





# “The effect of servant leadership on CSR implementation: A PLS-SEM analysis”

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# THE EFFECT OF SERVANT LEADERSHIP ON CSR IMPLEMENTATION: A PLS-SEM ANALYSIS

## Abstract

Drawing upon stakeholder theory, this paper aims to examine the link between servant leadership and corporate social responsibility (CSR) through organizational ethical culture as a mediation mechanism. The study deployed a quantitative method. Data were collected through a survey of 261 hotel managers, employees, and top managers at 12 hotels in major cities within the provinces of Balochistan, Khyber Pakhtunkhwa, Punjab, and Sindh, Pakistan, from January to May 2025. Hotels were chosen due to their active engagement in CSR and commitment toward sustainability. This study used SmartPLS 4.0 for data analysis with the PLS-SEM technique. The data revealed that servant leadership ( $t$ -statistic value 30.746,  $p$ -value 0.000) has a significant relationship with CSR implementation. Additionally, servant leadership ( $t$ -statistic value = 37.26,  $p$ -value = 0.000) is significantly related to organizational ethical culture. The findings indicate that organizational ethical culture ( $t$ -statistic value = 9.057,  $p$ -value = 0.000) is positively associated with CSR implementation. Finally, organizational ethical culture ( $t$ -statistic value 8.718,  $p$ -value 0.000) mediates the linkages between servant leadership and CSR implementation. This study contributes to the body of knowledge by integrating leadership-CSR domains as well as offering a unique and under-explored context, such as the hotel industry in South Asia, with a particular focus on Pakistan. These findings provide valuable insights to practitioners and leaders in the hotel sector by devising their CSR initiatives as a mindset of implementation rather than merely policy or practice.

## Keywords

servant leadership, ethical culture, social responsibility, hotels, Pakistan

## JEL Classification

M12, M14, F23

## INTRODUCTION

Over the last few decades, the role of leadership and corporate social responsibility (CSR) has been widely recognized (Angus-Leppan et al., 2010; Ayoko, 2022; Székely & Knirsch, 2005; Wang et al., 2024). However, there is increasing attention to moral leadership styles such as ethical, authentic, and servant leadership with CSR implementation (Fatima & Elbanna, 2023; Fischer & Sitkin, 2023). Similarly, previous reviews encouraged exploring servant leadership with CSR, as these leadership styles are service-oriented and develop employees at the workplace (Lemoine et al., 2019). The notion of servant leadership has emerged (Frick, 2004; Greenleaf, 2003). Notably, servant leadership entails assuming moral responsibility for the organization's success and the well-being of its subordinates, customers, and other stakeholders (Eva et al., 2019). This highlights the importance of servant leadership and CSR for businesses and society nowadays.

The application of CSR is a crucial element that facilitates economic, environmental, ethical, and legal advantages, particularly in the context of hotels in developing countries (Fatima & Elbanna, 2023). In Pakistan, hotels are considered a force for positive social change, po-

tentially boosting the economy, creating jobs, improving working conditions, and fulfilling CSR commitments (Meng et al., 2024). Scholarly research on CSR in hotels mainly focuses on macro-level organizational CSR, with micro-level CSR at the staff level receiving less attention (Bibi et al., 2022). However, servant leadership is suitable for CSR implementation in the Pakistani context because it has received little attention.

Previous studies mainly focused on moral leadership in most developed countries, providing a “Eurocentric View” (Lemoine et al., 2019; Gašková, 2020; Khattak et al., 2019). Some of the studies discussed CSR in the UK and Japanese context (Ashta & Stokes, 2023). Similarly, Mittal and Dorfman (2012) and Seghyar et al. (2025) explored servant leadership and CSR in diverse cultures. We shift focus from the Global North to the Global South, as servant leadership and CSR seem too crucial in this context (Broch et al., 2020; Van Dierendonck et al., 2017; Fröhlich et al., 2025). Kim and Liden (2025) suggested investigating servant leadership in CSR in the service sector, especially in developing countries.

The tourism and hospitality sector in Pakistan has gained prominence, contributing 5.9% to the national GDP and creating 3.8 million jobs in 2019. This industry experienced a growth rate of 3.5% in the same year, in contrast to the 2.5% growth of the overall Pakistani economy (Moosvi & Ali, 2022). Pakistan has recently emerged as a significant investment hub for new hotel construction. Following a hiatus of nearly five years, hotels in Pakistan are experiencing a significant rise in both occupancy and average rates, a trend anticipated to persist. As Pakistan ascends the trend cycle, hotels will exhibit improved performance in yields through sustained occupancy rates and elevated average rates (PHA, n.d.).

However, some explore CSR as a practice or policy (Zhou et al., 2024) despite the emerging literature on ethical leadership styles and CSR (Saha et al., 2020; Seghyar et al., 2025). There is little known about moral leadership style, such as servant leadership, in the context of CSR implementation (Luu, 2019). Also, McPhail et al. (2024) encouraged scholars to explore CSR in businesses as an implementation.

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## 1. LITERATURE REVIEW AND HYPOTHESES

A moral leadership style, servant leadership, puts the needs of others above one’s own. Servant leadership cultivates followers by instilling dignity, humility, enthusiasm, and participation. Similarly, we used corporate social responsibility (CSR) implementation as a dependent variable, which encompassed economic, ethical, legal, and philanthropic responsibilities. Economic responsibilities necessitate that the corporation produce and generate revenues. Legal responsibilities are mandatory for the organization to comply with relevant laws and regulations. Philanthropic responsibilities demonstrate the company’s commitment to improving societal well-being. Finally, ethical responsibilities require that the corporation respect the viewpoints of stakeholders and adhere to the societal rules of behavior (Carroll, 1991).

Stakeholder theory is a suitable theoretical framework to explain the factors impacting

stakeholder engagement in CSR implementation (Freeman, 2010). Stakeholders are “any person or organization who has an impact on, or has been impacted by, the accomplishments of an enterprise” (Freeman, 2010). Notably, stakeholder theory has gained prominence in business literature due to its relevance for leaders, middle-level managers, and employees (Jamali, 2008). Furthermore, there are several different ways to explain stakeholder theory, which are broadly categorized as normative, descriptive, and instrumental (Donaldson & Preston, 1995). Countering the shareholder primacy view, the idea that management executives are primarily responsible to shareholders for their business decisions has been a driving force behind the development of CSR (Smith & Rønnegard, 2016). These studies show organizations need to understand the interests and expectations of several stakeholders by focusing on their strategic and operational goals. In this way, stakeholder theory can guide us in CSR implementation more effectively.

Similarly, the modern concept of CSR encompasses the care and well-being of employees, customers, managers, suppliers, and society, as well as environmental protection (Gupta & Sharma, 2009). In recent years, business leaders of the hotel industry have been placing increasing emphasis on all stakeholders, particularly employees, based on the notion that selected CSR implementation may help employees and their families (Raho & Benchikh, 2025). Stakeholders force organizations to consider social expectations, demands, and values in corporate social responsibility decision-making processes (Parmar et al., 2010). Organizations must consider the well-being of their multistakeholders and social expectations.

CSR improves the competitive advantage of organizations (Tran et al., 2025). However, CSR has been more important for companies to improve their image in the eyes of the public in recent years. Similarly, by establishing a tight relationship between developing differentiated CSR expertise and tailoring CSR strategies to local situations, firms can limit means-ends decoupling. Experimental CSR implementation revolves around this two-way street of knowledge creation and practice adaptation (Athanasopoulou et al., 2025). These ideas stem from the notion of corporate citizenship, which treats a company like any other citizen and places the duties of that role on the company to care for the community and the environment (Baumann-Pauly et al., 2013).

The more recent definition of servant leadership included an obligation to care about and benefit employees, customers, and society (Greenleaf, 1977). Notably, servant-leaders are servants first, and it originates with a natural desire to serve, “to serve first and lead second” (Van Dierendonck, 2011). Recently, servant leaders have been increasingly prioritizing the needs of multistakeholders such as employees, investors, customers, the community, and society. Also, they represent the responsibilities together of servant and leader, valuing, helping all stakeholders, and listening to their needs and wants as well (Greenleaf, 1977). Furthermore, servant leadership is a burgeoning theory that follows earlier scholarly focus on various leadership styles, including transformational and transactional leadership (Eisenbeiss et al., 2008). This new moral leadership style is suitable for the development of followers and respecting them in the workplace.

However, servant leadership positively correlates with organizational innovativeness, with this correlation being entirely mediated by CSR engagement in Spanish firms (Broch et al., 2020). Similarly, a positive correlation exists between perceived organizational support for employees’ work safety behavior, with a notable positive moderating effect of CSR among perceived organizational support and employees’ work safety behavior in the hotel industry (Anna et al., 2024). However, few studies discussed the benefits of CSR implementation by achieving competitive advantage in the service organizations (Mohammed et al., 2025; Javed et al., 2020). These studies found that servant leadership is the driving force behind CSR implementation, and it fosters a sense of acting in line with CSR initiatives.

This transition in leadership studies has been marked by a heightened focus on servant leadership, emphasizing the interests and ethics of followers to promote responsible behaviors in the workplace (Peterson et al., 2012), as well as the responsible management of business (Kalsoom & Zámečník, 2023a). In this context, servant leadership arises as a more pertinent and timely leadership strategy compared to other value-oriented methodologies (Sendjaya et al., 2008). Furthermore, CSR implementation is less explored concerning servant leadership (Eva et al., 2019; Fischer & Sitkin, 2023; Fatima & Elbanna, 2023). These studies encouraged us to explore the intersection of servant leadership and CSR implementation, as the existing literature lacked focus.

The literature suggests the essence of servant leadership lies in the readiness to seize chances to assist others whenever a genuine need arises, irrespective of the type of service, the individual being served, or the emotional state of the servant leader (Blanchard & Hodges, 2003). In a recent development, scholars call for micro-foundations of CSR as it is under-researched with moral leadership, such as servant leaders (Remmer & Gilbert, 2025; Rupp et al., 2024; Kalsoom & Zámečník, 2023b). This reflects servant leaders’ focus on serving first in an organizational setting. These studies also found that CSR must be explored at the micro-level by looking at the perspectives of employees, managers, and top managers.

Despite prior studies using different mediation mechanisms such as CSR engagement (Broch et al., 2020), organizational identification (Lythreathis et al., 2021), moral meaningfulness (Aguinis & Glavas, 2017), and organizational climates (Wang et al., 2024). Prior research explored organizational ethical culture as a mediator of ethical leadership on CSR. Hence, they suggested extending the existing theory by incorporating the mediating role of organizational ethical culture in relation to servant leadership and CSR (Ullah et al., 2022). Similarly, Sajjad et al. (2018) encouraged an ethical culture in hotels, especially in the Pakistani context, where corruption is on the rise.

Previous research suggested using ethical culture with servant leaders in the hotel industry (Sarwar et al., 2020). This emphasized that ethical culture can be a driving force for CSR implementation by bringing values and moral behaviors into the organizational setting.

The primary objective of this research is to examine the role of Servant leaders in implementing corporate social responsibility within the hotel industry of Pakistan.

Following an investigation of previous findings, the subsequent hypotheses were formulated:

*H1: Servant leadership is positively related to CSR implementation in hotels.*

*H2: Servant leadership is positively associated with organizational ethical culture in hotels.*

*H3: Organizational ethical culture is positively related to CSR implementation in hotels.*

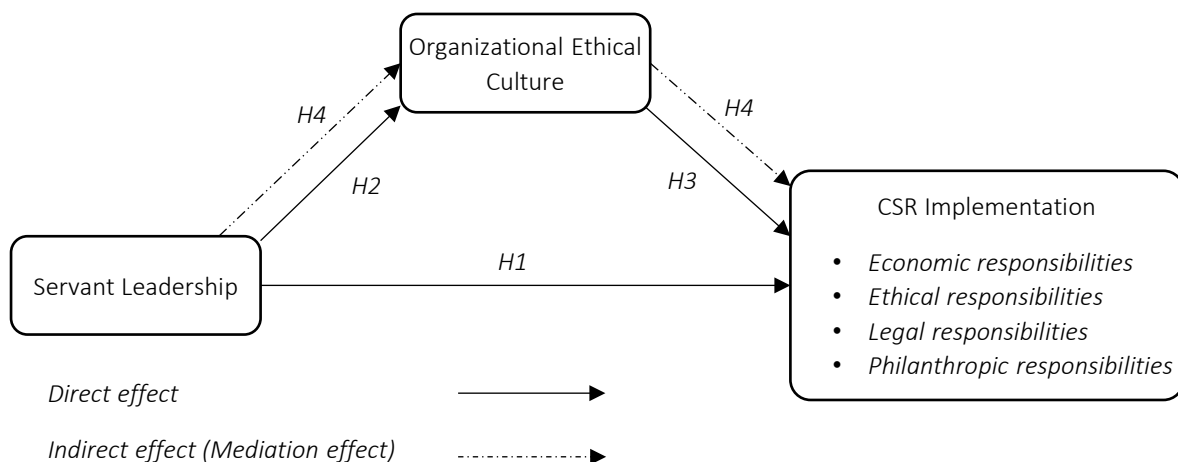
*H4: Organizational green culture mediates the linkage between servant leadership and CSR implementation in hotels.*

The conceptual thoughts derived from the scientific literature analysis substantiate the research model, as depicted in Figure 1. This model posits that servant leadership serves as the independent variable affecting CSR implementation, which is the dependent variable, with organizational ethical culture acting as a mediating variable.

## 2. METHODS

A quantitative research approach was employed to examine the relationship between servant leadership and corporate social responsibility (CSR) implementation in the hotel industry of Pakistan, to know the perceptions of managers, employees, and top managers (J.W. Creswell & J. D. Creswell, 2017). Recent studies suggested using a quantitative approach in the hotel industry on CSR (Elbelehy & Crispim, 2025; Moyeen & Mehjabeen, 2024).

Before completing the questionnaire, respondents were informed of the voluntary nature of their participation, the confidentiality of their responses, and their right to withdraw their participation at any time. Anonymity was guaranteed by refraining from collecting identifi-



**Figure 1.** Conceptual framework

able personal information. The research ethics committee at the Tomas Bata University in Zlin, Czech Republic.

The targeted population comprised employees, managers, and senior executives within the hotel business of Pakistan. A total of 261 respondents were chosen from a pool of 800 using a random sampling technique. The approach employed to choose study participants was random sampling. Participants were chosen by a basic random selection technique (Teeroovengadam & Nunkoo, 2018). This paper selected hotels that demonstrate a commitment to CSR, ethical business practices, human rights, sustainable business models, health, safety, well-being, responsible sourcing, and legal accountability. Hotels were chosen due to their active engagement in CSR and commitment toward sustainability as seen on their official websites. We selected those hotels that demonstrate substantial CSR implementation and provide detailed information regarding their CSR initiatives on their official websites.

Data were gathered via a self-administered survey completed by hotel managers, employees, and top managers from 12 hotels situated in Karachi, Islamabad, Lahore, Peshawar, and Quetta within the provinces of Balochistan, Khyber Pakhtunkhwa, Punjab, and Sindh of Pakistan. A cover letter accompanied each questionnaire, elucidating the study's goal and the data collection methodology. The survey questionnaire was shared by physically visiting hotels and through an online format via Google Forms and LinkedIn to enhance outreach and the rate of response. The data collection period is from January to May 2025. The total number of survey questionnaires distributed was 800. The survey received 261 actual responses, yielding a response rate of 32.62%, as reported in Table 1.

Table 1 illustrates that male respondents exceed female respondents, with a response rate of 82.75% for males and 17.25% for females. Most respondents possessed a bachelor's degree (44.83%), with 26.44% having completed 16 years of education, while 28.73% held a master's degree.

**Table 1.** Demographics

Details of respondents		Frequency	(%)
Gender	Male	216	82.75
	Female	45	17.25
Length of service in the hotel	Less than 1 year	47	18.00
	1–5 years	85	32.57
	6–10 years	91	34.87
Education	Over 10 years	38	14.56
	Bachelor's degree (14 years)	117	44.83
	Bachelor's degree (16 years)	69	26.44
Functions	Master's and above (18 years and above)	75	28.73
	House Keeping	61	23.38
	Food & Beverage	45	17.24
	Health and Safety	51	19.55
	Quality Assurance	39	14.94
	Guest Service Operations	40	15.32
	Event Management	25	9.57

Note: n = 261.

All assessments employed 7-point Likert scales, with “strongly disagree” assigned a value of 1 and “strongly agree” assigned a value of 7. The servant leadership 7-item scale was adapted from Liden et al. (2015). A mediator organizational ethical culture scale was taken from Key (1999). We used highly relevant nine items from an 18-item scale. A dependent variable, CSR implementation, is a multi-dimensional variable comprised of four sub-dimensions: economic responsibilities, ethical responsibilities, legal responsibilities, and philanthropic responsibilities. We adapted 21 items from Helmig et al. (2016). Multiple indicators were used to operationalize each construct, drawing from prior validated studies (Appendix A).

### 3. RESULTS

The PLS-SEM methodology was employed. PLS-SEM is widely employed across various business domains (Ringle et al., 2023), especially in leadership and management (Broch et al., 2020). The PLS-SEM technique is extensively employed in numerous studies that utilize and evaluate primary data (Du et al., 2013; Ullah et al., 2022). Besides, its statistical power is higher than that of CB-SEM. As a result, when statistical power is raised, the likelihood of discovering correlations between variables increases (Hair et al., 2019).

We conducted Harman’s single-factor test to exclude common method bias, and the results indicate that a mere 24% of the variation can be attributed to a single factor, which is below the threshold of 50% (Fuller et al., 2016). Consequently, this study asserts that it is not substantially influenced by common technique variance.

The measurement model assessment evaluated the data trustworthiness. A prevalent technique for identifying multicollinearity involves assessing the variance inflation factor (VIF) values. In this study, the VIF results are below the 3.0 threshold indicated by Kock (2015), indicating the absence of collinearity issues (Table 2). In addition, evaluations of composite reliability and validity, which are based on reflective measurement, form the basis of the research model (Hair et al., 2019).

**Table 2.** Measurement model

Construct	Indicator	Factor Loading	VIF
Servant Leadership (SL)	SL1	0.730	1.757
	SL2	0.820	2.347
	SL3	0.789	2.041
	SL4	0.817	2.289
	SL5	0.825	2.289
	SL6	0.854	2.713
	SL7	0.816	2.267
Organizational Ethical Culture (OEC)	OEC1	0.822	2.145
	OEC2	0.625	1.344
	OEC3	0.686	1.493
	OEC4	0.811	2.049
	OEC5	0.781	1.869
	OEC6	0.813	1.957
Corporate Social Responsibility (CSR) Implementation	ECR	0.876	2.515
	ETR	0.874	2.590
	LGR	0.906	2.998
	PAR	0.889	2.805

Note: OEC7, OEC8, and OEC9 were omitted owing to insufficient loadings. VIF = variance inflation factor, ECR = economic responsibilities, ETR = ethical responsibilities, LGR = legal responsibilities, PAR = philanthropic responsibilities.

The convergent, composite, and discriminant validity of the calculating model were demonstrated (Hair et al., 2017). Cronbach’s alpha results are

**Table 3.** Reliability and convergent validity

Construct	Cronbach’s alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CSR Implementation	0.909	0.911	0.936	0.786
OEC	0.851	0.863	0.890	0.577
SL	0.911	0.913	0.929	0.653

Note: OEC = organizational ethical culture; SL = servant leadership.

shown in Table 3, and all variables have values higher than 0.70 (Fornell & Larcker, 1981).

Heterotrait-Monotrait (HTMT) ratios should be utilized (Henseler et al., 2015). HTMT scores below 0.85 indicated discriminant validity. Consequently, this model attained this outcome (Table 4). Table 5 shows model fit as our research has 53% impact on CSR implementation.

**Table 4.** Discriminant validity: Heterotrait-monotrait ratio (HTMT)

Construct	CSR Implementation	OEC	SL
CSR Implementation			
OEC	0.752		
SL	0.842	0.697	

Note: OEC = organizational ethical culture; SL = servant leadership.

**Table 5.** Model fit

Description	Saturated model	Estimated model
SRMR	0.053	0.053
d_uls	0.434	0.434
d_g	0.229	0.229
Chi-square	318.505	318.505
NFI	0.898	0.898

The bootstrapping method was utilized to investigate the proposed link among constructs. Table 6 demonstrates a positive correlation between servant leadership (H1:  $O = 0.785, t = 30.746, p = 0.000$ ) and CSR implementation. Similarly, servant leadership (H2:  $O = 0.807, t = 37.326, p = 0.000$ ) considerably improved organizational ethical culture. In a similar vein, organizational ethical culture (H3,  $O = 0.557, t = 9.057, p = 0.000$ ) showed a positive and significant correlation with CSR implementation.

This study employed a mediation analysis technique (Nitzl et al., 2016). The findings of the indirect impact indicated that organizational ethical

**Table 6.** Hypotheses testing

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
<b>Direct effects</b>					
H1: SL → CSR Implementation	0.785	0.787	0.026	30.746	0.000
H2: SL → OEC	0.807	0.809	0.022	37.326	0.000
H3: OEC → CSR Implementation	0.557	0.560	0.061	9.057	0.000
<b>Indirect effect (mediation analysis)</b>					
H4: SL → OEC → CSR Implementation	0.449	0.453	0.052	8.718	0.000

Note: OEC = organizational ethical culture; SL = servant leadership.

culture (H4:  $O = 0.449$ ,  $t = 8.718$ ,  $p = 0.000$ ) exerts a substantial indirect influence on the relationship between servant leadership and corporate social responsibility implementation (Table 6).

## 4. DISCUSSION

Over the past decade, despite the increasing scholarly focus on leadership and corporate social responsibility (CSR) (Ullah et al., 2022; Peterson et al., 2012), there has been a lack of analysis on the impact of servant leadership on CSR implementation within Pakistan's hotel sector. This study used stakeholder theory (Freeman, 2010) to elucidate the underlying mediation mechanism of organizational ethical culture by addressing the existing literature gap.

The results indicated that servant leadership (H1) has a substantial positive correlation with the application of corporate social responsibility for the hotels. This finding is consistent with previous research (Anna et al., 2024), which also found that servant leaders promote CSR as activism in the hotel industry. Similarly, the findings of the current study aligned with Broch et al. (2020). In Pakistani hotels, employees are playing their role by participating in CSR initiatives under the supervision of servant leaders. In the same manner, servant leaders push their employees to contribute to economic, ethical, legal, and philanthropic responsibilities. Due to multistakeholder pressure, hotels are revising their CSR policies and initiatives. Consequently, testing H2, servant leadership is positively correlated with organizational ethical culture. This outcome corresponds with Lemoine et al. (2019) and Setyaningrum (2017), who indicate that servant leadership is a significant predictor for organizational ethical

culture. Leaders are judged by their ability to make fair decisions and act appropriately; ethics play a significant role in regulating individuals in personal, professional, and societal settings (Trevino & Nelson, 2021). Prior research also found that servant leadership increases collaborative culture (Nauman et al., 2022).

A significant positive relationship was found between organizational ethical culture (H3) and CSR implementation. This finding aligns with Alkhadra et al. (2023), who indicated that an ethical culture enhances employee behaviour in the workplace and encourages participation in CSR initiatives. Padgett and Galan (2010) demonstrate that the high intensity of these measures significantly affects the company's ability to implement CSR policies. Consequently, an ethical culture significantly impacts the firms' CSR initiatives. Although organizational ethical culture plays a crucial role in promoting management practices like competitive advantage, innovation, and organizational effectiveness, it is often overlooked in the context of CSR. Ethical firms foster spontaneously task teams that concentrate on solutions to tackle complexity issues, incorporating social, environmental, and economic concerns in decision-making and promoting social responsibility (Trevino & Nelson, 2021). This reflects that servant leaders develop and promote an ethical culture among multistakeholders.

The mediation analysis of organizational ethical culture (H4) demonstrated a favorable indirect link between servant leadership and CSR implementation. This result contradicts Wu et al. (2013), who identified a mediation mechanism of corporate culture in the relationship between ethical leadership and CSR. Cambra-Fierro et al. (2008) suggest that employees working for a business

view and make sense of the company's operations is shaped by its culture, which is a set of shared beliefs. Establishing and maintaining an ethical culture in a company is the duty of the organization.

This study offers several theoretical contributions. Firstly, we advanced understanding in existing literature on examining the role of servant leadership and CSR implementation. Previous studies partially explored this phenomenon in servant leadership–CSR domains (Anna et al., 2024; Eva et al., 2019). Secondly, this paper contributed to knowledge by exploring the mediation mechanism of organizational ethical culture, as it is under-researched in the service sector. As suggested by Roy et al. (2024), organizational ethical culture should be used as a mediation variable. Ullah et al. (2022) explored organizational ethical culture as a mediator of ethical culture and CSR in the manufacturing sector. Thirdly, we used a theoretical lens from stakeholder theory by providing perspectives from hotel managers, employees, and top

managers at different levels, reflecting the needs of multiple stakeholders. However, stakeholder theory and CSR have been utilized to examine social issues in management and leadership (Dmytriiev et al., 2021). Finally, this study is novel in investigating under-explored and unique contexts, such as the hotel industry in a developing country like Pakistan.

This analysis recommends implications for practitioners in the hotel industry. Top managers should be encouraged by their employees, suppliers, and managers to take CSR initiatives. Our findings suggest that hotels should devise new plans, such as implementing a CSR mindset, rather than merely their policy. Hotels should also consider the role of ethics and CSR implementation by launching new programs into their operations to do business responsibly. Finally, servant leaders must play their role in employees' development in terms of their health and well-being, along with fulfilling CSR obligations.

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## CONCLUSION

The main purpose of this study was to examine the influence of servant leadership on CSR implementation in the hotel industry of Pakistan. This paper demonstrated that servant leadership has a significant impact on CSR implementation. In addition, organizational ethical culture mediates the link between servant leadership and CSR implementation. This study offers significant insights regarding the impact of servant leadership on CSR implementation in the hotel industry. The data show the stakeholder perspective on the implementation of CSR. Notably, this research suggests that ethical culture is important for developing countries such as Pakistan.

Hotels and other organizations in Pakistan need to adopt an organizational ethical culture model to address workplace corruption and unethical practices, as Pakistan ranks 135<sup>th</sup> out of 180 in the corruption perception index (Transparency International, 2024). Additionally, organizations must prioritize ethical practices to attract top talent, enhance their public image, and cultivate an ethical work environment that promotes collaboration, open dialogue, product development, and the sharing of knowledge.

However, this study used single-sourced data from only one service sector. Future scholars may explore multi-sectoral similarities and differences among CSR initiatives by using multi-sourced data. Additionally, future scholars may explore the banking sector, as servant leadership–CSR implementation is highly relevant for this sector. We employed a quantitative method. Future researchers may apply the qualitative method (multi-case study) to get a better understanding of servant leadership and CSR implementation.

## AUTHOR CONTRIBUTIONS

Conceptualization: Ghulam Kalsoom.

Data curation: Ghulam Kalsoom.

Formal analysis: Ghulam Kalsoom.

Funding acquisition: Ghulam Kalsoom, Rasa Smaliukienė.

Investigation: Ghulam Kalsoom, Rasa Smaliukienė.

Methodology: Ghulam Kalsoom.

Resources: Rasa Smaliukienė.

Software: Ghulam Kalsoom.

Supervision: Rasa Smaliukienė.

Visualization: Ghulam Kalsoom, Rasa Smaliukienė.

Writing – original draft: Ghulam Kalsoom.

Writing – review & editing: Rasa Smaliukienė.

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## APPENDIX A

**Table A1.** Measurement scales

Construct	Items	Source
Servant leadership (SL)	SL1: My leader can tell if something work-related is going wrong SL2: My leader makes my career development a priority SL3: I seek help from my leader if I have a personal problem SL4: My leader emphasizes the importance of giving back to the community SL5: My leader puts my best interests ahead of his/her own SL6: My leader gives me the freedom to handle difficult situations in the way that I feel is best SL7: My leader would NOT compromise ethical principles in order to achieve success	Liden et al. (2015)
Organizational ethical culture (OEC)	OEC1: This hotel encouraged employees to take full responsibility for their actions OEC2: The top managers of this hotel represent high ethical standards OEC3: Ethical behavior is the norm in this hotel OEC4: Top managers of this hotel regularly show that they really care about ethics OEC5: Unethical behavior is punished in this hotel OEC6: Top managers of this hotel guide decision-making in an ethical direction OEC7: Ethical behavior is rewarded in this hotel OEC8: The average employee in this hotel accepts organizational rules and procedures regarding ethical behavior OEC9: Organizational rules and procedures regarding ethical behavior serve only to maintain the hotel's public image	Key (1999)
CSR implementation Economic responsibilities (ECR)	ECR1: Our hotel continually strives to improve the quality of our services ECR2: Our hotel strives to lower our operating costs ECR3: Our hotel has a standardized procedure in place to respond to every customer complaint ECR4: Our hotel closely monitors employee productivity	
Ethical responsibilities (ETR)	ETR1: Our top management reports in accordance with international reporting standards (e.g., Global Reporting Initiative [GRI]) ETR2: The management fosters industry collaboration to meet social concerns ETR3: The management fosters stakeholder dialogues on CSR ETR4: Our hotel has a comprehensive code of conduct ETR5: A confidential procedure is in place for our employees to report any misconduct at work ETR6: Fairness toward coworkers and business partners is an integral part of the employee evaluation process ETR7: We monitor potential negative impacts of our activities on the community	
Legal responsibilities (LGR)	LGR1: We have programs that encourage diversity in our workforce (e.g., age, gender, handicapped, caste) LGR2: Internal policies prevent discrimination in our employees' compensation and promotion LGR3: We defined internal standards/policies for situations and contexts not regulated explicitly by current law (e.g., bribery). LGR4: We provide goods and services that go far beyond minimal legal requirements (e.g., product security).	Helmig et al. (2016)
Philanthropic responsibilities (PAR)	PAR1: Our top management ensures a coherent corporate citizenship approach integrated into the corporate strategy PAR2: The top management strongly encourages our employees to actively participate in CSR initiatives. PAR3: Our hotel encourages partnerships with local businesses and schools PAR4: Our hotel makes adequate contributions to charities. PAR5: Our hotel supports employees who acquire additional education PAR6: Flexible hotel policies enable our employees to reconcile work and private life	