




# Meta-Synthesis of Identifying Servant Leadership Components Based on Employees' Innovative Behavior

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| E d i t o r   | R e v i e w e r s  |
|---|--|
| Shyngle Kolawole Balogun <br>Department of Psychology, Faculty of the Social Sciences, University of Ibadan, Ibadan, Nigeria<br>sk.balogun@gmail.com | <b>Reviewer 1:</b> Manijeh Haghighinasab <br>Assistant Professor, Department of Management, Alzahra University, Tehran, Iran<br>Email: haghighinasab@srbiau.ac.ir<br><b>Reviewer 2:</b> Mehrdad Bayat <br>Assistant Professor, Department of Management, Payam Noor University, Tehran, Iran.<br>Email: bayatmehrdad60@pnu.ac.ir |

## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

The statement, “The results indicated four main components: organizational characteristics, leadership style, employee characteristics, and management characteristics,” lacks explicit numerical or statistical support. Consider adding more quantitative evidence or explaining the ranking method more clearly.

The sentence, “Servant leadership is an approach to leadership and service wherein the leader primarily serves and then leads (Emamifar et al., 2016),” needs further elaboration. How does this differ from transformational leadership in practice?

The article states, “Many governmental organizations today adopt servant leadership principles to manage their operations.” Can you provide specific case studies or examples where this has been successfully implemented?

The article references studies from 2023 and 2024, such as Munawar et al. (2024) and Hao & Liu (2023), but does not critically analyze their methodologies. Consider explaining whether these studies used qualitative, quantitative, or mixed methods.

The study does not mention any limitations. Consider discussing potential biases, such as the reliance on secondary sources or expert panel subjectivity.

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

The paragraph discussing innovative behavior states, “Innovative behaviors refer to the process of practically applying novel problem-solving ideas.” However, it does not explicitly connect this to servant leadership. Consider adding a transitional sentence linking the two concepts.

The literature review discusses meta-analysis, meta-theory, and meta-method but does not differentiate them clearly from meta-synthesis. Clarify why meta-synthesis was chosen over the other approaches.

The study cites sources from 2010 to 2024 but does not justify why this period was selected. Was this based on the evolution of servant leadership research, or was it an arbitrary decision?

The study concludes that “focusing on the components identified in this research facilitates the development of servant leadership.” Provide specific managerial recommendations based on these findings.

The statement, “By equally prioritizing opportunistic and advantage-seeking behaviors, effective organizational characteristics encourage creativity,” needs more evidence. Are there studies that support this claim?

The sentence, “Organizations must identify and understand managerial factors and characteristics, acquire knowledge, and create new knowledge to drive innovation,” is too general. Specify which managerial factors are most critical.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor’s decision after revisions: Accepted.

Editor in Chief’s decision: Accepted.