

# The Effect of Servant Leadership on Employee Performance with Organizational Citizenship Behaviors as Intervening Variable Study Case at Bank BTPN Jakarta Head Office

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## Abstract

*This study investigated the effect of servant leadership on employee performance with organizational citizenship behavior as an intervening variable at Bank BTPN Jakarta Head Office. The population of this study were permanent employees at Bank BTPN Jakarta Head Office. The total population of permanent employees at Bank BTPN Jakarta Head Office were 391, including all business lines with permanent employee status at Bank BTPN Jakarta Head Office. Sampling technique used proportional random sampling, there were 78 respondents. The methods of data collections were survey, literature review, and questionnaire. Data analysis used outer model analysis, inner model analysis, and line analysis. The result showed that servant leadership contributes to a significant impact on employee performance. The second research results obtained proved that servant leadership positively influences and significantly impacts organizational citizenship behavior. The third result showed that organizational citizenship behavior positively influence and significantly impact employee performance. Furthermore, the following result showed that servant leadership significantly impacts employee performance through organizational citizenship behavior.*

## Keywords

servant leadership;  
organizational citizenship  
behaviors; employee  
performance



## I. Introduction

In the current development of the business world, companies are required to create high employee performance to develop a company. The existence of human resources in a company implements a crucial role because employees are a company asset that has great potential to carry out company activities. According to the customer statistics of PT Bank BTPN, Tbk. Several business sectors experienced an increasing, such as the JENIUS digital banking sector by the end of 2020, which saw a 26.92% increasing in customers, the BTPN WOW! until the end of 2020, there was an increasing in customers of 1.4%, the BTPN Sinaya sector until the end of 2020 had an increasing of 334.9% customers. This statistical data shows that several sectors of PT Bank BTPN, Tbk. have good prospects. The phenomenon that is happening at Bank BTPN at this time is that some leaders at Bank BTPN do not apply servant leadership, in this case, employees are released independently with extra-role assignments that are carried out voluntarily, even if there are errors in work outside the job desk, the assessment is only delegated to the employees. Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also

very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

The increasing number of customers in several sectors at PT Bank BTPN, Tbk. The need for human resources in several sectors is also increasing. However, according to employee statistics of PT Bank BTPN, Tbk. The number of permanent and contract (non-permanent) employees from 2018 to 2020 decreased. In 2018 the number of permanent and contract employees (non-permanent) was 7,802, in 2019 the number of permanent and contract employees (non-permanent) was 7,740, and in 2020 the number of permanent and contract employees (non-permanent) was 7,482 based on statistical data from the BTPN annual report 2020 .

Trompenaars and Voerman (2010:3) argue that servant leadership is a management style which is a harmonious management style in terms of leadership and service.

Greenberg and Baron (2008:231,433) define organizational citizenship behavior as voluntary actions beyond formal work requirements. A form of informal behaviour in which a person exceeds formal expectations contributes to the well-being of organizations and people.

Afandi (2018:83), performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

Aji and Palupiningdyah (2016), Natasya (2018), Simamora et al. (2019), Harahap and Dilla (2020), Insan (2020) stated that servant leadership affects employee performance. It is said that if servant leadership is improved, employee performance will also increase, while according to Simamora et al. (2019), servant leadership affects employee performance, the higher the application of values and characteristics of servant leadership will further improve employee performance where the leader focuses on developing employee potential and competencies, so that employee potential grows where needed by the company. In contrast to the research results above, the research conducted by Kamanjaya et al. (2017) explains that servant leadership has no significant effect on employee performance.

Sedarmayanti and Kuswanto (2015), Maris et al. (2015), Natasya (2018), Amir (2019), Simamora et al. (2019), Harahap and Dilla (2020) state that there is a positive and significant influence of servant leadership on organizational citizenship behaviour. Simamora et al. (2019) shows that servant leadership affects organizational citizenship behaviour. The higher the application of values and characteristics of servant leadership will increase employee organizational citizenship behaviour. The results of this study are different from the research conducted by Novita (2020), which shows that the results are inversely explained that servant leadership has a negative, insignificant effect on the servant leadership variable on the organizational citizenship behaviour of Ninda Rasa Klaten cracker workers while according to Pratiwi and Nawangsari (2021) it shows The opposite results also show that servant leadership has a negative and insignificant effect on organizational citizenship behaviour in Kharisma Potential Indonesia with 52 employees as respondents.

Muhtasom et al. (2017), Simamora et al. (2019), Pujiwati and Muhdiyanto (2020), Harahap and Dilla (2020), there is a positive and significant influence of organizational citizenship behaviour on employee performance, organizational citizenship behaviour is an attitude that many organizations expect employees to have because OCB is considered beneficial to the organization. The results of the research above are different from the results of research conducted by Hanafi et al. (2018), which states that organizational

citizenship behaviour has no significant effect on the employee performance variable, which is concluded from the results of the t-test, while according to Purwanto et al. (2021) stated that organizational citizenship behaviour has no significant effect on employee performance variables.

The researchers are interested in conducting further research on this matter from the description above. The object of this research is Bank BTPN Jakarta Head Office, with respondents from BTPN Jakarta Tower Head Office employees. Researchers took the variables of Servant Leadership, Employee Performance, and Organizational Citizenship Behavior to conduct a study entitled " The Effect of Servant Leadership on Employee Performance with Organizational Citizenship Behaviors as Intervening Variable Study Case at Bank BTPN Jakarta Head Office".

## **II. Review of Literature**

### **2.1 Leadership**

Leadership is related to the skills, abilities, and level of influence that a person has. According to Kotter (1990) and Huges et al. (2002), the relationship between management and leadership is complementary. Every organization is made up of individuals, and it is the job of management to direct and coordinate the individuals.

### **2.2 Human Resource**

Human resources can be divided into micro and macro. In micro human resources is individuals who work and become members of a company or institution and are commonly referred to as employees, labourers, employees, workers, etc. In contrast, the understanding of human resources in macro is a resident of a country who has entered the workforce age, both those who have not worked and those who have worked.

### **2.3 Human Resource Management**

According to Mangkunegara (2013:2), human resource management is planning, organizing, coordinating, implementing and supervising the procurement, development, provision of remuneration, integration, maintenance and separation of workers to achieve organizational goals.

### **2.4 Servant Leadership**

According to Trompenaars and Voerman (2010: 3), servant leadership is a management style in leading and serving in harmony, and there is interaction with the environment. A servant leader has a strong desire to serve and lead and, most importantly, can combine the two as mutually reinforcing things positively.

### **2.5 Organizational Citizenship Behaviors**

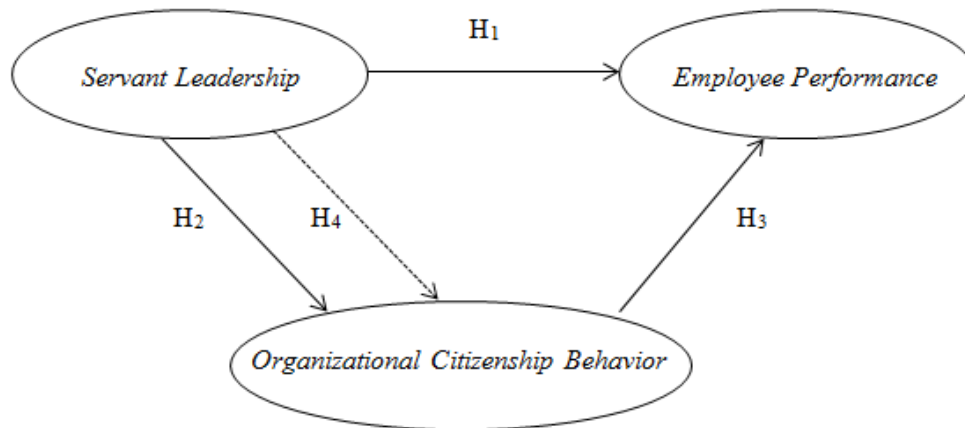
Permatasari (2017:38) suggests that organizational citizenship behavior are individual behavior that are free (discretionary), which do not directly get rewards from the formal reward system, and which, as a whole (aggregate), will increase the efficiency and effectiveness of functions in the organization.

## 2.6 Employee Performance

Gomes in Mangkunegara (2009:9) reveals that employee performance as "Expressions such as output, efficiency and effectiveness are often associated with productivity". This opinion states that an employee's performance cannot be separated from the results achieved and is effective in increasing productivity.

## 2.7 Framework for Thinking

A research framework can be drawn up based on theoretical and empirical studies from previous studies, as shown in figure 1.



**Figure 1.** Framework for Thinking

## 2.8 Hypothesis

### a. Servant Leadership on Employee Performance

According to Spears (2002:255), a servant leader is a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and to prioritize service. This study, is supported by previous research by Tatilu et al. (2014), Aji and Palupiningdyah (2016), Harahap and Dilla (2020), Insan (2020), Alviani et al. (2020) explained that Servant Leadership affects Employee Performance.

Based on the description above, the following hypotheses can be proposed in this study:

H1: Servant Leadership has a significant effect on employee performance.

### b. Servant Leadership on Organizational Citizenship Behaviors

According to Muhdar (2015:14), organizational citizenship behavior are a model of activities that make organizations intrinsically work together and relate in the context of an open system.

Based on the description above, the following hypotheses can be proposed in this study:

H2: Servant Leadership has a significant effect on Organizational Citizenship Behaviors

### c. Organizational Citizenship Behaviors on Employee Performance

Mathis and Jackson (2011:378) explain that performance is basically what employees do or not. This study, it is supported by previous research researched by Sari (2015), Muhtasom et al. (2017), Lestari and Ghaby (2018), Muzzaki et al. (2019), Pujiwati and Muhdiyanto (2020) explained that Organizational Citizenship Behaviors Affect Employee Performance.

Based on the description above, the following hypotheses can be proposed in this study:

H3: Organizational Citizenship Behaviors have a significant effect on Employee Performance

#### **d. Servant Leadership on Employee Performance with Organizational Citizenship Behaviors as an intervening variable**

According to Trompenaars and Voerman (2010: 3), servant leadership is a management style in leading and serving in harmony, and there is interaction with the environment. This study, supported by previous research by Simamora et al. (2019) explains that Servant Leadership affects Employee Performance with Organizational Citizenship Behaviors as an intervening variable.

Based on the description above, the following hypotheses can be proposed in this study:

H4: Servant Leadership has a significant effect on Employee Performance, with Organizational Citizenship Behaviors as an intervening variable

### **III. Research Method**

This study was explanatory research. The methods of data collecting were survey, literature review and questionnaire. Sources of data consisted of primary data that obtained directly, both from interview and questionnaire given to employees at Menara Bank BTPN Jakarta. Secondary data obtained from specific literature related to this research, in the form of internal and external data from Bank BTPN. Data analysis used outer model analysis, inner model analysis, and line analysis.

### **IV. Result and Discussion**

#### **4.1 Outer Model Analysis**

##### **a. Convergent Validity**

Testing the validity of the reflective indicators can be conducted by using the correlation between the indicator scores and the construct scores. Measurements with reflective indicators show a change in an indicator in a construct when other indicators in the exact construct change. According to Hair et al. (2013), a correlation can be said to meet convergent validity if it has a loading value greater than 0.5. The output shows that the loading factor gives a value above the recommended value of 0.5. So that the indicators used in this study have met convergent validity. The following are the results of calculations using the Smart PLS computer program:

**Table 1.** Convergent Validity Test Results

Items	Employee Performance	OCB	Servant Leadership
KK1	0.808		
KK2	0.892		
KK3	0.821		
KK4	0.806		
KK5	0.850		
OCB1		0.863	
OCB2		0.855	
OCB3		0.794	
OCB4		0.819	
OCB5		0.796	
OCB6		0.828	
OCB7		0.775	

SL1			0.699
SL2			0.657
SL3			0.812
SL4			0.760
SL5			0.830
SL6			0.749
SL7			0.795
SL8			0.881

Source: Processed by Researcher of Smart PLS 2022

In table 1 above, the Smart PLS calculation shows that each outer loading value is  $> 0.5$ , hereby stating the convergent validity test criteria have been met. For more details, see the figure 2 below.

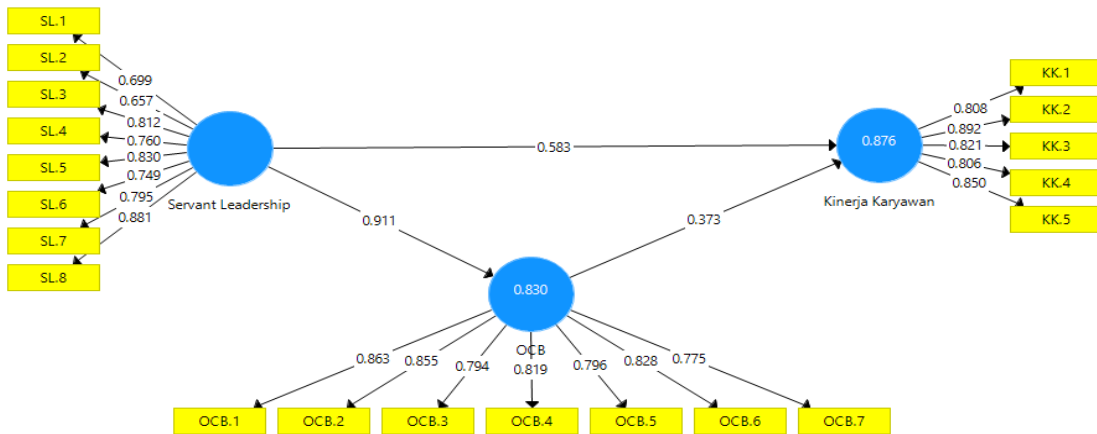


Figure 2. Outer Loading

The calculation results regarding the Bootstrapping significant test can be seen in the image below

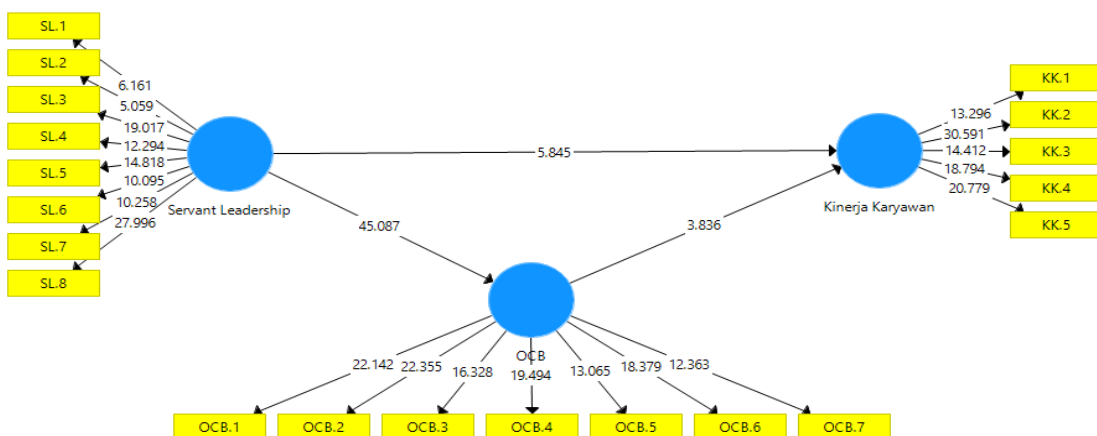


Figure 3. Boothstrapping Model



### b. Discriminant Validity

For reflective indicators, it is necessary to test discriminant validity by comparing the values in the cross-loading table. An indicator is declared valid if it has the highest loading factor value for the intended construct compared to the loading factor value of other constructs.

**Table 2.** Results of Cross Loading Discriminant Validity Test

Items	Employee Performance	OCB	<i>Servant Leadership</i>
KK1	0.808	0.740	0.743
KK2	0.892	0.831	0.829
KK3	0.821	0.743	0.790
KK4	0.806	0.717	0.704
KK5	0.850	0.745	0.787
OCB1	0.773	0.863	0.775
OCB2	0.780	0.855	0.770
OCB3	0.760	0.794	0.784
OCB4	0.800	0.819	0.776
OCB5	0.697	0.796	0.736
OCB6	0.686	0.828	0.721
OCB7	0.675	0.775	0.648
SL1	0.632	0.568	0.699
SL2	0.597	0.518	0.657
SL3	0.806	0.796	0.812
SL4	0.724	0.756	0.760
SL5	0.761	0.727	0.830
SL6	0.691	0.697	0.749
SL7	0.697	0.750	0.795
SL8	0.790	0.788	0.881

*Source: Processed by Researcher of Smart PLS 2022*

Each question item has a Cross Loading value based on the results above. So it can be stated that each item meets the criteria for the discriminant test. Discriminant validity can also be done by comparing the coefficient of the AVE root in each variable with the correlation value between variables in the model.

Lathan and Ghozali (2012:78) stated that the variable was declared valid if the AVE root was more significant than the correlation value between variables in the research model and the AVE was >0.5.

**Table 3.** Comparison of the roots of AVE with a correlation between variables

Variables	AVE	Akar AVE
<i>Servant Leadership (X)</i>	0,602	0,775
Kinerja Karyawan (Y)	0,699	0,836
<i>Organizational Citizenship Behavior (Z)</i>	0,671	0,819

*Source: Processed by Researcher of Smart PLS 2022*

Table 3 above shows that the AVE value seen from the AVE root value, all of the results > 0.5, it can be concluded that the AVE criteria have met the valid requirements.

### c. Composite Reliability and Cronbach Alpha

Solihin et al. (2013) stated that a latent variable could be said to have good reliability if the composite reliability value is more significant 0.6 and Cronbach's alpha value is greater than 0.6. results  $> 0.5$ , it can be concluded that the AVE criteria have met the valid requirements.

**Table 4.** Reliability Test Results

Description	<i>Cronbach's Alpha</i>	rho_A	<i>Composite Reliability</i>	Description
Employee Performance	0.892	0.895	0.921	Reliable
OCB	0.918	0.920	0.934	Reliable
Servant Leadership	0.904	0.911	0.923	Reliable

*Source: Processed by Researcher of Smart PLS 2022 Researchers*

Table 4 shows that all latent variables measured in this study have Cronbach's Alpha and Composite Reliability values greater than 0.6, so it can be said that all latent variables are reliable.

### 4.2 Inner Model Analysis

The weighting scheme for SEM with PLS is carried out by performing a significance test through the R-squared (R2) test and path coefficient estimation. The output for the value of R2 using the Smart PLS computer program is in the following table.

**Table 5.** R-Square Test Results

Items	R Square	R Square Adjusted
Employee Performance	0,876	0,871
<i>Organizational Citizenship Behavior</i>	0,830	0,828

*Source: Processed by Researcher of Smart PLS 2022 Researchers*

The R-squared (R2) value measures how much influence certain independent latent variables have on the latent dependent variable. The R2 value of 0.876 is categorized as substantial, and the R2 value of 0.876 is categorized as vital. If the R2 value of  $> 0.7$  is categorized as vital (Chin, 1998)

### 4.3 Calculation of Coefficient Value and Hypothesis Testing

This discussion describes the process of each independent variable and whether or not it influences the dependent variable according to the path in the model figure that has been tested. In this study, the path tested shows the direct influence of the independent variable Servant Leadership (X) on Employee Performance (Y) and Organizational Citizenship Behavior (Z) at Bank BTPN Jakarta Head Office, as well as the indirect effect of the independent variable Servant Leadership (X) on Employee Performance (Y) through Organizational Citizenship Behavior (Z) which can be seen in the table below.



**Table 6.** Direct and Indirect Effect Coefficient Values

	Original Sample	Sample Mean	T Statistics	T Table	Result
OCB -> KK	0,373	0,361	3,836	1,664	Ho rejected
SL -> KK	0,583	0,595	5,845	1,664	Ho rejected
SL -> OCB	0,911	0,914	45,087	1,664	Ho rejected
SL -> OCB -> KK	0,340	0,330	3,764	1,664	Ho rejected

Source: Processed by Researcher of Smart PLS 2022

## V. Conclusion

Based on the results of the study, it can be concluded that:

1. Servant Leadership has a significant effect on Employee Performance at Bank BTPN Jakarta Head Office. Based on the tests carried out, it can be explained that the Servant Leadership variable (X) has a significant effect on Employee Performance (Y). If Servant Leadership is increased, then Employee Performance will increase.
2. Servant Leadership has a significant effect on Organizational Citizenship Behavior at Bank BTPN Jakarta Head Office. Based on the tests that have been carried out, it can be explained that the Servant Leadership (X) variable has a significant effect on Organizational Citizenship Behavior (Z), where if Servant Leadership is improved by leading a servant, social spirit, empowerment, action, empathy, wisdom, seeking solutions, and visionary, the Organizational Citizenship Behavior will increase.
3. Organizational Citizenship Behavior has a significant effect on Employee Performance at Bank BTPN Jakarta Head Office. Based on the tests that have been carried out, it can be explained that the variable Organizational Citizenship Behavior (Z) has a significant effect on Employee Performance (Y), where if employees apply Organizational Citizenship Behavior, the behavior is helping, organizational compliance, sportsmanship, loyalty to the organization, individual initiative, self-development. And social quality, then Employee Performance will increase.
4. Servant Leadership has a significant effect on Employee Performance through Organizational Citizenship Behavior at Bank BTPN Jakarta Head Office. Based on the tests that have been carried out, it can be explained that the Servant Leadership (X) variable has a significant effect on Employee Performance (Y) through the Organizational Citizenship Behavior (Z) variable, where if Servant Leadership is increased and employees apply Organizational Citizenship Behavior, then Employee Performance will increase.

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