

Servant Leadership And Employee Performance: The Mediating Role Of Leader-Member Exchange And Organizational Citizenship Behavior

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Citation: Kartono, et al. (2024), Servant Leadership And Employee Performance: The Mediating Role Of Leader-Member Exchange And Organizational Citizenship Behavior, *Educational Administration: Theory And Practice*, 30(4), 1077-1085, Doi: 10.53555/kuey.v30i4.1596

ARTICLE INFO

ABSTRACT

Employee performance in the banking industry is greatly influenced by leadership styles. One of the leadership styles is situational leadership. In addition to situational leadership, the factors of leader-member exchange and organizational citizenship behavior are also believed to influence employee performance. This study examines the direct and indirect effects of servant leadership on employee performance mediated by LMX and OCB. The sample involved in this study was 298 respondents at PT Bank Artha Graha Internasional Tbk Jakarta. The analysis used path analysis using partial least square analysis (SmartPLS). The results show that: 1) servant leadership has a positive and significant direct effect on employee performance; 2) servant leadership has a positive and significant direct effect on LMX; 3) servant leadership has a positive and significant direct effect on OCB; 4) LMX has a positive and significant direct effect on employee performance; 5) OCB has a positive and significant direct effect on employee performance; 6) LMX partially mediates the relationship between servant leadership and employee performance; 7) OCB partially mediates the relationship between servant leadership and employee performance. This study contributes to the theoretical development regarding leadership theory, especially servant leadership theory, (Greenleaf, 1998) and organizational psychology theory, (Kelley, Thibaut, Radloff, & Mundy, 1962). Furthermore, the results of this study provide practical benefits for PT. Bank Artha Graha Internasional Tbk in developing training programs to improve employee performance.

Keywords: Servant Leadership, Performance, LMX, and OCB

INTRODUCTION

The banking organization can thrive if it has leaders willing to work towards its organizational goals, including those in the banking industry. There are various leadership styles that can be adopted by leaders in the banking industry, including transformational leadership, (Nurtjahjani, Batilmurik, Puspita, & Fanggidae, 2022), situational leadership (Reed, 2021), transactional leadership, (Abbas & Ali, 2023); and servant leadership (Zeeshan, Ng, Ho, & Jantan, 2021).

Studies conducted by (Riquelme, Rios, & Gadallah, 2020; Zeeshan et al., 2021) found that servant leadership has a positive and significant impact on employee performance in the banking sector. Servant leaders are willing to listen to their employees, understand the needs of their colleagues, consider the desires of all their colleagues, and empathize with the hardships experienced by their colleagues and the community around them, (Greenleaf, 1998).

One of the private banks in Indonesia that has contributed to the development of the Indonesian economy is PT. Bank Artha Graha Internasional, Tbk, which also implements servant leadership in its operations. PT. BANI Internasional, Tbk, in its financial performance report for the first quarter of 2019, showed a profit of Rp12.85 billion, a 36.6% decrease from Rp20.27 billion in the first quarter of 2018. The equity ratio CAR is 19.87%, where the CAR capital of PT. BANI, Tbk exceeds the banking regulator's requirement of 9%-10%. Meanwhile,

the total assets of Bank Artha Graha International increased by 1.74% to INR 26.48 trillion from INR 20.02 trillion in the previous quarter (Investor Daily, June 2019).

Previous studies have found that servant leadership has a positive and significant impact on employee performance, including: (Harwiki, 2013; Mujeeb et al., 2021; Pakpahan, 2021; Riquelme et al., 2020; Sihombing, Astuti, Al Musadieg, Hamied, & Rahardjo, 2018; Vuong, 2023; Yuniarto, 2018; Zeeshan et al., 2021).

In contrast to those findings, servant leadership does not significantly influence performance. Some of these findings are demonstrated by (Kadarusman & Bunyamin, 2021; Sarwar, Cavaliere, Ammar, & Afzal, 2021; Sihombing et al., 2018).

Based on the contradiction of these findings, (Sihombing et al., 2018) further recommend the need for other mediating variables to be involved in future research.

Individual performance is not only influenced by servant leadership as a direct influencing factor, but other factors such as organizational citizenship behavior (OCB) are also believed to indirectly affect employee performance. OCB is voluntary behavior to help coworkers beyond their core tasks, (Luthans, 2011). The study conducted by (Saleem, Zhang, Gopinath, & Adeel, 2020) found that OCB mediates the relationship between servant leadership and performance of 233 departmental leaders in four (4) universities in Pakistan.

Leader-member exchange (LMX) is an antecedent that is also believed to be another variable mediating the relationship between servant leadership and employee performance. LMX is a leadership concept in an organization that focuses on the special relationships created by a leader to each member or subordinate. Good relationships are characterized by positive attitudes, loyalty, commitment, respect, and high contribution to performance, (Graen & Schiemann, 2013). The study conducted by (Setiawan & Moko, 2023) indicate that LMX mediates the relationship between servant leadership and employee performance.

This study responds to the study conducted by (Sihombing et al., 2018) which suggests the need for other mediators to contribute to the development of the model, and the results of this research can contribute to organizations in providing management interventions to improve employee performance.

THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

Servant Leadership and Employee Performance

Servant leadership is a model that focuses on empowerment and development for members of the organization by ensuring that its followers fully embody a serving character. The essence of servant leadership lies in the performance and development of its followers, the performance of the company, and its impact on society, (Greenleaf, 1998). Leadership will greatly impact employee performance within the organization (Al-Asadi, Muhammed, Abidi, & Dzenopoljac, 2019). Employee performance is a tangible act demonstrated by all employees as the work achievements of employees in accordance with their functions within the company, (Veithzal Rivai Zainal, 2011).

Previous studies have found that there is a relationship between servant leadership and performance that has a positive and significant relationship, including: (Bose & Emirates, 2018; de Waal & Sivo, 2012; Gašková, 2020; Harwiki, 2016; Kadarusman & Bunyamin, 2021; Kim & Min-Kyeong, 2017; Liden, Wayne, Liao, & Meuser, 2014; Schwarz, Newman, Cooper, & Eva, 2016; Walumbwa, Hartnell, & Oke, 2010). Based on that, we can propose the first hypothesis as follows:

H¹: Servant leadership has a positive and significant impact on employee performance.

Servant Leadership and Leader-Member Exchange

Leader-member exchange is defined as: “the development of in-networks and out-networks by leaders; employees who are part of an in-network environment perform better, turn over less, and are happier at work, (Robins, Judge, & Vohra, 2013). Furthermore, LMX is defined as the quality of exchange between a leader and their subordinates. This means that the leader and the subordinate engage in reciprocal interactions and develop levels of mutual respect and trust, (Sears & Hackett, 2011).

Previous studies have found a positive and significant relationship between servant leadership and LMX, including: (Barbuto & Hayden, 2011; Khattak, Khan, Ali, Khan, & Saeed, 2023; Liao, Lee, Johnson, & Lin, 2021; Newman, Schwarz, Cooper, & Sendjaya, 2017; Wang, Jiang, Liu, & Ma, 2017; Wu, Tse, Fu, Kwan, & Liu, 2013). Based on that, we can propose the second hypothesis as follows:

H²: Servant leadership has a positive and significant impact on LMX

Servant Leadership and Organizational Citizenship Behavior

Organizational citizenship behavior reflects the attitudes of individuals who voluntarily perform tasks beyond their assigned duties by their leaders, which are not specifically agreed upon and officially rewarded, thereby enhancing the overall effectiveness of the company's functions, (Organ, 2014). Several studies have found that servant leadership has a positive impact on OCB, including: (Azila-Gbettor, 2023; Newman et al., 2017; Ruiz-Palomino, Linuesa-Langreo, & Elche, 2023). Based on that, we can propose the third hypothesis as follows:

H³: Servant leadership has a positive and significant impact OCB

Leader-Member Exchange and Employee Performance

The relationship between LMX and employee performance shows a pattern of positive relationship, some of the studies are; (Dirican, 2023; Henderson & Jeong, 2023; Zakiy, 2024). Based on that, we can propose the fourth hypothesis as follows:

H⁴: LMX has a positive and significant effect on employee performance.

Organizational Citizenship Behavior and Employee Performance

The relationship between OCB and employee performance is dominated by a positive and significant relationship. Some of the study findings include: (Gupta, Mittal, Ilavarasan, & Budhwar, 2024; Hermawan, Thamrin, & Susilo, 2020; Qalati, Zafar, Fan, Limón, & Khaskheli, 2022; Sani & Maharani Ekowati, 2020). Based on that, we can propose the fifth hypothesis as follows:

H⁵: OCB has a positive and significant effect on employee performance

Kepemimpinan pelayan terhadap kinerja karyawan melalui LMX dan OCB

here is an indirect effect of servant leadership on employee performance through LMX and OCB. Several studies have found that LMX and OCB mediate this relationship, including: (Barbuto & Hayden, 2011; Greenleaf, 1998; Harwika, 2013, 2016; Liden et al., 2014; Nurtjahjani et al., 2022; Organ, 2014; Walumbwa et al., 2010; Wang et al., 2017; Wu et al., 2013). Based on that, we can propose the hypothesis as follows:

H⁶: LMX and OCB mediate the positive and significant relationship between servant leadership and employee performance.

Based on previous studies and the development of the hypotheses, we present the conceptual framework model in Figure 1 below.

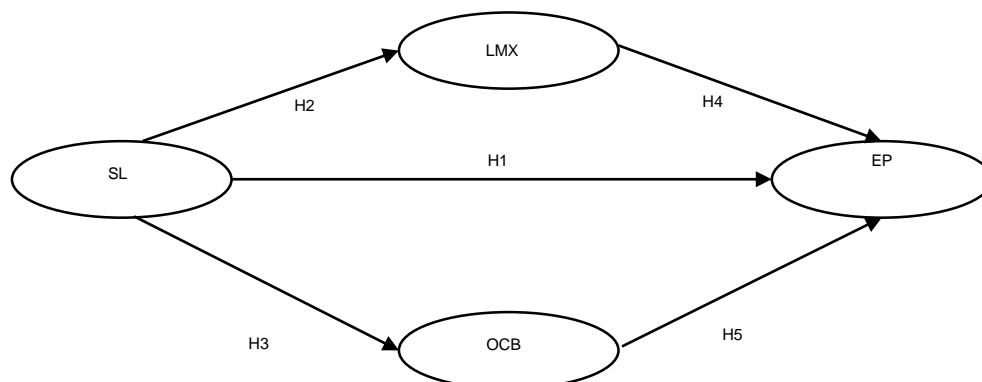


Figure 1. Conceptual Framework Model

METHODS

Research Type

This study is an explanatory research with a quantitative approach that examines and explains the correlation between variables within causality, (Saunders, Lewis, & Thornhill, 2023). Path analysis is used to process and analyze data using SmartPLS version 3.0 software.

Sample and Data Collection Procedure

A total of 320 employees at the Head Office of PT. Bank Artha Graha Internasional, Tbk Jakarta constituted the population. A sample of 298 respondents was drawn from the 320 employees, with a questionnaire return rate of 93.13%. The profile of the respondents is as follows: 1) Gender: male 142 persons (48%) and female 156 persons (52%); 2) Marital status: married 256 persons (87%) and unmarried 43 persons (14%); 3) Age: < 25 years 52 persons (17%); 25-35 years 105 persons (35%); 36-45 years 92 persons (31%); >46 years 49 persons (16%). Educational level: high school/ vocational school 15 persons (5%); diploma 5 persons (2%); bachelor's degree 253 persons (85%); master's degree 24 persons (8%). Length of employment: < 1 year 40 persons (13%); 1-5 years 68 persons (23%); 6-10 years 126 persons (42.3%); 11-15 years 47 persons (16%); > 15 years 17 persons (6%).

Measurements

Measurement of **servant leadership** instrument consists of 9 statements with reference to (Focht, 2011; Spears, 2010) with sample questionnaire items: : *My leader shows concern for me.* **LMX** consists of 4 statements referring to (Liden, Wayne, Zhao, & Henderson, 2008), (Greguras & Ford, 2006) with sample questionnaire items: *How would you characterize your working relationship with your leader.* **OCB refers to** (Organ, 2014) with sample questionnaire items: *try to avoid creating problems for others*). **Performance** refers to pada (Bangun, 2012) with sample questionnaire items: *I use to maintain high standard of work.* All

instrument measurements in this study used a 5-point Likert Scale, (Bertram, 2007) yaitu (1 = strongly disagree, 5 = strongly agree).

RESULTS AND ANALYSIS

Measurement of Reliability and Validity

Descriptive analysis uses the mean value of each research variable. The mean of servant leadership variable is 3.83 (high category), LMX variable is 3.93 (high category), OCB variable is 3.97 (high category), and employee performance variable is 3.88 (high category).

The instrument measurement is based on the validity and reliability values of each construct, which rely on the Cronbach's alpha and composite reliability values, (Fornell & Larcker, 1981) which indicate $> 0,70$ (Field, 2014). The measurement model values are presented in Table 1.

Table 1. Instrument Measurement Model

Variable	Loading	α	CR	AVE
Servant Leadership (SL)		0.96	0.97	0.70
SL 1	0,856			
SL 2	0,862			
SL 3	0,878			
SL 4	0,803			
SL 6	0,869			
SL 7	0,843			
SL 8	0,867			
SL 9	0,839			
Leader Member-Exchange (LMX)		0.92	0.94	0.80
LMX 1	0,881			
LMX 2	0,894			
LMX 3	0,901			
LMX 4	0,907			
Organizational Citizenship Behavior (OCB)		0.95	0.96	0.83
OCB 1	0,915			
OCB 2	0,877			
OCB 3	0,933			
OCB 4	0,924			
OCB 5	0,896			
Employee Performance		0.95	0.96	0.83
EP 1	0,912			
EP 2	0,909			
EP 3	0,905			
EP 4	0,925			
EP 5	0,907			

Source: Primary data processed, February 2024

Structural Model Analysis (Inner Model)

The inner model can be evaluated by referring to the R-Square values. The goodness of fit of the model is measured using the R-square of the latent dependent variable with the same interpretation as regression. The R-Square values are presented in Table 2 below.

Table 2. R-Square Values

	R Square	R Square Adjusted
<i>Leader Member Exchange</i>	0,137	0,134
<i>Organizational Citizenship Behavior</i>	0,079	0,076
<i>Employee Performance</i>	0,369	0,363

Source: Primary data processed, February 2024

The LMX variable has an R² value of 0.137 (weak category), which means 13.7% is explained by the SL variable, while the remaining 86.3% is explained by other variables outside the study. The OCB variable has an R² value of 0.079, meaning 7.9% (weak category) is explained by the SL variable, while the remaining 92.1% is explained by other variables outside the study. The Employee Performance variable has an R² value of 0.369, meaning 36.9% (moderate category) is explained by the SL, LMX, and OCB variables, while the remaining 63.1% is

explained by other variables outside the study. The research results are presented in the final model in Figure 2 below..

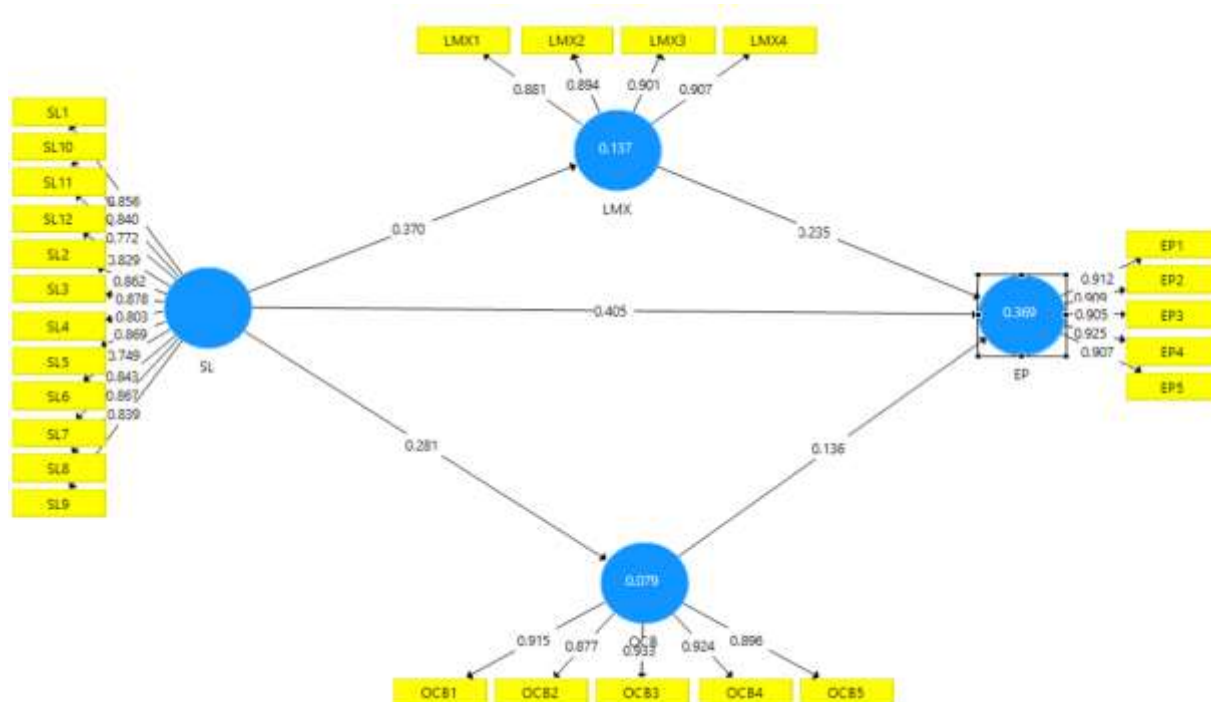


Figure 2. Final Research Model

Hypothesis Testing of Direct and Indirect Effects

The results of hypothesis testing of direct and indirect effects are presented in the table below.

Table 3. Results of Testing Direct and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SL -> Performance	0,405	0,231	0,065	3,629	0,000
SL -> LMX	0,370	0,370	0,069	5,341	0,000
SL -> OCB	0,281	0,282	0,075	3,746	0,000
LMX -> Performance	0,235	0,231	0,065	3,629	0,000
OCB -> Performance	0,136	0,132	0,062	2,193	0,000
SL > LMX-> Performance	0,087	0,086	0,030	2,844	0,000
SL > OCB> Performance	0,038	0,038	0,021	2,808	0,000

Source: Primary data processed, February 2024

The explanation of Table 3 is as follows: *First (1)* The analysis results show that the parameter coefficient for the SL variable on employee performance is 0.405 or (40.5%), indicating a positive influence of SL on employee performance, strengthened by the test result of the estimation coefficient of 0.231 with a t-value of 3.629 and standard deviation of 0.065. Therefore, the p-value is 0.000 < 0.05, so the first **hypothesis (H1) in this study is accepted.**

Next, (2) the parameter coefficient for the SL variable on LMX is 0.281 or (37%), indicating a positive influence of SL on LMX. The test result of the estimation coefficient of SL on LMX is 0.370 with a t-value of 5.341 and standard deviation of 0.069. Therefore, the p-value is 0.000 < 0.05, **accepting the second hypothesis (H2).**

Third (3); the parameter coefficient for the SL variable on OCB is 0.281 (28.1%), indicating a positive influence of SL on OCB. The test result of the estimation coefficient of SL on OCB is 0.282 with a t-value of 3.746 and standard deviation of 0.075. Therefore, the p-value is 0.000 < 0.05, **accepting the third hypothesis (H3).**

Fourth (4), the parameter coefficient for the LMX variable on employee performance is 0.235 or (23.5%), indicating a positive influence of LMX on employee performance. The test result of the estimation coefficient of LMX on employee performance is 0.231 with a t-value of 3.629 and standard deviation of 0.065. Therefore, the p-value is 0.000 < 0.05, **accepting the fourth hypothesis (H4).**

Fifth (5), the parameter coefficient for the OCB variable on employee performance is 0.136 (13.6%), indicating a positive influence of OCB on employee performance. The test result of the estimation coefficient of OCB on employee performance is 0.132 with a t-value of 2.193 and standard deviation of 0.030. Therefore, the p-value is 0.000 < 0.05, **accepting the fifth hypothesis (H5).**

Sixth (6), the parameter coefficient for the SL variable on employee performance through LMX is 0.087 or (8.7%), indicating a positive indirect effect of SL on employee performance through LMX. The test result of the estimation coefficient of SL on employee performance through LMX using bootstrap is 0.086 with a t-value of 2.844 and standard deviation of 0.030. Therefore, the p-value is $0.000 < 0.05$, **accepting the sixth hypothesis (H6)**.

Seventh (7), the parameter coefficient for the SL variable on employee performance through OCB is 0.038 or (3.8%), indicating a positive indirect effect of SL on employee performance through OCB. The test result of the estimation coefficient of SL on employee performance through OCB using bootstrap is 0.038 with a t-value of 1.808 and standard deviation of 0.021. Therefore, the p-value is $0.071 > 0.05$, **accepting the seventh hypothesis (H7)**.

DISCUSSION

The Influence of Servant Leadership on Employee Performance

The research results indicate that SL has a direct, positive, and significant influence on the performance of PT. BAGI, Tbk employees. Thus, the first hypothesis (**H1**) is **accepted**. This finding is in line with and consistent with the theoretical concept and previous research proposed by Greenleaf (1970), which suggests that servant leadership contains the following four (4) aspects: 1) enhancing motivation and job satisfaction; 2) increasing organizational commitment; 3) improving team performance; and 4) enhancing trust and security. In line with Greenleaf's concept, Yukl (2004) emphasizes the importance of servant leadership, including: 1) developing subordinates; 2) empowering subordinates; 3) building relationships; and 4) creating value for the community. The findings of this study support previous studies, including: (Bose & Emirates, 2018; de Waal & Sivro, 2012; Gašková, 2020; Harwiki, 2016; Kadarusman & Bunyamin, 2021; Kim & Min-Kyeong, 2017; Liden et al., 2014; Schwarz et al., 2016; Walumbwa et al., 2010).

The Influence of Servant Leadership on Leader-Member Exchange

The research results indicate that servant leadership has a direct, positive, and significant influence on LMX. Thus, the second hypothesis (**H2**) is **accepted**. This study's findings are consistent with previous studies, including: (Barbuto & Hayden, 2011; Khattak, Khan, Ali, Khan, & Saeed, 2023; Liao, Lee, Johnson, & Lin, 2021; Newman, Schwarz, Cooper, & Sendjaya, 2017; Wang, Jiang, Liu, & Ma, 2017; Wu, Tse, Fu, Kwan, &

The Influence of Servant Leadership on Organizational Citizenship Behavior (OCB)

The research results indicate that servant leadership has a direct, positive, and significant influence on OCB. Thus, the third hypothesis (**H3**) is **accepted**. The findings of this study are consistent with studies conducted by Liden et al. (2008), Walumbwa et al. (2010), and Wong et al. (2018), which suggest that servant leaders can enhance OCB by providing support and facilitating better relationships between leaders and subordinates. Consistent with these findings, Wiji Utami, Dewi Prihatini, and Adelia Maris (2015) stated the impact of servant leadership on OCB. Rsiyet Yuniarto (2018) also mentioned that servant leadership has a significant impact on OCB. Research by Podsakoff et al. (2000), Vondy (2010), and Ehrhart (2004) explains that leadership behavior plays an important role in influencing OCB. Additionally, this study supports previous studies, including: Azila-Gbettor (2023), Newman et al. (2017), and Ruiz-Palomino, Linuesa-Langreo, & Elche (2023).

The Influence of Leader-Member Exchange (LMX) on Employee Performance

The research results indicate that LMX has a direct, positive, and significant influence on employee performance. Thus, the fourth hypothesis (**H4**) that **LMX has a direct**, positive, and significant influence on employee performance is accepted.

LMX is a concept that refers to the relationship between a leader and each member of their team individually, as described by Liden and Maslyn (1998). Based on this perspective, in practice, leaders can strengthen LMX relationships by providing open communication support and paying attention to employees' needs.

The findings of this study are consistent with previous empirical studies conducted by Dirican (2023), Graen and Uhl-Bien (1995), Erdogan and Enders (2007), Grestener and Day (1997), Liden et al. (1993), Setoon et al. (1996), Wheeler et al. (2009), Law et al. (2010), and Mak and Chan (2012).

The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

The research results indicate that OCB has a direct, positive, and significant influence on employee performance. Thus, the fifth hypothesis (**H5**) is **accepted**. OCB is voluntary behavior performed by employees that goes beyond their job duties as outlined in their job descriptions (Robbins, 2017). Such behaviors include helping colleagues, maintaining a clean work environment, and providing constructive suggestions to management.

The findings of this study are in line with studies conducted by: empirical studies conducted by: (Gupta, Mittal, Ilavarasan, & Budhwar, 2024; Hermawan, Thamrin, & Susilo, 2020; Qalati, Zafar, Fan, Limó Harwiki, 2013; Podsakoff, et al. (1997); Organ (1988); and Lee and Allen (2002)). Their research results indicate that OCB has a positive influence on employee performance and can be an important factor in achieving organizational success.

The Role of LMX and OCB as Mediators between Servant Leadership and Employee Performance

The research results indicate that LMX mediates the influence of servant leadership on employee performance significantly. Thus, the sixth and seventh hypotheses (H6 and H7) are accepted. The positive influence of servant leadership on employee performance can be mediated by LMX and OCB, as LMX and OCB serve as channels for communication and good relationships between leaders and employees. Leaders who practice servant leadership and tend to exhibit OCB behavior tend to have good and positive relationships with employees, making employees feel valued and cared for, which in turn can improve their performance.

The findings of this study are supported by several previous studies conducted by: (Barbuto & Hayden, 2011; Greenleaf, 1998; Harwiki, 2013, 2016; Liden et al., 2014; Nurtjahjani et al., 2022; Liden, et al. (2008); Wang and Hsieh (2013); Wang, et al. (2014); Javed, et al. (2021); Kusy and Drea (2018); Liden, et al. (2008); Walumbwa, et al. (2010); Yoon, et al. (2013), which concluded that LMX mediates the relationship between servant leadership and employee performance.

CONCLUSION

The conclusions drawn from this study include: 1) Servant leadership has been proven to enhance employee performance; 2) Servant leadership has been proven to enhance the leader-member exchange (LMX) role; 3) Servant leadership has been proven to enhance Organizational Citizenship Behavior (OCB); 4) Leader-member exchange (LMX) has been proven to enhance employee performance; 5) OCB has been proven to enhance employee performance; 6) LMX mediates the partial relationship between servant leadership and employee performance; and 7) OCB mediates the partial relationship between servant leadership and employee performance.

THEORETICAL IMPLICATION

This research model contributes to the theoretical development of employee performance related to leadership theories and organizational psychology theories, especially theories regarding servant leadership, (Greenleaf, 1998); social exchange theory (Kelley et al., 1962) The theory used to support the relationship patterns in this research. Servant leadership serves as the primary theory proposed, (Greenleaf, 2008) It states that a good leader is someone who serves, not just directs subordinates.

MANAGERIAL IMPLICATION

The managerial contributions expected in this research model involve individual interventions by employees in the form of leadership and OCB, aiming to contribute to the progress of PT. BAGI through various efforts, including: 1) leaders and employees need to pay attention to collaboration and cooperation related to training and development programs for both leaders and employees; 2) the importance of paying attention to behaviors by both leaders and employees in decision-making and having a higher sense of responsibility towards their work; and 3) creating a strong teamwork to achieve common goals.

Limitations and Future Avenues of Study

The limitations of the study are: 1) Different company contexts: the research model may not always be applicable universally to every company; 2) Challenges in measuring variables: measuring variables such as servant leadership, LMX, and OCB are more subjective and difficult to measure objectively.

Future studies that can be suggested include: 1) quantitative research, so that in future studies it is recommended to further explore with a qualitative approach to comprehensively understand the influence of SL on employee performance mediated by LMX and OCB; 2) the results of this study contribute to the development of a conceptual research model in the field of Human Resources and Organizational Behavior, so it is necessary to expand the scope of research to variables outside the existing model.

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