

**The Influence of Servant Leadership on Employee  
Performance  
Through Organizational Citizenship Behavior**

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ISSN: 1533 - 9211

**Abstract**

This research aims to analyze the influence of servant leadership on employee performance, analyze the influence of servant leadership on organizational citizenship behavior, analyze the influence of organizational citizenship behavior on employee performance, and analyze the influence of servant leadership on employee performance through organizational citizenship behavior. The sample in this study was 139 people. The analysis technique uses SEM. The results of the analysis show that servant leaders influence employee performance. Servant leadership influences organizational citizenship behavior. Organizational citizenship behavior influences employee performance. Servant leadership influences employee performance through organizational citizenship behavior.

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**KEYWORDS:**

Servant Leadership,  
Employee Performance,  
Organizational Citizenship  
Behavior

Received: 20 November 2023  
Accepted: 18 December 2023  
Published: 24 December 2023

**TO CITE THIS ARTICLE:**

Djunaidi, M. M.,  
Kustiani, L., &  
Sumtaky, M. (2023).  
The Influence of  
Servant Leadership on  
Employee  
Performance Through  
Organizational  
Citizenship Behavior.  
*Seybold Report  
Journal*, 18(10), 217-  
234. DOI: [10.5110/77.  
1089](https://doi.org/10.5110/77.1089)

## INTRODUCTION

A social organization that focuses on service will certainly continue to interact with its human members. Hospitals, as organizations that specialize in health services, are faced with demands to continuously improve the quality of their services. The background includes the fact that hospitals function as health service institutions for communities with unique characteristics that are influenced by advances in health science, technological developments, and the socio-economic dynamics of society. It is hoped that hospitals can continue to develop better and more affordable health services, so that they can achieve optimal levels of public health through providing comprehensive individual health services, providing inpatient, outpatient and emergency care services, as well as implementing various necessary health measures.

Regional General Hospital Dr. M. Ashari Pematang is a type C hospital, which has a variety of employees ranging from medical employees, paramedical employees, medical support employees, non-paramedical employees, and non-medical employees. Paramedics, who work under the direct supervision of doctors, have a crucial role in providing supporting medical services, such as nurses. As a service provider, demands for friendliness, speed, effectiveness of actions and patient comfort are the keys to successful hospital management. Hospital employees are considered the most important element apart from infrastructure. The success of hospital services depends greatly on their efforts to achieve these standards. Therefore, employee behavior has a central role in providing satisfactory service to the community. Overall, effective integration between paramedic personnel, physical facilities, and employee behavior is the main foundation for achieving the goal of optimal health care in the hospital environment. In carrying out their duties, there are still complaints from the public regarding the slow handling of patients resulting in long queues, unfriendly staff and inadequate medical equipment. This is reinforced by the results of the community satisfaction assessment, where there are still parts that are in the unsatisfactory category.

In recent times, research on leadership has moved away from the well-explored transformational leadership model that focuses exclusively on the leader, towards a shared and relational perspective, where exchange relationships between leaders and followers are the focus (Bass et al., 2003). One such relational, moral and ethical approach, known as servant leadership, is specifically oriented towards meeting the needs of followers. However, although extensive research has now confirmed that servant leadership can be an effective leadership style (Eva et al., 2019).

Regarding efforts to achieve performance as expected, leadership is also a factor that is the main topic of study for several researchers and practitioners. This is because leadership is an aspect that directly influences organizational and individual performance. Especially in the health sector, where activities are directly in the field of community service, leadership is needed that can accommodate activities that have

service as their core. Luthans (2011) defines leadership as interaction between members, clarified by Yukl (2017) saying that leadership is something related to the deliberate process of individuals to emphasize their strong influence on other parties to guide, create structure, facilitate activities and relationships within an organization or group.

One form of leadership considered ethical and appropriate at this time in hospital organizations is servant leadership, as explained by Blanchard & Perotti (2002) stating that servant leadership is the basis of effective leadership. This is because in hospitals providing public services in the health sector is the main focus of their work activities. In line with the statement service is the essence of servant leadership, and has important moral teachings.

Servant leadership is an ethical concept introduced by Greenleaf starting in 1977. In his work entitled "Servant Leadership," Greenleaf emphasizes that servant leadership originates from sincere feelings that arise from the heart, where the main intention is to serve. Servant leaders are identified as individuals who desire to be the main actors in providing services. Greenleaf highlights the importance of a genuine desire to contribute to others as a key foundation of leadership. With a focus on service, the leader is oriented towards the needs and development of others, creating an environment where collective growth and community well-being are a priority. This concept places service as the philosophical foundation of leadership, emphasizing the leader's role as the first servant in achieving common goals.

Decisions arising from conscience often create the urge to take on leadership roles. In the context of serving, differences in manifestation can be observed from two main aspects. First, the focus is on ensuring the needs of others are met, by paying special attention to employee development. This aims to make them more mature, healthy, independent and autonomous. Servant leaders aim to create an environment in which these individuals can develop holistically. Employees' maturity, health, freedom, and autonomy are considered the foundations that enable them to develop into future servant leaders. Thus, a service attitude is not only a current action, but also an investment in creating the next leader who also has a service orientation.

In line with this concept Neuschel (2005) states that servant leaders are individuals who have a high sense of humanity. For Leaders, it is not destiny to be the recipient of service, but rather it is a privilege to provide service. Neuschel emphasized the importance of a number of certain elements or understandings in a high-quality leadership life. The characteristic of a servant leader is considered the main foundation because without this element, leadership can be distorted and become an encouragement to serve oneself and personal interests rather than serving public needs. Therefore, a high sense of humanity and service orientation are the main elements that form leaders who are committed to service and collective welfare.

Servant leadership is a leadership approach that is based on virtue based on serving the needs of subordinates, the organization and the broader community.

In order to achieve organizational goals, it turns out that not only the behavior of carrying out tasks as they should, but the behavior of employees who are willing to do more than just their main tasks is needed, which is an effort to strengthen the achievement of performance that exceeds what is written in the job target description. Organizations need and want employees who are willing to carry out tasks that are outside or not required in their job description, while their behavior is voluntary for the progress of the organization. Cooperation and collaboration that exceed formalities have a crucial role in carrying out the operations of an organization. These additional actions often include completing responsibilities beyond the formal duties outlined in the job description (Spector, 2008). This type of behavior is known as Organizational Citizenship Behavior (OCB).

Organ (2006) explains Organizational Citizenship Behavior (OCB), namely employee behavior that is voluntary, does not receive direct rewards in formal form, but is able to increase the effectiveness of organizational functions. OCB has been proven to make a significant positive contribution to employee performance. According to (Bolino & Turnley, 2005), OCB behavior includes taking on additional responsibilities, providing voluntary assistance to coworkers, maintaining the company's reputation, complying with company regulations, protecting and promoting company interests, and maintaining a positive attitude and tolerance in the work environment. OCB reflects additional behaviors that are not included in the routine job description, but provide added value to the organization. Voluntary actions such as helping coworkers, maintaining the company's image, and complying with company rules can create a productive and positive work environment. Therefore, understanding and encouraging OCB can be an effective strategy in improving overall organizational performance and welfare.

There are several previous studies that show different findings. Research on servant leadership was conducted by Ruiz-Palomino et al. (2021) in their research shows that hotel CEOs' servant leadership has a positive indirect effect, through high performance work systems (HPWS), on service differentiation. Additionally, the indirect effect is stronger in hotels with a culture that supports innovation. revealed that CEO servant leadership is sufficient to explain the successful implementation of strategic service differentiation; HPWS combined with a culture of innovation is also associated with service differentiation. The findings of this research provide valuable guidance regarding the conditions that may foster successful implementation of service differentiation in the hospitality sector.

Chughtai (2019) research findings found that servant leadership has a positive relationship with career planning, skills development and networking behavior, which in turn is positively related to

perceived employability. Additionally, it was found that three proactive career behaviors fully mediated the effects of servant leadership on perceived employability.

Based on research conducted by Ashraf (2020), it was found that service leadership has a significant impact on rewards and organizational culture, but does not have a significant impact on employee performance. Furthermore, the results of this research show that service leadership has a positive influence on organizational culture. The higher the servant leadership, the higher the level of organizational culture which reflects primary service, example, innovation, integrity, professionalism and cooperation.

Novelty in this research, namely the respondents used as empirical studies in this research, namely all civil servants (PNS), both medical and non-medical in House Dr. General Hospital M. Ashari Pematang which will later be able to illustrate the performance of hospital employees in other areas who also provide health services, both directly and indirectly. This research is different from previous research in that this research adds the OCB variable as an intervening variable which is also a novelty in this research.

Based on several gap phenomena and research gaps described above, research can be developed on the Influence of Servant Leadership on Employee Performance Through Organizational Citizenship Behavior. Apart from that, in the era of digitalization, there needs to be continued efforts to look for human resource factors that can be used as new steps to improve employee performance, especially in the health services sector.

## **LITERATURE REVIEW**

### **Employee Performance**

Robbins (2007) emphasizes that employee performance is the result of the interaction between motivation and ability. Employee performance refers to individual achievements which are measured based on standards or criteria determined by the organization. Performance reflects the results or level of success of an individual during a certain period in carrying out their duties, compared to work standards, targets or criteria that have been previously determined and agreed upon. Mathis & John (2001) explains that performance generally includes what employees do or do not do in carrying out their duties.

### **Servant Leadership**

Servant leadership, introduced by Greenleaf in 1977, is an ethical concept that has received further development by authors such as (Spears, 2002). Servant leaders are defined as individuals who prioritize service, starting from a natural urge to serve and giving priority to the needs of others. These leaders make a conscious choice to carry the aspirations and drives that drive leadership aimed at serving others. The

main difference lies in the leader's attitude, where servant leaders first believe that the highest needs of others are met. This concept emphasizes aspects of service and dedication, which are the basis for a leadership style that is more collaborative and cares about the needs and development of team members or the organization as a whole. The main mission of a servant leader is to provide service and meet the needs of others optimally, as explained by Russell & Stone (2002). Leaders who adopt a service approach will basically form the same attitude among employees, with the aim that they also have a high commitment to providing good service. The service leadership model introduced by Lantu (2007) emphasizes the importance of employee development as the main priority and the first focus.

### **Organizational Citizenship Behavior(OCB)**

Organizational Citizenship Behavior (OCB) has a history that began in 1977 when Dennis Organ began studies exploring prosocial behavior in social psychology. The intention is to answer questions that arise from theory and related research. In his research, Organ seeks to support the general view by distinguishing between qualitative and quantitative productivity measurements. This is important because often individual productivity is not fully reflected in quantitative measurements alone. Qualitative measurements of OCB involve behaviors such as helping coworkers, complying with regulations in the work environment, or adapting to changes introduced by managers to improve company performance Organ et al. (2006). By emphasizing qualitative aspects, Organ contributes to a better understanding of the concept of OCB and how this behavior influences organizational dynamics. The approach opens the door to a deeper understanding of individual contributions beyond their primary duties, which in turn can shape a more inclusive and productive organizational culture.

OCB behavior is reflected in a person's actions that are extra, not directly or explicitly defined in the formal framework of an organization, but overall organizational functions can be improved in effectiveness (Organ et al., 2006). This includes taking on additional responsibilities, providing voluntary assistance to coworkers, maintaining the company's reputation, complying with company regulations, promoting and protecting company interests, and creating and maintaining a positive attitude and providing positive feedback to others about the organization for which they work.

### **HYPOTHESIS**

The hypothesis in this research is as follows:

- H1 : Servant leadership is influential positive and significant to organizational citizenship behavior.
- H2 : Servant leadership has a positive and significant effect on employee performance.

- H3 : Organizational citizenship behavior has a positive and significant effect on employee performance.
- H4 : Servant leadership has a positive and significant effect on employee performance through organizational citizenship behavior.

## **RESEARCH METHODS**

### **Research design**

The technique in this research will use quantitative techniques. This type of technique in research will use deductive-inductive techniques. This technique is built on expert theories, concepts and researchers' knowledge based on their experience which is then developed into recommended conditions for seeking justification (verification) or rejection in the form of documentary and empirical field data. Quantitative methods will then attempt to test the proposed hypothesis by establishing facts, demonstrating qualitative correlations, offering statistical descriptions, and estimating and anticipating results.

### **DefinitionOperationalVariable**

#### a. Employee Performance

Performance is the extent to which employees fulfill their responsibilities and provide public health services at work. Measuring employee performance using indicators including: work quality, quantity, timeliness and effectiveness.

#### b. OCB

OCB is voluntary and positive behavior carried out by employees within an organization that is not included in the description of primary duties or formal responsibilities. OCB is measured using indicators of Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue

#### c. Servant leadership

Servant leadership is a leadership approach in which the leader focuses his attention on the service and interests of team or organization members. Servant leadership is measured using altruistic calling, emotional healing, wisdom, persuasive mapping, organizational stewardship.

### **Population and Sample**

Population used in this research were all Civil Servants (PNS) in the Dr. Regional General Hospital. M.Ashari Pematang as many as 436 people, consisting of 312 medical employees and 124 non-medical employees who provide direct and indirect services.

The sample is part of the population that is considered representative of the respondents. To get a minimum sample size from the existing population, use the Slovin formula. Based on the Slovin formula, the number of samples taken was 139, and this number was used for SEM analysis. The sample size is based on the opinion of Hair et al., (2006), the appropriate sample size ranges from 100 to 200 respondents in order to use interpretive estimates with Structural Equation Modeling (SEM). The sampling technique uses simple random sampling. Simple random sampling is a sampling technique where each element in the population has an equal chance of being selected as a sample. This technique ensures that each individual unit or element in the population has an equal probability of being part of the sample.

### **Data Analysis Techniques**

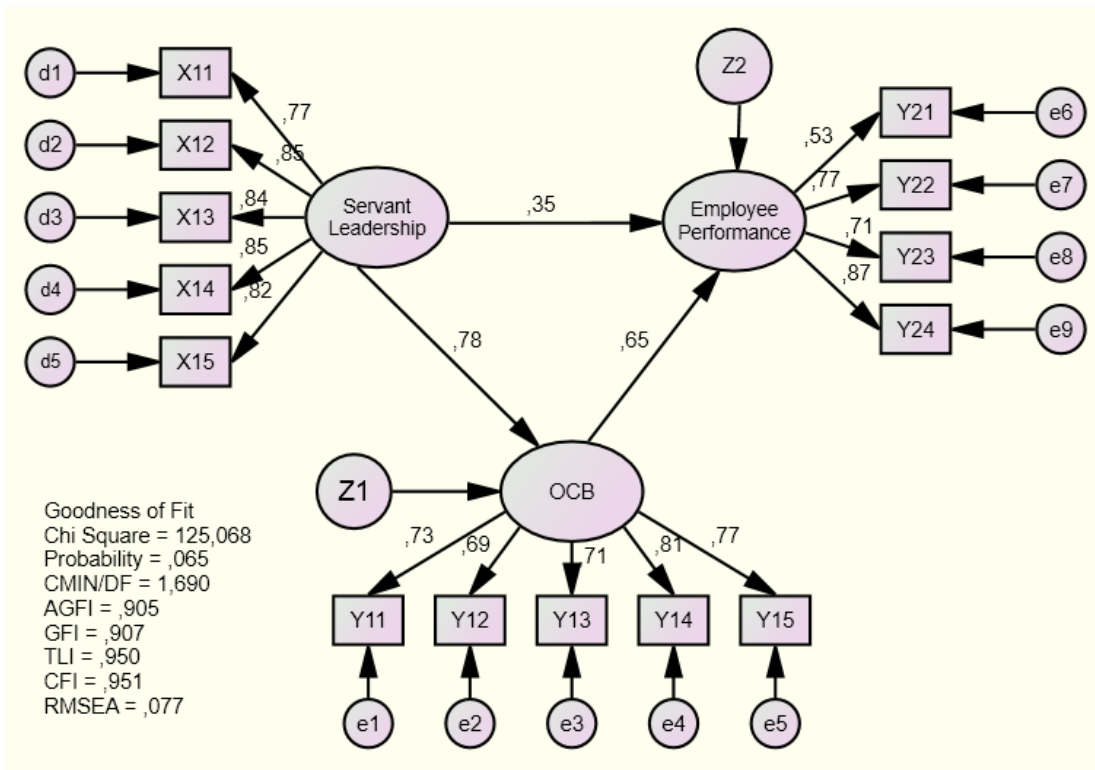
The data analysis techniques used in this research are descriptive analysis and Structural Equation Modeling (SEM). Descriptive analysis aims to explain each characteristic or description of the variables being observed, namely servant leadership, Organizational Citizenship Behavior (OCB), and employee performance.

## **RESEARCH RESULT**

### **SEM Analysis Results**

In this research, inferential analysis was carried out using the Structural Equation Modeling (SEM) technique. Based on the literature review and research objectives, an overall structural model has been developed, as seen in Figure 8. To evaluate this SEM model, computations were carried out using AMOS 18 software, and the results are the model suitability index values (goodness of fit), which is presented in Table 1. The next process involves comparing the index values with the critical cut-off values that have been determined for each index. In general, a model that is considered good is one that has goodness of fit values that are greater or at least equal to the predetermined cut-off value. In other words, the closer to or exceeding the cut-off value, the better the model is considered to fit the observed data.





Source: Processed primary data, 2023 (Figure 1 – SEM Analysis Results)

**Table 1**  
**Results of Goodness of Fit Testing of Modified Structural Model**

Goodness Of Fit Index	Cut-off Value	Results Model	Information
Chi-Square(df = 74)	117,346	115,068	Fit
Chi-Square Probability	≥0.05	0.065	Fit
CMIN/DF	≤2.00	1,555	Fit
RMSEA	≤0.08	0.077	Fit
AGFI	≥0.90	0.905	Fit
GFI	≥0.90	0.907	Fit
TLI	≥0.95	0.950	Fit
CFI	≥0.95	0.951	Fit

Source: Primary data processed, 2023.

Based on the evaluation results of the Goodness of Fit Indices criteria contained in Table 1, it can be concluded that the overall evaluation of the model meets the established standards. Therefore, the model that has been developed in this research is acceptable. These results indicate that the model is appropriate to the existing data and can be used to explain the relationship between the variables identified in the research. This overall evaluation provides confidence that the model structure can be relied upon to explain the phenomenon being studied, as well as contributing to the understanding of the relationships between the variables tested within the research framework. Thus, this conclusion supports the validity and relevance of the model that has been proposed.

### Hypothesis Testing Results

Hypothesis testing in this research uses the p value (probability) as a reference. If the p value is less than or equal to 0.05, then this indicates that there is a significant influence of one variable on other variables. A p value of less than 0.05 indicates that the test results are statistically significant, and the hypothesis can be accepted.

**Table 2**  
**Hypothesis Testing Results**

Variable	Direct Effects	Indirect Effects	Total Effect	C.R.	p-value	Results
Servant leadership→OCB	0.78	-	-	7,986	0,000	H1 Accepted
Servant leadership→Employee Performance	0.35	-	-	3,434	0,000	H2 Accepted
OCB→Employee Performance	0.65	-	-	5,582	0,000	H3 Accepted
Servant leadership→OCB→Employee Performance	0.35	0.51	-	0.86	-	H4 Accepted

Source: Primary data processed, 2023.

Table 2 shows that the servant leadership variable has a critical ratio value  $> 2$  and a p-value  $\leq 0.05$ , meaning servant leadership has a significant and positive effect on OCB. The standardized regression weight coefficient is 0.78, meaning servant leadership has an effect on OCB. Thus the first hypothesis is statistically tested.

Servant leadership has a critical ratio value  $>$  of 2 and a p-value  $\leq 0.05$ , meaning servant leadership has a positive effect on employee performance. The standardized regression weight coefficient of 0.35

means that servant leadership influences employee performance. Thus, the second hypothesis is proven that servant leadership has a positive and significant effect on employee performance.

The OCB variable (OCB) has a critical ratio value greater than 2 and a p-value less than or equal to 0.05. This shows that OCB has a significant influence on employee performance. The standardized regression weight coefficient of 0.305 indicates that OCB has a positive influence on employee performance. Thus, the third hypothesis is proven, namely that OCB has a positive and significant effect on employee performance. These results provide empirical support for the positive relationship between OCB and employee performance within the framework of this research.

OCB status as a variable that can mediate the servant leadership variable on employee performance, because the total influence value is greater than the direct influence ( $0.86 > 0.35$ ). This means that the fourth hypothesis that servant leadership has a positive and significant effect on employee performance through OCB has been statistically tested.

## DISCUSSION

### **The Influence of Servant Leadership on Employee Organizational Citizenship Behavior**

Servant leadership has a positive and significant effect on organizational citizenship behavior. The servant leadership indicators that provide the greatest contribution to increasing employee organizational citizenship behavior are: Persuasive mapping reflected from Leaders have the ability to solve every problem. Leaders who are able to solve problems well demonstrate competence in overcoming obstacles and finding good solutions. This can inspire employees to follow the leader's example, including in pursuing organizational citizenship behavior. When employees see leaders as having the ability to solve problems, employees are more motivated to contribute more than expected to help the organization and their coworkers. Leaders who are able to solve problems can also be role models for employees. Employees can inspire employees to adopt a positive attitude towards problem solving and helping others overcome challenges. Leaders who embrace servant leadership strive to understand and meet employee needs, provide support, and promote employee development. This, in turn, tends to create a work environment in which organizational citizenship behavior can develop. Leaders who have a servant leadership style will create a positive and supportive work environment, which can encourage employees to exhibit OCB behavior. The results of this study support Khattak & O'Connor (2020), Puspasari (2023) and Fatril et al. (2022) who found that servant leadership influences organizational citizenship behavior.

### **The Influence of Servant Leadership on Employee Performance**

Servant leadership has a positive and significant effect on employee performance. The servant leadership indicators that provide the greatest contribution to improving employee performance are: Persuasive mapping reflected from Leaders have the ability to solve every problem. Persuasive mapping in servant leadership creates a work climate that supports good employee performance. Leaders who have the ability to solve problems well will inspire employees to follow their example in solving problems. This ability creates a positive work environment where problems can be resolved effectively, and this can improve employee performance. If employees see that their leaders have the ability to solve problems well, this can motivate employees to think creatively and innovatively in facing challenges. This can improve employee performance in terms of quality, quantity, timeliness and effectiveness. Servant leadership leaders believe that leaders must prioritize the needs of others before their own needs. Leaders who apply a servant leadership style in Regional Hospitals will be able to improve employee performance because leaders who serve their employees will make employees feel more comfortable and safe at work. This will encourage employees to work harder and be more productive. The results of this study support Ruiz-Palomino et al. (2021), Chughtai (2019), Peng & Chen (2021), and Silaban & Nastiti (2021) found that servant leadership influences performance.

### **The Influence of Organizational Citizenship Behavior on Employee Performance**

Organizational citizenship behavior has a positive and significant influence on employee performance. Organizational citizenship behavior factors that contribute to improving employee performance, namely work consciousness reflected in the statement of obeying the rules even though no one is watching. Employees who have work consciousness tend to pay more attention to detail and quality in their work. Employees carefully comply with regulations and procedures, which can improve the quality of work results. Employees who have high work consciousness will always try to provide the best for the organization, even when no one is watching. The employee will obey the rules, work diligently, and help coworkers, even if no one asks for it. Employees who have high work consciousness will be more productive at work, which has an impact on employee performance in terms of quality, quantity, timeliness and effectiveness. Employees will try to complete their work quickly and precisely, even when no one is supervising them, they will focus more on the quality of their work and work effectively.

Employees who have high OCB will be more enthusiastic to provide the best performance. Employees strive to achieve organizational goals and provide quality services to patients. Employees who

consistently comply with rules and procedures tend to have stable and reliable performance. OCB includes behaviors that encourage better service to patients. Employees who participate in OCB tend to provide more thorough care, are empathetic, and responsive to patient needs, this can improve employee performance. The results of this research support Basu et al. (2017), (Indarti et al., 2017), (Aisy et al., 2022), (Widyawati et al., 2022) who found that OCB influences performance.

### **The Influence of Servant Leadership on Employee Performance Through Organizational Citizenship Behavior**

Organizational citizenship behavior can act as a mediator between servant leadership and employee performance. Servant leadership tends to create a supportive work environment, where employees feel valued, empowered, and motivated. The positive work environment created by servant leadership can encourage employees to engage in OCB. Employees feel more motivated to help coworkers, contribute to organizational initiatives, and share knowledge because employees feel valued and motivated by their leaders. The findings of this study support Khattak & O'Connor (2020) found that servant leadership influences organizational citizenship behavior. OCB, which is reflected in work consciousness illustrated by the statement of obeying the rules even though no one is watching, can affect employee performance. OCB can improve employee performance seen from the aspects of quality, quantity, timeliness and effectiveness. The findings of this research support Basu et al. (2017), who found that OCB influences performance. A servant leader who puts employees' interests first will encourage employees to help coworkers who need it. This can increase OCB behavior which can ultimately improve employee performance. By implementing servant leadership, organizations can increase employee OCB, which in turn will improve employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

1. Servant leadership influences OCB, which means that OCB creates a work environment that supports employees to behave positively in OCB.
2. Servant leadership influences employee performance. Servant leadership creates a work environment that is supportive, employee-oriented, and focuses on developing employee potential, which in turn improves employee performance.

3. OCB behavior can help employees work more effectively. OCB, reflected in work consciousness and other voluntary behavior, contributes to improving employee performance.
4. OCB mediates the influence of servant leadership on employee performance. Servant leaders tend to trust and empower employees more, as well as create a safe and comfortable work environment, which in turn will increase OCB behavior which has an impact on improving employee performance.

### **Suggestion**

Based on the research results and conclusions that have been put forward, that servant leadership through OCB can improve employee performance, the suggestions put forward in this research are: Leaders need to build strong personal relationships with team members. This involves active listening, showing empathy, and having a deep understanding of each individual's feelings and emotional needs.

### **COMPETING INTERESTS**

The authors have no competing interests to declare.

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## **HOW TO CITE THIS ARTICLE:**

Djunaidi, M. M., Kustiani, L., & Sumtaky, M. (2023). The Influence of Servant Leadership on Employee Performance Through Organizational Citizenship Behavior. *Seybold Report Journal*, 18(10), 217-234. DOI:[10.5110/77. 1089](https://doi.org/10.5110/77.1089)

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