on the CSR of retail business leaders in Yogyakarta, Indonesia. When retail business employees feel that the leadership style of servant leadership increases, the perception of retail business employees towards the implementation of the retail business for Perception CSR from employee were increase.

6.2 The effect of Servant Leadership on Innovativeness

In the test results of H2, Hypothesis which states that servant leadership has a positive and significant effect on innovativeness, using the t test, it was found that: servant leadership has a standardized coefficient of 0.675 with a significance value result of 0.00 with a significance level limit smaller than 0.05 (Gujarati et a, 2009). The results supported hypothesis 2 and also support previous research conducted by [16]; [17]; [18] and [4] which state that servant leadership affects innovativeness. It can be concluded that servant leadership partially has a positive and significant effect on the innovativeness of retail business employees in Yogyakarta. When retail business employees feel that the leadership style of serving from the leader retail business increases, the innovativeness of retail business employees in Yogyakarta, Indonesia were increase.

6.3 The effect of servant leadership on Organizational culture

In the test results of H3, Hypothesis which states that servant leadership has a positive and significant effect on Organizational culture, using the t test, it was found that: servant leadership has a standardized coefficient of 0.944 with a significance value result of 0.00 with a significance level limit smaller than 0.05 (Gujarati et a; 2009). The results supported hypothesis 3 and also support previous research conducted by [19], (Zieba, 2021 which state that servant leadership affects organizational culture. It is possible to draw the conclusion that Yogyakarta, Indonesian retail employees' organizational culture is significantly and favorably impacted by servant leadership. When retail business employees feel that the leadership style of serving from the leader retail business increases, the organizational culture of retail business employees in Yogyakarta, Indonesia were increase.

6.4 The effect of Organizational Culture on CSR

In the test results of the **H4. Hypothesis** which states that Organizational Culture has a positive and significant effect on CSR, using the t test, it was found that: Organizational Culture has a standardized coefficient of 0.135 with a significance value result of 0.103 with a significance level limit greater than 0.05 (Gujarati et al., 2009). The results **do not support/accept hypothesis 4** and do not support previous research conducted by [20], [21], [22] and [6] which stated that the ethics of organizational culture affect CSR. So, it can be concluded that the ethics of organizational culture partially have no effect on the CSR of retail business employees in Yogyakarta. Ethics of organizational culture in the form of Retail business leaders set a good example in terms of ethical behavior, communicating the importance of ethics and integrity clearly and convincingly, employees do things in accordance with the rules in the work environment, as well as the existence of norms and standards of good work carried out by retail business employees but sometimes the implementation of CSR carried out by retail business management is not known directly by retail business employees due to their work technically obtaining demands not to make

mistakes in work and provide customer satisfaction.

6.5 The Effect of CSR on Innovativeness

In the results of testing the H5. It was found that: CSR has a standardized coefficient of 0.271 with a significance value of 0.093 with not significance level limit over than 0.05 [34]. The result was not supported hypothesis 5 and also not support previous research conducted by [23].; [24] and [4] who state that CSR affects innovativeness It can be concluded that CSR was not effect on the innovativeness of retail business employees in Yogyakarta, Indonesia. The reason employees' perceptions of CSR have no influence on innovativeness is lack of conceptual correlation: (1) Employee perceptions about CSR may not be directly related to the concept or culture of innovation within the company. They may see CSR as a social and environmental responsibility that is separate from aspects such as the discovery of new ideas or the development of innovative products [35]. (2) Resource limitations and support: While employees may have a positive perception of CSR, if an organization does not provide sufficient resources or support to facilitate innovative activities, it can impede the ability of employees to participate in innovative behavior [11]. (3) No Supported Innovation Culture: An organizational culture that does not encourage or support innovation can make employees reluctant or uncomfortable to take risks and try new things[37].

6.6 The effect of Servant Leadership on Corporate Social Responsibility mediated by Organizational Culture

Based on results of the Sobel test, $3.72006 > 1.65$ at a significance level of 5% indicates that organizational cultural strongly mediates the influence of servant leadership on corporate social responsibility. As a result, H6, according to which organizational culture mediates the impact of servant leadership on CSR, is supported or approved. The results of previous studies that support this research are the studies conducted [26] and [6] This is in line with recent studies that show that work culture ethics plays a mediating role in relationships involving servant leadership and CSR will increase. When the leadership of serving in the retail business in Yogyakarta increases, it will create a good work culture ethic so that employee perceptions of CSR in the retail business in Yogyakarta will increase.

6.7 The effect of Servant Leadership on Innovativeness mediated by Corporate Social Responsibility

According to the Sobel test results, CSR mediates the relationship between servant leadership and innovation. The statistical value of the Sobel test is $2.670 > 1.65$ at a significant level of 5%. As a result, H7-which asserts that a substantial degree of corporate social responsibility mediates the relationship between servant leadership and innovativeness is validated. This study's findings are consistent with earlier study by [4]. The findings of a study on Yogyakarta retail employees actually have a direct impact on innovativeness through servant leadership and an indirect impact through corporate social responsibility (CSR) on innovativeness. The implementation of servant leadership by the leadership can foster an innovative work environment by changing the way employees view corporate social responsibility.

7 Conclusions

This study shows that while certain ideas are accepted, others are not. The investigation's findings indicated that servant leadership was beneficial for corporate social responsibility (CSR), innovativeness, and organizational culture. In the meantime, mediation validated the findings of the indirect effect research, which indicated that innovativeness was mediated by servant leadership and organizational culture mediated the impact of servant leadership on CSR. However, there were some research findings that do not support this study, such as CSR had not effect on Innovativeness, organizational culture had not effect on CSR.

8 Limitation and Recommendations

The following are the study's limitations: (1) The research used a Google Form to collect data, the scope of the study was restricted to responding to the questionnaire during the Covid-19 pandemic, which frequently resulted in few opportunities for in-depth interviews with respondent. (2) Since there are still not enough variables, the model needs to be improved, or new variables added.

The results based on the study's findings, which gave a general picture of the leadership model that helps Yogyakarta retail staff behave more innovatively, that researchers make the following suggestions to the management:

- 8.1 Servant leadership needs to continue to be carried out by leaders from the sub-coordinator level, coordinators, supervisors, assistant managers, managers and directors so that this servant leadership style will provide a good example for employees to imitate so that in providing services to users or consumers will be even better.
- 8.2 Retail business management needs to pay attention to the implementation and implementation of Organizational Culture which become a work ethic for employees
- 8.3 Monitoring and assessing all indications that can enhance and highlight creative employee behavior is essential for retail business management, particularly for the human resources division, which is at the forefront of enhancing the competencies of retail staff members.

References

- [1] A. Julius *Et AL.*, "Penerapan Kepemimpinan Yang Melayani Pada Cv Golden Lion Incorporated," *Program Manajemen Bisnis, Program Studi Manajemen*, Vol. 3, No. 1, Pp. 477–484, 2015.
- [2] M. F. Coetzer, M. Bussin, And M. Geldenhuys, "The Functions Of A Servant Leader," *Administrative Sciences*, Vol. 7, No. 1, Pp. 42–45, 2017, Doi: 10.3390/Admsci7010005.
- [3] R. Varadarajan, "Fortune At The Bottom Of The Innovation Pyramid: The Strategic Logic Of Incremental Innovations," *Business Horizons*, Vol. 52, No. 1, Pp. 21–29, 2009, Doi: 10.1016/J.Bushor.2008.03.011.
- [4] F. F. Mallén Broch, E. Domínguez Escrig, R. Chiva Gómez, And R. Lapiedra Alcamí, "Promoting Firm Innovativeness Through Servant Leadership And Corporate Social Responsibility To Employees," *Leadership And Organization Development Journal*, Vol. 41, No. 4, Pp. 615–633, 2020, Doi: 10.1108/Lodj-03-2019-0127.
- [5] B. Prasad And P. Junni, "A Contingency Model Of Ceo Characteristics And Firm Innovativeness: The Moderating Role Of Organizational Size," *Management Decision*, Vol. 55, No. 1, Pp. 156–177, 2017, Doi: 10.1108/Md-02-2016-0071.
- [6] K. Zieba, "Servant Leadership And Corporate Social Responsibility : The Mediating Effect Of Organizational Ethical Culture," No. January, Pp. 1–34, 2021.
- [7] I. M. O. Obi, K. Bollen, H. Aaldering, W. Robijn, And M. C. Euwema, "Servant Leadership, Third-Party Behavior, And Emotional Exhaustion Of Followers," *Negotiation And Conflict Management Research*, Vol. 0, No. 0, Pp. 1–20, 2020, Doi: 10.1111/Nemr.12184.
- [8] L. J. Christensen, A. Mackey, And D. Whetten, "Taking Responsibility For Corporate Social Responsibility: The Role Of Leaders In Creating, Implementing, Sustaining, Or Avoiding Socially Responsible Firm Behaviors," *Academy Of Management Perspectives*, Vol. 28, No. 2, Pp. 164–178, 2014, Doi: 10.5465/Amp.2012.0047.
- [9] S. M. R. Isa, "The Construct Of Corporate Social Responsibility (Csr): Designing A Formative Measure," Pp. 1–19, 2010.
- [10] H. T. Hurt, K. Joseph, And C. D. Cook, "Scales For The Measurement Of Innovativeness," *Hum Commun Res*, Vol. 4, No. 1, Pp. 58–65, 1977, Doi: 10.1111/J.1468-2958.1977.Tb00597.X.
- [11] F. F. Mallén Broch, E. Domínguez Escrig, R. Chiva Gómez, And R. Lapiedra Alcamí, "Promoting Firm Innovativeness Through Servant Leadership And Corporate Social Responsibility To Employees," *Leadership And Organization Development Journal*, Vol. 41, No. 4, Pp. 615–633, 2020, Doi: 10.1108/Lodj-03-2019-0127.
- [12] L. Smircich, "Concepts Of Culture And Organizational Analysis," *The Anthropology Of Organisations*, Vol. 28, No. 3, Pp. 255–274, 2017, Doi: 10.4324/9781315241371-20.
- [13] G. Hofstede, "Attitudes, Values And Organizational Culture: Disentangling The Concepts," 1998.
- [14] M. Kincaid, "Building Corporate Social Responsibility Through Servant Leadership," *International Journal Of Leadership Studies*, Vol. 7, No. 2, Pp. 151–171, 2012.
- [15] L. J. Christensen, A. Mackey, And D. Whetten, "Taking Responsibility For Corporate Social Responsibility: The Role Of Leaders In Creating, Implementing, Sustaining, Or Avoiding Socially Responsible Firm Behaviors," *Academy Of Management Perspectives*, Vol. 28, No. 2, Pp. 164–178, 2014, Doi: 10.5465/Amp.2012.0047.

- [16] J. Yang, H. Liu, And J. Gu, "A Multi-Level Study Of Servant Leadership On Creativity: The Roles Of Self-Efficacy And Power Distance," *Leadership And Organization Development Journal*, Vol. 38, No. 5, Pp. 610–629, 2017, Doi: 10.1108/Lodj-10-2015-0229.
- [17] D. T. Yoshida, S. Sendjaya, G. Hirst, And B. Cooper, "Does Servant Leadership Foster Creativity And Innovation? A Multi-Level Mediation Study Of Identification And Prototypicality," *J Bus Res*, Vol. 67, No. 7, Pp. 1395–1404, 2014, Doi: 10.1016/J.Jbusres.2013.08.013.
- [18] W. A. Williams, R. S. Brandon, M. Hayek, S. P. Haden, And G. Atinc, "Servant Leadership And Followership Creativity: The Influence Of Workplace Spirituality And Political Skill," *Leadership And Organization Development Journal*, Vol. 38, No. 2, Pp. 178–193, 2017, Doi: 10.1108/Lodj-02-2015-0019.
- [19] L. L. Reed, D. Vidaver-Cohen, And S. R. Colwell, "A New Scale To Measure Executive Servant Leadership: Development, Analysis, And Implications For Research," *Journal Of Business Ethics*, Vol. 101, No. 3, Pp. 415–434, 2011, Doi: 10.1007/S10551-010-0729-1.
- [20] S. Chaudary And M. Ali, "The Spillover Effect Of Csr Initiatives On Consumer Attitude And Purchase Intent: The Role Of Customer-Company Identification With The Moderating Effect Of Awareness," *Pakistan Journal Of Commerce And Social Sciences*, Vol. 10, No. 2, Pp. 368–387, 2016.
- [21] Y. Yu And Y. Choi, "Stakeholder Pressure And Csr Adoption: The Mediating Role Of Organizational Culture For Chinese Companies," *Social Science Journal*, Vol. 53, No. 2, Pp. 226–235, 2016, Doi: 10.1016/J.Soscij.2014.07.006.
- [22] M. Lee And H. Kim, "Exploring The Organizational Culture's Moderating Role Of Effects Of Corporate Social Responsibility (Csr) On Firm Performance: Focused On Corporate Contributions In Korea," *Sustainability (Switzerland)*, Vol. 9, No. 10, 2017, Doi: 10.3390/Su9101883.
- [23] I. K. A. Wong And J. H. Gao, "Exploring The Direct And Indirect Effects Of Csr On Organizational Commitment: The Mediating Role Of Corporate Culture," *International Journal Of Contemporary Hospitality Management*, Vol. 26, No. 4, Pp. 500–525, 2014, Doi: 10.1108/Ijchm-05-2013-0225.
- [24] C. Chen, Y. Chen, P. H. Hsu, And E. J. Podolski, "Be Nice To Your Innovators: Employee Treatment And Corporate Innovation Performance," *Journal Of Corporate Finance*, Vol. 39, Pp. 78–98, 2016, Doi: 10.1016/J.Jcorpfin.2016.06.001.
- [25] S. Bong Choi, S. M. Ebrahim Ullah, And W. Jun Kwak, "Ethical Leadership And Followers' Attitudes Toward Corporate Social Responsibility: The Role Of Perceived Ethical Work Climate," *Soc Behav Pers*, Vol. 43, No. 3, Pp. 353–366, 2015.
- [26] L. Z. Wu, H. K. Kwan, F. H. Kit Yim, R. K. Chiu, And X. He, "Ceo Ethical Leadership And Corporate Social Responsibility: A Moderated Mediation Model," *Journal Of Business Ethics*, Vol. 130, No. 4, Pp. 819–831, 2015, Doi: 10.1007/S10551-014-2108-9.
- [27] N. M. Pless, T. Maak, And D. A. Waldman, "Different Approaches Toward Doing The Right Thing: Mapping The Responsibility Orientations Of Leaders," *Academy Of Management Perspectives*, Vol. 26, No. 4, Pp. 51–65, 2012, Doi: 10.5465/Amp.2012.0028.
- [28] D. Van Dierendonck, "Servant Leadership: A Review And Synthesis," *J Manage*, Vol. 37, No. 4, Pp. 1228–1261, 2011, Doi: 10.1177/0149206310380462.
- [29] T. M. Amabile, S. G. Barsade, J. S. Mueller, And B. M. Staw, "Affect And Creativity At Work," *Adm Sci Q*, Vol. 50, No. 3, Pp. 367–403, 2005, Doi: 10.2189/Asqu.2005.50.3.367.
- [30] H. T. Hurt, K. Joseph, And C. D. Cook, "Scales For The Measurement Of Innovativeness," *Hum Commun Res*, Vol. 4, No. 1, Pp. 58–65, 1977, Doi: 10.1111/J.1468-2958.1977.Tb00597.X.
- [31] S. M. R. Isa, "The Construct Of Corporate Social Responsibility (Csr): Designing A Formative Measure," Pp. 1–19, 2010.
- [32] J. D. Debode, A. A. Armenakis, H. S. Feild, And A. G. Walker, "Assessing Ethical Organizational Culture: Refinement Of A Scale," *Journal Of Applied Behavioral Science*, Vol. 49, No. 4, Pp. 460–484, 2013, Doi: 10.1177/0021886313500987.
- [33] J. Hair, W. Black, B. Babin, And R. Anderson, *On Multivariate Data Analysis Joseph F. Hair Jr. William C. Black Eight Edition*. 2018.
- [34] J. Hair, W. Black, B. Babin, And R. Anderson, *On Multivariate Data Analysis Joseph F. Hair Jr. William C. Black Eight Edition*. 2018.
- [35] Y. Yu And Y. Choi, "Stakeholder Pressure And Csr Adoption: The Mediating Role Of Organizational Culture For Chinese Companies," *Social Science Journal*, Vol. 53, No. 2, Pp. 226–235, 2016, Doi: 10.1016/J.Soscij.2014.07.006.
- [36] I. K. A. Wong And J. H. Gao, "Exploring The Direct And Indirect Effects Of Csr On Organizational Commitment: The Mediating Role Of Corporate Culture," *International Journal Of Contemporary Hospitality Management*, Vol. 26, No. 4, Pp. 500–525, 2014, Doi: 10.1108/Ijchm-05-2013-0225.
- [37] B. Prasad And P. Junni, "A Contingency Model Of Ceo Characteristics And Firm Innovativeness: The Moderating Role Of Organizational Size," *Management Decision*, Vol. 55, No. 1, Pp. 156–177, 2017, Doi: 10.1108/Md-02-2016-0071.