Improving Individual and Team Performance Through the Concept of Servant Leadership in the Work Environment: Literature Review

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Abstract: This research aims to theoretically understand the concept of service leadership and explore its impact on individual and team performance in the workplace. The method used in this research is a systematic literature review. The SLR approach applied in this research is as follows: the first stage is to collect literature, then analyze it, and finally conduct a content analysis where the SLR findings are discussed and conclusions are drawn. The findings explain that servant leadership is closely related to leadership ethics, perceived organizational support, self-efficacy, creativity, work engagement, and intrapreneurial ability. Leaders who practice servant leadership tend to create work environments that are inclusive and values-based and encourage individuals' personal and professional growth. Servant leadership can be considered a powerful and relevant approach to building an ethical, innovative, and high-performing organizational culture.

Keyword: Servant Leadership, Team Performance, Work Environment and Work Engagement.

INTRODUCTION

In today's dynamic social and economic context, we have witnessed the adoption of various leadership styles in the business world, especially in an effort to achieve optimal performance among team members in response to ongoing changes in the business environment (Zeeshan, Ng, Ho, & Jantan, 2021). One very relevant leadership style is servant leadership, which basically focuses on the welfare of individuals in the organization (Habicher, Erschbamer, Pechlaner, Ghirardello, & Walder, 2021; Shetty, Rao, & Kamath, 2022). This approach also emphasizes the strong belief that leaders who focus on the well-being of team members will result in a more productive and positive work environment.

The leadership style known as servant leadership is considered a responsible leadership approach that benefits organizations by encouraging, engaging, and enriching employees, as well as treating employees as complete individuals (Krumrei-Mancuso & Rowatt, 2023;

Mughal, Cai, Faraz, & Ahmed, 2022; Ortiz-Gómez, Molina-Sánchez, Ariza-Montes, & de los Ríos-Berjillos, 2022). Servant leadership provides a clear insight into how to prioritize collaboration with a focus on understanding individual goals, needs, and potential, as well as personal development, ethical behaviour, community building, and service to the world with a long-term view (Aryee, Hsiung, Jo, Chuang, & Chiao, 2023; Bhatti, Irfan, Öztürk, & Maham, 2022; Mostafa, 2022). Since the concept of servant leadership was first developed by Lytle and his colleagues (1998), at least 17 metrics have been proposed. The growth in the number of these metrics raises questions about how well employees represent the same basic concepts (van Dierendonck, Xiu, & Lv, 2023).

Recent literature on servant leadership has confirmed its positive impact and relevance to the needs of subordinates (Liu, Mi, & Gao, 2023). One interesting aspect of servant leadership is contained in the concept: "Serving and leading have become almost interchangeable. Being a servant allows one to lead; being a leader implies that one serves" (Cayrat & Boxall, 2023; Zhu, Lin, Thawornlamlert, Subedi, & Kim, 2023). How one can combine the roles of leader and servant simultaneously is a fundamental question and challenge. Especially in terms of perceived effectiveness, a strong balance is required between the focus on the individual and the needs of the organization (Singh, Lim, Jha, Kumar, & Ciasullo, 2023; Swart, Pottas, Mare, & Graham, 2022). However, the majority of research in the servant leadership literature tends to emphasize servant aspects rather than performance-enhancing aspects (Alyahya, Aliedan, Agag, & Abdelmoety, 2023), thereby limiting our understanding of leaders' values and behaviours related to influencing skills and use of power (L. Yang, Shao, & Jiang, 2023).

Previous research has confirmed that leadership effectiveness is related to significant outcomes for the leaders themselves (e.g., promotion to top-level leadership positions) as well as for the entire organization (e.g., an adopted leadership style that serves as a model for other leaders) (Ludwikowska, 2023; Yela Aránega, Gonzalo Montesinos, & del Val Núñez, 2023). To be considered an effective leader, the leader generally must have good performance to achieve goals and must also pay attention to the needs of individuals and teams within the organization. Improving individual and team performance has become a major focus for organizations in various sectors. Optimal performance is the key to achieving business goals, increasing productivity, and maintaining a competitive advantage in an ever-changing global marketplace. In this context, leadership plays a central role in guiding, directing, and motivating team members towards achieving shared goals (Aboramadan, Dahleez, & Hamad, 2020; McMackin & Heffernan, 2021; Su, Lyu, Chen, & Zhang, 2020).

Over the past few decades, many studies have been conducted to explore various leadership approaches that can influence individual and team performance in the work environment. One leadership concept that has received widespread attention is service leadership (Burström, Lahti, Parida, Wartiovaara, & Wincent, 2023; Jin & Ikeda, 2024). This concept comes from leadership theory, which emphasizes that service to others is the main principle of leadership. According to this concept, an effective leader prioritizes the needs, development and welfare of his team members. Literature reviews on service leadership in the context of the work environment have become an increasingly important research subject (M. Yang, Luu, & Hoang, 2023). These studies aim not only to understand the concept of service leadership theoretically but also to explore its impact on individual and team performance in the workplace. Through this research, researchers and organizational practitioners seek to find ways to apply service leadership principles in daily practice, as well as identify concrete benefits that can be gained from this approach.

METHOD
A thorough literature review was the research methodology employed in this study. According to (Hanaysha, Kumar, In'airat, & Paramaiah, 2022; Veli Korkmaz, van Engen,

Knappert, & Schalk, 2022) doing a literature review is a very effective way to manage the diversity of information that arises from academic inquiry, analyze and synthesize research findings, and suggest areas that deserve additional examination. Unlike traditional literature reviews, the SLR approach offers comprehensiveness, objectivity, openness, impartiality, and systematic reporting of a specific field of prior research (Aboramadan, 2021). For analysis and synthesis in this SLR, scholarly research on servant leadership as well as research projects connected to the success of this review and adjacent to the issue of interest have been monitored and analyzed. The SLR technique used in this study is as follows: literature is first gathered, then it is analyzed, and lastly content analysis is done, where conclusions are debated and SLR findings are determined. In conducting an SLR search to find articles that are relevant to this topic and in analyzing the research studies, they are sorted by providing the identity of the journal/publisher, research objectives, and research methods. Next, the researcher gathers crucial data from a variety of sources, including previously published study literature, using a methodical approach in the literature review. The rationale behind using a systematic literature review technique is to address the issues raised in this systematic literature review and make a substantial addition to the corpus of literature-based knowledge. Currently, the review process involves three crucial stages such as: searching for library materials, selection, and content analysis. Researchers used guidelines and approaches that had been implemented in previous reviews. The review steps can be explained as follows:

Literature search

Comprehensive review of the literature was done on the chosen subject using a number of internet databases, including ScienceDirect, Google Scholar, Taylor & Francis, and Emerald Insights. The complete article was accessed from the publisher's database. Google Scholar indexes a range of websites containing scientific papers, such as university repositories, legitimate academic publisher websites, and researcher websites. It is possible to locate sources with Google Scholar's sophisticated search capabilities that are not accessible through other databases. Even though databases like Web of Science and Scopus contain data from a variety of domains and span a wide range of scientific disciplines, it can be challenging to filter out irrelevant results when doing a search.

In conducting this literature review, researchers used several publisher databases as well as Google Scholar to search for relevant literature. Researchers reviewed the titles and abstracts of published articles to determine whether they were suitable for inclusion in this study. Researchers limited search results to journal articles that had gone through a peer-review process and were published in English. Then, researchers also took articles with open-access criteria. The search process was carried out systematically to find articles using the keyword "servant leadership". In order to find pertinent papers, these keywords were employed in the literature review.

Selection of literature

Using these search strings in various databases as needed, 2,563 articles were identified. Next, a filtering process was carried out based on title, year, keywords, article type, abstract extraction, and open access. Below, you can see the selection of articles according to the inclusion criteria.

Figure 1. Literature selection.
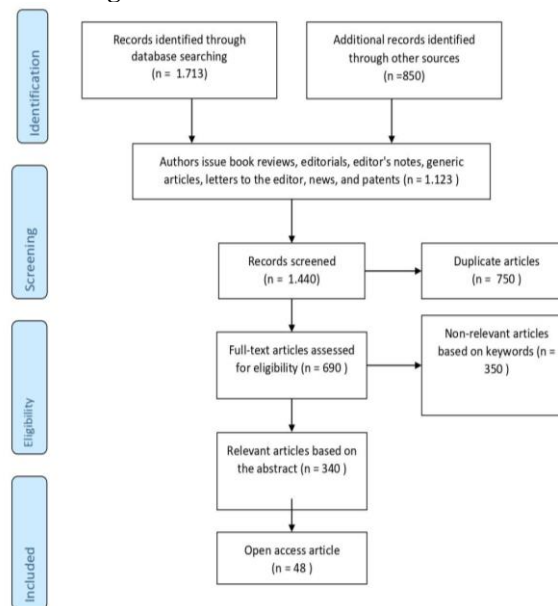
After a final round of screening and analysis, 48 full-text papers that satisfied the inclusion criteria were chosen for review. The following is an explanation of the inclusion criteria:
a. The subject of this essay is servant leadership.
b. The paper has been published in a respectable refereed journal after undergoing peer review.
c. Based on the title and abstract, it appears that this essay addresses servant leadership.
d. The articles were released in the years 2020–2024.
e. These articles may be found online and are written in English. Every one of the 48 papers that satisfied the selection criteria was examined and included in the study.

Content Analysis

Content analysis is an important step in the systematic review process. A series of relevant articles were identified and selected to meet the research objectives and questions. The author follows a simple approach to highlight, categorize, and classify based on servant leadership keywords contained in the cited articles. In general, we followed the review process suggested by Snyder (2019) and Zhou et al. (2013), which focuses on reading the abstract first and then continuing to read the full text to discover research methods, research objectives, and findings

RESULTS AND DISCUSSION

This overview of the systematics of the literature review also includes analysis by year of publication. The data shows the distribution of relevant articles over a given time frame, providing insight into research trends and topic developments over time. By paying attention to the year of publication, authors can see whether there has been an increase in interest in a particular topic, adoption of new approaches, or changes in research focus over time. This analysis helps us understand the evolution of the literature related to the topic under review. The following can be presented based on the year of publication.
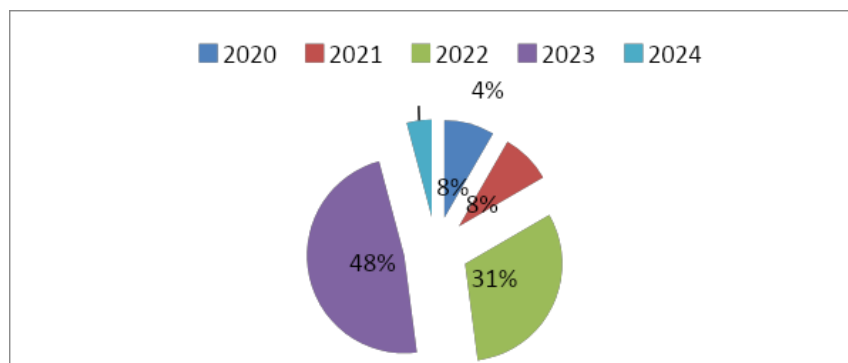
Figure 2. Based on the year of publication

During the literature review process, we found a total of 48 relevant journals. The distribution of articles in relation to year of publication is as follows: In 2020, we found four articles, which constitute about 9% of the total number of journals considered. This number shows that in that year, research interest in the topic we were researching had begun to emerge, although it was still in limited quantities. In 2021, the number of articles remains at 4, which now accounts for about 8% of the total. This shows consistency in research interest on the same topic that year.

In 2022, there was a significant increase, with 15 articles found, accounting for around 31% of the total. This indicates an increase in research interest in the topic we are reviewing that year. 2023 recorded the highest number of articles, with 23 articles, which accounted for around 48% of the total. This represents a peak in research interest in our topic in that year, with a large amount of research conducted in the relevant field. However, in 2024, the number of articles found again decreased to just two articles, which now only accounts for around 9% of the total. This indicates a decline in research interest in the topics we researched that year.

Dissemination of data in the form of journals with a strong reputation and large impact in their field tends to have wider distribution. Specific disciplines can also influence distribution, with some leadership management fields tending to have more journals than others. In addition, recent trends, such as an emphasis on open access and strong promotion from authors or publishers, can also influence the dissemination of journal data. Below, we explain the development of reputable journals.

Figure 3. Based on the year of publication

Journal distribution data shows variations in the number of publications for each journal. Some journals have more spread than others. For example, the journals "Human Resource Management Review", "International Journal of Hospitality Management", and "SAGE Open" each had four distributions, indicating high interest in publications from these journals. In contrast, some journals have only one distribution, such as "The Journal of Positive Psychology", "The European Journal of Work and Organizational Psychology", "Human Performance", "The Arab Gulf Journal of Scientific Research", and so on. This may indicate a more specific research focus or a lower level of interest in the journal.

Another interesting trend is the existence of journals with a significant number of distributions, such as "Cogent Business and Management," "Psychology Research and Behavior Management," and "International Journal of Environmental Research and Public Health," each with three distributions. From the distribution of this data, some journals have a greater impact or higher interest in the academic community than others, which is reflected in the number of publications placed in these journals.

Furthermore, publication trends are seen in the country of publication, as shown in the picture below.
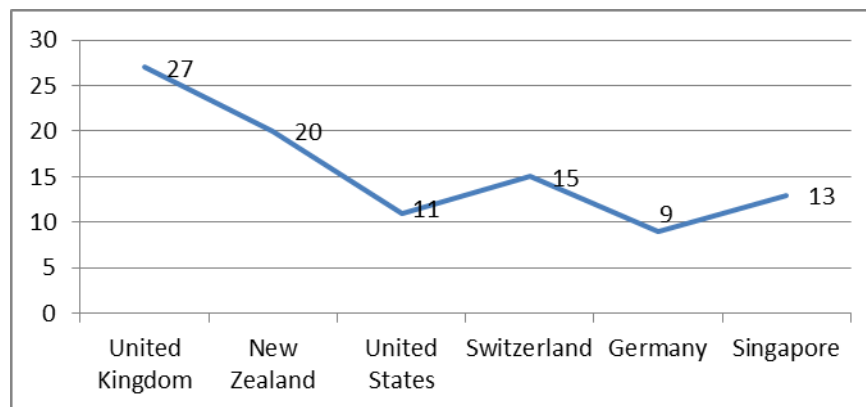

Figure 4. Based on country of publication

From the data provided, 48 journal data distributions have been carried out, with distribution based on the country of distribution. In the United Kingdom, there are 26 journal data distributions originating from the United Kingdom. This shows the significant contribution of UK institutions and researchers to the published scientific literature. New Zealand: 3 journal data distributions come from New Zealand. Although the number is lower compared to the UK, this shows the positive contribution of researchers in New Zealand to scientific publications. United States There are 11 journal data distributions originating from the United States. This reflects the substantial contribution of US institutions and researchers to the scientific literature. In Switzerland, there are five journal data distributions originating from Switzerland. Although Switzerland is a small country, this number of deployments shows the important contribution of researchers in the country. Germany only has one journal data distribution originating from Germany. Although the numbers are small, this may reflect the specific research focus or lower publication rates of German institutions. Singapore There are two journal data distributions originating from Singapore. This shows the contribution of researchers in Singapore to the scientific literature. From this distribution, the United Kingdom, United States, and Switzerland have made a greater contribution to the distribution of journal data compared to other countries in terms of the data provided. However, it is important to remember that factors such as population size, research infrastructure, and research focus may influence this distribution.

Then, looking at the publisher, it can be seen from reputable publishers, including Springer Elsevier, Wiley, Emeral and Taylor & Francis. These publishers have long been

recognized in the academic world for their ongoing contributions to scientific publications and support for the development of global knowledge. The following is an overview of publication trends.
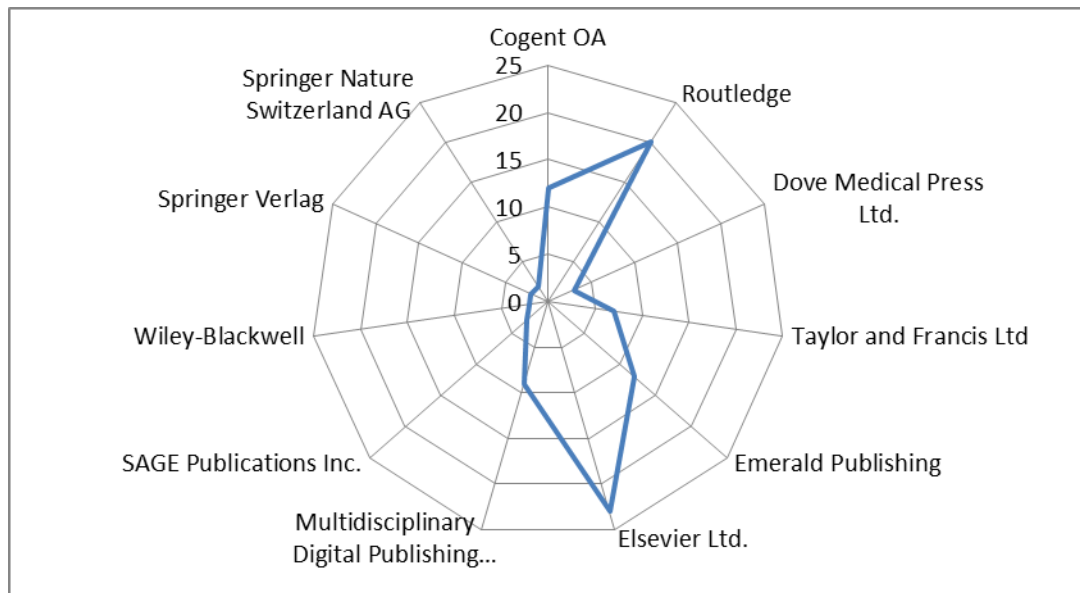

Figure 5. Based on Publisher Trends

The distribution of data by publisher shows variations in the number of publications for each publisher. The following is the distribution of data distribution based on publisher: There are 3 data distributions originating from Cogent OA. There are also 3 data distributions originating from Routledge. Number of data distribution from Dove Medical Press Ltd. is 3. There are 4 data distributions from Taylor and Francis Ltd. A total of 8 data distributions come from Emerald Publishing. There are 13 data distributions originating from Elsevier Ltd., indicating significant contributions from this publisher. Multidisciplinary Digital Publishing Institute (MDPI) has 5 data distributions originating from MDPI. There are 3 data distributions from SAGE Publications Inc. The number of data distributions from Wiley-Blackwell is 2. There are also 2 data distributions originating from Springer Verlag. The number of data distributions from Springer Nature Switzerland AG is also 2. From this distribution, Elsevier Ltd. and Emerald Publishing have made significant contributions to data dissemination, with 13 and 8 data disseminations, respectively. Meanwhile, several other publishers have a lower contribution to this data.

Then, it is seen based on the distribution of data based on the Scopus-indexed data. The data can be narrated below.
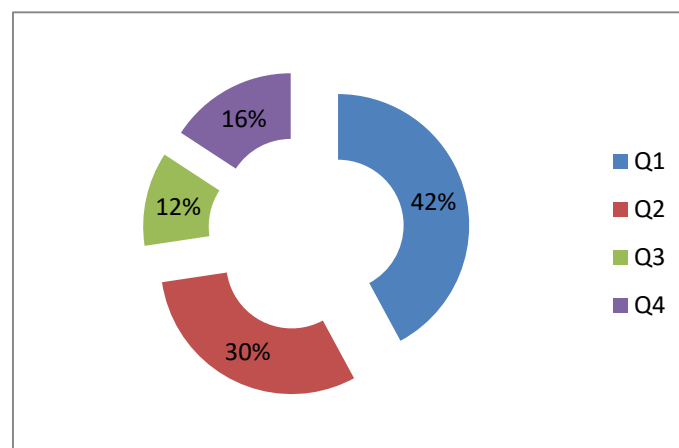

Figure 6. Based on the Scopus Index

From the data provided, there are a total of 48 data distributions grouped based on the Scopus index. The following is the distribution of data based on the Scopus index categories. In Q1, there are 25 indexed data distributions in the Q1 category, with a percentage of 52%. There are 17 indexed data distributions in the Q2 category, with a percentage of 36%. Only 4 data distributions are indexed in the Q3 category with a percentage of 8%. Only 2 data distributions were indexed in the Q4 category with a percentage of 4%. From this distribution, most of the data spread is in the Q1 and Q2 categories, which are categories with a higher level of prestige in the Scopus index. The number of indexed data spreads in the Q3 and Q4 categories is less, indicating a lower level of prestige. This indicates that most of the data spreads in this dataset are of relatively high quality and have an impact on the scientific literature.

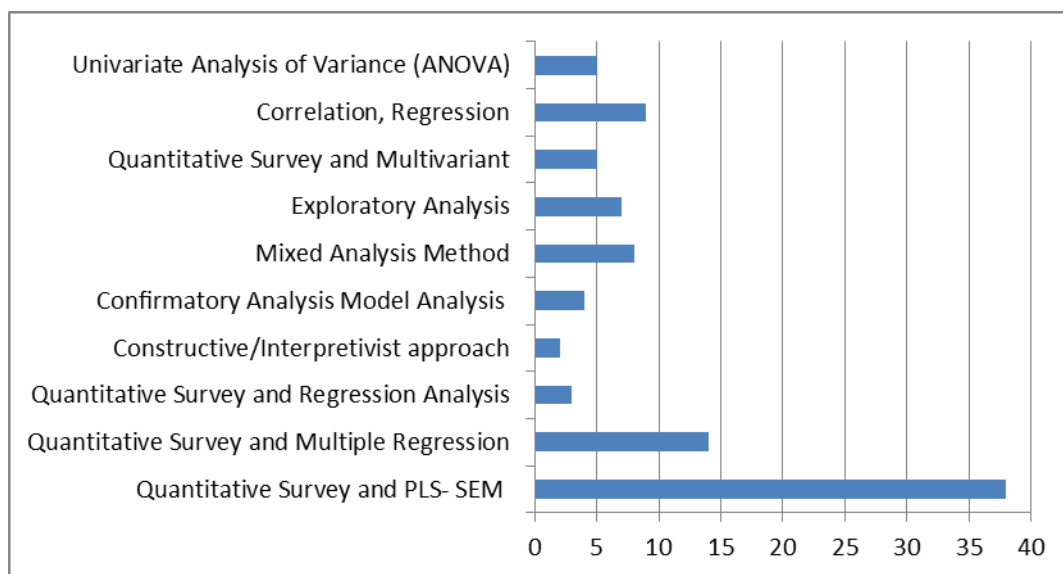Next, the data distribution is based on research methods, followed by an overview of the data distribution.

Figure 7. Based on Research Methods

From the data provided, there are a total of 48 data distributions grouped based on research methods. The following is the distribution of data based on research methods. Fifteen data distributions use the quantitative survey and PLS-SEM methods, and 11 data distributions use the quantitative survey and multiple regression methods. Three data distributions are using the Quantitative Survey and Regression Analysis methods. 2 data distributions use a Constructive/Interpretivist approach. Four data distributions use the Confirmatory Analysis Model Analysis method. 2 data distributions are using the Mixed Analysis Method. 2 data distributions are using the Exploratory Analysis method. There is 1 data distribution that uses Quantitative Survey and Multivariate methods. Six data distributions are using the Correlation and Regression methods. 2 data distributions are using the Univariate Analysis of Variance (ANOVA) method. From this distribution, the most commonly used research methods are Quantitative Survey and PLS-SEM, followed by Quantitative Survey and Multiple Regression. Other methods have a smaller contribution to the amount of data spread in this dataset.

To carry out a more in-depth analysis, the author used Vosviewer software to examine the development of studies related to the concept of "servant leadership." As a first step, the author determines clusters from the processed data description. This data processing aims to understand the main trends and focus on research related to the concept of service leadership. Next, the following is an overview of the results of data processing, which is the basis for further analysis.
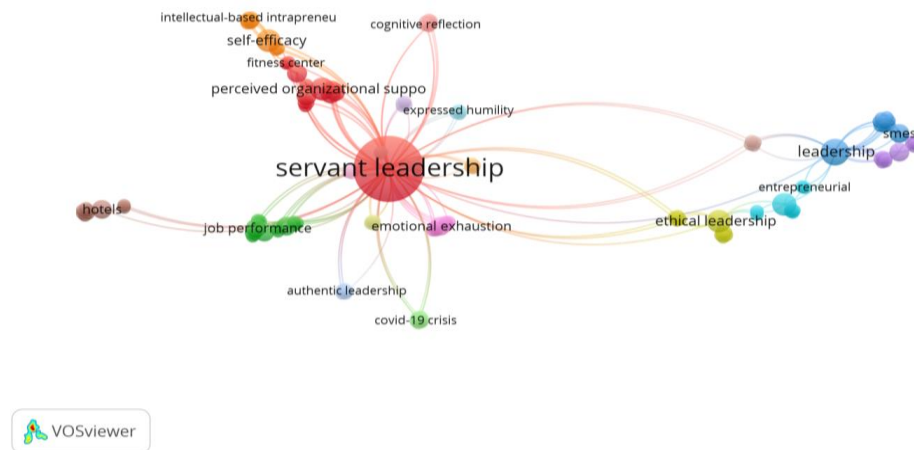
Figure 8: Networking co-occurrence

From the description of the data above, the author processed 48 articles that had been reviewed and then identified the clusters that would be the focus of the discussion. This cluster will help in understanding research patterns and trends related to the concept of "servant leadership". The following is an overview of the clusters that have been determined to be analyzed in more depth.

Table 1. Keywords that appear

No	Cluster	Item Keyword	Occurrence	Total Link
1.	Cluster 1	ethical leadership	3	2
		leadership	4	4
		mindfulness	2	2
		service quality	2	4
		empathic communication	2	2
		behavioural empathy	3	3
		work behaviour	6	9
		service innovative behaviour		
2.	Cluster 2	manufacturing industries and educational institution	2	8
		affective commitment	2	6
		affective trust	4	7
		cognitive trust	2	5
		perceived organizational support	3	11
3.	Cluster 3	self-efficacy	2	3
		digitalization	5	10
		sustainability	5	5
		transformation processes	2	2
		creativity	3	6
4.	Cluster 4	employee creativity	3	7

		leadership styles	5	5
		service performance	4	6
		job performance	7	11
5.	Cluster 5	intrapreneurial ability	7	10
		work engagement	4	6
		innovative	2	2
		entrepreneurial leadership	4	4
		leadership development	3	3

From the description of the clusters above, the author examines the development of clusters in more depth. So the author can explain it as follows:

Cluster 1: ethical leadership

Improving individual and team performance through the concept of Servant Leadership has significant implications for leadership ethics in the work environment. The Servant Leadership concept places the main emphasis on service, empathy, and attention to the needs of subordinates. This approach involves leaders prioritizing the well-being and development of their team members above personal interests (Davoine & Schmid, 2022; Hardawiryana, 1993). In this context, implementing Servant Leadership effectively can create a work culture that is based on ethical values and moral principles. One of the main impacts of implementing Servant Leadership is the creation of a strong relationship between the leader and team members (Aboramadan, Crawford, Türkmenoğlu, & Farao, 2022; Fischer, 2023; Song, Tian, & Kwan, 2022). Leaders who apply this concept tend to be more open to the perspectives and needs of the individuals under their leadership. The individual or team strives to listen attentively, provide support, and facilitate personal and professional growth. Thus, these service-oriented leaders naturally develop deeper, trust-based relationships with team members, which in turn strengthens the ethical culture in the workplace (Ravet-Brown, Furtner, & Kallmuenzer, 2024; Rescalvo-Martin, Castillo, Moreno-Marcial, Albacete-Saez, & Llorens-Montes, 2022)

In addition, Servant Leadership encourages the development of an inclusive and collaborative organizational culture. By promoting values such as cooperation, justice, and shared responsibility, leaders who adopt this approach strengthen their commitment to high ethical norms in the organization (Opland, Pappas, Engesmo, & Jaccheri, 2022; Saleem, Zhang, Gopinath, & Adeel, 2020). Individuals or teams also encourage team members to share the same values, creating an environment where integrity, respect, and honesty are valued and strengthened (Cai, Mao, Gong, Xin, & Lou, 2023; De Nicola, Arrigo, & Anees, 2024). In this case, Servant Leadership can also serve as a model for ethical behaviour followed by team members. When leaders demonstrate strong examples of practising service, empathy, and fairness, it can influence and inspire ethical behaviour throughout the organization. Thus, improving individual and team performance through Servant Leadership not only has an impact on better work results but also on improving a sustainable, ethical culture in the work environment (Güntner, Meinecke, & Lüders, 2023).

Cluster 2: perceived organizational support

The manufacturing industry and educational institutions are two entities that have an important role in forming affective commitment, affective trust, cognitive trust, and perceived organizational support among the individuals involved in them. In the context of the manufacturing industry, employees often show affective commitment to the organization

when individuals or teams feel emotionally connected to the company's values, goals and culture (Obi, Bollen, Aaldering, Robijn, & Euwema, 2020). This may arise from positive experiences, good relationships with coworkers, and satisfaction with the job. Additionally, affective trust is a key factor in building healthy relationships between individuals and organizations. When employees feel that the organization cares about their well-being and values individual contributions, this results in higher levels of trust. This effective trust encourages a strong sense of emotional attachment and a willingness to invest more deeply in the organization's efforts (Hoang, Yang, & Luu, 2023; Urrila, 2022).

Cognitive trust, on the other hand, involves the belief that an organization or institution has the ability and integrity to achieve goals and fulfil commitments to employees. In a manufacturing context, cognitive trust can emerge when employees feel confident that management has a clear vision, effective strategy, and commitment to the success of their company (Doornenbal, Spisak, & van der Laken, 2022; Khattak, Khan, Ali, Khan, & Saeed, 2023). Perceived organizational support also plays an important role in influencing an individual's level of commitment and trust in an organization or institution (de Andres, Garcia-Rodriguez, Romero-Merino, & Santamaria-Mariscal, 2022; Yan, Meng, Li, & Li, 2023; Yuan & Li, 2023). When employees feel supported by the organization both in terms of emotional and practical support, this strengthens their sense of attachment and increases trust in the organization or institution. In the context of servant leadership, this concept can function as a strong framework for strengthening commitment, trust and organizational support among individuals and teams. Servant leadership places service to others as a top priority, building relationships based on empathy, honesty, and attention to the needs of subordinates (Bakker, Hetland, Kjellevold Olsen, & Espevik, 2023; Lemoine, Hartnell, Hora, & Watts, 2023). By applying servant leadership principles, leaders can create an environment where employees feel heard, appreciated, and supported in their efforts to achieve common goals. This can strengthen affective commitment, build strong trust, and increase perceptions of perceived organizational support, which in turn can contribute to improved individual and team performance in the manufacturing industry (Dalain, 2023; Eman, Hernández, & Romá, 2023).

Cluster 3: self-efficacy

Self-efficacy refers to a person's belief in their ability to succeed in achieving goals and overcoming the challenges faced (Khatri et al., 2023; Shetty et al., 2022). In an organizational context, high self-efficacy in individuals can increase motivation, persistence, and the ability to face change. Meanwhile, digitalization has become a major factor in organizational transformation in the modern era. The development of information and communication technology has enabled companies and institutions to automate processes, increase efficiency and optimize performance. Digitalization also opens up new opportunities for innovation, collaboration and information accessibility.

On the other hand, sustainability is a concept that is increasingly being considered in economic, environmental and social contexts. Organizations committed to sustainability strive to integrate socially and environmentally responsible practices into operations and policies. Individuals or teams also look for environmentally friendly solutions, reduce negative impacts, and increase positive contributions to society and the surrounding environment (Hoang et al., 2023).

The transformation process refers to significant changes in an organization's structure, culture, or strategy. Transformation is often necessary to overcome external or internal challenges, such as changes in markets, technology, or competition. The transformation process can involve operational restructuring, developing employee skills, or changes in leadership paradigms and organizational culture (Cai et al., 2023; Saleem et al., 2020). Creativity, on the other hand, is the ability to generate new ideas, innovative solutions, and

unconventional approaches to solving problems or meeting needs. Creativity plays an important role in facilitating innovation, discovery, and organizational growth. Organizations that encourage creativity among employees tend to be more adaptive, responsive, and competitive in an ever-changing environment (Ludwikowska, 2023; McMackin & Heffernan, 2021). Servant leadership, in this context, can act as a framework that facilitates the development of self-efficacy, adaptation to digitalization, commitment to sustainability, navigation in the transformation process, and increased individual and team creativity. By placing service to others as a top priority, servant leaders encourage personal and professional growth, facilitate learning and experimentation, and create an environment that supports innovation and positive change (Alyahya et al., 2023; L. Yang et al., 2023). Thus, servant leadership can be a strong catalyst for improving individual and team performance in facing challenges and opportunities in today's dynamic and complex work environment.

Cluster 4. Service performance

Employee creativity is a valuable asset for every organization. Creativity refers to an individual's ability to generate new ideas, innovative solutions, and unconventional approaches to solving problems or creating added value (Mughal et al., 2022; Shetty et al., 2022; Zeeshan et al., 2021). Creative employees tend to think outside the box, seek new opportunities, and make valuable contributions to organizational innovation and development. Leadership style plays an important role in facilitating employee creativity. Leaders who adopt an open, inclusive, and supportive leadership style tend to create a work environment that promotes the exploration of new ideas and confidence in expression (Krumrei-Mancuso & Rowatt, 2023; Ortiz-Gómez et al., 2022). Employees provide freedom and support for employees to develop individual or team creativity, encourage collaboration, and value diversity of perspectives. Service performance and employee job performance are also important in the context of customer experience and overall organizational success. Service performance refers to an employee's ability to meet customer needs and expectations effectively and satisfactorily. Meanwhile, work performance refers to the work results achieved by employees in carrying out individual/team tasks in accordance with established quality and productivity standards (Shetty et al., 2022; Zeeshan et al., 2021).

Servant leadership can act as a strong framework for increasing employee creativity, service performance, and job performance. By making service to others a top priority, servant leaders create a work environment that promotes collaboration, trust, and engagement. Individuals/Teams listen attentively to employee ideas and input, provide encouragement and support for creative initiatives, and provide clear and inspiring direction (Ortiz-Gómez et al., 2022). By implementing servant leadership, leaders help build strong trust between employees and the organization, strengthen employees' emotional attachment to the organization's goals and values, and provide recognition for the valuable contributions of each individual. This creates an environment that stimulates creativity, motivates employees to provide superior service to customers, and encourages high job performance. Thus, servant leadership can contribute significantly to improving individual and team performance and strengthening the organization's competitive position in the market (Krumrei-Mancuso & Rowatt, 2023).

Cluster 5. Work Engagement

Intrapreneurial capabilities refer to an individual's ability to think and act like an entrepreneur within an organizational context. Intrapreneurs have a strong entrepreneurial spirit and the ability to identify new opportunities, take calculated risks, and develop innovative ideas to improve processes, products, or services within the company. Companies usually dare to face challenges, think creatively, and look for unique solutions to the problems they face (Mostafa, 2022). Job engagement refers to an employee's level of

emotional, cognitive, and behavioural attachment to their job and the organization they work for. Employees who feel involved tend to be more enthusiastic, more dedicated, and more productive in carrying out employee tasks (Aryee et al., 2023; Bhatti et al., 2022). Work engagement is an important aspect of the work environment that shows an individual's level of involvement, enthusiasm and commitment to work and the organization (Liu et al., 2023). On the other hand, service leadership is a leadership approach that emphasizes service, devotion, and attention to the needs and development of team members (van Dierendonck et al., 2023).

Empirical studies have shown that there is a significant relationship between work engagement and servant leadership in the work environment. Leaders who apply servant leadership principles tend to create a work climate that supports high work engagement among team members. One of the main reasons why servant leadership contributes to work engagement is because of its strong focus on individual needs and development (Cayrat & Boxall, 2023; Zhu et al., 2023). Leaders who apply these principles view team members not only as tools for achieving organizational goals but also as individuals who have unique needs, aspirations, and potential. By providing genuine care, support, and opportunities for growth and development, service leaders build strong emotional and psychological bonds with team members. This creates a high sense of engagement among team members, which in turn increases motivation, engagement, and commitment to the job and the organization. Apart from that, servant leadership also promotes an inclusive, fair and empathetic work environment where team members feel heard, appreciated and treated fairly (Alyahya et al., 2023; Singh et al., 2023; Swart et al., 2022). This creates a sense of trust and comfort among team members, allowing them to be more engaged in work and actively contribute to organizational goals.

CONCLUSION

Although a review of the literature on improving individual and team performance through the concept of servant leadership has provided valuable insights, there are several limitations to the research that need to be noted. First, most research tends to be descriptive and correlational, making it difficult to establish a cause-and-effect relationship between servant leadership and individual and team performance. More sophisticated experimental or quasi-experimental studies can provide stronger evidence about the direct impact of implementing servant leadership on performance. Second, research on servant leadership tends to focus on its impact on individual and team performance without taking into account contextual factors that may moderate this relationship. For example, organizational characteristics, work culture, or individual characteristics of leaders and team members can influence how effective servant leadership is in improving performance. Future research could pay more attention to these factors to gain a more holistic understanding of the role of servant leadership in the work environment. Additionally, research on servant leadership tends to focus on specific organizational contexts, such as business or education. More extensive and inclusive research involving various organizational contexts is still needed to understand whether and how servant leadership can be applied effectively in various work settings.

Furthermore, research on servant leadership is often conducted using self-report methods or perception measurements, which can produce subjective bias. Studies that use objective measurements or independent observations can provide more reliable evidence about the effectiveness of servant leadership. The future research agenda regarding improving individual and team performance through the concept of servant leadership in the work environment should be seen in the picture below:
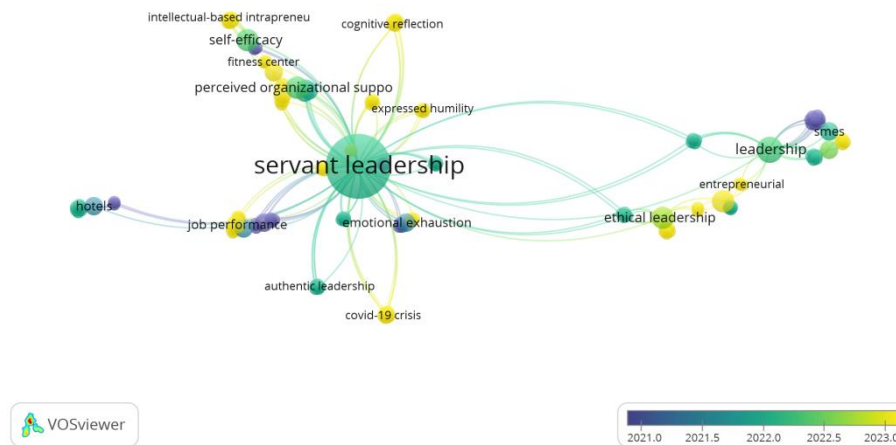
It is evident from this picture that the yellow cluster is the source of the most recent study. Based on this figure, more investigation is required to comprehend the underlying processes, particularly ethical leadership, that underlie the link between servant leadership and performance. Second, by taking into account the context of the variable perceived organizational support, future study might broaden the scope of servant leadership. Third, servant leadership is impacted by studies on intellectually grounded intrapreneurship. By implementing these measures, further studies can offer a more profound and all-encompassing comprehension of the function of servant leadership in enhancing both individual and group performance inside the workplace.

This literature review provides a comprehensive overview of developments and research trends related to the concept of "servant leadership". Through analysis based on the year of publication, country of publication, publisher, Scopus index, and research methods, we can identify significant patterns in the relevant literature. These findings provide valuable insight into the research interests, focus, and contributions of a variety of academic and practical contexts. From this analysis, research interest in servant leadership has increased over time, with interest peaking in 2023. The distribution of journal data shows significant contributions from several countries, including the United Kingdom, the United States, and Switzerland. Publishers such as Elsevier Ltd. and Emerald Publishing also have a significant impact on the publication of literature related to servant leadership. Most of the data dissemination occurred in journals indexed in the Q1 and Q2 categories according to the Scopus index, indicating the relatively high quality and impact of this research.

In addition, we see that servant leadership is closely related to concepts such as leadership ethics, perceived organizational support, self-efficacy, creativity, work engagement, and intrapreneurial capabilities. Leaders who implement servant leadership tend to create work environments that are inclusive, value-based, and promote individual personal and professional growth. Thus, servant leadership can be considered a powerful and relevant approach to building an ethical, innovative and high-performance organizational culture. By understanding trends and developments in this literature, researchers and practitioners can identify opportunities for further research, development of effective leadership models, and implementation of best practices in their respective organizational contexts. Thus, this literature review not only provides a better understanding of servant leadership but also inspires concrete steps towards positive change in organizational culture and performance.

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