



From global forces to public health TURBULENCE: A Thematic Review of THE IMPACT OF SERVANT Leadership On Innovative Behaviour

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Abstract

This study aims to determine the dominant issues and challenges that have been raised regarding the impact of servant leadership (SL) on innovative behaviour (IB) in the publications from year 2017 until 2021. The extant empirical literature is inconclusive and highlights the need for further research into the role of SL in influencing IB. The Web of Science (WoS) and Scopus databases were searched to identify articles published in English. Using ATLAS, the goal of this systematic review is to pull together the research on how SL affects IB. A total of 22 peer-reviewed journal articles were identified with 42 codes characterising the impact of SL on IB, and grouped into 4 themes which are global forces, technology advancement, leadership style, and crisis challenges. This paper contributes to analysing the patterns and trends that can potentially foster and motivate IB among employees, leaders, teams, and organisations which can lay the foundation for future studies.

Keywords

Innovative behaviour, Servant leadership, Organisational innovation, Leadership styles

1. Introduction

Innovative behaviour (IB) is a critical source of organisational prosperity, competitive advantage, and long-term success in today's turbulent economic environment, globalisation, and hyper- competitive markets (Afsar et al., 2019;

Amankwaa et al., 2019; Newman et al., 2018; Woods et al., 2018). The agile and dynamic IB approaches are critical for organisations to cope with challenges and uncertainty, and thus, critical for the organisations' survival, growth, and sustainability (Shipton et al., 2006; Stanescu et al., 2020). As a result, in a volatile and highly competitive global market, management should adjust employee tasks and implement changes that will lead to better decision-making and new managerial processes (Karatepe et al., 2020). Most organisations have become increasingly interested in identifying the factors that can predict and increase their employees' IB (Agarwal, 2014; Scott & Bruce, 1994; Stanescu et al., 2020).

According to Opoku et al. (2019) and Wikström (2010), IB has been identified as a synergy for promoting sustainability because it enables the development of strategic instruments to assist management in organising operations. Innovation is one of the most important strategies for organisations to ensure success in a dynamic environment, and the current era has compelled organisations to immediately adapt their strategies in order to become more competitive (Ahmad et al., 2021). Many organisations have pursued multiple strategies to gain competitive advantage and sustain their operations. In addition, researchers and human resource practitioners should be encouraged to explore novel approaches to promote IB among employees (Opoku et al., 2019), teams (Wang et al., 2019), and organisations (Karatepe et al., 2020).

Numerous studies indicate that leadership style is a significant predictor of the innovation process (Stenmark et al., 2011; Zeng & Xu, 2020). It has been demonstrated that servant leadership (SL) increases IB among individuals, leaders, and teams (Lee et al., 2020). SL is a people-focused leadership style and a holistic leadership approach that can motivate employees to take risks and innovate (Andiliou & Murphy, 2010; Iqbal et al., 2020; Zeng & Xu, 2020). SL prioritised developing a positive work culture that encouraged knowledge sharing and engagement by emphasising trust, respect, openness, and communication. A less hierarchical and more democratic management style, as well as increased employee participation, are hallmarks of successful SL leaders (Lo et al., 2020).

Due to inconsistent findings and the fragmented nature of empirical studies, researchers have emphasised the need for a more in-depth examination of the relationship between SL and IB and the underlying mechanisms in order to better comprehend the nature of this relationship (Iqbal et al., 2020; Khan et al., 2020; Opoku et al., 2019). Consequently, the purpose of this paper is to explore the issues that have been discussed in SL and IB publications from year 2017 until 2021, and the following research question is formulated. What are the most common concerns about the effects of SL on IB that have been raised in written works from 2017 to 2021?

2. Methodology

Braun and Clarke (2013) defined thematic analysis as the process of identifying patterns and constructing themes which is based on an exhaustive

reading of a topic. As described by Zairul (2022), this paper implemented a thematic review utilising ATLAS.ti 22 as the tool, since a thematic analysis method was utilised for the literature review. The next step was to find the pattern and construct category in order to understand the SL publication pattern that contributes to the IB. The main goal of this paper is to review works on SL in the field of IB in a systematic way and show how the findings from these two fields fit together. Although different researchers provide different review guidelines, the ones used here were derived from Zairul's (2020, 2021, 2022) empirical research. The study's guidelines include four key phrases, including planning-research scope and search strategy, selection criteria, data extraction, and thematic review procedure.

2.1 Planning-research Scope and Search Strategy

Searches using electronic databases, particularly the Web of Science (WoS) and Scopus databases, yielded relevant articles published between January 1st, 2017 and December 31st, 2021 (5 years). A systematic literature review was conducted to identify literature relevant to SL and IB in order to answer these questions. To be considered for this review, an article must focus on SL and IB as key variables or subject areas. The search took place on January 7th, 2022. The databases WoS and Scopus were chosen because they provide the most comprehensive database for peer-reviewed publications with precise filtering capabilities (AlEssa & Durugbo, 2021; Oladinrin et al., 2021). Aside from being a major archive for most research output, WoS has the ability to outperform other search engines in terms of accuracy. WoS also has the most dependable download function (Chen et al., 2008; Oladinrin et al., 2021) and provides more accurate results in terms of data centralisation (Jin et al., 2017; Oladinrin et al., 2021).

On the other hand, Scopus has over 75 million records, 24,600 titles, and 5000 publishers. Scopus also has powerful analytical tools and generates relatively accurate citation searches (AlEssa & Durugbo, 2021). A systematic review of research articles is conducted to identify and retrieve relevant papers from the WoS database using the keyword "servant" AND "leadership" AND "innovative behaviour" OR "innovative behaviour" as well as the Scopus database using the keyword TITLE-ABS-KEY ("servant" AND "leadership" AND "innovative behaviour" OR "innovative behaviour") AND PUBYEAR- 2017 to 2021, as shown in **Table 1**. The review is limited to articles published in English in peer-reviewed journals for quality and consistency with related SL and IB contents.

Table 1: Search Strings Phase from Web of Science and Scopus Databases

WoS Database	(AK=(Servant AND Leadership AND Innovative Behaviour OR Innovative Behaviour)) AND LANGUAGE: (English) AND DOCUMENT TYPES: (Article) Refined by: DOCUMENT TYPES: (ARTICLE) AND WEB OF SCIENCE CATEGORIES: (MANAGEMENT OR BUSINESS OR PSYCHOLOGY APPLIED) Timespan: 2016-2021. Indexes: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH, BKCI-S, BKCI-SSH, ESCI.
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Scopus Database	TITLE-ABS-KEY (servant AND leadership AND innovative AND behaviour OR innovative AND behaviour) AND PUBYEAR > 2015 AND PUBYEAR < 2021 AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (LANGUAGE , "English")) AND (LIMIT-TO (PUBYEAR , 2021) OR (LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016)) AND (LIMIT-TO (SUBJAREA , "BUSI") OR LIMIT-TO (SUBJAREA , "SOCI") OR LIMIT-TO (SUBJAREA , "PSYC") OR LIMIT-TO (SUBJAREA , "ECON") OR LIMIT-TO (SUBJAREA , "DECI"))
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2.2 Selection Criteria

This review included articles that met specific criteria. Consistent with the objectives of this study, the selection process was centred on the disciplines of leadership and management. Unpublished research at the time of the review (1st January 2017 through 31st December 2021) were omitted. This procedure yielded 45 articles in the WoS database and 33 articles in the Scopus database that were eligible for further evaluation.

In the final step of the research procedure, only full empirical articles were retained, while all other types of research, including conceptual papers, conference papers, editorial notes, and book chapters, were excluded. Following these criteria, a total of 22 articles remained, as shown in **Table 2**. This review is limited to peer-reviewed journals, and 42 publications were excluded due to inconclusive results and anecdotes, overlaps, or lack of SL and IB discussion. Therefore, there were only 22 articles remaining to be reviewed.

Table 2: Extraction Phase from Web of Science and Scopus Databases

Database	Retrieved	Rejected	Duplication	Σ Accepted
WoS	45	23	21	22
Scopus	33	12	21	21

2.3 Data Extraction

The articles in the sample were then manually screened to determine their relevance. To avoid researcher bias, a leadership and human development expert from the National University of Malaysia (UKM) who is familiar with the research area was invited to review the retrieved articles using predetermined eligibility and exclusion criteria. The potential full-text articles were then evaluated for eligibility using the selection criteria listed above. Following the removal of irrelevant studies, 22 final articles were identified.

2.4 Thematic Review Process

The articles were uploaded as primary documents into the ATLAS.ti 22 software, and each paper was categorised according to author, issue number, periodical, publisher, volume and year of publication (**Figure 1**).

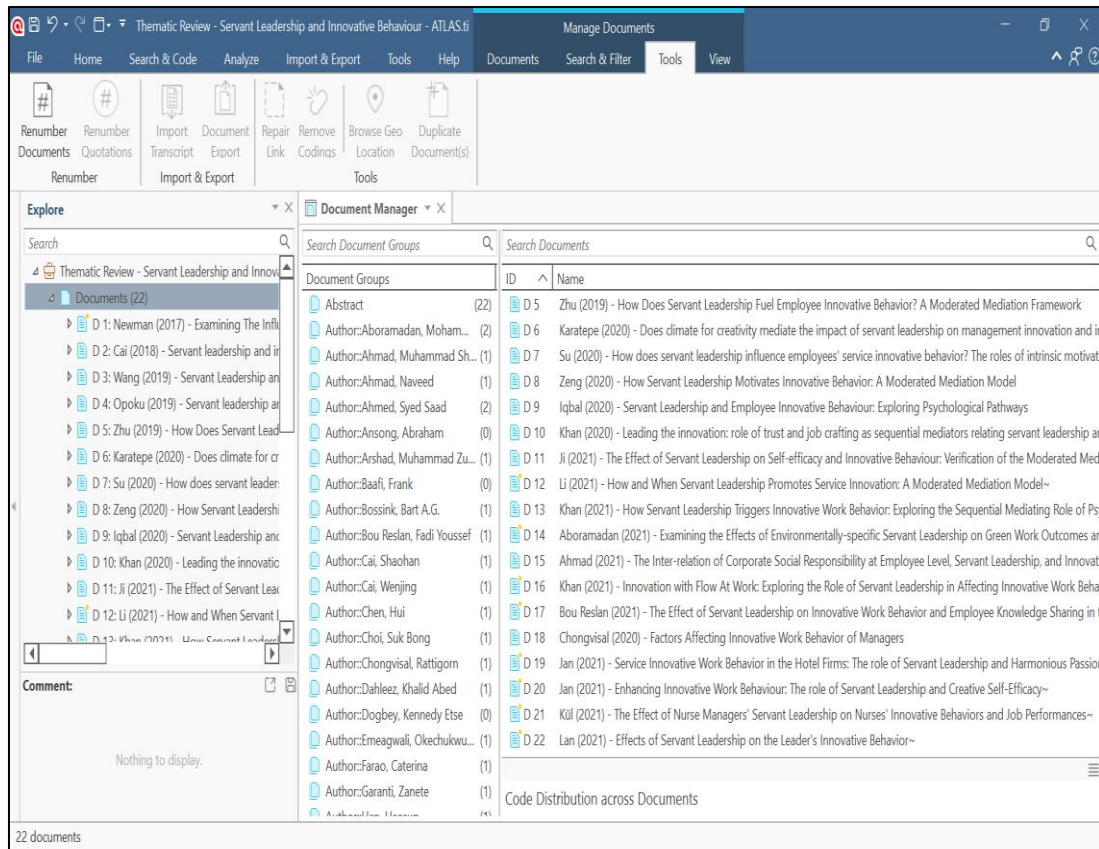


Figure 1: Documents Extracted from Mendeley Metadata into ATLAS.ti 22

As a result, the articles could be analysed according to the year they were published, as well as the discussion pattern. The sorting of the 22 articles in ATLAS.ti 22 was much more systematic and precise due to the software's functionality. Some approaches to thematic review mirrored those used in qualitative research coding. The process is frequently perceived as fragmenting and reducing data to the point where the dialectic relationship between reading text and writing is obscured. ATLAS.ti 22 aided in thematic review by hyperlinking the initial coding into themes. An important aspect of thematic review is the ability to step back from raw data and ideas of the initial code to the final theme for the purpose of interpretation. A thematic review paper's core business is the iterative process of flicking back and forth between analytic tasks and software tools. The analytic task of reflection occurs throughout the analysis.

3. Results And Discussion

3.1 Journals

The 22 articles on the impact of SL on IB were published in 18 different journals, according to the WoS and Scopus databases. Due to the multidisciplinary nature of leadership, SL research has found a home in numerous publications (Table 3).

Table 3: Articles Reviewed Based on Journals

No.	Journal	Total
1	Administrative Sciences	1
2	Asia Pacific Journal of Human Resources	1
3	Baltic Journal of Management	2
4	European Journal of Innovation Management	2
5	Frontiers in Psychology	1
6	International Journal of Contemporary Hospitality Management	1
7	International Journal of Environmental Research and Public Health	2
8	International Journal of Human Resource Management	1
9	Journal of Hospitality Marketing and Management	1
10	Journal of Human Behaviour in the Social Environment	1
11	Journal of Managerial Psychology	1
12	Leadership & Organization Development Journal	2
13	Leadership and Organization Development Journal	1
14	On the Horizon	1
15	Polish Journal of Management Studies	1
16	Social Behaviour and Personality Journal	1
17	Sustainability (Switzerland)	1
18	Tourism Management	1

Examining a substantial amount of literature from leading journals would aid researchers in gaining a clearer understanding of the evolution of SL and IB research trends. The Baltic Journal of Management (2 articles), European Journal of Innovation Management (2 articles), International Journal of Environmental Research and Public Health (2 articles), and Leadership and Organization Development Journal (2 articles) comprised the top four journals.

Since 2017, more SL and IB research articles have been published in the WoS and Scopus databases. According to the Journal Citation Indicator (JCI) WoS 2020, 7 articles have values greater than 1.0, indicating a greater-than-average citation impact, and 14 articles have values less than 1.0, indicating a lower-than-average citation impact. From exhaustive search, not a single article on the effects of SL on IB was published in the WoS and Scopus databases in 2016. In 2017, however, the International Journal of Human Resource Management revealed the trend (1 article). It was observed that some of the journals published are unrelated to management and leadership, such as International Journal of Environmental Research and Public Health (2 articles), Frontiers in Psychology (1 article), Journal of Managerial Psychology (1 article), Social Behaviour and Personality Journal (1 article), and Tourism Management (1 article).

3.2 Themes

In an iterative process, 22 research articles were reviewed. The similarities and differences were compared in order to achieve consistency in the resulting sub-

categories. This review investigated the effects of SL on IB at various levels, including individual, leader, team, and organisational levels. In addition, the various perspectives from which SL and IB have been studied thus far have been identified. The research articles have been assigned to the methodology used to present SL and IB. The initial 42-code coding was further subdivided into four themes which are employee centred, leader centred, team centred, and organisation centred. While there has been progress in recognising the impact of SL on individuals, leaders, teams, and organisations, the majority of empirical studies on SL and IB have concentrated on how servant leaders influence their follower outcomes and the mechanisms that explain these relationships.

According to the review, the most important employee research factor is the relationship between SL and IB, as evidenced by 20 studies. This is followed by 4 studies centred on the leader. Not surprisingly, all hypotheses were supported in the majority of the manuscripts examined. In analysing the relatively few unsupported hypotheses that have been published, the pattern of their rejection became apparent. The most prevalent circumstance was that the mediation and moderation paths were significant, but the direct paths between SL and IB were not supported. The empirical studies conducted by Aboramadan et al. (2021), Ji and Yoon (2021), and Newman et al. (2017) indicate that the effect of SL on IB is not straightforward under all circumstances, and certain intervening mechanisms fully mediate such an effect. Such factors studied to date include individual personality traits, team characteristics, leader factors, organisational aspects, relationships within the organisation, and various strategies. Individual, leader, team, and organisation centred effects of SL on IB have been investigated as being triggered by the aforementioned constructs (Aboramadan et al., 2021; Newman et al., 2017). **Table 4** provides an overview of these relationships and the related studies.

Table 4: The Theme According to Year

No.	Theme	2017	2018	2019	2020	2021
1	Employee Centred	1	1	3	5	10
2	Leader Centred			1	2	1
3	Team Centred			1	1	
4	Organisation Centred				2	
	Total	1	1	5	8	15

Regarding the empirical research and suggestions for future study by Newman et al. (2017), the limitation was that it did not measure potential mediators of the relationship between leadership styles and follower work outcomes. Future empirical research could include mediators and moderators that capture social exchange and social learning processes in order to confirm the proposed theoretical mechanisms linking SL and IB (Newman et al., 2017). This present review agrees that SL has a positive effect on IB at the team and organisational levels. Although there has been little research on SL in the IB

literature, empirical studies have found significant evidence of team centred behaviours such as team reflexivity (Wang et al., 2019) and management innovation (Karatepe et al., 2020). Furthermore, previous research has revealed the positive effects of SL on IB by organisation centred behaviour, such as climate for creativity (Karatepe et al., 2020) and organisation-based self-esteem (Zeng & Xu, 2020).

This servant-led culture has a positive impact on team and organisational performance. The servant leader's behaviour is passed on to the followers, resulting in a process of contagion among the employees (Liden et al., 2014). As a result, the more a leader engages in SL behaviour, the more likely it is that their subordinates will do the same. When employees emulate their leaders or colleagues, they internalise an organisation's values as part of their own personal identity. As a result, the more employees identify with their organisation, the more likely it is that they will adopt serving culture values (Langhof & Guldenberg, 2020).

3.3 Leadership Styles

The pattern was analysed using the year and type of SL and IB publications (**Figure 2**). There has been rising tendencies in SL and IB from 2017 to 2021. In 2021, SL exhibited the most number of research with 11 studies, followed by 2020 with 6 studies. Since 2017 (1 study), 2018 (1 study), and 2019 (3 studies), SL and IB studies have demonstrated a rising trend. In the twenty-first century, SL is one of the leadership strains gaining importance. The traits of servant leaders are exemplified by their influence on employees through service to them (Greenleaf et al., 2002) and by the encouragement of IB among members of the organisation (Cai et al., 2018; Khan et al., 2020). SL considers employee development to be the fulcrum of its business philosophy (Liden et al., 2008). Instead of managing workers toward the organisation's goals while nurturing them, servant leaders work in the opposite direction.

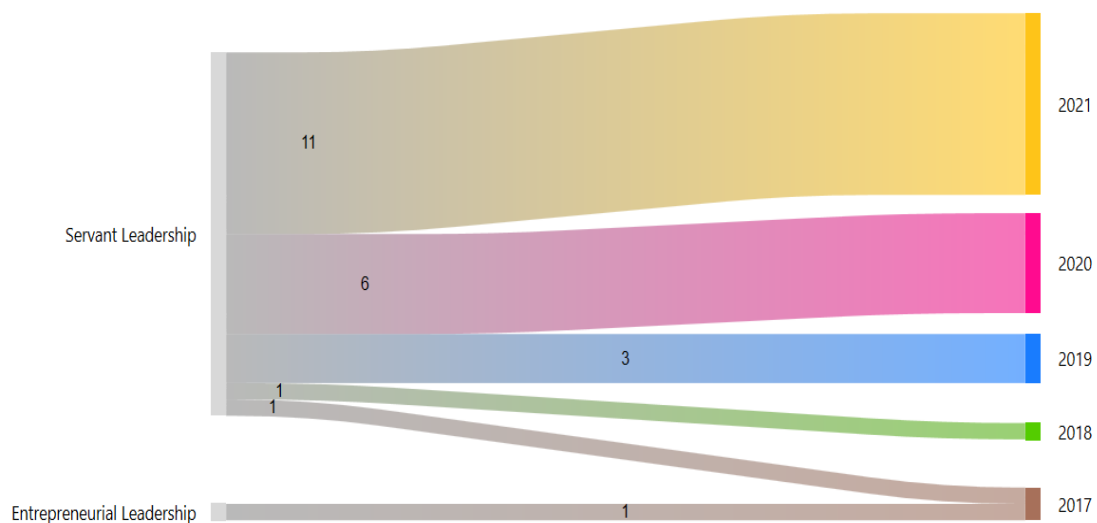


Figure 2: Distribution of Articles According to Leadership Styles and Year

Leaders who put the needs of others before those of the organisation will motivate employees to achieve organisational objectives through a consciousness of obligation (Greenleaf et al., 2002). The practises utilised by SL strongly encourage employees to engage in out-of-role behaviours in order to expand the scope of their influence. Through empowering, supporting, and demonstrating humility and integrity, SL not only reinforces but also motivates employees to engage in extra-role behaviours, such as IB (Cai et al., 2018; Khan et al., 2020; van Dierendonck & Nuijten, 2011). The primary purpose of SL, which is community development, is to elevate employees from physiological needs to self-actualization (Khan, et al., 2021; Whetstone, 2002). Self-actualized employees desire to work for the betterment of society, and they view their workplace as a platform for achieving this objective (Khan, et al., 2021).

Recognizing the significance of SL on IB (Cai et al., 2018; Khan, et al., 2021; Krog & Govender, 2015), researchers have confirmed the connection between SL and IB. Existing knowledge regarding the mechanism between SL and IB must be supplemented by future research. More research is required to determine how servant leaders should address the challenges and issues facing contemporary organisations (Hunter et al., 2013; Reslan et al., 2021). There was only one study by Newman et al. (2017) that analysed multiple positive leadership styles on IB. In the future, researchers may look into the effects of positive leadership styles like paternalistic, transformational, transactional, ethical, and responsible leadership on IB in order to learn more.

3.4 Countries

The pattern was analysed according to the year and country in which the research was conducted. A total of 11 nations have conducted research on SL and IB utilising a variety of variables. Pakistan (33.3%) and China (29.2%) have conducted the vast majority of SL and IB research. The empirical research has been conducted in several nations, with the majority (19 studies) originating from the Asian region, including Pakistan (8 studies), China (7 studies), Mongolia (1 study), Palestine (1 study), Thailand (1 study), and Turkey (1 study). It is encouraging to see the emergence of SL and IB research conducted outside of the Asian region, such as in Europe (2 studies), Africa (1 study), Oceania (1 study), and also the Southeast Asian sub-region (1 study), which contributes to the transnational applicability of SL and IB. Newman et al. (2017) conducted a study with respondents from multiple countries, and hopefully more studies like that can be published in the future. These findings, supported by Iqbal et al. (2020), suggest that a single-country research context may call into question the applicability of the findings to other nations.

In addition, Cai et al. (2018) conducted their empirical research in Chinese organisations with a relatively strong emphasis on hierarchy and limited individual autonomy. The applicability of these findings to organisations in countries with less hierarchical structures and greater employee autonomy may be limited. Only one

study was conducted in Thailand, which is located in the Southeast Asian sub-region (ASEAN). ASEAN is a sub-region in Asia made up of Brunei, Cambodia, East Timor, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam. This sub-region could be explored in the near future. Comparatively less influential in global politics and economics than Pakistan and China, Southeast Asia has a rich diversity of culture, religion, ethnicity, resources, and educational levels (Hosshan et al., 2020; Romli et al., 2017). **Table 5** shows a full breakdown of the countries.

Table 5: The Distribution of Articles According to Country and Year

No.	Country	2017	2018	2019	2020	2021
1	Australia	1				
2	Canada	1				
3	China		1	2	2	2
4	Ghana			1		
5	Latvia					1
6	Mongolia					1
7	Pakistan				2	6
8	Palestine				1	
9	Thailand				1	
10	Turkey					1
11	United Kingdom	1				
	Total	3	1	3	6	11

3.5 Sectors

A total of 22 articles were reviewed and they revealed 24 organisations consisting of private, public, and non-government sectors that have been chosen for the SL and IB studies. **Table 6** summarises the methodology and outcomes of each study. The result demonstrates that empirical research conducted in the private sector has become predominant, with 20 studies compared to only 3 in the public sector and 1 in non-governmental organisations. This demonstrates the opportunity for future researchers to investigate the effects of SL on IB in the public and non-government sectors.

Table 6: The Distribution of Articles According to Sector and Year

No.	Sector	2017	2018	2019	2020	2021
1	Education (Private)				1	
2	Education (Public)				1	
3	Firm (Private)			1	1	1
4	Healthcare (Private)					1
5	Healthcare (Public)					2
6	High-Technology Industries (Private)		1	1	1	

No.	Sector	2017	2018	2019	2020	2021
7	Hospitality Industries (Private)				1	4
8	Information & Communication (Private)				2	1
9	Manufacturing Industries (Private)			1		
10	Non-Government Organisation					1
11	Services Industries (Private)					2
12	Small and Medium Industries (Private)	1				
	Total	1	1	3	7	12

The majority of the articles reviewed in this study demonstrate a single sector and single country research context, including education industries (Zeng & Xu, 2020), private firms (Chongvisal, 2020; Lan et al., 2021; Wang et al., 2019), healthcare industries (Ahmad et al., 2021; Kül & Sönmez, 2021), high-technology industries (Cai et al., 2018; Khan et al., 2020; Su et al., 2020; Zhu & Zhang, 2020), hospitality industries (Aboramadan et al., 2021; Jan et al., 2021; Jan et al., 2021; Karatepe et al., 2020; Li et al., 2021), information and communications industries (Iqbal et al., 2020; Khan et al., 2020; Reslan et al., 2021), manufacturing industries (Opoku et al., 2019), service industries (Khan et al., 2021; Khan et al., 2021), small and medium industries (Newman et al., 2017), and non-government organisations (Ji & Yoon, 2021).

This review study will be able to examine a limited number of papers due to only 1 study each in education and healthcare, respectively, in the public sector. This may cast doubt on the applicability of the results to other industries and nations. This would also grant researchers the chance to investigate in greater depth on how IB research has been influenced by SL style, based on educational and healthcare challenges in public systems over time. Future research could also include a cross-sector and cross-cultural context for a deeper understanding of the proposed relationships, greater applicability of the results, and more rigorous practical implications (Iqbal et al., 2020).

In addition, an empirical study conducted by Newman et al. (2017) suggests that more research is required to determine the relative effectiveness of leadership styles in the non-profit and for-profit sectors. This will help leaders to figure out on how to adapt their leadership style to different types of organisations and have the most positive effect on how their employees think and act.

3.6 Level of Analysis

At the employee level, **Table 7** lists 20 studies, 5 of which examined dyadic relationships between employees and supervisors. Furthermore, it was discovered that only an empirical study, conducted by Reslan et al. (2021), examined the dyadic relationships between employee and manager. In addition, an empirical study led by Chongvisal (2020) has demonstrated the relationship between SL and

IB from the perspective of middle managers. The SL is commonly regarded as an employee-focused leadership practise with the potential to foster positive organisational outcomes (Bavik, 2019). In fact, empirical research indicates that servant leaders positively impact outcomes at multiple organisational levels, including the employee, supervisor, middle manager, and management levels (Bavik, 2019; Bavik et al., 2017; Williams et al., 2017).

Table 7: The Distribution of Articles According to Research Population and Year

No.	Level of Analysis	2017	2018	2019	2020	2021
1	Employee	1	1		5	7
2	Employee - Supervisor			3		2
3	Middle Manager				1	
4	Employee - Manager					1
	Total	1	1	3	6	10

Researchers and practitioners also suggest that the positive effects of SL permeate the organisation's employee level (Bavik, 2019). According to research conducted by Chongvisal (2020), SL at the intermediate level had a significant effect on service-oriented behaviour. Given the holistic and developmental nature of SL, it is not surprising that SL is positively associated with a wide variety of job-related attitudes as a mediator or moderator in the relationship (Eva et al., 2019). Based on the small number of empirical studies, it may be suggested that future researchers use supervisor and middle manager focus groups to learn more about the link between SL and IB. The middle-level manager's judgement of the work setting is assumed to be the trigger of IB and as a change agent, which is a person who generates ideas or promotes an idea for adoption by another person or group (Kör et al., 2020).

3.7 Research Theory and Model

In total, 15 theories were discovered. In the management and hospitality management literature, 8 theories are commonly used, whereas 5 theories are used in the psychology literature alone, and 2 theories in the leadership field. In examining the antecedents of SL and IB literature, the focus is primarily on Social Learning Theory (5 studies). This was followed by the other top five theories, which include the Broaden and Build Theory (3 studies), the Conservation of Resource Theory (3 studies), the Social Exchange Theory (3 studies), and the Social Identity Theory (3 studies). **Table 8** summarises the theoretical perspectives on SL and their shared assumptions in the sample of IB studies.

Table 8: The Distribution of Articles According to Research Theory/ Model and Year

No.	Research Theory/ Model	2017	2018	2019	2020	2021
1	Broaden and Build Theory					3
2	Cognitive Evaluation Theory				1	

No.	Research Theory/ Model	2017	2018	2019	2020	2021
3	Conservation of Resource Theory				1	2
4	Flow of Work Theory					1
5	Job-Demand and Resources Theory				1	
6	Organisational Creativity Theory				1	
7	Path Analysis Model				1	
8	Self Determination Theory					2
9	Servant Leadership Theory			1	1	
10	Situational Leadership Theory		1			
11	Situational Strength Theory					1
12	Social Cognitive Theory			1		
13	Social Exchange Theory				2	1
14	Social Identity Theory			1	1	1
15	Social Learning Theory	1			1	3
	Total	1	1	3	10	14

According to the Social Learning Theory, people learn appropriate behaviours through observation, imitation, and modelling the behaviour of credible role models (Bandura, 2001; Bavik, 2019). Servant leaders primarily serve as role models in an organisation by displaying appealing qualities, and employees mimic the behaviour of those they respect (Liden et al., 2014). Supporting employees' emotional well-being is critical, as is encouraging open communication, fostering an environment of mutual respect, ensuring that they have a healthy work/life balance, and ensuring that they feel appreciated for their efforts.

According to these viewpoints, a few empirical studies have shown that by imitating their servant leaders' behaviours, employees can generate potential self, team, and organisational benefits by enabling the organisation to have a climate for creativity (Karatepe et al., 2020), organisational commitment (Newman et al., 2017), corporate social responsibility (Ahmad et al., 2021), self-efficacy (Ji & Yoon, 2021), and customer orientation (Li et al., 2021). In order to improve the efficiency of the company, workers emulate their supervisors' affiliative helping behaviour by offering assistance when needed. Given that the research areas focus on human behaviour, future research may anticipate potential psychological, human development, and communication-related underpinning theories.

3.8 Qualitative Findings

Several articles addressed global forces such as the competitive and dynamic global market (Opoku et al., 2019), environment uncertainty (Cai et al., 2018), the changes in customer expectations (Knezović & Drkić, 2020), and political instability (Karatepe et al., 2020). The empirical study by Nazir et al. (2020) highlighted that the changing and complex nature of the global market, as a result of technological progress and a highly competitive environment, compels

organisations to respond creatively to their customers. Furthermore, today's younger generation value leadership that allows them to create innovative tasks and focuses on their individual needs rather than controlling them (Cai et al., 2018). As the pandemic develops, the crisis challenges and uncertainty have made the roles of SL and IB more vital to the organisation's continued existence and viability (Chongvisal, 2020). The research question-driven findings were reviewed iteratively in light of emerging trends in this segment. Using the highlighted keywords in ATLAS.ti 22, the search through the data has helped to identify four final themes which are global forces, technological progress, leadership style, and crisis challenges.

3.8.1 Global Force Challenges

The growth reflects an increasingly competitive and dynamic global environment in which the ability to develop and implement new products, services, or technology provides a competitive advantage to an organisation. Innovation is essential to the organisation's survival (Opoku et al., 2019). It was anticipated that organisations would need to be innovative if they wish to remain competitive and viable in the vast marketplace of the 21st century (Khan et al., 2020). Organisations are compelled to continuously innovate in order to compete for market share as a result of the fact that competition is intensifying (Knezović & Drkić, 2020), political instability exists (Karatepe et al., 2020), and market uncertainty (Cai et al., 2018) are becoming more demanding and organisations have to respond to increasingly sophisticated customer expectations (Knezović & Drkić, 2020). **Figure 3** depicts the network analysis of global force challenges conducted by ATLAS.ti 22.

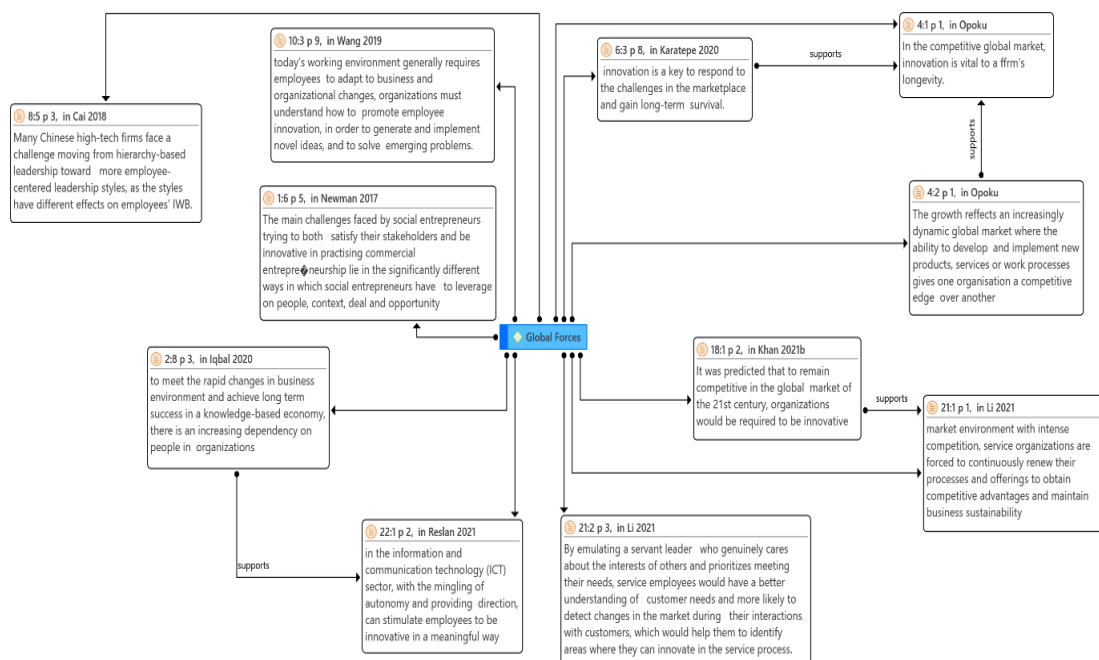


Figure 3: A Network View on Global Forces Challenges

Today's ambiguous environment generally requires employees to adapt to operational and organisational changes. Therefore, organisations must understand how to foster employee innovation in order to generate and implement novel ideas and address emerging challenges (Wang et al., 2019). Leaders and employees must generate new ideas, grow, renew, and adapt in order to withstand the fierce competition and the ever-changing demands of globalisation as complex adaptive systems. In today's competitive and dynamic operating environment, organisations must therefore develop the capacity to respond swiftly to novel challenges and circumstances (Amankwaa et al., 2019). With the rise of the knowledge economy, the attraction towards a leader's influence and charisma are diminishing. The organisation must inspire the concept of inspiration through service, not charisma or idealised influence (Khan et al., 2021).

An empirical study by Knezović and Drkić, (2020) discovered that such low levels of competitiveness are the results of unproductive business environment, which has been burdened by a number of critical internal uncertainties that have hampered operations and, as a result, has led to extremely high levels of underground market activity, unemployment, and a substantial amount of brain drain. Organisations are under a great deal of pressure to be innovative due to intense competition and knowledge-intensive dynamics (Stanescu et al., 2020).

Increasing employee innovative behaviours is a typical organisational objective that can help organisations create sustainability value, achieve market competitiveness, and gain customer loyalty (Afsar et al., 2019). The organisations may concentrate on the mechanism of how the SL will affect the IB, which is one of the most important factors for competitive advantage in the market and a crucial factor for the development of sustainable business models. Leaders who demonstrate servanthood assist subordinates in achieving their personal objectives, thereby indirectly encouraging employees to pursue organisational objectives.

3.8.2 Technology Advancement Challenges

Structured procedures and systems have become ineffective due to the rapid shifts in technology, increased competition to innovate frequently and consistently, shortened product life cycles, and high pressure on organisations to respond immediately and creatively to frequent technical challenges (Afsar & Masood, 2018; Saeed et al., 2019). Due to technological advancement and a competitive market, the organisation is compelled to respond creatively to the changing and complex global environment in order to retain customers (Nazir et al., 2020). The rate of technological change rendered last year's business plan obsolete for this year's work (Khan et al., 2021). A worker may decide to explore the development of an innovation, application, or technology by transferring a portion of an existing job description's workload to another employee (Afsar & Masood, 2018).

In order to maintain their technological advantage in the context of the global market, policymakers and business leaders are attempting to develop practises that encourage employees to adopt innovative behaviours and thereby integrate innovation more deeply into the DNA of organisations (Cai et al., 2018; Huang et al., 2017). Small and medium industries (Newman et al., 2017), information and communications industries (Iqbal et al., 2020; Khan et al., 2021; Reslan et al., 2021), and high-technology industries (Cai et al., 2018; Su et al., 2020; Zhu & Zhang, 2020) have also been compelled to adapt to the world's technological advancements, globalisation, and societal expectations. Zhang et al. (2018) stated in their empirical study that global market pressure may inhibit innovation, whereas technology will promote innovation. **Figure 4** depicts the ATLAS.ti 22 network analysis of technological advancement challenges.

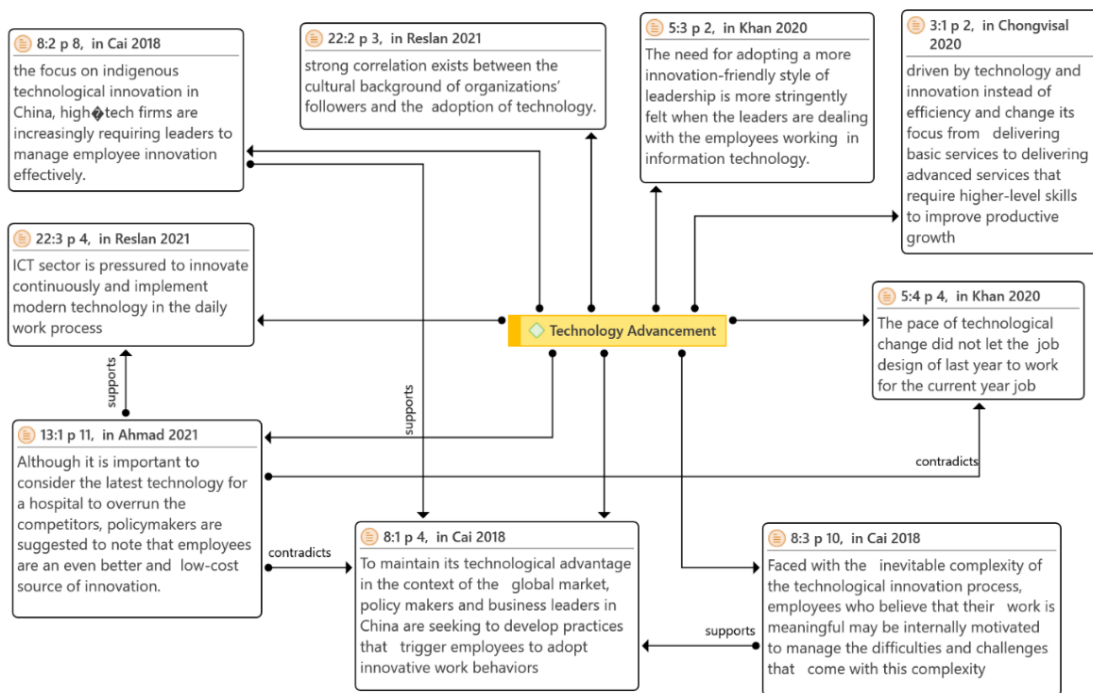


Figure 4: A Network View on Technology Advancement Challenges

Employees who are confronted with the inevitable complexity of the technological innovation process believe that leaders who are persuasive and constructive may be intrinsically motivated to manage the difficulties and challenges that come with this complexity (Cai et al., 2018). The characteristics of proactive and supportive leadership styles, such as SL, on IB, are crucial for organisations to maintain a sustainable operation in the face of a volatile environment, rapid market changes, and rapid technological advancements.

3.8.3 Leadership Style Challenges

When leaders interact with employees working in modern and diverse sectors, the need to adopt an innovation-friendly leadership style is felt more

strongly (Khan et al., 2020). Younger generations are becoming more appreciative of a leadership style that enables them to design innovative tasks and prioritises their individual needs over commands. Consequently, there is a pressing need to investigate follower-based leadership (Cai et al., 2018). Javed et al. (2018) concurred that it is essential for organisations to make the transition from leader-centric leadership to a leader-centric approach. Different types of workers require fundamentally different leadership styles because the use of appropriate leadership has the potential to aid employees in their pursuit of IB objectives (Khan et al., 2021; Watts et al., 2020). The ATLAS.ti 22 network analysis of leadership style challenges is depicted in **Figure 5**.

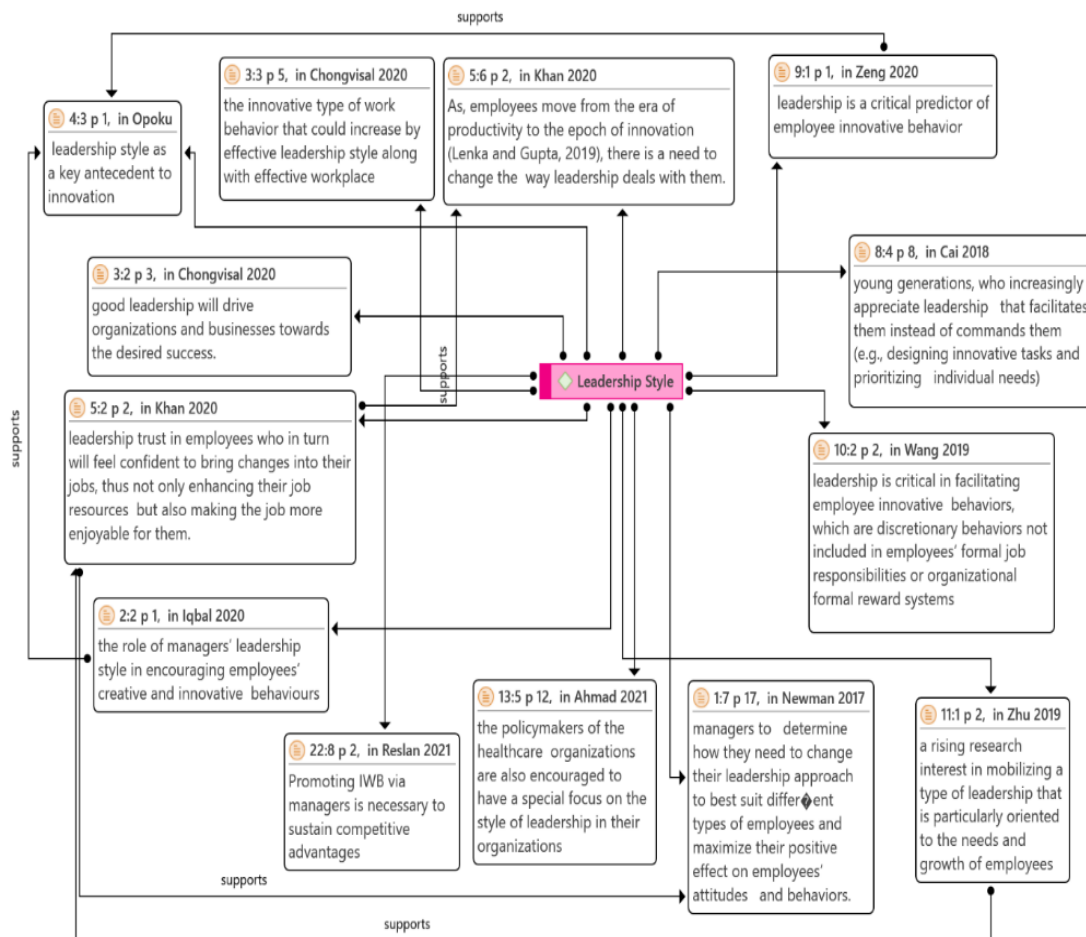


Figure 5: A Network View on Leadership Style Challenges

Moreover, employees have shifted from the era of productivity to the era of innovation (Khan et al., 2020; Lenka & Gupta, 2020). Therefore, there is a need for a change in the manner in which leadership interacts with them (Khan et al., 2020). Numerous researchers assert unequivocally that new styles of leadership are crucial for bringing about favourable changes in circumstances and the environment (Hitt & Duane, 2002; Khan et al., 2020). Consequently, it necessitates new developments in leadership in order to be innovative and deal with the dynamic uncertainty in today's global economy (Kör et al., 2020; Lappalainen, 2015).

However, Newman et al. (2017) stated that there is no single leadership style that is effective in all situations. Leadership is essential for fostering innovation by influencing the policies, strategic decisions, and procedures of an organisation. In addition, leadership is the primary force in promoting innovation-supporting organisational changes (Mokhber et al., 2018; Prasad & Junni, 2016). Through its employee-centric characteristic approach, SL can instil leadership confidence in its employees, who will then feel empowered to introduce changes into their work, thereby not only increasing their job resources but also enhancing their job satisfaction. When employees are equipped with additional resources and positive emotions, their thought-action repertoire will grow, and they will generate and implement novel ideas (Khan et al., 2020).

3.8.4 Crisis Challenges

A crisis can serve as a springboard for an opportunity to improve individuals, organisations, and communities (Ahmad et al., 2021). In times of uncertainty, such as those caused by the COVID-19 pandemic, employees may perceive a threat of losing psychosocial resources, which can cause anxiety, stress, and even depression (Ruiz-Palomino et al., 2022). Therefore, the employees make every effort to increase the effectiveness of their organisation through their participation in a variety of inventive activities (Ahmad et al., 2021). Moreover, during times of crisis, employees tend to develop a sense of safety and equity in the workplace. Consequently, they are unafraid to take risks for the organisation's benefit. In a time of crisis, this may encourage them to propose new ideas without fear of failure, resulting in innovation (Ahmad et al., 2021).

The IB of today's employees is becoming increasingly vital to the survival and viability of the organisation, particularly in the face of a crisis like the COVID-19 pandemic in public health (Li et al., 2021). Such innovation not only helps organisations explore new markets, attract new potential customers, increase customer loyalty, and improve profitability within the optimal time frame, but also aids organisations in surviving and thriving during times of crisis (Horng et al., 2018; Li et al., 2021). The results of the empirical study conducted by Li et al. (2021) indicated that IB will help policymakers understand it better and put it into action in times of crisis. Moreover, the empirical study emphasises the significance of SL to policymakers in terms of encouraging employees to demonstrate their innovative capacity at work in order to assist the organisation during times of crisis (Chongvisal, 2020). The ATLAS.ti 22 network analysis of crisis challenges is illustrated in **Figure 6**.

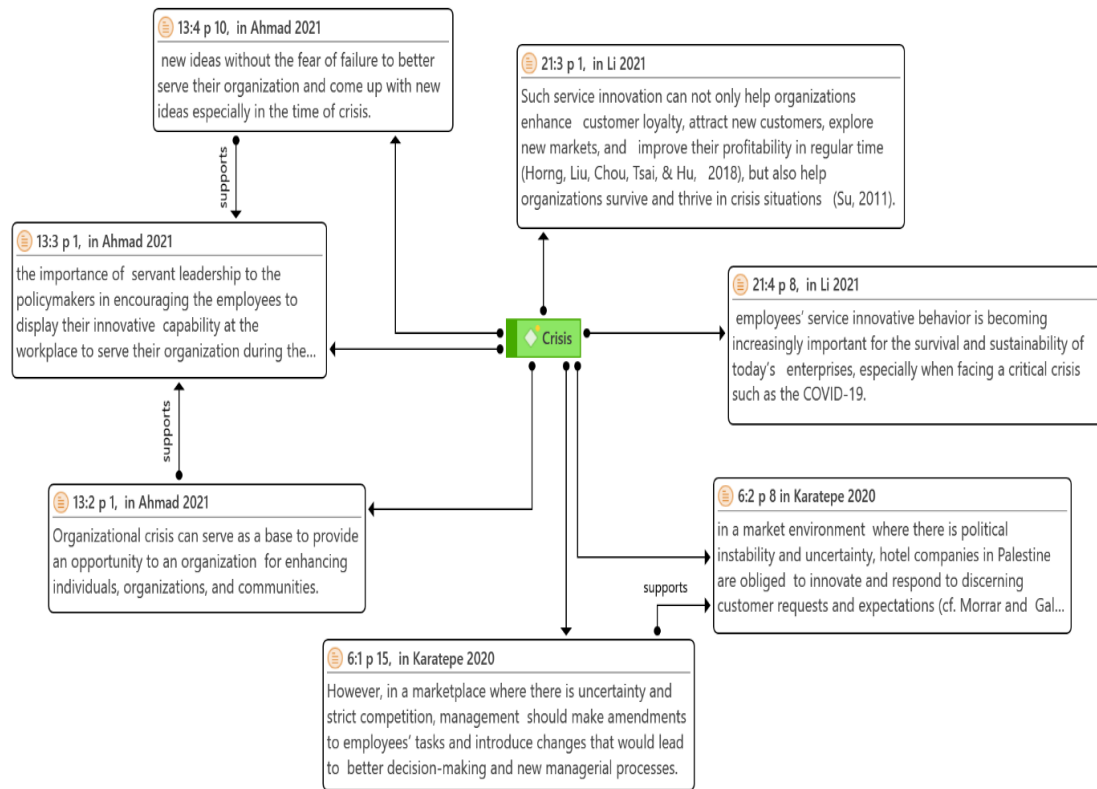


Figure 6: A Network View on Crisis Challenges

This thematic review on publications from 2017 to 2021 revealed that only two empirical studies on crisis challenges have been conducted, namely those by Ahmad et al. (2021) on healthcare sectors in Pakistan; and Li et al. (2021) on healthcare sectors in China and hospitality industries in China. According to the literature review, the majority of articles cited global forces, technological progress, and leadership style challenges as their motivation for conducting the research. Future research should delve into the potential impact of SL on the IB of public sectors, private industries, and non-governmental organisations in various regions, particularly during times of crisis. In addition, future research may incorporate organisational, team, and individual level constructs in order to predict the impact of SL on IB from a variety of organisational perspectives.

4. Conclusion AND Suggestion For Future Research

This article examined the patterns and trends of SL on IB publications in private, public, and non-government sectors worldwide. ATLAS.ti 22's code-to-network analysis revealed that the overview of SL on IB highlighted patterns, trends, and difficulties. This paper has contributed to the analysis of the patterns of SL on IB by systematically identifying the thematic codes within 22 peer-reviewed articles published between 2017 and 2021 and evaluating the publication trends. Nonetheless, based on the findings of this thematic review, there is a gap in the research concerning the effect of SL on IB. This thematic review has

established a benchmark for future research on the impact of SL on IB at the employee, leader, team, and organisational levels, particularly during times of crisis or great challenges. Agile and comprehensive SL and IB models are required to strengthen and prepare the private, public, and non-government sectors for the emergence of volatile chain reactions due to crisis situations and forthcoming challenges.

5. Authors Contribution

This article contains no conflicts of interest, according to the authors. The authors conceptualised and designed the research protocols, collected data, analysed the data, prepared figures and/or tables, wrote or reviewed draughts of the paper, and approved the final draught.

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