

The Impact of Servant Leadership on Corporate Social Responsibility: Insights from Egyptian Tourism Organizations

Mohamed Abdelraouf^{1*}, and Farid Muharram²

¹ King Salman International University, Egypt

² Ain Shams University, Egypt

ARTICLE INFO

Keywords:

*Servant Leadership,
Corporate Social
Responsibility (CSR),
Tourism Industry,
Egypt,
Sustainable Development*

ABSTRACT

This study examines how servant leadership affects corporate social responsibility (CSR) practices and its dimensions (corporate commitment, governance, environmental protection, and social contribution) in the Egyptian tourism industry, focusing on Hilton and Four Seasons. Quantitative research with 386 participants was conducted. Spearman correlation, CFA, path coefficient analysis, model quality of fit, and Fornell-Larcker criterion were used for data analysis. The links between servant leadership and CSR factors were examined using SEM. A positive and significant correlation was found between servant leadership and all CSR aspects. In the Egyptian tourism industry, servant leaders can positively influence an organization's commitment to sustainable and socially responsible business practices by prioritising stakeholder well-being, fostering ethical practices, and promoting a culture of responsibility.

1. Introduction

The general increase in awareness and activism makes stakeholders demand that corporations should undertake their activities in a socially and environmentally sustainable manner. This is even more applicable in sectors whose externalities are profoundly spread out in many nations and people, say the travel and tourism sectors (Carroll and Brown, 2018). Evaluating the tourism industry as one of the most important economic sectors deeply affecting many nations, it is possible to notice that it may both positively and negatively impact cultures, physical environment, and traditional and emerging development patterns of a given region. Tourism as a sector is well developed in Egypt as it plays a major role in the development of economy specifically in the Gross Domestic Product and employment of the people.

On the basis of the new statistics available, the tourism industry share is roughly 12 per cent in the GDP of Egypt and directly and indirectly it provides jobs to nearly 10 per cent of its population. Industry is not only the foreign exchange earner but also initiator of regional development and culture underlines (Selim et al. 2020). In light of the economic importance and the extensive consequences which could be risen; the current paper provides insights on how the assessment and integration of CSR activities/ policies that may positively positively affect the host communities may help the tourism companies to create a more

*Corresponding author's E-mail address: mohamedabdelraouf04@gmail.com

Cite this article as:

Abdelraouf, M., & Muharram, F. (2024). The Impact of Servant Leadership on Corporate Social Responsibility: Insights from Egyptian Tourism Organizations. *Journal of Advanced Research in Leadership*, 3(1): 19-43. <https://doi.org/10.33422/jarl.v3i1.701>

© The Author(s). 2024 **Open Access.** This article is distributed under the terms of the [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use, distribution, and redistribution in any medium, provided that the original author(s) and source are credited.



sustainable/ethical growth in the future while protecting the Egyptian Cultural and Natural resources Elsayy (2024).

The application of CSR is especially important in this case as many of Egypt's tourism attractions; including the coastal regions and archaeological sites are environmentally fragile. Some of the recommendations on CSR include some of the activities that are environmental conservation and sustainable practices for the long-term sustainability (Silva, 2024). As a country that has been a tourist hub for centuries, Egypt tourism sector has a responsibility of preserving and marketing cultural and historical sites and at the same time honoring the culture of the country. This is the reason why tourism could make profound changes to the states of the concerned communities. CSR programs can guarantee that the benefits from the economic actions will be distributed in a better way, and that the social costs of this economy's actions will not be detrimental. This industry relies heavily on human resource hence calling for favourably policies on labour and orderly staff criterion of CSR (Mariam et al. 2024).

Against this backdrop, leadership styles within firms can greatly shape their approach to CSR. This study will examine how servant leadership, with its focus on conceptualizing, emotional healing, putting followers first, helping followers grow and succeed, and behaving ethically, may encourage stronger CSR dimensions, which are corporate governance, corporate commitment, social contribution, and environmental protection (Azeez, 2019).

The leadership and governance style employed by an organization has a considerable impact on how it conceptualizes and enacts its CSR. A higher level of participation in CSR initiatives has been linked to servant leadership, which places a greater priority on serving the interests of others (Broch et al. 2020). However, in the context of Egypt, the connection between servant leadership and CSR in the tourism industry has not received substantial attention. As a result, there is a lack of awareness regarding the ways in which leadership can favorably improve socioeconomic contributions through CSR.

In light of this, the purpose of this study is to assess the impact that servant leadership has on CSR practices in the tourism industry in Egypt. In particular, it aims to understand how servant leadership could affect corporate governance, employee dedication, social outreach activities, and environmental stewardship (Afsar et al. 2018). This study addresses an extremely important issue given the substantial impact that tourism has on Egypt's economy and society. The findings may offer major insights to tourism organizations and may be utilized by tourism businesses to optimize the capacity of tourism to generate economic growth while also increasing the wellbeing of communities.

The findings would add to the limited body of knowledge currently available regarding servant leadership and responsible business practices within Egypt's vital tourism industry.

Problem statement: The gap in the literature concerning the effect of Servant leadership on CSR in the Tourism industry in Egypt.

2. Literature Review

2.1. Servant Leadership

Servant leadership is a theoretical perspective and practical approach to management that focuses on the competent service of subordinates and the overall organization. This leadership model was conceptualized by Robert K. Greenleaf in 1970 and it is also called the upside-down leadership, and under servant leadership, the leader is positioned at the base of the pyramid as the pillar that supports others instead of being situated at the apex commanding others. Servant

leaders ensure that their subordinates are provided with resources, are supported, promoted and developed for the betterment of their persona. The leadership practices in this kind of leadership include active listening, having concern, nurturing yourself and others, perceiving, pacing, activating, conceptualizing, envisioning, encouraging, empowering, developing, focusing on the whole person and fostering a community (Pawar et al. 2020). In this regard, the servant leadership model has received much consideration both in academia and the business world because of the contribution it may make towards development of organizations that are more ethical, sustainable, and people-oriented. In contrast to the conventional leadership styles that refer to the traditional power and coercive relationship between the leader and the led, servant leadership encourages collective responsibility where the leader is both a part of the team and offers help where necessary (Çelikdemir, 2022; Nwaogaidu, 2023).

2.1.1. Conceptualizing

Servant leadership examining in refers to how the leader is able to rise above the concrete contingencies of organizational life and consider what can be accomplished and what can be aimed for in the longer term. It is a skill which requires a wide vision, comprehension of broad context, and ability to predict the eventualities of the case. These are some of the characteristics of servant leadership which include conceptualization where the leader is able to describe goals in ways that encourage the followers to understand how their tasks contribute to the greater organizational goals. Conceptualisation is one of the activities that servant leaders embrace and help encourage innovativeness and creativity among team members. They foster innovation and ideas that are not typical and make people to embrace change and think differently. This strategic perspective not only assists organizations in sustaining their competitive edge but also allows them to manage environmental transitions and challenges as well as satisfy emerging stakeholders' expectations more efficiently (Bier et al. 2024).

2.1.2. Emotional Healing

Emotional healing in servant leadership is the idea that the leader must take time to acknowledge and tend to the followers' emotional welfare. This paradigm takes cognizance of the fact that, people possess feelings and experience personal issues that may interfere with their productivity and psychological well-being at the workplace. Organizational caretakers, which is the concept of servant leadership that focuses on emotional healing, encourage the open declaration of what is on the minds and hearts of the team members (Jit et al. 2017).

Active listening and responsive understanding allow the servant leaders to facilitate the followers' experiencing of emotions and address personal and organizational challenges. It can result to timely delivery of tasks, better understanding, enhanced cooperation and better interpersonal relations in the team. Second, meeting the emotional needs shows that employees are valued and thus most would work harder and not get stressed thus would render high performance and resist burnout thus can effectively work towards the achievement of goals of the organization (Coetzer et al. 2017).

2.1.3. Putting Followers

First among these is the focus on the follower, a key tenet of servant leadership which entails the glorification of the subordinates as opposed to the leader. Indeed, this model stands all the leadership models on the opposite by arguing how the leader can benefit his or her followers as opposed to the reverse. The idea that servant leaders have to focus on subordinates' needs is based on the decisions made for the team members with actions that can be costly to the individual or have long-term implications (Terosky and Reitano, 2016).

Due to the continual focus on the followers as the key organizational assets, the servant leaders foster trust, loyalty and commitment among their subordinates. It helps in creating a culture of support and cooperation to facilitate the cooperation and the members of a particular team, making them feel incapacitated and thus; motivated to do offer their best in the provision of services required in the team. Furthermore, the positive impact of the leader's self-activation of the care imperative on the followers in terms of motivating them to work towards the realization of their goals and those of the organization for enhanced performance and satisfaction (Wu et al., 2021).

2.1.4. Helping Followers Grow and Succeed

Developing people is an important idea that is comprised in the servant leadership model, where the manager's responsibility is to enhance the growth of the followers. The individual who practices this dimension in servant leadership consistently looks for ways to develop followers' abilities, capacities, and aptitudes. They offer training and support, give opinions for improvement and development and design activities that develop and transform the nature and abilities of their employees (Ghahremani et al. 2024; Liden et al. 2008).

In this aspect, servant leaders do not only develop their followers, but the capacity of the whole organization is also improved. It can therefore result in higher level of workers' productivity, staff satisfaction, and reduced staff turnover as employees are more motivated and have visions of how they can easily advance in the company. Further, due to followers' achievement, servant leaders develop a pool of candidates possessing the organizational values for a continued supply of future leaders (Tuan, 2017).

2.1.5. Behaving Ethically

Ethical trust is one of the important requirements of the servant leadership model requiring a leader to act right and in an honest and fair manner constantly. Organizational principle four: This principle is manifested through leaders who act as servants of their subjects, using good moral standards to arrive at decisions that would support moral standards needed for functional organizations. There are aspects of honesty, admitting to their wrong doings and keeping their fan base to the same standard they are willing to subscribe to (Lumpkin and Achen, 2018).

Thus, through positive ethical augmentation, servant leaders usually develop strong and healthy ethical organizational culture. This ethical foundation not only applies to the decision-making processes, but can show influence on the team members' attitude and behavior to ensure that similar ethical behaviours are followed in their work. In addition, ethical actions of leaders can improve the image of an organisation and build a good relationship with a stakeholder; this increases the chances of sustainable organisation as it tries to avoid unethical deeds that are risky (Engelbrecht et al. 2017).

2.2. CSR

CSR is a management concept and business approach that integrates social and environmental concerns into a company's operations and interactions with stakeholders. It represents a commitment by businesses to behave ethically and contribute to economic development while improving the quality of life of the workforce, their families, the local community, and society at large. CSR is therefore a broad concept that lies within the company's environment concern, employee relationship, community welfare, charity, and corporate governance. CSR is defined as an antithesis to the view that a company's chief task is to generate revenue for shareholders because it posits that corporations have a responsibility that goes well beyond shareholder

wealth creation as they have to provide solutions to both societal and environmental problems (Yusif and Hafeez-Baig, 2024).

Today, CSR has received much attention among the business organisations because of escalating social and environmental consciousness, expectations of customers, employees, and shareholders. Introducing effective CSR strategies can bring significant benefits to the organisations: people will have higher regard for these companies, see need to be loyal to them and are likely to be satisfied with jobs in there and stay lengthier, reduce on risks that affect sustainability of the businesses in the long run. Also, CSR practices can be considered as generating product innovations and new markets, as well as gaining competitive advantages. In the face of global risks like climate change, social inequality, and resource constraints, CSR is viewed as a strategic process of business operations and a critical component of the corporate governance system (Nugroho et al. 2024).

2.2.1. Corporate Governance

Corporate governance can thus be defined as the set of conditions and requirements that stem from the shareholders, the board of directors, and other managers, that determine the behaviour of a firm. It is a process of decision-making that focuses on managing welfare of the various groups who have stakes in any given business, whereby these groups include shareholders, managers, consumers, suppliers, financiers, government, and the public. Appropriate corporate governance acts as a safeguard of the company's operations and financial reporting in that it provides for accountability, responsibility, fairness, and transparency when conducting the business's affairs (Teixeira and Carvalho, 2024).

A framework for corporate governance is significant for shareholders' assurance and corporate integrity, apart from being essential for sustainability. Some are having a competent board of directors, right internal controls, improved compensations of the executives, protection of shareholders' rights, and good financial disclosures. In the case of CSR, good corporate governance not only refers to the compliance with the laws and rules of an organization but also ethic, effectiveness principles of a company, business integrity in relation to all stakeholders and commitment of an organization towards sustainable development (Luca et al. 2024).

2.2.2. Corporate Commitment

Management integration in the context of this paper and CSR entails the degree of focus that a company displays in addressing social and environmental issues within its operations and strategic planning models. This commitment may be stated in the corporate mission and vision statement and implemented through the company's strategic plans, personnel policies, and organizational culture. It is a company-wide commitment to sustainable conduct that is not limited to the legal minimum (Chtourou and Triki, 2017). This basically implies that a good corporate strategy for CSR entails leadership support, resource commitment to CSR programmes, association of CSR with corporate strategic plan and CSRR-regular reports. Lip gloss companies, on the other hand, which claim to have proper CSR policies put in place must have a set of sustainable development goals and be willing to interact with stakeholders frequently in a bid to enhance their policies and minimize the negative impact they may have on society and the planet. Such a commitment can pose positive effects on the level of employee satisfaction, organizational recognition, and management of risks as well as business performance in the long-term (Fatima and Elbanna, 2023).

2.2.3. Social Contribution

Mandatory level of engagement the company has towards CSR, measured by social contribution as the extent of the positive stakeholder impact that is outside the company's core operation. These may include charitable and giving activities, social responsible projects, support to learning and medical sectors, supportive of diversity and tolerance, and many more dealing with social problems like poverty, discrimination, human rights, etc. Many social contribution strategies involve collaboration with local communities and NGOs, as well as governmental ministries because many societies' needs are urgent (Aldalaty and Piranej, 2024). Some of the activities that might be considered as CSR include employee volunteering program, provision of pro bono services, giving out of donations, or producing goods and services that meet social needs. Thus, meaningful social contribution may improve organizations' social license to operate, strengthen relations with stakeholders, support the achievement of sustainable development goals, and generate new business opportunities while having positive effects on the companies' perceptions (Hatami et al. 2024).

2.2.4. Environmental Protection

One of the CSR dimensions is environment as it is aimed at reducing the harm that a particular company brings to the natural world and promote sustainability. This includes efforts for mitigation of emissions of greenhouse gases, enhancement of resource efficiency, courtesy of use of assets in a prudent manner, curtailment of wastage, lessening the production of pollutants, preservation of biological diversity, and encouragement of sustainable demand and supply. Climate smart organizations of any form establish strong environmental management systems, undertake appropriate eco innovations, embrace circular economy, and ensure corporate targets for eco impacts reduction. They also may participate in activities like tree planting, wildlife protection, or raising awareness of protection of nature among the employees or consumers (Chuang and Huang, 2018).

In relation to the growing or rather emerging recognition of the deterioration of the global environment due to acts of pollution and more recently further amplified by climate change, the protection of environment as a social interest has emerged as a major influencing or rather relatively significant component that shapes the existing CSR equation and concomitant business sustainability. Appropriate measures adopted for environmental protection can result in reduction in resource use leading to cost saving, better brand image, and positive impacts on compliance and certification, and last but not least, creation of new business opportunities due to the opportunity in green markets (Puppim de Oliveira and Jabbour, 2017).

2.3. Servant Leadership and CSR

Servant leadership and CSR share common concepts of prioritizing stakeholder needs and serving the community. This alignment suggests that embracing servant leadership may positively influence a company's approach to CSR. A servant leadership approach might help strengthen CSR orientation within an organization. Leaders who adopt a philosophy of serving others first could cultivate a culture where sustainability and societal concerns are integrated into strategic decision making (Broch et al., 2022).

This might encourage a mindset where CSR initiatives are seen not just as obligations but important to the company's core purpose. Employees working under servant leaders could become more socially and environmentally conscious in their roles. When managers demonstrate a commitment to all stakeholders, it might inspire workers to pursue CSR goals more enthusiastically. This could help companies implement CSR strategies more effectively

across levels (Xia et al. 2022). Thus, H1 is developed as follow: **H1: Servant leadership has a positive significant impact on corporate social responsibility**

2.4. Servant Leadership and Corporate Governance

A shift towards servant leadership may improve corporate governance procedures. The word "corporate governance" is used to describe the frameworks and procedures businesses use to guide and manage themselves towards long-term viability and stakeholder accountability. There are a number of ways in which a service-oriented mindset could improve government leadership (Whittington, 2017).

Integrity, trust, and transparency are all qualities that might flourish under a servant leadership model. There may be more transparency and information exchange between departments if executives make serving all stakeholder groups a top priority. Possible benefits include better monitoring and less likelihood of malfeasance or arbitrary decision-making (Harford et al. 2018). Thus, H1a is developed as follow: **H1a: Servant leadership has a positive significant impact on Corporate Governance**

2.5. Servant Leadership and Corporate Commitment

Servant leadership could have a positive significant impact on corporate commitment. The tenets of servant leadership, such as empowering and developing people, putting subordinates first, and ethical and caring behavior, may promote higher organizational commitment among employees (Sokoll, 2014).

Servant leaders focus on understanding the needs, goals, and aspirations of followers, which could strengthen employees' emotional attachment to and involvement with the organization. By prioritizing employee well-being and growth, servant leaders may foster greater loyalty and a sense of belonging, thus enhancing corporate commitment (Coetzer et al. 2017). Thus, H1b is developed as follow: **H1b: Servant leadership has a positive significant impact on Corporate Commitment**

2.6. Servant Leadership and Social Contribution

Servant leadership might have a positive effect on social contribution. Servant leaders prioritize serving others and the community, which could potentially increase their organization's social contribution. By focusing on the needs of followers and stakeholders rather than personal gain, servant leaders may be more likely to encourage their organization to give back to society through philanthropic activities, community involvement, and initiatives that create social value (Meuser and Smallfield, 2023).

Their empowering, ethical and other-centered leadership approach could cultivate a culture where employees feel motivated to voluntarily engage in social causes. If organizations are led by individuals who role model service to others above self-interest, this may translate into those organizations being more socially responsible contributors (Mo and Shi, 2017). Thus, H1c is developed as follow: **H1c: Servant leadership has a positive significant impact on Social Contribution**

2.7. Servant Leadership and Environmental Protection

It is possible that servant leadership might impact on the efforts to protect the environment. The concept of servant leadership, which is a style of management that prioritises empathy,

stewardship, and service to all stakeholders, has the potential to inspire more people to take better care of the natural environment (Darvishmotevali and Altinay, 2022).

It's possible that leaders who put helping others at the top of their list of priorities are more inclined to think about how the actions their organisation makes may affect the environment. They might provide staff with the authority to adopt changes to minimise waste and carbon footprints, as well as the power to suggest environmentally friendly ideas (Alvesson et al. 2016). Thus, H1d is developed as follow: **H1d: Servant leadership has a positive significant impact on Environmental Protection**

3. Conceptual Model Diagram

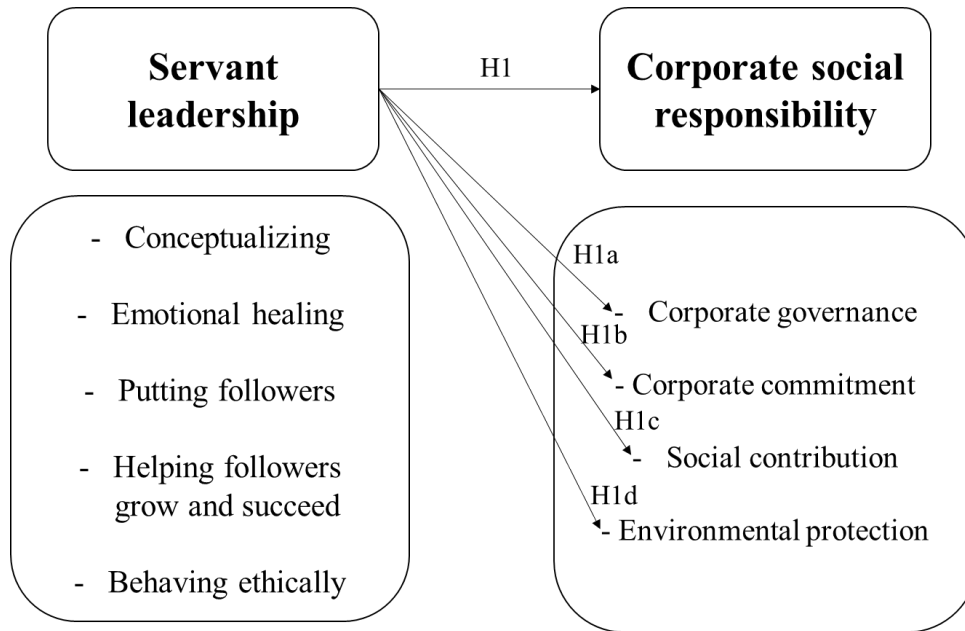


Figure 1. Research model
Source: Developed by the researchers

4. Research Methodology

4.1. The Study Sector

Tourism industry is considered as one of the most important sectors in the Egyptian economy that provides a large portion of the GDP and foreign exchange earnings. Of particular importance is the recognition of population groups and the various characteristics that affect the sector. As noted by CAPMAS (2024), Egypt population projection is likely to reach about 106 million by the year 2024. Regarding social aspects, this demographic affects the domestic and international tourism and their impact on established and emerging trends, travel mentality, and spending tendencies, and cultural performance of attractions.

This industry involves the utilization of the natural environment, cultural and social foundations of the area and people. Consequently, it creates a deep effect on such resources, and as a result, it becomes urgent to deploy responsible and sustainable mechanisms in tourism enterprises. For instance, servant leadership promotes the idea of individuals' duties and obligations emerging from serving the interests of other members of an organization as a way of encouraging negative unethical behaviors.

Since the leaders who apply servant leadership tend to promote the notion of stakeholder welfare including employees, the local population, and the environment, they are likely to be supportive of CSR. At the same time, a greater number of visitors may mean that the demand for sustainable tourism practices is also higher, as it may force enterprises to pay more attention to the corporate social responsibility to attract clients who are more concerned with the environment (Su et al. 2020).

Therefore, in the context of CSR within the tourism industry, it is important to have a solid awareness of the population number for a variety of different reasons. In the first place, it assists in determining the potential size of the market for tourism-related services and products, which enables businesses to tailor their corporate social responsibility initiatives to address certain societal needs and concerns as the total work force in tourism industry is 2.4 million (Statista, 2022).

To provide focused insights, this study analyzes CSR practices in two prominent hotels: Hilton and Four Seasons. These hotels were chosen for their established presence in Egypt's tourism sector and their capacity to influence industry standards (Canning, 2024). This paper derives from the literature review and the exploration of the servant leadership and CSR dimensions.

However, both companies are famous for their international brands in the hospitality industry involving luxury accommodations as well as quality services. As being known, Hilton brand involves many hotels and other buildings in Egypt, in which thousands of people work and contribute to the tourism sector. In a similar vein, Four Seasons has a significant presence in the luxury tourism industry. They provide high-end services and have substantial personnel in order to meet the needs of discerning tourists (fivestaralliance, 2024).

At the end, although the precise population of Egypt is necessary for contextualising the dynamics of the tourism sector, the study of notable hotels such as Hilton and Four Seasons could provide useful insights into corporate social responsibility policies and the impact that these activities have on both the industry and the communities that are located within it. The study can gain a better understanding of the ways in which tourist enterprises in Egypt contribute to the sustainable growth and societal well-being of the country by analysing their approaches to corporate social.

4.2. Sample Technique

The research employed a simple random sampling method, and the sample size of 385 employees was determined based on the given equation.

$$n = \frac{P \times q}{\frac{P \times q}{N} + \frac{B^2}{Z^2}} \quad (1)$$

$$n = \frac{0,5 \times 0,5}{\frac{0,5 \times 0,5}{2.400.000} + \frac{(0,05)^2}{(1,96)^2}} = 384.09$$

Where:

n: Sample size

P: The percentage of the phenomenon existence in the research population that is assumed as 50%

Z: The standard value corresponding to the 95% confidence level which is 1.96

q: (1-p)

B: The acceptable error level which is estimated at 5%

N: Population size = 2,400,000

Using these values, the sample size was calculated as 384, rounded to 385 for practical purposes. This sampling approach ensures a representative subset of the larger population, minimizing selection bias and enhancing the reliability of the findings.

Therefore, the sampling technique to be employed shall be the cluster random sampling. In cluster random sampling, one selects a cluster out of all the available clusters within the degrees of measurement. The cluster is rather assembled from components that can distributed. Random method was used in the selection of the two companies and from the sampling frame of all the business firms in Egypt, Hilton & Four seasons was chosen (Patil et al. 2014).

The type of sampling to be used in this study is the cluster random sampling method. It would need a sampling frame of diverse bunches by every one of which imitates all populations. Specifically, in the context of given application, every company refers to a cluster that possesses the corresponding rates of employees at both the managerial and the departmental levels.

Subsequently, a cluster should simply be randomly chosen from the frame that was used in finding the sample. This would make it possible to generalize the generated results to other companies of interests without compromising the result (Setia, 2016). According to Sedgwick (2014), there is information on the methods being used; specifically, there was a discussion of cluster random sampling. As for probabilistic sampling, the division of individuals into related groups with considerable differences is supposed.

For each heterogeneous group, there is a corresponding management level in a specific company. As for this investigation, the heterogeneous groups include the stakeholders in the tourism and hospitality industry. A cluster is actually each of the companies themselves. The list of businesses that was used to derive the clusters was obtained from Egypt Business Directory. Based on their freshly prepared 53 industry reports. Out of these 53 companies there were few that were categorized to be as Hotels and Resorts in the sphere of hospitality and tourism. The number of hotels of hospitality and tourism industry published were only 21 Companies.

5. Data Results

5.1. Correlation Analysis by Spearman

Table 1 presents the Spearman correlation coefficients for the relationships between servant leadership and the various dimensions of Corporate Social Responsibility (CSR), including Corporate Governance, Corporate Commitment, Social Contribution, and Environmental Protection. The significant Spearman correlation coefficient values confirm a strong positive correlation between Servant Leadership and the CSR dimensions at a 99% confidence level.

Table 1.
Correlation

		Servant Leadership	Corporate Governance	Corporate Commitment	Social Contribution	Environmental Protection
Servant Leadership	Correlation Coefficient Sig. (2- tailed)	1.000 .				
Corporate Governance	Correlation Coefficient Sig. (2- tailed)	.813** .000	1 .			
Corporate Commitment	Correlation Coefficient Sig. (2- tailed)	.903** .000	.813** .000	1 .		
Social Contribution	Correlation Coefficient Sig. (2- tailed)	.650** .003	.813** .000	.600** .000	1 .	
Environmental Protection	Correlation Coefficient Sig. (2- tailed)	.698** .002	.813** .000	.560** .000	.740** .000	1 .

** . Correlation is significant at the 0.01 level (2-tailed).

5.2. Confirmatory Factor Analysis

Table 2 shows the reliability and validity measures for the variables using Confirmatory Factor Analysis (CFA). The Cronbach's Alpha coefficients indicate high internal consistency, while the Composite Reliability (CR) and Average Variance Extracted (AVE) values demonstrate the constructs' validity and reliability.

Table 2.
Reliability and validity measures of variables

	Item	Loadings	VIF	Cronbach's Alpha	CR	AVE
Corporate Commitment	CC1	0.858	1.901	0.845	0.906	0.764
	CC2	0.888	2.218			
	CC3	0.875	2.036			
Corporate Governance	CG1	0.920	1.901	0.815	0.916	0.844
	CG2	0.918	1.901			
Environmental Protection	EP1	0.897	1.541	0.744	0.887	0.796
	EP2	0.888	1.541			
Servant Leadership	SL1	0.839	2.527	0.903	0.926	0.675
	SL2	0.848	2.530			
	SL3	0.847	2.710			
	SL4	0.811	2.266			
	SL5	0.829	2.390			
	SL6	0.750	1.816			
Social Contribution	SC1	0.890	1.419	0.704	0.871	0.771
	SC2	0.867	1.419			

There was no multicollinearity between the dimensions, as shown by the Variance Inflation Factors (VIFs) being less than 5 (Shrestha, 2020). It was discovered that the Cronbach's Alpha

coefficient was more than 0.7, indicating dependable internal consistency (Taber, 2018). The Average Variance Extracted (AVE) and Composite dependability (CR) were calculated to evaluate concept validity and internal consistency dependability. CR and AVE must both be more than or equal to 0.7 and 0.5, respectively, for a construct to be deemed valid and dependable (Shrestha, 2021). These requirements were satisfied by the outcomes, proving the assertions' validity and dependability.

Table 3.

Fornell-Larcker Criterion for Measuring Discriminant Validity

	Corporate Commitment	Corporate Governance	Environmental Protection	Servant Leadership	Social Contribution
Corporate Commitment	0.874				
Corporate Governance	0.760	0.919			
Environmental Protection	0.684	0.650	0.892		
Servant Leadership	0.837	0.813	0.780	0.822	
Social Contribution	0.784	0.746	0.697	0.794	0.878

Source: Calculations based on sample collected through surveys using SmartPLS

The Fornell-Larcker criteria was used to determine the discriminant validity of the constructs, as shown in Table 3. Each construct's square root of the Average Variance Extracted (AVE) surpassed its correlation coefficients with other constructs, indicating that it is unique and adhering to the recommendations made by Afthanorhan et al. (2021).

5.3. Structural equation modelling framework

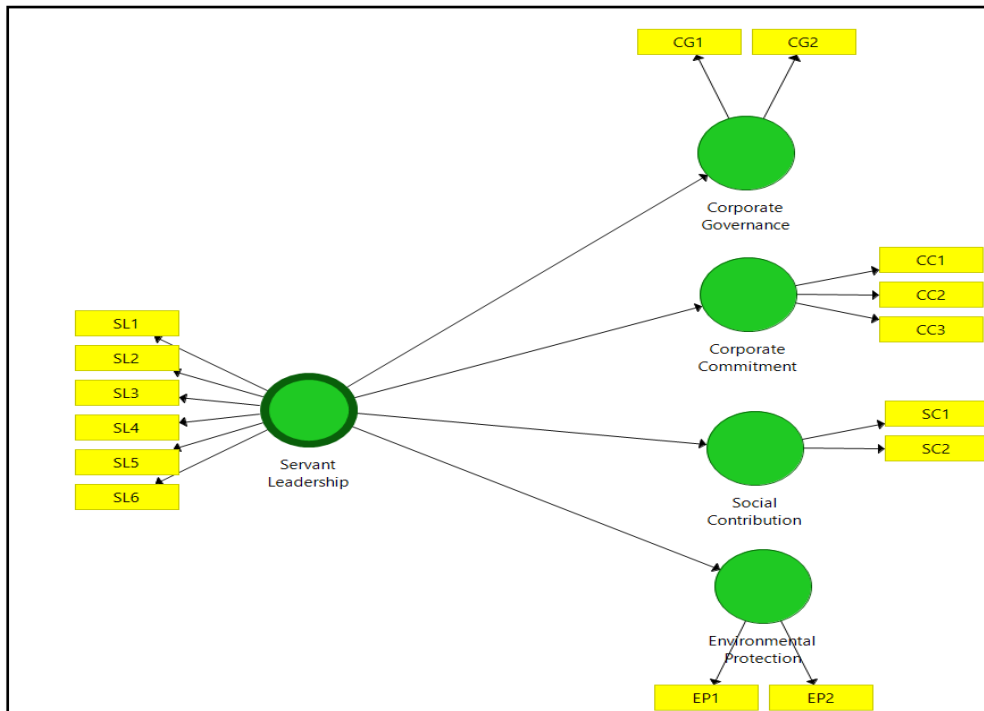


Figure 2. Structural Equation Model for phenomenon

The phenomena of the links between the latent and observable variables of an ESG digital asset is explained in Figure 2. Additionally, it demonstrates how every loading is higher than 0.6 (Owolabi et al. 2020; Wong, 2016).

Table 4.

Path Coefficients obtained from SEM for phenomenon

	Original Sample	Standard error
Servant Leadership -> Corporate Commitment	0.837***	0.025
Servant Leadership -> Corporate Governance	0.813***	0.027
Servant Leadership -> Environmental Protection	0.780***	0.028
Servant Leadership -> Social Contribution	0.794***	0.026

***p-value<0.01, * p-value<0.05, "" p-value>0.05

The statistical analysis revealed significant positive relationships between servant leadership and all four dimensions of Corporate Social Responsibility (CSR) examined in this study. These results provide strong support for the main hypothesis (H1) and all sub-hypotheses (H1a, H1b, H1c, H1d).

Servant Leadership and Corporate Commitment (H1b): The highest correlation was found between the level of servant leadership and corporate commitment $r = 0.837$, $p < 0.01$. This supports Sokoll's (2014) position that demands for and commitment to organizational principles, such as empowerment and development of people for higher organizational commitment. The result also supports Coetzer et al.'s (2017) argument that servant leaders foster greater loyalty and a sense of belonging by prioritizing employee well-being and growth. This strong relationship suggests that servant leadership may be particularly effective in enhancing employees' emotional attachment to and involvement with the organization.

Servant Leadership and Corporate Governance (H1a): The second closest was with corporate governance where the relationship was found to be positive and significant, ($\beta = 0.813$, $p < 0.01$). The above outcome lends support to Whittington's (2017) suggestion that the adoption of a service mentality enhances governance. This also resonates with Harford et al.'s (2018) assertion that servant leadership could improve the flow of information and transparency, which may cause enhanced oversight and probably lower rates of unethical behaviour in organizations. Hence, the strong positive correlation showed that servant leadership could play a very crucial role in producing organisations with higher transparency, responsive accountability and ethical standards.

Servant Leadership and Social Contribution (H1c): Another positive correlation was identified with social contribution variables ($\beta = 0.794$, $p < 0.01$). In this respect, Meuser and Smallfield's argument (2023) that elevating the position of serving the organization and the wider community might enhance social contribution by servant leaders was also supported. This also supports Mo and Shi's (2017) notion that the servant leadership style fosters a culture in which employees want and are willing to participate in social issues. The positive correlation of this study implies that servant leadership can be a strong influencer of organizational social responsibility.

Servant Leadership and Environmental Protection (H1d): The association of servant leadership with environmental protection was the lowest and, though positive and significant, had the lowest coefficient of 0.780, and $p < 0.01$. This result provides support for Darvishmotevali and Altinay's (2022) hypothesis that servant leadership boosts concern for improving the environmental surroundings. This is also in line with Alvesson et al.'s (2016) assertion that perhaps, servant leaders might be used to empower staff to embrace environmental sustainable behaviors. This slightly weaker relationship should suggest that although the servant leadership

does enhance the efforts to protect the environment, its impact might be constrained in some manner or it is faced with more challenges compared to the other CSR aspects.

Hence, supply empirical support in support of the theoretical relationships outlined in the literature regarding servant leadership and CSR. Focusing on the evaluative data, it is possible to notice that all the CSR dimensions were characterized by strong and significant relationships with servant leadership. The findings show that it is possible for organisations to focus on the enhancement of servant leadership practices and, at the same time, increase the quality of their governance, as well as the employees' commitment, social responsibilities, and commitments to protect the environment. The study also adds to the body of research literature demonstrating that servant leadership is positively related to responsible business. They also hold implication for practitioners showing that there is potential to gain increased returns by investing in the development of servant leadership, particularly regarding CSR multi-dimensions.

Table 5.

Model Goodness of Fit for data

	SSO	SSE	Q ²	R Square	R Square Adjusted
Corporate Commitment	615.000	0.529	0.529	0.700	0.699
Corporate Governance	410.000	0.552	0.552	0.661	0.659
Environmental Protection	410.000	0.479	0.479	0.608	0.606
Social Contribution	410.000	213.223	0.480	0.630	0.628

SRMR=0.06, d_ULS=0.485, d_G=0.431, Chi-Square=510.006, NFI=0.781

According to Table 5, the R-squared values of 0.700, 0.661, 0.608, and 0.630 show that servant leadership accounts for 70%, 66.1%, 60.8%, and 63% of the variance in corporate commitment, corporate governance, environmental protection, and social contribution. Good predictive relevance is shown by the model's cross-validated redundancy metric (Q²), which is larger than zero (Sharma, 2021). The quality of fit of the model was measured using the Standardised Root Mean Square Residual (SRMR), which was computed. A better match between the model and the data is shown when the SRMR value gets closer to zero. The SRMR value of 0.06 in this instance is deemed to be a reasonably excellent match based on the standards established by Taasobshirazi and Wang (2016) and Hu and Bentler (1999).

5.4. Discussion

This study's objective is to examine the relationship between servant leadership and corporate social responsibility. Therefore, the researchers collected the data from employees of the Egyptian tourism sector. The conducted statistical analysis, shown in the previous section, indicate that the main hypothesis is accepted. In other words, servant leadership has a positive significant impact on corporate social responsibility. This means that organizations where leaders embrace the principles of servant leadership tend to encourage the exhibition of higher levels of socially responsible practices and initiatives. As servant leaders emphasize serving others first, it creates an organizational culture and climate that values acting with concern for societal wellbeing beyond just profit motives. This is in line with Ullah et al. (2022) who found that CEO ethical leadership positively connected with CSR.

While the Ullah et al. (2022) study looked at CEO ethical leadership, the values, behaviors and stakeholder orientation of ethical leaders significantly overlap with those of servant leaders. This allows their finding about ethical leadership driving corporate social responsibility to relate to and substantiate the idea that servant leadership cultivates a corporate culture geared towards social contribution and governance focused on stakeholder interests beyond just profits.

Moreover, the first sub-hypothesis can be accepted as it was illustrated that there is a positive significant relationship between Servant leadership and Corporate Governance. This goes in further agreement with Broch et al. (2020) who identified that servant leaders foster employee engagement and employees are involved in the decision making processes regarding how the company should be run.

This paper establishes a positive significant relationship with the hypothesis, implying that the concept of servant leaders who listen, building the capacity of their subordinates, dealing with the right thing and keeping the interest of subordinates ahead of their own is positively related with the level of corporate governance in organizations.

Ethical leadership is in harmony with the research when it affirms that servant leadership has a positive effect on corporate governance. Ethical leadership can be defined as the behavior, which depicts right standards and practices in manners and relationship, and besides inculcating the right standards of ethical behavior within the followers, by using two way communication processes and reinforcement, as well as in decision making processes (Scholl et al. 2016). Similar to servant leaders, ethical leaders are guided by the principle of right actions, sharing information, and organisational stakeholders' needs.

In addition, the second sub-hypothesis is also accepted which shows that the Servant leadership has a positive significant impact on Corporate Commitment. This means that adopting servant leadership style creates psychological attachment, loyalty and dedication to the organization among employees. This finding concurs with Karakuş, (2018) who found that organizational commitment moderated the relationship between ethical leadership and voice behavior.

Additionally, the third sub-hypothesis is also accepted based on the statistical analysis. Specifically, servant leadership has a positive significant impact on Social Contribution. In other words, Servant leaders prioritize an outward mindset of service and stewardship beyond just the organization. which aligns with Bragger et al. (2021) who showed that servant leaders tend to prioritize an outward mindset of service and stewardship beyond just their organization, which manifests as higher social contribution. This outward, stakeholder-oriented mindset of servant leaders is likely what drives better social contribution practices aimed at accountability, transparency and stakeholder interests. Impact on Environmental Protection. This result also aligns with Gotsis and Grimani (2016) that shows that the core tenet of servant leadership is stewardship the ethical and responsible management of resources and assets entrusted to a leader's care. This stewardship principle could extend to being good stewards of the natural environment as well.

5.4.1 Theoretical Implications

Therefore, the current research addresses the gap in the literature by confirming the positive association between servant leadership and CSR within the Egyptian tourism sector. This is particularly important as it replicates the results of the prior studies (for example, Ullah et al. 2020) to the different cultural and industrial environment and builds the theoretical argument regarding the relations between the leadership styles and CSR practices. The positive correlations are evident across all four CSR dimensions, namely corporate governance, corporate commitment, social contribution, and environmental protection.

The findings of this study explain the applicability of the servant leadership to the Egyptian culture in relation to the promotion of CSR. It implies that even though cultural differences may exist between the original developed context and the Middle Eastern tourism context specified in the study, servant leadership and its positive outcomes can be applied and

investigated further in a Middle Eastern context; hence, increasing the cross cultural generalisability of servant leadership theory.

5.4.2 Practical Implications for the Egyptian Tourism Industry

The findings strongly suggest that tourism organizations in Egypt should invest in developing servant leadership capabilities among their managers and executives. This could involve implementing training programs that focus on the key aspects of servant leadership, such as empathy, stewardship, and prioritizing follower growth. Given the strong relationship between servant leadership and corporate governance, Egyptian tourism companies could leverage this leadership style to improve their governance practices. This is particularly relevant in an industry often scrutinized for its environmental and social impacts, as better governance can lead to more responsible and sustainable tourism practices.

The positive impact on corporate commitment suggests that adopting servant leadership principles could help Egyptian tourism companies address challenges related to employee turnover and engagement, which are common issues in the hospitality sector. By fostering a sense of belonging and loyalty, companies may be able to retain skilled workers and improve service quality. The strong link between servant leadership and social contribution indicates that this leadership style could be instrumental in improving relationships between tourism businesses and local communities in Egypt. This is crucial for sustainable tourism development, as it can help mitigate potential conflicts and ensure that tourism benefits are more equitably distributed. While the relationship with environmental protection was slightly weaker than other dimensions, it was still significant. This suggests that promoting servant leadership could help Egyptian tourism companies improve their environmental practices, which is critical for preserving Egypt's natural and cultural heritage - key assets for the tourism industry.

By embracing servant leadership and its associated CSR practices, Egyptian tourism companies could differentiate themselves in the global market. This could be particularly appealing to the growing segment of tourists who prioritize ethical and sustainable travel experiences. The findings could inform tourism policy in Egypt, suggesting that incentives or guidelines promoting servant leadership principles in tourism management could lead to more responsible and sustainable industry practices.

6. Conclusion

The results indicate a positive significant influence, meaning that servant leadership, including how it focuses on the needs and well-being of others as well as being ethical and compassionate is a strong determinant of and predictor of firms' prioritization of CSR. Due to the prosocial mindset that epitomizes servant leaders, taking of CSR policies and programs that are intended to provide value to the communities, stakeholders, and the environment is most likely to be observed.

This paper delved into the extended effect of servant leadership on CSR in the Egyptian tourism sector. The research results are in line with an existing positive and significant relationship among servant leadership dimensions, corporate involvement in CSR practices, corporate governance, environmental protection, and others. This supports empirical studies that emphasizes the association between servant leadership and social responsibility. Additionally, this research shows the positive workings of this kind of leadership in the social responsibility agenda. The research contributes significantly to the field in several ways. First, it fulfills the

research gap in identifying the relationship of servant leadership to CSR in the emerging nation's tourism sector, specifically in Egypt.

Thus, the contextual and comparative analysis proved helpful in identifying the patterns of leadership's impact on CSR implementations in emerging markets, with reference to the tourism sector of significant importance for development economies. Secondly, it is a quantitative research study that uses structural equation modeling (SEM) analysis to establish definitive proof of the advantages of servant leadership on CSR across all its perspectives. Utilizing this methodological approach makes the conclusions more reliable and serves as the basis for the further study of this subject. One notable exception is the application of SEM in this regard, which makes it possible to move from a research tradition characterised by simple correlations between leadership and

CSR to a more advanced level that can discern the inter-dependency of various factors.

Thirdly, this study also moves the literature further on the effects of servant leadership not only in more characteristic organizational remits, but also in the more overarching societal and environmental schemas as well. Through the evidence of significantly positive correlations with corporate governance and corporate commitment, as well as social contribution, and the protection of the environment, the potential of servant leadership in supporting extensive CSR initiatives is revealed. However, it is necessary to weak some drawbacks withing this research. Special attention has been paid to the topic of Egyptian tourism business sector; nevertheless, certain insights may be highly industry- and culture-specific.

Next studies might look into similar relationships in different sectors and in different countries to build up on the generalizability of the results. Furthermore, since the study cross-sectional, it is hard to establish causal relationships between the variables. Longitudinal studies might contribute more highly significant conclusions as to how servant leadership influences CSR performance. Additionally, in this study, the main emphasis was placed on the attitude of employees Toward more elaborate insights into the effects of servant leadership on CSR in the tourism business with regard to the different key constituencies, that is, customers, local communities, and policy makers, further research is required.

Nevertheless, this research has significant value to the subject of literature since it offers quantitative proof on the benefits of servant leadership to CSR in a significant economic sector of a development nation. The implications of the findings touch upon leadership development, tactics, and policies concerning the tourism industry especially in emergent economies with concerns to sustainable development and ethical business. Therefore, it is revealed that servant leadership offers a high probability in developing the ideas of the company's comprehensive CSR attitude in the tourism industry. In conclusion, the study's findings shed light on the direction for leadership development and organizational strategy as organisations and policymakers grapple with achieving economic growth in a manner that is socially and ecologically sustainable. More specifically, future studies may advance this research by investigating the linkage between servant leadership and CSR in more depth, including identifying the underlying processes through which it affects the CSR results, and by analyzing the effectivity of the said leadership variation in multiple world cultures and industries.

6.1. Recommendations for the Egyptian Tourism Sector

Based on the study's findings, the following recommendations are tailored for industry practitioners and policymakers in the Egyptian tourism sector to foster servant leadership and enhance CSR practices:

Thus, for Hotel and Resort Managers, it is recommended that the participating Egyptian hotel and resort managers focus on adopting and applying the principles of servant leadership in the management of their organizations. This can be done by devising a special training curriculum, which will entail such components as empathy, interpretation of verbal and non-verbal cues, and principle-based decision making. For example, managers could host information campaign at least once a month that includes staff at all levels become engaged in scenario-based exercises that enhance the elements of servant leadership. Moreover, they should create a leadership and teachers' training program where a Senior Leader will agree to dedicate a certain amount of time as a Mentor with the junior staff and only promote the desired behavior patterns.

To further improve CSR strategies, the managers must establish the CSR committee including the employees from different departments. This committee should have a localized CSR strategy that targets certain issues prevailing in Egypt like water shortage in coastal hotels or the patronage of local art talents in cultural tourism circuits.

For example, resorts in Sharm El-Sheikh could implement a coral reef protection program, involving both staff and guests in conservation efforts.

Managers should also pay more attentions on realizing the closer relationship between company and local communities. This could include establishing corporation's affiliations with school that enable them to provide hospitality training to their students, succession that recognize and provide special employment opportunities for locals and engaging suppliers that are mainly from the local region. For instance, a hotel in Luxor may source handicrafts from artisans within the locality to provide real art pieces for decorations; a way of boosting local artists, whose creations would also give the hotel a culturally correct touch.

As for the proposed solutions for the associations of tourism industry, Egyptian tourism industry associations including Egyptian Tourism Federation should intensify efforts toward supporting servant leadership and CSR in light of the sector. They could come up with a unique servant leadership certification that would be relevant to the industry and incorporated plainly within the Egyptian tourism industry. This could cover modules in the respect to the local culture and environment, applying efficient practices of sustainable tourism, and leadership among Egyptian youths. These associations should also form a national CSR tourism awards to reward "green" hotels, resorts, and tour operators. Such categories may be "The Champion in Community Participation endeavour," "Outstanding Environmental Solutions programme," and "Conservation of Cultural identity programme."

In addition, the industry association should encourage flow of information and practices, among members. This could be conducted through quarterly seminars organized whereby the various tourism businesses showcase their best cases in CSR and servant leadership. For instance, an effective water saving campaign, propagated by a resort in Hurghada can be adopted by other sea-side buildings.

The Egyptian policymakers should contend to incorporate both servant leadership and CSR principles in the nation's tourism policies. This could mean ensuring that such policies as taxation policies focus on motivating more tourism enterprises to embrace and exemplify good CSR practices in areas such as the environment and society. For instance, the hotels that are able to reach some sustainability indicators could benefit from lower tariffs for utilities or shorter waiting times for permits regarding additional construction works.

The Ministry of Tourism should devise harmonious relations with the Ministry of Education to establish relevant tourism and hospitality curricula which offer the principles of servant leadership and CSR. This could comprise setting up a prescription of internship for the tourism

students in organisations that are recognised to have a good CSR programme so that the next generation tourists are made aware or trained in the principles of CSR.

Government should also implement a national sustainable tourism certification that has its model with those implemented in other nations though adapted to Egypt's cultural and natural landscape. This certification could therefore be on a scale that accreditation at the higher levels demanded greater CSR standards as well as prove of implementation of servant leadership.

Finally, the government should ensure that there is bearing infrastructures for sustainable mentality on the tourism practices. This could encompass designing and implementing a campaign to promote recycling for the tourism industry across the country, promoting and underwriting renewable energy projects targeting regions of high tourist traffic and fashioning environment friendly means of transport throughout the main tourist routes.

When the above exactly recommended strategies are adopted, personalization in the Egyptian tourism sector would apply the notion of servant leadership to improve CSR for sustainable tourism. This move not only serves the best interest of the Egyptian locale and the environment but it also promotes ethic and sustainable tourism in Egypt which in the future could be a trend among concerned travelers.

Reference

- Afsar, B., Cheema, S., & Javed, F. (2018). Activating employee's pro-environmental behaviors: The role of CSR, organizational identification, and environmentally specific servant leadership. *Corporate Social Responsibility and Environmental Management*, 25(5), 904-911. <https://doi.org/10.1088/1742-6596/1874/1/012085>
- Afthanorhan, A., Ghazali, P. L., & Rashid, N. (2021, May). Discriminant validity: A comparison of CBSEM and consistent PLS using Fornell & Larcker and HTMT approaches. In *Journal of Physics: Conference Series* (Vol. 1874, No. 1, p. 012085). IOP Publishing. <https://doi.org/10.1088/1742-6596/1874/1/012085>
- Aldalaty, M., & Piranej, T. (2024). How does Corporate Social Responsibility (CSR) contribute to trust building-through effective social contribution to the society?. <https://www.diva-portal.org/smash/record.jsf?pid=diva2%3A1862422>
- Alvesson, M., Blom, M., & Sveningsson, S. (2016). *Reflexive leadership: Organising in an imperfect world*. Sage
- Bier, M. C., O'Reilly, D. S., Kingori, P., Samtani, S., & Berkowitz, M. W. (2024). Changing the Character of Schools*: Promoting Servant Leadership Virtues to Solve Internationally Relevant Problems in Education. In *The Routledge International Handbook of Multidisciplinary Perspectives on Character Development, Volume I* (pp. 121-139). Routledge. <https://doi.org/10.4324/9781003251248>
- Bragger, J. D., Alonso, N. A., D'Ambrosio, K., & Williams, N. (2021). Developing leaders to serve and servants to lead. *Human Resource Development Review*, 20(1), 9-45. <https://doi.org/10.1177/1534484320981198>
- Carroll, A. B., & Brown, J. A. (2018). Corporate social responsibility: A review of current concepts, research, and issues. *Corporate social responsibility*, 39-69. <https://doi.org/10.1108/S2514-175920180000002002>
- Celikdemir, D. Z. (2023). Servant Leadership and Its Relation to Ethics and Morality. In *The Palgrave Handbook of Servant Leadership* (pp. 373-395). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-031-01323-2_22

- Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *The leadership quarterly*, 27(1), 124-141. <https://doi.org/10.1016/j.leaqua.2015.08.004>
- Christensen, J. G., Klemmensen, R., & Opstrup, N. (2014). Politicization and the Replacement of Top Civil Servants in Denmark. *Governance*, 27(2), 215-241. <https://doi.org/10.1111/gove.12036>
- Chtourou, H., & Triki, M. (2017). Commitment in corporate social responsibility and financial performance: a study in the Tunisian context. *Social Responsibility Journal*, 13(2), 370-389. <https://doi.org/10.1108/SRJ-05-2016-0079>
- Chuang, S. P., & Huang, S. J. (2018). The effect of environmental corporate social responsibility on environmental performance and business competitiveness: The mediation of green information technology capital. *Journal of business ethics*, 150, 991-1009. <https://doi.org/10.1007/s10551-016-3167-x>
- Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The functions of a servant leader. *Administrative Sciences*, 7(1), 5. <https://doi.org/10.3390/admsci7010005>
- Coetzer, M. F., Bussin, M., & Geldenhuys, M. (2017). The functions of a servant leader. *Administrative Sciences*, 7(1), 5. <https://doi.org/10.3390/admsci7010005>
- Darvishmotevali, M., & Altinay, L. (2022). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism Management*, 88, 104401. <https://doi.org/10.1016/j.tourman.2021.104401>
- Egyptian Business Directory. (2024). <https://www.egypt-business.com/company/katalog/tourism/hotels-resorts/hotel>
- Elsawy, T. M. (2024). Harnessing appreciative inquiry in tourism planning: towards a strategy for poverty alleviation in marginalised communities. *International Journal of Tourism Cities*. <https://doi.org/10.1108/IJTC-10-2023-0208>
- Engelbrecht, A. S., Heine, G., & Mahembe, B. (2017). Integrity, ethical leadership, trust and work engagement. *Leadership & Organization Development Journal*, 38(3), 368-379. <https://doi.org/10.1108/LODJ-11-2015-0237>
- Fatima, T., & Elbanna, S. (2023). Corporate social responsibility (CSR) implementation: A review and a research agenda towards an integrative framework. *Journal of Business Ethics*, 183(1), 105-121. <https://doi.org/10.1007/s10551-022-05047-8>
- Ghahremani, H., James Lemoine, G., & Hartnell, C. A. (2024). The Influence of Servant Leadership on Internal Career Success: An Examination of Psychological Climates and Career Progression Expectations. *Journal of Leadership & Organizational Studies*, 31(2), 125-145. <https://doi.org/10.1177/15480518241248217>
- Gotsis, G., & Grimani, K. (2016). The role of servant leadership in fostering inclusive organizations. *Journal of Management Development*, 35(8), 985-1010. <https://doi.org/10.1108/JMD-07-2015-0095>
- Harford, J., Kecskés, A., & Mansi, S. (2018). Do long-term investors improve corporate decision making?. *Journal of Corporate Finance*, 50, 424-452. <https://doi.org/10.1016/j.jcorpfin.2017.09.022>

- Hatami, A., Hermes, J., Keränen, A., & Ulkuniemi, P. (2024). Happiness management through corporate volunteering in advancing CSR. *Management Decision*, 62(2), 575-590. <https://doi.org/10.1108/MD-11-2022-1560>
- Hu LT, Bentler PM. Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*. 1999 Jan 1;6(1):1-55. <https://doi.org/10.1080/10705519909540118>
- Jit, R., Sharma, C. S., & Kawatra, M. (2017). Healing a broken spirit: Role of servant leadership. *Vikalpa*, 42(2), 80-94. <https://doi.org/10.1177/0256090917703754>
- Jit, R., Sharma, C. S., & Kawatra, M. (2017). Healing a broken spirit: Role of servant leadership. *Vikalpa*, 42(2), 80-94. <https://doi.org/10.1177/0256090917703754>
- Karakuş, M. (2018). The moderating effect of gender on the relationships between age, ethical leadership, and organizational commitment. *Journal of Ethnic and Cultural Studies*, 5(1), 74-84. <https://doi.org/10.29333/ejecs/106>
- Le, N. X. (2018). The Relationship Between Perceived Servant Leadership Characteristics, Human Resource Practices and Turnover Intention In Small Enterprises. *Doctor Of Philosophy. University Of Technology Malaysia Faculty Of Management*.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of management journal*, 57(5), 1434-1452. <https://doi.org/10.5465/amj.2013.0034>
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly*, 19(2), 161-177. <https://doi.org/10.1016/j.sbspro.2014.02.445>
- Lu, J., Ren, L., Lin, W., He, Y., & Streimikis, J. (2019). Policies to promote corporate social responsibility (CSR) and assessment of CSR impacts. <http://hdl.handle.net/11025/33691>
- Luca, F. A., Tiganas, C. G., Grigoras-Ichim, C. E., Filipeanu, D., & Morosan-Danila, L. (2024). Critical Perspectives of Organisational Behaviour towards Stakeholders through the Application of Corporate Governance Principles. *Administrative Sciences*, 14(5), 84. <https://doi.org/10.3390/admsci14050084>
- Lumpkin, A., & Achen, R. M. (2018). Explicating the synergies of self-determination theory, ethical leadership, servant leadership, and emotional intelligence. *Journal of leadership studies*, 12(1), 6-20. <https://doi.org/10.1002/jls.21554>
- Mallen Broch, F. F., Dominguez Escrig, E., Chiva Gomez, R., & Lapiedra Alcamí, R. (2020). Promoting firm innovativeness through servant leadership and corporate social responsibility to employees. *Leadership & Organization Development Journal*, 41(4), 615-633. <https://doi.org/10.1108/LODJ-03-2019-0127>
- Mariam, K., Singh, M., Yaja, M., & Kumar, A. (2024). Negative perception of the local community towards tourism development. *Tourism and hospitality management*, 30(1), 15-25. <https://doi.org/10.20867/thm.30.1.2>
- Meuser, J. D., & Smallfield, J. (2023). Servant leadership: The missing community component. *Business Horizons*, 66(2), 251-264. <https://doi.org/10.1016/j.bushor.2022.07.002>

- Nugroho, D. P., Hsu, Y., Hartauer, C., & Hartauer, A. (2024). Investigating the Interconnection between Environmental, Social, and Governance (ESG), and Corporate Social Responsibility (CSR) Strategies: An Examination of the Influence on Consumer Behavior. *Sustainability*, 16(2), 614. <https://doi.org/10.3390/su16020614>
- Nwaogaidu, J. C. (2023). Redefining the Leadership Institutions in Igbo Society. *Journal of Advanced Research in Leadership*, 2(1), 1-10. <https://doi.org/10.33422/jarl.v2i1.344>
- Owolabi, H. O., Ayandele, J. K., & Olaoye, D. D. (2020). A Systematic Review of Structural Equation Model (SEM). *Open Journal of Educational Development (ISSN: 2734-2050)*, 1(2), 27-39. <https://doi.org/10.52417/ojed.v1i2.163>
- Patil, A. J., Patil, C. S., Karhe, R. R., & Aher, M. A. (2014). Comparative study of different clustering algorithms. *Int. J. Adv. Res. Electr. Electron. Instrum. Eng*, 3(7), 10490-10497. <https://doi.org/10.15662/ijareeie.2014.0307015>
- Pawar, A., Sudan, K., Satini, S., & Sunarsi, D. (2020). Organizational servant leadership. *International Journal of Educational Administration, Management, and Leadership*, 63-76. <https://doi.org/10.51629/ijeamal.v1i2.8>
- Popescu, C. R. G., & Popescu, G. N. (2019). An exploratory study based on a questionnaire concerning green and sustainable finance, corporate social responsibility, and performance: Evidence from the Romanian business environment. *Journal of Risk and Financial Management*, 12(4), 162. <https://doi.org/10.3390/jrfm12040162>
- Puppim de Oliveira, J. A., & Jabbour, C. J. C. (2017). Environmental management, climate change, CSR, and governance in clusters of small firms in developing countries: Toward an integrated analytical framework. *Business & Society*, 56(1), 130-151. <https://doi.org/10.1177/0007650315575470>
- Roh, T., Kim, M. J., & Hong, Y. (2023). Does Servant Leadership Decrease Bad Behaviors? The Mediating Role of Psychological Safety and the Moderating Effect of Corporate Social Responsibility. *Sustainability*, 15(22), 15901. <https://doi.org/10.3390/su152215901>
- Scholl, J. A., Mederer, H. J., & Scholl, R. W. (2016). Leadership, ethics, and decision-making. *Global Encyclopedia of Public Administration, Public Policy, and Governance*. New York: Springer, 1-11. https://doi.org/10.1007/978-3-319-31816-5_2407-1
- Sedgwick, P. (2014). Cluster sampling. *Bmj*, 348. <https://doi.org/10.1136/bmj.g1215>
- Selim, M., Aidrous, I., & Semenova, E. (2020). International tourism: Prospects for development in the post coronavirus world (egyptian example). *International Journal of Management (IJM)*, 11(7), 1145-1155.
- Setia, M. S. (2016). Methodology series module 2: case-control studies. *Indian journal of dermatology*, 61(2), 146-151. <https://doi.org/10.4103/0019-5154.177773>
- Shrestha, N. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics*, 8(2), 39-42.
- Shrestha, N. (2021). Factor analysis as a tool for survey analysis. *American journal of Applied Mathematics and statistics*, 9(1), 4-11. <https://doi.org/10.12691/ajams-9-1-2>
- Silva, J. A. (2024). Corporate Social Responsibility (CSR) and Sustainability in Water Supply: A Systematic Review. *Sustainability*, 16(8), 3183. <https://doi.org/10.3390/su16083183>
- Sokoll, S. (2014). Servant leadership and employee commitment to a supervisor. *International Journal of Leadership Studies*, 8(2), 88-104.

- Taasoobshirazi, G., & Wang, S. (2016). The performance of the SRMR, RMSEA, CFI, and TLI: An examination of sample size, path size, and degrees of freedom. *Journal of Applied Quantitative Methods*, 11(3), 31-39.
- Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in science education*, 48, 1273-1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Teixeira, J. F., & Carvalho, A. O. (2024). Corporate governance in SMEs: a systematic literature review and future research. *Corporate Governance: The International Journal of Business in Society*, 24(2), 303-326. <https://doi.org/10.1108/CG-04-2023-0135>
- Terosky, A. L., & Reitano, M. C. (2016). Putting followers first: The role of servant leadership in cases of urban, public school principals. *Journal of School Leadership*, 26(2), 192-222. <https://doi.org/10.1177/105268461602600201>
- Trong Tuan, L. (2017). Knowledge sharing in public organizations: The roles of servant leadership and organizational citizenship behavior. *International Journal of Public Administration*, 40(4), 361-373. <https://doi.org/10.1080/01900692.2015.1113550>
- Tuan, L. T. (2016). How servant leadership nurtures knowledge sharing: The mediating role of public service motivation. *International Journal of Public Sector Management*, 29(1), 91-108. <https://doi.org/10.1108/IJPSM-06-2015-0112>
- Ullah, I., Hameed, R. M., Kayani, N. Z., & Fazal, Y. (2022). CEO ethical leadership and corporate social responsibility: Examining the mediating role of organizational ethical culture and intellectual capital. *Journal of Management & Organization*, 28(1), 99-119. <https://doi.org/10.1017/jmo.2019.48>
- Whittington, J. L. (2017). Creating a positive organization through servant leadership. *Servant Leadership and Followership: Examining the Impact on Workplace Behavior*, 51-79. https://doi.org/10.1007/978-3-319-59366-1_3
- Wong, K. K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing bulletin*, 24(1), 1-32.
- Wong, K. K. K. (2016). Mediation analysis, categorical moderation analysis, and higher-order constructs modeling in Partial Least Squares Structural Equation Modeling (PLS-SEM): A B2B Example using SmartPLS. *Marketing Bulletin*, 26(1), 1-22.
- World investment report 2023. UNCTAD. (2023, July 5). <https://unctad.org/publication/world-investment-report-2023>
- Wu, J., Liden, R. C., Liao, C., & Wayne, S. J. (2021). Does manager servant leadership lead to follower serving behaviors? It depends on follower self-interest. *Journal of Applied Psychology*, 106(1), 152. <https://psycnet.apa.org/doi/10.1037/apl0000500>
- Xia, Y., Liu, Y., Han, C., Gao, Y., & Lan, Y. (2022). How does environmentally specific servant leadership fuel employees' low-carbon behavior? The role of environmental self-accountability and power distance orientation. *International Journal of Environmental Research and Public Health*, 19(5), 3025. <https://doi.org/10.3390/ijerph19053025>
- Yusif, S., & Hafeez-Baig, A. (2024). Impact of stakeholder engagement strategies on managerial cognitive decision-making: the context of CSP and CSR. *Social Responsibility Journal*, 20(6), 1101-1121. <https://doi.org/10.1108/SRJ-05-2023-0295>

Appendix

Dear Participants,

We would greatly appreciate your participation in a survey for our graduation project in Human Resources Management. Your input is vital in helping us complete our project successfully. We invite you to thoughtfully respond to the survey questions, assuring your responses will remain anonymous and only be used for academic purposes. Thank you for considering taking a few minutes to complete this survey and contribute to our learning. Your time is valuable.

		Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Servant leadership	1. I believe our leader focuses more of his or her benevolence and good will toward me.					
	2. I believe it is important to our leader that my values are aligned with his or her values.					
	3. When this leader asks me to, I believe this leader asks me to overcome self-interest for the good of the organization					
	4. I believe our leader is interested in developing values that are collective.					
	5. I believe our leader is focused on meeting the needs of the organization					
	6. I believe our leader's first inclination is to first serve					
Corporate governance	7. Organisation should be structured in such a way that good governance is facilitated and not hindered.					
	8. The goals of the business should be commercially sensible, but arrived at with due regard to the wishes of all the key stakeholders					
Corporate commitment	9. The company is where I want to work.					
	10. I am proud to say I work for the company.					
	11. The company is a good employer.					
Social contribution	12. "Our organization investing in the community's development (i.e., investments in roads, schools or hospitals)					
	13. Our organization involving into partnership with community-based organizations					

		Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
Environmental protection	14. In my opinion, regarding the environment the organization is really trying to carry out programmes to reduce pollution					
	15. In my opinion, regarding the environment the organization is really trying to protect the environment					