

RESEARCH ARTICLE

How does servant leadership impact employee performance in a state-owned construction company? An analysis with organizational citizenship behavior as an intervening variable

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ABSTRACT

This study examines the pivotal role of leadership in organizational functioning, specifically examining its impact on enhancing employee performance. The research focuses on understanding and analyzing the influence of Servant Leadership on Employee Performance, with Organizational Citizenship Behavior (OCB) serving as the intervening variable. Employing a descriptive quantitative research design, the study encompasses employees from a State-Owned Construction Company in Jakarta, Indonesia. The research uses 100 samples. The research draws upon primary and secondary data derived from field studies and library research. Using path analysis, hypothesis testing, and the coefficient of determination as analytical tools, the findings reveal the significant influence of Servant Leadership (X) on both Employee Performance (Y) and Organizational Citizenship Behavior (Z) at 10.1% and 58.2%, respectively. Furthermore, OCB (Z) exhibits a noteworthy effect on Employee Performance (Y) at 7.6%, while Servant Leadership (X) significantly impacts Employee Performance (Y) through OCB (Z) at 27.9%. The research results show that servant leadership has a significant and positive impact on employee performance, both directly and through OCB, highlight the potential to enhance organizational outcomes even beyond the percentages demonstrated in this study.

Keywords: servant leadership; employee performance; organizational citizenship behavior; human resource management; human capital

1. Introduction

Competitive advantage can be achieved with proper resources and support from organizations. Human Resources is one of the essential factors to achieve organizational success. Effective and efficient performance will make organizations achieve their goals quickly. According to Anitha ^[1], performance is doing something and perfecting its activities in accordance with the responsibilities and expected results. The same goes for the Waskita Karya Group that prioritizes their employee performance, and it can be seen from the assessment of their employee performance through the Key Performance Indicator that has been implemented by the companies every year, wherein the performance always increase. It is essential to maintain employee performance intensively and their performance to run their duties ^[2]. Based on the

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opinion of Grumand & Saks^[3] define human resource management as planning, organizing, coordinating, implementing, and controlling the procurement, development, remuneration, integration, maintenance, and separation of workers in order to achieve organizational goals. Human resources need to be well-managed in order to be able to deliver the desired results for the companies or organizations. In managing human resources, it will require an individual that has leadership intelligence. Northouse^[4], describe that leadership is a process whereby an individual influences a group of individuals to achieve common goals. Leadership involves influence. It is known as how a leader affects their followers and communicate to each other. According to Avolio^[5], a leader is someone who has an advantage in his personality, especially in influencing others to carry out activities that are beneficial to achieve company's goals. Leadership is an activity or art of persuasion that will encourage others to be willing to cooperate, based on the person's ability, and also to guide others in achieving the desired end goals.

Every leader has a different leadership style, therefore, it will bring different impacts or effects on human resource management in achieving the organization's objectives. Leadership style consists of the behavior pattern of an individual who attempts to influence others. It includes each directive behaviors and supportive behaviors^[4]. Asamani^[6] also explains that leadership style is a norm of behavior used by someone when they tried to influence other people behaviors. From various type of leadership styles, there is particular leadership style which always serves and prioritizing followers needs. This leadership style is named as Servant Leadership. Servant Leadership commonly describe as an orientated leadership style that serves its subordinates. Servant leadership is defined as “an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests, (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community”^[7].

The writer conducts a preliminary studies questionnaire on the Servant Leadership style on 30 employees of State-owned construction company. Based on that data, it can be seen that the Servant leadership style felt by respondents at 47.5 percent, which was perceived by employees of Waskita Karya Group. Aside from leadership style, organizational citizenship behavior also supports the efficiency of an organization in achieving its goals. Organizational Citizenship Behavior (OCB) is the discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace, is called organizational citizenship behavior (OCB), or simply citizenship behavior. Successful organizations have employees who will do more than their usual job duties who will provide performance beyond expectations^[8]. According to the results of the preliminary studies on organizational citizenship behavior at Waskita Karya Group, it was recorded that the level of their Organizational Citizenship Behavior is at the amount of 57 percent. Human resources whose combined with proper leadership style and a high organizational citizenship behavior, will result in optimal employee performance, which produces effectiveness and efficiency in achieving the organizational goals^[9]. Harwiki^[10], mention in their research that there are connections and impacts from servant leadership toward employee performance with organizational citizenship behavior as a mediation variable. Based on the explanation mentioned above, the writer interested to conduct further research about servant leadership and its effect on employee performance and also using organizational citizenship behavior as an Intervening Variable at employee's of State-owned construction company.

2. Literature review

2.1. Servant leadership

Servant leadership represents a profound and transformative method of guiding others, surpassing conventional leadership approaches by prioritizing employees' needs, growth, and well-being^[11]. Servant leaders actively engage in listening to their followers' concerns and ideas, empowering them to participate in decision-making processes and fostering a culture of trust within the organization^[12]. Originating in the 1970s, the concept emerged from Robert K. Greenleaf's seminal essay "The Servant as Leader," where he advocated for leadership rooted in wholehearted service, drawing from his own telecommunications industry experiences^[11]. Since then, servant leadership has garnered considerable attention in academic research and organizational practice due to its efficacy in promoting employee engagement, personal growth, and organizational success^[7,13,14].

Greenleaf's observations and experiences led him to recognize that authentic leadership involves prioritizing employees' needs over pursuing power and control, resulting in heightened employee satisfaction, productivity, and organizational prosperity. He contends that servant leadership transcends conventional leadership styles by fostering transformative mindsets and adhering to ethical principles^[11], benefiting individual employees and nurturing a positive organizational ethos conducive to collective success^[15]. The concept of servant leadership challenges traditional leadership paradigms by questioning the expectation of leaders solely holding power and authority. It disrupts hierarchical structures by emphasizing service and empowerment, diverging from the notion that leaders should not directly serve their followers and blurring the distinctions between leader and follower roles^[12]. Ultimately, servant leadership seeks to reshape organizational power dynamics by prioritizing service over personal gain or control^[16,17].

While the benefits of servant leadership are well-documented, several gaps remain in the literature. There is limited empirical evidence on how servant leadership specifically influences organizational outcomes in different contexts, such as state-owned enterprises versus private companies. Moreover, the mechanisms through which servant leadership impacts employee performance require further exploration, particularly in terms of intermediary factors like organizational citizenship behavior (OCB). By addressing these gaps, this study aims to provide a nuanced understanding of servant leadership's effects within a unique organizational setting.

2.2. Organizational citizenship behavior

Organizational citizenship behavior (OCB) denotes discretionary actions undertaken by employees voluntarily, exceeding their formal job requirements, and contributing to the organization's overall effectiveness and welfare^[8]. Demonstrations of OCB encompass activities like assisting colleagues, engaging in teamwork, proposing enhancements, and supporting team objectives^[18], propelled by a sense of ownership, commitment to the organization, and a supportive work environment valuing such deeds. Significantly, OCB correlates positively with employee performance, fostering collaboration, refining teamwork dynamics, and thereby augmenting organizational efficiency^[19,20,21]. To delve deeper into the connection between SL and performance, it is pertinent to consider OCB's role as a potential moderating factor, given its documented positive influence on employee performance. Previous studies have established the positive relationship between OCB and employee performance, yet there remains a need for deeper investigation into how leadership styles, specifically servant leadership, foster OCB. This research seeks to bridge this gap by examining how servant leadership creates an environment conducive to OCB, which in turn enhances employee performance. Understanding this relationship is critical for developing leadership strategies that maximize organizational effectiveness.

2.3. Employee performance

Employee performance has increasingly been linked to human resource management practices in recent years^[22]. Engaged employees within effective organizations are inclined to contribute to organizational objectives^[3]. Properly managed employee performance is crucial for organizations aiming to enhance their competitive advantage and retain skilled personnel. In competitive and evolving environments, organizations recognize that their excellence and distinctiveness can serve as differentiators. Therefore, the strategic management of human resources, particularly employee performance, is imperative. Existing literature on performance distinguishes between in-role and extra-role performance ^[23,24,25]. In-role performance pertains to tasks assigned within job descriptions, while extra-role performance encompasses discretionary actions beyond job requirements. The literature on employee performance has predominantly focused on traditional performance metrics, often overlooking the broader implications of leadership styles on extra-role behaviors like OCB. This study contributes to the theoretical debate by incorporating a more holistic view of employee performance, considering both in-role and extra-role contributions. Future research should continue to explore these dynamics, particularly in varying organizational contexts and cultures.

2.4. Connecting the theories

The integration of servant leadership, OCB, and employee performance provides a comprehensive framework for understanding how leadership styles influence organizational outcomes. Servant leadership's emphasis on employee well-being and empowerment directly fosters OCB, which then enhances employee performance ^[2,10,15]. This interconnected relationship highlights the importance of adopting leadership styles that not only focus on task completion but also on creating a supportive and engaging work environment. The combination of these theories offers a robust model for predicting and improving organizational success through effective leadership and positive employee behaviors.

3. Methodology

This research uses quantitative research methods. The Quantitative method is a method used for a research presentation in the form of numbers or statistics. The research employed descriptive research and quantitative analysis using Path Analysis. Descriptive research seeks to explain what is available, it can be about a condition or relationship, a growing opinion, a process that is happening, a result or effect from it^[26]. The population in this study is 412 employees of State-owned construction company Pusat Jakarta. The samples in this study were both drawn from male and female employees of State-owned construction company Pusat Jakarta. Samples amount taken by using the calculation of the Slovin formula is 100 samples. The method uses to analyze data and obtain a result from data are descriptive analysis and path analysis.

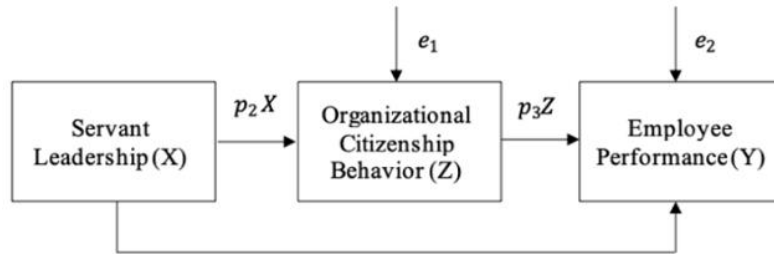
4. Findings

4.1. Descriptive analysis

A descriptive analysis is used to describe the entire data collection by displaying, grouping, and classifying, into a frequency distribution table, which then will also be given with an explanation. Based on the respondents' responses to the Servant Leadership variable (X), the overall grouping is considered within good category with a percentage score of 70.6 percent. Another response results from the respondents to the Organizational Citizenship Behavior variable (Z) result is also within good category with a score percentage of 71.7 percent. Moreover, the last variable response is Employee Performance variables, which is within fairly good category with a percentage score of 64 percent.

4.2. Path analysis

Sekaran & Bougie^[26] explained that the path analysis model was used in analyzing the pattern of relationships between variables to find out the direct or indirect effect of a set of free (exogenous) variables against the endogenous variables.



Source: Researcher’s processed data, 2020.

Figure 1. Path Diagram.

To find a causal relationship with the research variables in the path analysis, the matrix is calculated of the correlation of the Servant Leadership (X), Organizational Citizenship Behavior (Z), and Employee Performance variables (Y). The following is the result of the correlation using SPSS 24:

Table 1. Correlation coefficient.

Correlations		Servant Leadership	Organizational Citizenship Behavior	Employee Performance
Servant Leadership	Pearson Correlation	1	.763**	.529**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Organizational Citizenship Behavior	Pearson Correlation	.763**	1	.519**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Employee Performance	Pearson Correlation	.529**	.519**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 24 Processed Data.

Table 2. The test of relationships between variables.

Relationships	Correlation Coefficient	Category	Conclusion
Servant Leadership (X) with Organizational Citizenship Behavior (Z)	0,763	Very Strong	Significant

Servant Leadership (X) with Employee Performance (Y)	0,529	Strong	Significant
Organizational Citizenship Behavior (Z) with Employee	0,519	Strong	Significant

Performance (Y)

Source: Researcher's Processed Data, 2020.

Partial testing can be seen in **Table 3** obtained from the output SPSS 24 is as follows:

Table 3. t Test sub-structure 1.

Coefficients ^a					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.571	.250		2.284	.025
Servant Leadership	.849	.073	.763	11.702	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: SPSS 24 Processed Data

According to **Table 3** above, it can be seen that the Servant Leadership (X) T value calculated as (11.702) > T table (1.984) with Sig. 0.000 < 0.05, therefore The **H₀** was accepted and **H_a** was rejected which meant that the Servant Leadership (X) significantly affected Organizational Citizenship Behavior (Z).

For the calculation of SUB-structure line 1, it can be seen in **Table 4** obtained from output SPSS 24 as follows:

Table 4. Determination coefficient sub-structure 1.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.579	.40500

a. Predictors: (Constant), Servant Leadership

Source: SPSS 24 Processed Data

Based on **Table 4** above, you can know the magnitude of the value of R Square is 0.583 or by calculation of the formula coefficient determinant, which is:

$$KD \text{ Sub-Structure 1} = R^2 \times 100 \text{ percent}$$

This means that the magnitude of the variable that influence the Servant Leadership (X) towards the Organizational Citizenship Behavior (Z) is 58.3 percent, while the other 41.7 percent is explained in other variables.

The simultaneous calculation of the coefficient path (overall total) in Sub-Structure 2 can be seen in **Table 5** derived from SPSS 24 output as follows:

Table 5. F test sub-structure 2.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.103	2	5.551	21.972	.000 ^b
	Residual	24.507	97	.253		

Total	35.609	99
a. Dependent Variable: Employee Performance		
b. Predictors: (Constant), Organizational Citizenship Behavior, Servant Leadership		

Source: SPSS 24 Processed Data.

From **Table 5**, it obtained the value F of 21.972 greater than the F table for $\alpha = 0.05$ of 3.09 with a probability value (Sig) = 0.000. Because F count (21.972) > F table (3.09) with the value of Sig 0.000 < 0.05 then it can be concluded that the H_0 is rejected and H_a is accepted, which means that collectively the Servant Leadership (X) and Organizational Citizenship Behavior (Z) affect the Employee Performance (Y).

Partial testing can be seen in **Table 6** of processed SPSS 24 as follows:

Table 6. t Test sub-structure 2.

ANOVA ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.066	.319		3.345	.001
	Servant Leadership	.340	.139	.318	2.439	.017
	Organizational Citizenship Behavior	.266	.125	.276	2.119	.037

a. Dependent Variable: Employee Performance

Source: SPSS 24 Processed Data.

Based on the **Table 6** above it can be seen that:

a. Servant Leadership (X) value T is calculated as (2.439) > T table (1.985) with Sig. 0.017 < 0.05, therefore H_0 is accepted and H_a is rejected, which means the Servant Leadership (X) significantly affects Employee Performance (Y).

b. Organizational Citizenship Behavior (Z) value T is calculated as (2.119) > T table (1.985) with Sig. 0.037 < 0.05, therefore H_0 accepted and H_a rejected, which means Organizational Citizenship Behavior (Z) significantly affects Employee Performance (Y).

Table 7. Determination coefficient sub-structure 2.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.312	.298	.50264

a. Predictors: (Constant), Organizational Citizenship Behavior, Servant Leadership

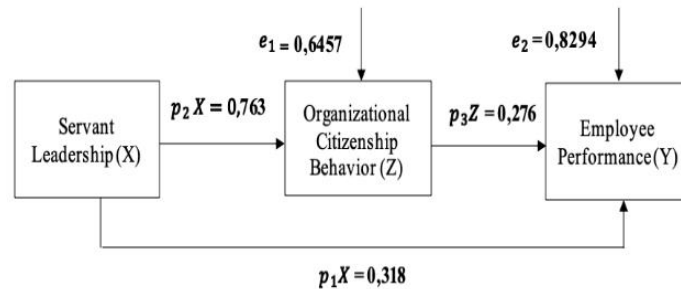
Source: SPSS 24 Processed Data.

Based on **Table 7** it can be seen the magnitude of the value R Square is 0.312 or by calculation formula of coefficient determinant as follows:

$$KD \text{ Sub-Structure 2} = R^2 \times 100 \text{ percent}$$

This means that the variable influence from Servant Leadership (X) and Organizational Citizenship Behavior (Z) to Employee Performance (Y) amounted at 31.2 percent, while the other 68.8 percent is a factor in other variables that are not incorporated into the research.

Based on the Analysis of Sub-Structures that have been done, it can be described in overall the relationship model that occurs is as follows:



Source: Researcher's Processed Data, 2020.

Figure 2. The causal relationship sub-structure 1 and 2.

The calculation results of the structure above is as follows:

a. Structure 1 Equation: $Z = p_2 X + p e_1; R^2$

$$Z = 0,763 + e_1; R^2$$

$$Z = 0,6475$$

b. Structure 2 Equation: $Y = p_1 X + p_3 Z + p e_2; R^2$

$$Y = 0,318 + 0,276 + e_2; R^2$$

$$Y = 0,8294$$

From **Figure 2** it can be seen that the direct and indirect effect between variables that occurred are as follows:

a. The Effect of X to Z $= p_2 X \times p_2 X$

$$= 0,763 \times 0,763$$

$$= 0,5821 \text{ or } 58,2 \text{ percent (Significant)}$$

b. The Effect of X to Y $= p_1 X \times p_1 X$

$$= 0,318 \times 0,318$$

$$= 0,1011 \text{ or } 10,1 \text{ percent (Significant)}$$

c. The Indirect Effect of X to Y through Z

$$= p_1 X + (p_2 X \times p_3 Z)$$

$$= 0,318 + (0,763 \times 0,276)$$

$$= 0,5285$$

Total Effect of X to Y $= 0,5285 \times 0,5285$

$$= 0,2793 \text{ or } 27,9$$

percent

d. The Effect of Z to Y $= p_3 Z \times p_3 Z$

$$= 0,276 \times 0,276$$

$$= 0,0761 \text{ or } 7,6 \text{ percent (Significant)}$$

e. The Direct Effect of X and Z through Y simultaneously

$$R \text{ square} = (0,558)^2 = 31,2 \text{ percent}$$

In summary those effects are presented in the form of table as follows:

Table 8. Summary of the total effect based on the path coefficient.

No.	Variable	Effect		The Rest of e_1 and e_2	Total	Effect (%)
		Direct	Indirect			
1	X to Z	0,5821	–	–	0,5821	58,2 %
2	X to Y	0,1011	–	–	0,1011	10,1 %
3	Z to Y	–	0,5285	–	0,5285	27,9 %
4	X and Z to Y	0,0761	–	–	0,0761	7,6 %
		0,312	–	0,688	1	31,2 %

Thus, the conclusion can be drawn as follows:

a. There is a direct effect between the Servant Leadership variable (X) on Organizational Citizenship Behavior (Z) with a percentage of 58.2 percent. The remaining 41.8 percent is influenced by other variables outside of this study.

b. There is a direct effect between Servant Leadership variable (X) on Employee Performance (Y) with a percentage of 10.1 percent. The remaining 89.9 percent is influenced by other variables outside of this study.

c. There is a direct effect between Servant Leadership variable (X) on Employee Performance (Y) through Organizational Citizenship Behavior (Z) with a percentage of 27.6 percent. The remaining 72.4 percent is influenced by other variables outside of this study.

d. There is a direct effect between Organizational Citizenship Behavior variable (Y) on Employee Performance (Y) with a percentage of 7.6 percent. The remaining 92.4 percent is influenced by other variables outside of this study.

e. There is a direct effect between the Servant Leadership (X) and Organizational Citizenship Behavior variable (Z) on Employee Performance (Y) simultaneously with a percentage of 31.2 percent. The remaining 68.8 percent is influenced by other variables outside of this study.

5. Discussion

The analysis of servant leadership within the state-owned construction company shows that, overall, it ranks well. However, the statement “My leader often motivates employees” received the lowest score, placing it in the fairly good category. This indicates that leaders tend to motivate employees only when necessary rather than consistently. Maintaining employee motivation is essential for achieving organizational goals, as sustained motivation correlates with higher performance and job satisfaction^[15]. Similarly, Organizational Citizenship Behavior (OCB) at the company also falls within the good category. The statement “I don't take advantage of extra time despite having extra days” received the lowest score, suggesting that while OCB is present, there is room for improvement. Effective leadership plays a crucial role in fostering an environment that encourages OCB, which enhances organizational effectiveness ^[27]. The analysis of employee performance at the company indicates it is within the good category as well. The lowest scoring statement, “I do the work effectively and efficiently,” points to challenges in maintaining high efficiency and effectiveness,

potentially due to insufficient motivation from leadership. When employees lack motivation, their performance is likely to decline, highlighting the need for leaders to inspire their teams consistently.

Path analysis results show that servant leadership has a significant effect on employee performance at the state-owned construction company. Both T-test results and path coefficients demonstrate that servant leadership directly influences employee performance and significantly impacts OCB. Furthermore, OCB has a significant effect on employee performance, highlighting its mediating role between servant leadership and employee performance. The theoretical implications suggest that servant leadership can significantly enhance employee performance, especially through the mediation of OCB. However, the path analysis reveals that the direct effect of servant leadership on employee performance is relatively small (10.1%). This indicates that while servant leadership practices are in place, their full potential may not be realized by employees. OCB, however, directly contributes to a 7.6% increase in employee performance, and when combined with servant leadership, the total effect reaches 27.9%. These findings suggest that employee performance is currently in the fair category, indicating moderate achievement levels. Future research could benefit from larger sample sizes or using the entire population to obtain more detailed and potentially different results. The limitations of the current data may mean that future studies could reveal new insights or different findings.

6. Conclusion

In conclusion, this study shows that servant leadership significantly impacts employee performance, both directly and through the mediation of organizational citizenship behavior. Although the direct effect of servant leadership on performance is modest, OCB plays a crucial role in enhancing overall performance. The study demonstrates that servant leadership significantly impacts employee performance, with Organizational Citizenship Behavior (OCB) serving as a crucial mediating factor. While the direct effect of servant leadership on performance is modest (10.1%), the combined effect with OCB significantly enhances performance (27.9%), indicating that servant leadership requires additional support mechanisms, such as consistent motivation, to fully realize its potential. However, the study faces limitations, including a limited sample size and context specificity to a state-owned construction company, which may not fully represent broader populations or different organizational types. Moreover, the reliance on self-reported data introduces potential biases. To address these limitations and build on the findings, future research should consider larger sample sizes, cross-industry studies, and a mixed-methods approach to gain deeper insights and enhance the robustness of the results. Investigating other mediating variables like job satisfaction or organizational commitment, conducting longitudinal studies, and examining the impact of specific leadership training programs could further elucidate the relationship between servant leadership and employee performance.

Author contributions

Conceptualization, NRA and MF; methodology, RS; formal analysis, MF; investigation NRA. All authors have read and agreed to the published version of the manuscript.

Conflict of interest

The authors declare no conflict of interest.

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