

## Strong Adaptive Culture and Employee Compliance for Successful ISO 31000:2018 Risk Management Implementation

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**Abstract:** Healthcare organizations are increasingly required to preserve the sustainability of their institutional values by ensuring high-quality services, operational efficiency, and rigorous adherence to risk governance frameworks. RSUD dr. Chasbullah Abdulmadjid Bekasi City continues to face considerable challenges in this regard, particularly due to the limited internalization of core organizational values, disparities in the cultivation of an adaptive culture, and inconsistent employee compliance with established risk management procedures. These issues highlight the necessity for a leadership paradigm grounded in service, empathy, and empowerment. This study investigates the extent to which servant leadership influences the creation and protection of corporate values, while examining the mediating roles of strong adaptive culture and employee compliance during the implementation of risk management. Employing a quantitative explanatory survey design, the research collected responses from 153 hospital employees, and data were analyzed through Structural Equation Modeling (SEM) to evaluate both direct and mediated causal pathways among variables. The findings reveal that servant leadership significantly strengthens creation and protection of corporate values, not only through direct influence but also by enhancing cultural adaptability and reinforcing compliant behavior in risk-related practices. Leaders who embody service-oriented principles are shown to cultivate work environments that foster mutual trust, organizational learning, and value-based decision-making. This study contributes meaningful empirical evidence to the discourse on leadership, organizational culture, and compliance within public hospital settings. Institutional strategies should prioritize continuous leadership development and comprehensive risk governance training to secure long-term performance excellence and reputational resilience.

**Keywords:** Adaptive Culture; Corporate Values; Employee Compliance; Risk Management; Servant Leadership.

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### 1. Introduction

The health-care sector in Indonesia is currently confronted with increasingly complex transformational demands, particularly those related to improving service quality, patient safety, and efficiency through the effective application of risk management (Kemenkes RI, 2020). As public service institutions, hospitals are obligated to ensure the sustainability of organizational value by strengthening human-resource competencies and cultivating leadership that is adaptive to external environmental dynamics (Kotter, 2008). Within this framework, RSUD dr. Chasbullah Abdulmadjid Bekasi City seeks to maintain equilibrium between enhancing service quality and reinforcing risk-governance practices as a long-term strategy for safeguarding organizational value.

Preliminary findings indicate that the hospital has implemented risk-management principles in accordance with regulatory requirements and developed its organizational culture; however, challenges remain in the internalization of values, consistency of procedural compliance, and the effectiveness of managerial communication (ISO, 2018; ISO, 2021; COSO, 2017). A proportion of employees still lack a comprehensive understanding of the institution's core values, resulting in uneven implementation of risk-based practices across units. This situation reflects a gap between normative guidelines and operational execution, potentially weakening the hospital's ability to protect its strategic value in the future.

The literature demonstrates that the influence of leadership style, adaptive organizational culture, and compliance with risk-management procedures has been widely studied independently. Nevertheless, empirical investigations that examine the interconnectedness of servant leadership, strong adaptive culture, and compliance behaviors simultaneously within public-service organizations particularly regional hospitals remain limited. Accordingly, a significant research space exists to explore how the interaction of these three variables affects the creation and preservation of corporate values (Peters & Waterman, 1982).

This study offers novelty by assessing the mediating roles of strong adaptive culture and employee compliance doing the implementation of risk management in the relationship between servant leadership and creation and protection of corporate values within the health-care sector. This model diverges from earlier studies that primarily focused on organizational performance without directly linking leadership and work culture to risk-management effectiveness (Deal & Kennedy, 1983). Thus, the research contributes new insights into human-resource governance grounded in compliance that supports organizational value creation and protection.

Theoretically, this research expands the understanding within hospital administration regarding how servant leadership shapes adaptive culture and influences employee compliance doing the implementation of risk management practices (Robbins & Judge, 2019). Organizational culture is positioned as a mediating mechanism that strengthens the relationship between leadership and the organization's success in safeguarding its strategic values. Furthermore, the study affirms compliance as an essential element within risk-governance systems and the sustainability of organizational values.

From a practical standpoint, this research provides recommendations for hospital management in designing leadership interventions aligned with adaptive culture and compliance systems, so that organizational changes are not merely administrative but are internalized into employee behavior (ISO, 2018; ISO, 2021). The conceptual model serves as a foundation to ensure that risk-management implementation not only fulfills regulatory standards but also reinforces the integrity of organizational values in the long term.

Aligned with the above exposition, the objective of this study is to analyze the effect of servant leadership on the creation and protection of organizational value by considering the mediating roles of strong adaptive culture and employee compliance doing the implementation of risk management at RSUD dr. Chasbullah Abdulmajid Bekasi City.

## 2. Literature Review

### Integration of Theories

This study focuses on identifying the internal organizational factors that influence the effectiveness of risk management implementation at RSUD dr. Chasbullah Abdulmajid Bekasi City, a public healthcare institution that confronts operational, clinical, and reputational challenges. The effectiveness of a risk management system is shaped by leadership that is capable of mobilizing compliance with organizational policies and core values (ISO, 2021). Within this framework, servant leadership is viewed as a driving force behind the formation of collective behavior aligned with principles of quality and safety, while strong adaptive culture ensures the organization's dynamic capacity to respond to external change (Kotter, 2008).

The research framework examines the causal relationships among four key variables: servant leadership, strong adaptive culture, employee compliance doing the implementation of risk management and the creation and protection of corporate values. Compliance reflects an individual's awareness of legitimate authority (Weber, 2019), while organizational values

constitute the foundation of strategic decisions and behaviors (Rokeach, 1973). By formulating empirical indicators relevant to the hospital context, this study aims to contribute both theoretically and practically to strengthening hospital governance based on risk and sustainable value.

### **Relationships Among Variables**

Servant leadership (Greenleaf, 1970) contributes to the development of a strong adaptive culture through moral values, trust, and empowerment (Liden et al., 2008) Schein, 2010). These elements reinforce employee compliance with safety principles and risk management standards based on ISO 31000:2018 and WHO Patient Safety (ISO, 2018). Thus, servant leadership establishes moral integrity, strong adaptive culture functions as a systemic mechanism, and compliance represents the operational manifestation of the internalization of corporate values. The synergy of these variables supports a value-based governance model in fostering organizational value creation and protection.

Studies by Eva et al. (2019), show that servant leadership enhances loyalty and employee voice behavior, which contributes to organizational value creation. Research by Denison & Mishra (1995), demonstrates that adaptive culture increases organizational readiness for change. Studies by Putri & Rudianto (2025) confirm that compliance with risk management systems strengthens safety, efficiency, and reputation, thereby enhancing value protection and value protection.

Servant leadership influences employee compliance through ethical conduct, empowerment, and coaching that foster psychological safety (Neubert et al., 2008) Compliance is shaped not only by formal regulation but also by intrinsic commitment to adhering to safety SOPs and risk management based on ISO 31000:2018 (Alahmadi, 2010). Therefore, the relationship between servant leadership and compliance is moral and psychological in nature within the context of service quality and risk protection in hospitals.

Wu et al. (2021) indicate that servant leadership enhances compliance and incident-reporting behavior. Servant leadership reinforces participatory values, trust, and organizational learning, which form the foundation of a strong adaptive culture (Liden et al., 2008) Leaders who serve cultivate a collaborative climate, responsiveness to change, and a sense of ownership toward organizational values critical elements in hospital quality and risk management (Eva et al., 2019).

Compliance with risk management reflects the operationalization of organizational values to uphold patient safety, process integrity, and efficiency (ISO, 2018). Such compliance is not merely an administrative obligation but the outcome of institutionalized norms consistent with Parsons (2013) and Weber's (2019) perspectives, supporting sustainable value creation and protection.

Kaplan & Norton (2006) show that high compliance reduces clinical incidents and enhances public trust. Putri & Rudianto (2025) confirm that ISO 31000 implementation improves the effectiveness of risk mitigation, while Gunawan (2024) emphasizes its contribution to GRC and corporate value sustainability.

Strong adaptive culture ensures that organizational values are internalized and resilient amid dynamic external conditions. An innovative and collaborative culture enhances value creation and value protection by improving service quality, safety, and institutional competitiveness.

Kotter (2008), show that a strong adaptive culture strengthens organizational resilience. Braithwaite et al. (2017), demonstrate its contribution to hospital readiness in crisis response and improved clinical decision-making.

Servant leadership supports value-based governance through the internalization of values such as integrity and patient safety, influencing compliance and risk management effectiveness (Rokeach, 1973; Weick & Sutcliffe, 2011). This leadership style fosters an ethical and participatory work environment essential for value creation and protection.

Eva et al. (2019), and Van Dierendonck (2011), report increases in affective commitment and work engagement as foundations for organizational value creation. Martinez & Leija (2023), further confirm that servant leadership enhances value creation and protection through ethical control systems.

Al-Ahmadi (2009), found positive correlations between strong adaptive culture and compliance with quality and safety standards. Putri & Rudianto (2025) affirm that strong adaptive culture supports the effectiveness of ISO 31000 implementation in hospitals.

A strong adaptive culture shaped by servant leadership bridges service-oriented values and organizational behavior that supports value creation and protection (Greenleaf, 2013; Kotter, 2008). Role-modelling, empowerment, and collective learning ensure alignment between organizational strategy and risk management implementation.

Compliance arising from trust, empowerment, and voice behavior serves as a bridge linking servant leadership with organizational value creation and protection (Greenleaf, 2013; Parsons, 2013). Implementation of ISO 31000:2018 ensures alignment between safety culture values and employee behavior as risk owners (Reason, 2000; OECD, 2021).

Putri & Rudianto (2025) show that compliance in risk management enhances organizational strategic value through safety and reputation. OECD (2021) confirms that sustained compliance emerges only through a strong ethical culture, making it an effective mediator between servant leadership and organizational value creation and protection.

The SEM model in this study examines the causal relationship between Servant Leadership (SRVL) as the exogenous variable and the Creation and Protection of Organizational Values (PPNP) as the primary endogenous variable, mediated by two intervening variables: Strong Adaptive Culture (SACL) and Employee Compliance in Risk Management Implementation (KKMR) at RSUD dr. Chasbullah Abdulmajid Kota Bekasi. This model is built upon theories of leadership, adaptive organizational culture, and compliance in risk management systems, as well as value creation and protection (Assad & Mohammed, 2020; Baron & Kenny, 1986). It aims to provide a comprehensive understanding of the mechanisms that enhance organizational value through servant leadership, strengthening of adaptive culture, and compliance in hospital risk management

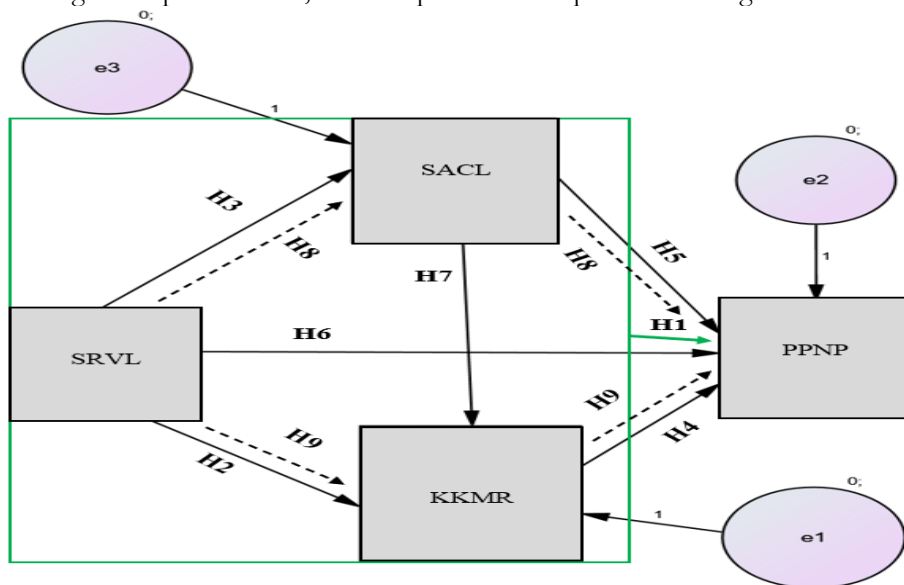


Figure 1. Structural Equation Model.

The pathway relationships illustrated in the SEM model of this study consist of nine hypotheses (H1–H9), which collectively explain the direct and indirect effects of SRVL on PPNP. Structurally, SRVL is hypothesized to exert a direct influence on SACL (H3), KKMR (H2), and PPNP (H6), as well as a simultaneous effect on PPNP when combined with mediating variables (H1). In addition, SACL affects KKMR (H7) and PPNP (H5), while KKMR also contributes to the enhancement of PPNP (H4). Mediation mechanisms are examined through the role of SACL in the relationship between SRVL and PPNP (H8), and through KKMR in mediating the influence of SRVL on PPNP (H9).

Overall, the research model testing nine hypotheses (H1–H9) highlights that servant leadership, strong adaptive culture, and employee compliance doing the implementation of risk management principles constitute strategic foundations for establishing sustainable value-based hospital governance. Hypothesis H1 emphasizes the simultaneous influence of the

three predictor variables on PPNP, whereas H2, H3, and H6 outline the direct effects of SRVL on KKMR, SACL, and PPNP. H4 and H5 focus on the contributions of KKMR and SACL in strengthening the success of organizational value creation and protection. Furthermore, H7 underscores the critical role of SACL in enhancing employee compliance doing the implementation of risk management. Mediation hypotheses are also assessed, in which H8 examines the mediating capacity of SACL in the relationship between SRVL and PPNP, while H9 asserts that KKMR represents a pivotal pathway linking SRVL to value-based performance outcomes.

### 3. Research Method

This study employs a cross-sectional quantitative design using an explanatory research approach to examine causal relationships among variables based on established theoretical foundations (Creswell & Creswell, 2023). The study investigates the influence of servant leadership on the creation and protection of corporate values, with strong adaptive culture and employee compliance in risk management implementation acting as mediating variables. Data were collected through a structured questionnaire distributed using a self-administered survey method to reduce researcher bias and improve response efficiency. Ethical approval was obtained from the Research Ethics Committee of Universitas Esa Unggul Jakarta and RSUD dr. Chasbullah Abdulmajid Kota Bekasi, and informed consent was secured from all respondents. Prior to the main survey, a pilot test was conducted to ensure the validity and reliability of the research instrument.

The study population consisted of employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi who are involved in risk management implementation in both clinical and supporting units. The sample was selected using probability sampling with inclusion criteria of active employees with a minimum one-year tenure and sufficient understanding of risk-based operational procedures, while employees in orientation programs, outsourced personnel not involved in risk management, and those on leave were excluded. Data analysis was conducted using SPSS version 25 and Structural Equation Modeling (SEM) with AMOS to test the research hypotheses. SEM was chosen because it enables simultaneous analysis of relationships among latent variables, integrates factor analysis and path analysis, and provides comprehensive testing of the structural model (Hair et al., 2022).

### 4. Results and Discussion

#### Respondent Characteristics

The research data were collected through a questionnaire distributed via a Google Forms link to 153 employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi involved in hospital management activities. The respondent profile shows that the majority were aged 46–60 years (43.8%), female (69.9%), and resided in Bekasi (94.1%). Most respondents were Muslim (94.8%) and belonged to the Javanese ethnic group (39.9%). In terms of marital status, the majority were married (86.9%). Based on occupation, respondents were predominantly categorized in other professional groups (45.1%) and nurses (35.9%). The educational background of respondents was largely dominated by bachelor's degree holders (S1) at 67.3%, while most respondents held staff positions (68.6%). Additionally, a large proportion of respondents had extensive work experience, particularly between 21–30 years (31.4%), and many worked in hospital installations or operational units (38.6%). These characteristics indicate that the respondents possess adequate professional experience and educational backgrounds to understand and support the implementation of risk management and organizational culture within the hospital environment.

#### Validity Test

The validity test was conducted to determine whether the questionnaire items were appropriate for measuring the research variables using the Pearson correlation method. With a sample size of 153 respondents, the  $r$ -table value at a significance level of 0.05 ( $df = n-2 = 151$ ) was 0.159. An item was considered valid if the calculated Pearson correlation coefficient ( $r$ -count) exceeded 0.159. The results show that all items across the four variables Servant Leadership (21 items), Strong Adaptive Culture (12 items), Employee Compliance in Risk Management Implementation (25 items), and Creation and Protection of Corporate Values

(12 items) had r-count values greater than the r-table value. Therefore, all questionnaire items were declared valid and suitable for use in measuring the respective constructs in this study.

**Realibility Test**

The reliability test is used to measure the consistency of a variable. The items within a variable are considered reliable if the respondents’ answers remain consistent or stable over time. A construct or variable is considered reliable if it produces a Cronbach’s Alpha value of  $\geq 0.60$ . The results of the reliability tests for Servant Leadership (X), Strong Adaptive Culture (Z1), Employee Compliance in Risk Management Implementation (Z2), and the Creation and Protection of Corporate Values (Y) are presented in the following table:

**Tabel 1.** Realibility Test.

Variabel	Cronbach’s Alpha	Description
Servant Leadership (X)	0,923	Reliabel
Strong Adaptive Culture (Z <sub>1</sub> )	0,931	Reliabel
Employee Compliance in Implementing Risk Management (Z <sub>2</sub> )	0,936	Reliabel
Creation and Protection of Corporate Values (Y)	0,922	Reliabel

Source: Results of Primary Data Analysis, 2025

Based on the table above, The reliability test results indicate that all research variables demonstrate very high internal consistency. The Servant Leadership (X) variable obtained a Cronbach’s Alpha value of 0.923, Strong Adaptive Culture (Z1) scored 0.931, Employee Compliance in Risk Management Implementation (Z2) achieved 0.936, and Creation and Protection of Corporate Values (Y) reached 0.922. Since all Cronbach’s Alpha values exceed the threshold of 0.60, each variable is categorized as highly reliable. These results confirm that the questionnaire items used to measure each construct are consistent and dependable, indicating that the research instrument is suitable for further statistical analysis.

**Hypothesis Result**

Hypothesis testing in this study aims to provide statistical evidence for the hypotheses developed based on the underlying theoretical framework. To test the proposed hypotheses and to identify the mediating effect of the intervening variables in explaining the relationship between the independent and dependent variables, several analytical methods were employed, including descriptive statistical analysis, the three-box method, path analysis, simultaneous testing (F-test), and partial testing (t-test).

**Simultaneous hypothesis**

*Minimum was achieved*

*Chi-square = ,000*

*Degrees of freedom = 0*

Hypothesis 1 is accepted because the calculated Chi-square value is 0.00, which is smaller than the Chi-square table value. This very small Chi-square value indicates that there is no significant difference between the theoretical model and the empirical data, meaning that the model fits the observed data well. Therefore, Hypothesis 1 is accepted. This result implies that the variables Servant Leadership, Strong Adaptive Culture, and Employee Compliance in Risk Management Implementation have a significant effect on the Creation and Protection of Corporate Values, as the calculated value is considerably smaller than the Chi-square table value.

**Results of Structural Model Analysis**

**Tabel 2.** Results of the Direct.

	Estimate	C.R.	P	Description
RSACL <--- RSRVL	,750	19,045	0,000	Hypotesis Accepted
RKKMR <--- RSACL	,228	2,551	0,011	Hypotesis Accepted
RKKMR <--- RSRVL	,592	7,420	0,000	Hypotesis Rejected
RPPNP <--- RSRVL	,173	2,509	0,012	Hypotesis Accepted
RPPNP <--- RKKMR	,357	5,922	0,000	Hypotesis Accepted
RPPNP <--- RSACL	,379	5,600	0,000	Hypotesis Accepted

The table above presents the results of the analysis of relationships among variables in the structural model tested using SEM. Each path between variables is evaluated based on the magnitude of the effect coefficient, standard error, critical ratio value, and probability of

significance to determine whether the relationships proposed in the hypotheses are empirically supported. Overall, all relationships among the variables in the model are found to be significant, indicating that the research hypotheses are empirically confirmed. These findings demonstrate that enhancing organizational values in the hospital context will be more effective when servant leadership is accompanied by the development of a strong adaptive work culture and strong employee compliance behavior.

**Tabel 3.** Standardized Direct Effects.

	<b>RSRVL</b>	<b>RSACL</b>	<b>RKKMR</b>
RSACL	,839	,000	,000
RKKMR	,631	,217	,000
RPPNP	,197	,384	,380

The robustness of the model is further supported by Table 2, which shows that the direct effect of servant leadership on all other variables is positive and significant. This finding indicates that leaders' commitment to serving, supporting, and facilitating employees is proven to foster an organizational culture that is responsive to change while simultaneously enhancing employees' compliance with established risk management procedures.

**Tabel 3.** Standardized Indirect Effects.

	<b>RSRVL</b>	<b>RSACL</b>	<b>RKKMR</b>
RSACL	,000	,000	,000
RKKMR	,182	,000	,000
RPPNP	,631	,082	,000

Based on the data presented in table 3 the indirect effects also demonstrate meaningful results. Strong adaptive culture and compliance with risk management implementation play important mediating roles in strengthening the impact of servant leadership on efforts to maintain and develop the company's core values. In other words, adaptive culture and compliant behavior act as key elements that amplify the influence of leadership on the effectiveness of creating and protecting organizational values

### **Discussion**

#### ***Hypothesis 1: There is an influence of Servant Leadership, Strong Adaptive Culture, and Employee Compliance in Risk Management Implementation on the Creation and Protection of Corporate Values in Hospitals***

The results of the Structural Equation Modeling (SEM) analysis indicate that the high R<sup>2</sup> value reflects strong predictive power of the model, while the significant simultaneous relationship suggests that the probability of the observed relationships occurring by chance is very small. These findings confirm that Servant Leadership, Strong Adaptive Culture, and Employee Compliance in Risk Management Implementation jointly contribute to the creation and protection of corporate values within the hospital environment. Descriptive results further show that respondents' perceptions of these variables are generally in the moderate category, indicating that employees of RSUD dr. Chasbullah Abdulmadjid Kota Bekasi recognize the presence of servant leadership practices, adaptive organizational culture, and compliance with risk management procedures. However, the level of consistency and intensity of implementation remains moderate, suggesting that further organizational efforts are required to strengthen these elements and enhance their impact on sustaining corporate values.

These findings are consistent with several theoretical perspectives and previous studies. Greenleaf (2013) and Spears (1995) emphasize that servant leadership is characterized by listening, empathy, and supportive leadership behaviors that foster ethical and responsible organizational conduct. Meanwhile, Kotter (2008) argue that a strong adaptive culture emerges from the balance between stable organizational values and the ability to adapt to environmental changes. In addition, compliance with risk management principles aligns with governance and ethical responsibility perspectives highlighted in ISO 37301:2021 and supported by Edmondson's (1999) concept of psychological safety, which emphasizes a supportive environment that encourages responsible behavior. Empirical studies by Martinez and Leija (2023), also confirm that servant leadership, adaptive culture, and compliance mechanisms significantly strengthen organizational resilience and value sustainability.

Therefore, it can be concluded that Servant Leadership, Strong Adaptive Culture, and Employee Compliance in Risk Management Implementation simultaneously have a significant influence on the Creation and Protection of Corporate Values.

***Hypothesis 2: There is an influence of Servant Leadership on Employee Compliance in Risk Management Implementation in Hospitals.***

Hypothesis 2 is accepted because the results show that Servant Leadership has a positive, significant, and strong effect on Employee Compliance in Risk Management Implementation. This indicates that the stronger the application of servant leadership principles by hospital leaders, the higher the level of employee compliance in implementing risk management practices. Descriptive findings also reveal that the average perception scores for both variables fall within the moderate category, suggesting that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi perceive the presence of service-oriented leadership behaviors such as leaders listening to staff aspirations, encouraging work–life balance, and preparing contingency plans which in turn foster moderate levels of compliance with risk management procedures. Employees generally view compliance as part of professional integrity, understand the rationale behind organizational rules, and recognize its importance for patient safety.

These findings are consistent with several theoretical perspectives and empirical studies. Liden et al. (2008) emphasize that trust in leaders strengthens the internalization of organizational policies, including risk management practices. Similarly, Greenleaf (2013) and Spears (1995) explain that servant leadership promotes compliance through values such as empathy, stewardship, and commitment to employee development, which foster a sense of moral responsibility among employees. Empirical studies by Setiawan and Lestari (2021) also confirm that servant leadership enhances employee trust, loyalty, and adherence to organizational policies. Therefore, it can be concluded that Servant Leadership has a positive and significant influence on Employee Compliance in Risk Management Implementation.

***Hypothesis 3: There is an influence of Servant Leadership on Strong Adaptive Culture in Hospitals.***

Hypothesis 3 is accepted because the results of this study indicate that Servant Leadership has a positive, significant, and strong influence on Strong Adaptive Culture. This means that the stronger the application of servant leadership principles by hospital leaders, the stronger the development of a strong adaptive culture within the hospital organization. Descriptive findings show that the average perception scores for both variables fall within the moderate category, indicating that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi perceive the presence of service-oriented leadership behaviors, such as leaders listening to staff aspirations, encouraging work–life balance, and preparing contingency plans. These leadership practices contribute to employees' ability to adapt to current conditions, adopt innovations, and integrate organizational values into human resource management practices.

These findings are consistent with several theoretical perspectives and previous studies. Greenleaf (2013) emphasizes that servant leadership shapes organizational culture through moral example, shared values, and collective engagement. Similarly, Kotter (2008) argue that effective leadership is a key determinant in developing and sustaining adaptive organizational cultures. The strong path coefficient further indicates a substantial causal relationship, suggesting that servant leadership acts as a major driver in strengthening adaptive organizational culture. Empirical studies by Manao and Senen (2024) also confirm that service-oriented and transformative leadership significantly contributes to building participatory, innovative, and adaptive organizational cultures. Therefore, it can be concluded that Servant Leadership has a positive and significant influence on Strong Adaptive Culture.

***Hypothesis 4: There is an influence of Employee Compliance in Risk Management Implementation on the Creation and Protection of Corporate Values in Hospitals.***

Hypothesis 4 is accepted because the results of this study indicate that Employee Compliance in Risk Management Implementation has a positive, significant, and moderately strong influence on the Creation and Protection of Corporate Values. This means that the higher the level of employee compliance in implementing risk management practices in the hospital, the stronger the efforts to create and protect organizational values. Descriptive analysis also shows that both variables fall within the moderate category, indicating that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi generally demonstrate

compliant behavior in implementing risk management principles. They tend to perceive compliance as part of professional integrity, understand the rationale behind organizational rules, and recognize its importance for patient safety. This condition contributes to the moderate level of value creation and protection, where employees demonstrate emotional attachment to organizational values and a reasonable level of consistency in applying those values in managerial decision-making.

These findings are supported by several theoretical perspectives and empirical studies. Weber (2019) emphasized that compliance with formal regulations is a fundamental prerequisite for organizational stability. In the context of hospital services, adherence to risk management principles directly contributes to improved patient safety, operational efficiency, and institutional reputation. In addition, frameworks such as OECD (2021), ISO 37301: 2021, and COSO ERM (2017) highlight that compliance functions as the first line of defense in protecting corporate values from legal, operational, and reputational risks while also supporting value creation through effective risk mitigation. Empirical evidence from Johnson (2022) further shows that organizations with higher compliance levels tend to achieve stronger public trust and long-term organizational stability. Therefore, employee compliance in risk management implementation plays a strategic role in strengthening both the creation and protection of corporate values in hospitals.

***Hypothesis 5: There is an influence of Strong Adaptive Culture on the Creation and Protection of Corporate Values in Hospitals.***

Hypothesis 5 is accepted because the results of this study show that Strong Adaptive Culture has a positive, significant, and moderately strong influence on the Creation and Protection of Corporate Values. This means that the stronger the implementation of a strong adaptive culture as an organizational culture in the hospital, the greater the efforts to create and protect organizational values. Descriptive findings also indicate that both variables fall within the moderate category, suggesting that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi demonstrate adaptive behaviors such as adjusting to current conditions, being open to innovation, and integrating core values into human resource management practices. As a result, employees also show a moderate level of emotional attachment and understanding of organizational values, reflected in the consistent application of these values in managerial decision-making.

These findings support the theories of Kotter (2008) which emphasize that a strong and adaptive organizational culture enhances organizational performance by aligning core values with strategies for change. In the hospital context, an adaptive culture enables organizations to respond effectively to environmental challenges while maintaining service quality and patient safety. Frameworks such as COSO ERM (2017) also highlight that adaptive culture contributes to both value creation and value protection by ensuring organizational flexibility alongside internal cohesion. Empirical studies by further confirm that hospitals with strong adaptive cultures are better able to respond to crises, maintain service quality, and sustain organizational values. Therefore, Strong Adaptive Culture plays a strategic role in strengthening the creation and protection of corporate values in hospitals.

***Hypothesis 6: There is an influence of Servant Leadership on the Creation and Protection of Corporate Values in Hospitals.***

Hypothesis 6 is accepted because the results of this study indicate that Servant Leadership has a positive and significant, but relatively weak, influence on the Creation and Protection of Corporate Values. This means that the stronger the application of servant leadership principles by hospital leaders, the greater the efforts to create and protect organizational values within the hospital. Descriptive findings show that the average perception of both variables falls within the moderate category, indicating that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi perceive service-oriented leadership behaviors such as leaders listening to staff aspirations, encouraging work–life balance, and preparing contingency plans. These leadership practices contribute to employees' emotional attachment to organizational values and their moderate consistency in applying those values in managerial decision-making.

These findings support Greenleaf's (1970; 2013) theory, which emphasizes that servant leadership contributes to long-term value creation through human resource development, ethical principles, and service-oriented leadership. However, the relatively weak direct effect

suggests the presence of mediating variables that strengthen this relationship. In the context of Structural Equation Modeling (SEM), a significant but weak direct relationship often indicates partial mediation (Baron & Kenny, 1986). In this study, Strong Adaptive Culture and Employee Compliance in Risk Management Implementation act as mediating factors that strengthen the influence of servant leadership on value creation and protection.

***Hypothesis 7: There is an influence of Strong Adaptive Culture on Employee Compliance in Risk Management Implementation in Hospitals.***

Hypothesis 7 is accepted because the results of this study indicate that Strong Adaptive Culture has a positive and significant, but relatively weak, influence on Employee Compliance in Risk Management Implementation. This means that the stronger the implementation of a strong adaptive culture as an organizational culture in the hospital, the higher the level of employee compliance in implementing risk management practices. Descriptive findings show that the average scores for both variables fall within the moderate category, indicating that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi demonstrate adaptive behaviors such as adjusting to current conditions, adopting innovations, and integrating core organizational values into human resource management practices. These cultural characteristics contribute to employees' compliance behavior, where they generally perceive adherence to risk management procedures as part of professional integrity and recognize its importance for patient safety.

These findings support the theories of Kotter (2008), which emphasize that a strong and adaptive organizational culture enables organizations to respond effectively to environmental changes while maintaining internal cohesion and adherence to organizational rules. In addition, ISO 31000:2018 highlights that an adaptive organizational culture is a crucial element in ensuring the sustainability and effectiveness of risk management systems. Empirical evidence also shows that organizational cultures characterized by innovation, openness, and active participation significantly improve compliance with standard operating procedures and organizational policies in hospitals. Therefore, Strong Adaptive Culture plays an important role in strengthening employee compliance in risk management implementation within hospital organizations.

***Hypothesis 8: Strong Adaptive Culture mediates the relationship between Servant Leadership and the Creation and Protection of Corporate Values in Hospitals.***

Hypothesis 8 is accepted because the results indicate a positive effect with strong partial mediation, demonstrating that Strong Adaptive Culture acts as an intervening variable mediating the relationship between Servant Leadership and the Creation and Protection of Corporate Values. This means that when hospital leaders increasingly apply servant leadership principles while strengthening a strong adaptive culture within the organization, the efforts to create and protect corporate values will also improve. Descriptive findings show that the average scores for Servant Leadership, Strong Adaptive Culture, and the Creation and Protection of Corporate Values fall within the moderate category, indicating that employees of RSUD dr. Chasbullah Abdulmajid Kota Bekasi perceive service-oriented leadership behaviors, demonstrate adaptive cultural practices, and show a moderate level of emotional attachment and consistency in applying organizational values.

These findings are consistent with the theories of Greenleaf (2013), and Kotter (2008), which emphasize that leadership plays a crucial role in shaping adaptive organizational cultures that support value creation and protection. Servant leadership strengthens organizational culture through moral example, empowerment, and collective engagement, while an adaptive culture enables organizations to respond effectively to environmental changes without compromising core values. Empirical studies also confirm that adaptive culture enhances organizational resilience, innovation and service quality in hospitals. Therefore, Servant Leadership positively influences the Creation and Protection of Corporate Values through the strong mediating role of Strong Adaptive Culture.

***Hypothesis 9: Employee Compliance in Risk Management Implementation mediates the relationship between Servant Leadership and the Creation and Protection of Corporate Values in Hospitals.***

Hypothesis 9 is accepted because the results indicate a positive effect with strong partial mediation, showing that Employee Compliance in Risk Management Implementation acts as an intervening variable mediating the relationship between Servant Leadership and the

Creation and Protection of Corporate Values. This means that when hospital leaders increasingly apply servant leadership principles and simultaneously improve employee compliance in implementing risk management, the efforts to create and protect corporate values in hospitals will also increase. Descriptive findings indicate that the average scores of Servant Leadership, Employee Compliance in Risk Management Implementation, and the Creation and Protection of Corporate Values fall within the moderate category, suggesting that employees perceive service-oriented leadership behaviors, demonstrate moderate compliance with risk management principles, and show a reasonable level of emotional attachment and consistency in applying organizational values.

These findings support several theoretical perspectives. Liden et al. (2008) explain that trust in leaders strengthens the internalization of risk management policies, while Greenleaf (2013) and Spears (1995) emphasize that servant leadership promotes compliance through values such as empathy, stewardship, and employee empowerment. In addition, Weber (2019) highlights that compliance with formal regulations is essential for maintaining organizational stability, while frameworks such as OECD (2021), ISO 37301: 2021, and COSO ERM (2017) position compliance as the first line of defense in protecting and creating organizational value. Empirical studies further confirm that leadership and compliance significantly contribute to strengthening organizational trust, patient safety, and institutional sustainability. Therefore, Servant Leadership positively influences the Creation and Protection of Corporate Values through the strong mediating role of Employee Compliance in Risk Management Implementation.

### **Research Findings**

The findings of this study demonstrate that Strong Adaptive Culture functions as an intervening variable (Z1) mediating the relationship between Servant Leadership and the Creation and Protection of Corporate Values, while Employee Compliance in Risk Management Implementation acts as another intervening variable (Z2) mediating the same relationship. These results indicate that servant leadership strengthens organizational values indirectly through the development of an adaptive organizational culture and increased employee compliance with risk management practices. The findings are supported by Rokeach's (1973) Value Theory, which views values as internal standards guiding behavior and decision-making within organizations. This perspective is further reinforced by Kotter (2008) Strong Adaptive Culture theory, emphasizing adaptive value systems within organizations, Weber's (1922) Compliance theory, which highlights rational adherence to legitimate rules and authority, and Greenleaf's (1970) Servant Leadership theory, which positions leaders as servants who prioritize the growth, well-being, and development of others within the organization.

## **5. Comparison**

The findings of this study are consistent with previous theoretical and empirical studies that emphasize the importance of leadership, organizational culture, and employee compliance in creating and protecting organizational values. The results support the theory of values proposed by Milton Rokeach (1973), which states that values function as internal standards that guide behavior and decision-making. In an organizational context, these values shape collective attitudes and strategic actions. The findings also align with the concept of Strong Adaptive Culture developed by John P. Kotter (2008), which explains that organizations with adaptive cultures are better able to respond to environmental changes while maintaining internal cohesion and shared values.

Furthermore, the results of this study are in line with the compliance theory proposed by Max Weber (1922), which emphasizes that compliance arises from rational acceptance of legitimate authority and formal rules within an organization. In addition, the findings support the concept of Servant Leadership introduced by Robert K. Greenleaf (1970), which highlights leadership that prioritizes serving others, fostering employee development, and strengthening ethical responsibility. Compared with previous studies, this research strengthens the argument that servant leadership indirectly enhances the creation and protection of organizational values through mediating variables, namely strong adaptive culture and employee compliance in implementing risk management, particularly in the context of hospital organizations that require high standards of safety and governance.

## 6. Conclusions

The results of this study indicate that Servant Leadership, Strong Adaptive Culture, and Employee Compliance in Implementing Risk Management simultaneously have a positive and significant influence on the Creation and Protection of Corporate Values at RSUD dr. Chasbullah Abdulmajid Kota Bekasi. Servant leadership plays an important role in strengthening employee compliance with risk management implementation and fostering a strong adaptive culture within the organization. Leadership characterized by empathy, empowerment, role modeling, and effective communication encourages employees to actively participate in implementing standard operating procedures and adapting to changes in the healthcare environment.

Furthermore, employee compliance with risk management implementation and the presence of a strong adaptive organizational culture significantly contribute to the creation and protection of corporate values. Compliance behavior supports patient safety, reduces incident rates, and ensures the continuity of hospital operations, while an adaptive culture strengthens alignment between organizational vision and daily practices, encourages cross-unit collaboration, and supports proactive risk management. In addition, both Strong Adaptive Culture and Employee Compliance act as mediating variables that strengthen the influence of Servant Leadership on the creation and protection of corporate values, demonstrating that leadership based on service and ethical values can indirectly enhance organizational value sustainability in the hospital setting.

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