

The Effect of Servant Leadership and Authentic Leadership on Employee Performance: The Mediating Role of Organizational Citizenship Behavior (OCB)



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ABSTRACT: The background of this research is the employee performance plays a very important role in maintaining the growth of the organization. Meanwhile, employee's performance cannot be separated by the role of organizational citizenship behavior (OCB). On the other hand, leadership style both servant leadership and authentic leadership have a strategic role to empower OCB to increase the employees performance. The objective of this research is to reveal the effect of servant leadership and authentic leadership on employee's performance through organizational citizenship behavior (OCB) as mediating variable. This research employed a quantitative approach with survey method. The respondents of the research were 58 employees of private bank in Magelang. Moreover, the data were collected by means of questionnaire and the data were analyzed by Partial Least Square (PLS). The results of the research found that servant leadership and authentic leadership have a positive effect on the OCB. Meanwhile, OCB influenced significantly on employees performance. Servant leadership and authentic leadership have a positive effect on the employee's performance directly and indirectly. Moreover, OCB has mediated the effect of servant leadership and authentic leadership on the employee's performance.

KEYWORDS: servant leadership, authentic leadership, organizational citizenship behaviour, employee performance

I. INTRODUCTION

The employees play a very important role in achieving the goal of company; the employees with high performance will be very useful to help the company to increase the growth of the company. Otherwise, the company with low performance of employees will also give a bad impact for the growth of the company. The work dynamics inside the organization requires the employees who are able to work effectively and efficiently either individual or in team work.

Every company almost thinks that the employee performance plays a strategic role because the success or failure of the company will also depend on the performance of the employees. The company must always increase the skills and knowledge of the employees so that they have a higher performance. Many experts highlighted the concepts of employee's performance in different studies. Mohammad (2019) stated that the employee performance is how well they perform their job as effectively as possible to achieve better result. Meanwhile, Prasad (2017) explained that performance is the act of carrying out the job as well as possible. The organization will grow quickly if the employees have good performance. On the other hand, the employees performance is not good, it will influence on the achievement of organizational goal. Job performance deals with the behavioral and outcome aspect and the dimensions of employees performance consist of task performance, contextual performance, counterproductive behavior and adaptive performance (Koopmans et al., 2014). Saxena and Saxena (2015) explained that OCB as an employee behavior that shows the performance higher than that of organization expectation and is defined as employee behavior that does not relate directly with the reward system of the organization. Heidarzadeh Hanzaae and Mirvaisi (2013) confirmed that OCB is an extraordinary behavior that shows higher role and is expected to contribute other employees in the organization and increase awareness and support for the organization.

The organizational citizenship behavior (OCB) has a closed relationship with the empowerments of employees. It explains that if the employees always have the highest role of the empowerment, the OCB will also increase stronger (Shahri et al., 2015). Podsakoff et al. (2009) explained that the dimensions of OCB consist of conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Servant Leadership (SL) mainly puts an individual needs as a top priority compared to organizational objectives, so that the relationships of leaders and followers will be more long-term. On the other hand, there is

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still low attention to the studies of SL compared the other models of leadership such as transformational leadership or visionary leadership (Hoch et al., 2018) . From Javanese culture perspective, the true leader means the leader can act as a servant as well as act as a ruler or leader or It is the so called “*Semar Leadership*” which illustrates leadership is unity of leader and subordinate or in Javanese language “*manunggaling kawula-gusti*” (Andrian, 2012) .

Servant-leaders give more priority on the followers, searching to empower—with spirit—their performance and whole and inner selves. Liden et al. (2008) the dimensions of servant leadership consist of emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates, putting subordinates first and behaving ethically.

Authentic leadership (AL) is a style of leadership where the leaders perform honest and genuine hope to play a role their leadership to serve their followers more efficiently and more effectively (Walumbwa et al., 2008). Meanwhile, Avolio et al. (2004) stated that authentic leadership can play an important role to improve the quality of relationship to support the employees to be active engagement in workplace which increase high performance and productivity. Walumbwa et al. (2008) explained that there are four dimensions of authentic leaderships: awareness, transparency in relationships, balanced processing of information and internalized morale. Authentic leadership (AL) constitutes a leadership model in which the leader performs to others a genuine and honest to serve the followers more effectively.

At this time, experts and researchers still debate about theoretical frameworks characteristics of both servant leadership and authentic leadership. Basically, leadership has a strategic role to increase the employees performance, on the other side, leaders should also consider strategy how to promote employees performance and one of strategies is through the development of OCB. This research aims to throw light on and evaluate empirically two variables authentic leadership and servant leadership on the employee’s performance through OCB as the mediating variable. This research was done in private banking in Magelang City, Central Java from June up to August 2023.

II. METHOD

This research employed quantitative approach with a survey method using private bank which is located in Magelang Municipality as object of the research. The population of this research consists of 58 employees and the whole populations were used as sample with 26 female and 32 males. The instrument of data collection is questionnaire. The servant leadership questionnaire was adopted and modified from (Liden et al., 2008) .

Meanwhile, the authentic leadership questionnaire was developed and modified from (Walumbwa et al., 2010). Then, OCB questionnaires were measured by means of (Podsakoff et al., 2009) and Employees Performance questionnaire was adopted and modified from (Koopmans et al., 2014) . Moreover, Servant Leadership (SL) and Authentic Leadership (AL) were used as the independent variable, Organizational Citizenship Behavior (OCB) was Mediating or intervening variable, and Employees Performance (EP) was used as dependent variable. The data were analyzed by means of Partial Least Square (PLS). Validity was evaluated by using Confirmatory Factor Analysis (CFA). Indicators are determined by loading factor $> .50$. Average Variance Extracted (AVE) should be $\geq .50$. Meanwhile, Reliability was measured based on Cronbach’s alpha and Composite Reliability (CR) that must be greater than $> .70$.

The characteristics of respondents in this research consist of several criteria, covering education, gender, age and work-experience. Among 58 employees, they are 62% or 36 males and 38 % or 22 females. The range age of employees is 20-57 years old. Meanwhile, the educational background of employees is the master degree 4 employees, bachelor degree 12 employees and senior high 20 employees and junior high school 6 employees. In addition, the respondents have worked for 5-10 years around 67 % or 39 employees and under 5 years around 23 % or 19 employees.

III. RESULT

Construct Validity Measurement

Research variables are measured through two orders. The first order, constructs which are used to measure are proved valid, with loading factors every construct $p < .05$. Meanwhile, the results of second order for measurement of validity are all manifests are proved valid with loading factors $p < .05$, it explains that the instruments are valid.

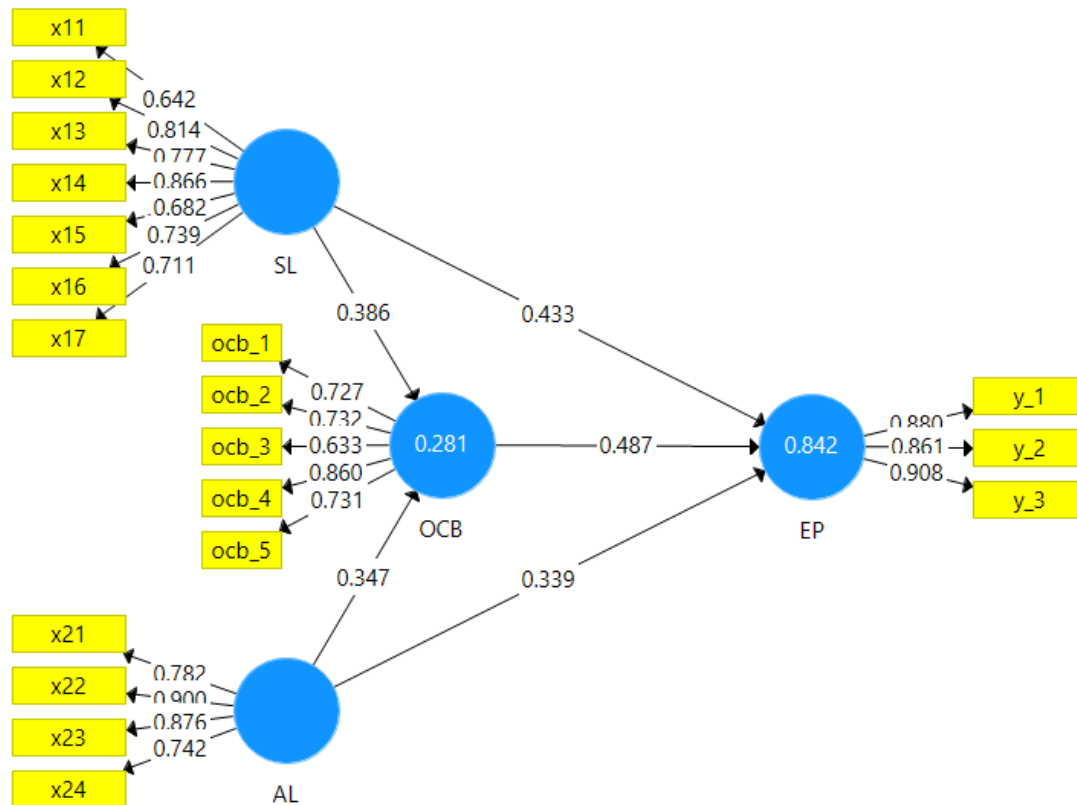
Construct Reliability Measurement

The measurement of instruments first order and second order have acceptable reliability, internal reliability with coefficient Cronbach’s Alpha $> .70$, it explains one dimension characteristics; good convergent with coefficient AVE $> .50$.

Measurement of Structural Model

The result of analysis can be described as the figure 1 below.

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Hypothesis Testing

The results of hypothesis testing can be explained in the table below:

Table 1. The Result of Hypothesis Testing

Dependent	Independent	Coefficient	t _{value}	P
OCB	SL	.386	2.542	.011
	AL	.347	2.242	.025
Direct Effect EP	SL	.433	6.199	< .0001
	AL	.339	4.264	< .0001
	OCB	.487	7.276	< .0001
Indirect Effect EP	SL	.188	2.409	.016
	AL	.169	2.011	.045

Based on the figure 1 and table 1 above, Servant leadership (SL) influenced significantly on Organizational Citizenship Behavior (OCB) with coefficient .386 and $p < .05$ and Authentic leadership (AL) influenced significantly on Organizational Citizenship Behavior (OCB) with coefficient .347 and $p < .05$. Both independent variables Servant leadership (SL) and Authentic leadership (AL) together with OCB influenced significantly on Employees performance (EP), SL with coefficient .433, AL with coefficient .339, and OCB with coefficient .487. OCB as mediating role of Servant leadership and authentic leadership was proved with ($p < .05$), coefficient of influence Servant leadership on Employees performance through Organizational Citizenship Behavior .188 and authentic leadership on Employee’s performance through OCB .169.

IV. DISCUSSION

Servant Leadership on OCB

The result of this study revealed that Servant leadership has a significant effect on OCB with coefficient .386 with $p < .05$. It means that leaders who implement the servant leadership approach can increase the OCB of the employees. The result of the research is compliance with (Mathur and Negi, 2014) revealed that SL gives a positive effect on OCB. On the contrary, Harwika (2013) found different findings that SL does not give an effect on OCB. Based on conceptual point of view, When SL focuses on the welfare of subordinates; it will potentially strengthen the effect of SL on OCB. Howladar and Rahman (2021) found that

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servant leadership influenced directly on organizational commitment and organizational citizenship behavior. Meanwhile, Amir (2019) found that SL gives a positive effect on OCB.

This finding is in compliance with (Trong Tuan, 2017) who confirmed that SL influenced significantly on the OCB. In addition, Roza et al. (2021) revealed that SL has a significant influence on OCB. Moreover, (Dulebohn et al., 2012) confirmed that the opinion that leaders behavior directly give an effect on OCB is an old leadership model. A leader who implements SL will increase the trust of followers toward their leaders (Chan and Mak, 2014). It means that the followers have good perception of SL model and it can improve and increase his extra role behavior. These findings imply that servant leadership style that emphasizes on the role of the human factor can increase extra role from the employees of the organization. Ragnarsson et al. (2018) explained that the main characteristics of SL is "to serve and to lead" to meet the desire of the followers. Most style of leadership focus on the growth of organization, meanwhile servant leadership concentrates on the need of follower on the top priority (Kool and Van Dierendonck, 2012). The main focus of servant leadership is directed to the followers' interests and need to develop the employees which is able to build good organizational behavior of the employees (Walumbwa et al., 2010). Meanwhile, Barbuto and Gottfredson (2016) confirmed that many researches threw light on that the servant leaders have elevated the followers emotional healing by putting the follower expectation on the first priority.

The servant leader has characteristics to serve and to empower the employees voluntarily and continuously and must be part of his leadership style. Moreover, as a leadership style SL usually focuses on the followers' development and needs to push the followers to do an extra work. Leaders who apply SL would inspire their followers to be someone who will serve others. Leaders who really serve other will behave as role models for their followers (Smith et al., 1983) (Wu et al., 2013). Servant leadership is a leadership model that improves service, increase collaboration, trust, ready to listen to, visionary, and uses valuable power to increase performance of others, moreover leadership harmonization inside the organization reflects the organizational culture (Lisbijanto, 2014). Based on the analysis, this research revealed that SL influenced significantly on Employees Performance. The most dominant construct of SL variable which reflects SL is empowering construct with coefficient .866.

Authentic Leadership on OCB

This research found Authentic leadership (AL) influenced significantly on Organizational Citizenship Behavior (OCB) with coefficient .347 with $p < .05$. It means that it is very important for the leader to implement AL to improve and increase OCB. This findings is in line with the previous research was done by (Walumbwa et al., 2010) revealed that authentic leadership gives an effect to organizational citizenship behavior (OCB), commitment, and employees performance. In addition, Paredes, Salomon, and Camino (2021) revealed that organizational citizenship behavior and work engagement were influenced positively by authentic leadership.

When the employees involve more in workplace, they will perform higher OCB which will increase efficiency, effectiveness, and organizational performance. The higher level of OCB makes the employees perform an extra role for doing their job (Al Sahi AL Zaabi et al., 2016). Moreover, Edú Valsania et al. (2012) revealed that authentic leadership influences significantly on OCB of employees. Alomari et. al. (2019) revealed that authentic leadership has an effect on organizational citizenship behavior (OCB) and employees' commitment.

Meanwhile, (Iqbal et al., 2018) revealed that authentic leadership significantly influences OCB and CSR. The empirical result shows that authentic leadership positively deals with organizational citizenship behavior (Shaikh et al., 2022) . Shifare et al. (2021) found that 80 % of respondents perceived that OCB was influenced by authentic leadership style of the leaders. Meanwhile, 15% of respondents stated that authentic leadership affects indirectly, and 5% of the respondents answered that authentic leadership is less influence on OCB. Walumbwa et al. (2010) stated that authentic leadership style is a leadership style which has a good moral and ethics so that the subordinates follow, the leader is open to create harmoniously relationship with them. The leaders can make fair and balanced decisions; they are able to realize their role and impact to the growth of organization. Gardner et al. (2011) illustrate authentic leadership as a leader who is deeply aware to himself to think and to act based on the norms, values, moral, optimism; having large horizon; strong character and confidence.

Meanwhile, Deli'ć et al. (2017) found that authentic leadership supports the organization performance with their loyalty and leaders who implement servant leadership style will lead by heart and use their own personal's experience and capacity and learn from other people's experience, but try to be authentic with their beliefs and values. Based on the analysis, it can be explained that it is very essential for the leader apply the authentic leadership style to promote OCB to push the employee's more comfortable to increase job performance. Based on the analysis, this research revealed that AL influenced significantly on

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Employees Performance. The most dominant construct of AL variable which reflects AL is balanced-processing construct with coefficient .900.

OCB on Employees Performance

This research found that OCB influenced significantly on Employees Performance with coefficient .487 with $p < .05$. It explains that it is very important for the company to build OCB as well as possible to increase the employee's performance. OCB describes the condition in which employees are able carry out their works by performing extra role activities, enhancing performance and developing efficiency of works team (Chelagat and Kemboi, 2015). Moreover, Meanwhile, Putrawijaya, Lely Hana, and Awwaliyah (2022) found that OCB has a positive and significant effect on employee performance. Meanwhile, organizational citizenship behavior can mediate the relation of servant leadership and employee performance.

Laras et al. (2021) confirmed that OCB plays an important role to improve the employees performance but for enhancing employees satisfaction as well. Moreover, Lestari and Ghaby (2018) found that employees performance are influenced positively by OCB. The result of this research is compliance with the previous research was done by (Tehran et al., 2013) found that the dimensions of OCB can increase the employees performance. It implies that the behavior of OCB enables social interaction of organization's member running smoothly, minimizing the conflict, and increasing the efficiency and effectiveness. Meanwhile, Harwiki (2016) revealed that employees performance was influenced by OCB. It means that OCB plays an important role in improving OCB.

Yukl (2013) explained the concept of OCB as the employee's behavior which supports the organizational performance with extra role of and voluntary to reach the goal of organization. OCB can be described as the employees behavior who are voluntarily to involve in contributing indirectly to increase the performance of the organization (Mallick et al., 2014). OCB plays a crucial role in improving employees performance, previous study revealed that OCB influenced significantly on the employees performance (Harwiki, 2016). It is very important for the leaders to improve OCB to improve employee's performance and to increase efficiency and effectiveness in the organization. Amalia et al. (2021) found that OCB and employees empowerment significantly influenced job performance.

Moreover, Mallick et al. (2014) found that job performance is influenced significantly by OCB and altruistic dimension gives the strongest relationship on job performance. Based on the research findings, it can be explained that OCB plays a very strategic role to improve EP. Based on the analysis, this research revealed that OCB influenced significantly on Employees Performance. The most dominant construct of OCB variable which reflects OCB is courtesy construct with coefficient .866.

Servant Leadership on Employees Performance through OCB as Mediating Variable

The result of the research revealed that servant leadership influenced significantly on Employees Performance (EP) through Organizational Citizenship Behavior (OCB) as mediating variable with coefficient .188 and $p < .05$. It confirms that EP can be built by servant leadership with improving OCB. Chiniara and Bentein (2016) found empirically that task performance was indirectly affected by servant leadership; servant leaders build autonomy and self-independence which increase the employees performance. The result is compliance with Hanaysha et. al. (2022) revealed that servant leadership influences positive significant on organizational citizenship behavior and employee creativity. Moreover, OCB mediates successfully the relation of servant leadership and ethical leadership and employee creativity.

Employees performance refer to the activities dealing with certain job and how well those activities were done by employees. The employees performance have a closed relationship with the objective of the company such as increasing the sales of the company and making profit (Massoudi, 2018). As a matter of fact, Performance can give advantages to both the employees and the employers to grow the organization. When the employees have a high performance, they will be more productive and this will lead the employees indirectly decrease the intention to quit from their job (Osabiya, 2015; Roshidi Hassan, 2014). Putrawijaya, Lely Hana, and Awwaliyah (2022) found that servant leadership has an effect on employee performance. In addition, organizational citizenship behavior is influenced significantly and positively by servant leadership. On the organization perspective, Osabiya (2015) declared that enhanced employees performance deal with the advantages of business such as promoted market share and revenue of the company. Beneath at all, employee performance can be as a great determinant for individual, team and organizational growth.

According to (Azeem et al., 2019; Revanth, 2020) confirmed that employees performance can be influenced by both employee engagement and creative ability. The employee's engagement lead and direct a positive attitude toward their work and they perform more committed and more enthusiasm in executing their job. Employees engagement drive to increase productivity of the company because they work with passion, enthusiasm, and productivity (Gulzar & Teli, 2018). The results of the research reveal that Organizational Citizenship Behavior (OCB) significantly mediates the effect of Servant Leadership (SL) on

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Employees Performance (EP). These results imply that for achieving higher performance, the leaders who implement servant leadership style needs to build the behavior of OCB to the employees. For this extent, OCB can mediate the servant leadership to increase the employee's performance.

Authentic Leadership on Employees Performance through OCB as Mediating Variable

The results of the research found that Organizational Citizenship Behavior (OCB) as mediating variable to the influence of authentic leadership on Employees Performance (EP) with coefficient .169 and $p < .05$ has been proved. It confirms that leader who implements Authentic Leadership must give more attention on OCB to increase EP. When the organization pays attention on the welfare of the members of organization and they perceive positively, it will increase its perception of leaders who apply servant leadership in influencing Organization Citizenship Behavior (OCB) (Amir, 2019) .

Sri Ramalu and Janadari (2022) found that authentic leadership influenced significantly on OCB mediated by psychological capital. Moreover, Iqbal et al. (2018) revealed that OCB was influenced by authentic leadership through corporate social responsibility as mediation variable. Many studies revealed that employees performance are influenced by job satisfaction (Gu and Siu, 2009). Meanwhile, Zoghbi-Manrique-de-Lara (2011) found that job satisfaction will support significantly to increasing employee's performance. Employees performance can be explained as a result of an employee's work both in quality and quantity achieved in implementing work under the responsibilities of the leadership (Amalia et al., 2021) .

Shaikh et al. (2022) found that authentic leadership influenced on OCB among the employees of the telecommunication sector of Pakistan through psychological ownership as mediating variable. Shifare et al. (2021) found that authentic leadership plays a significant role in shaping a positive relationship and increasing OCB of employees. The findings of the research explain that the qualified OCB will also be able to increase the employee's performance and OCB will potentially mediate servant leadership on the employees performance.

CONCLUSION

This research was done to reveal the influence of servant leadership and authentic leadership on employees performance through organizational citizenship behavior as mediating variable. Based on the results of analysis, this research revealed that Servant Leadership influenced significantly on Organizational Citizenship Behavior (OCB) with coefficient .386 with $p < .05$. Meanwhile, Authentic Leadership (AL) influenced significantly on OCB with coefficient .347 with $p < .05$. SL influenced significantly on Employees Performance (EP) with coefficient .433 with $p < .05$, AL influenced significantly on EP with coefficient .339 with $p < .05$, OCB influenced significantly on EP with coefficient .487 with $p < .05$. Moreover, SL influenced indirectly on EP through OCB with coefficient 0.188 with $p < 0.05$ and AL influenced indirectly on EP through OCB with coefficient .169 with $p < .05$. Based on the findings above, it can be concluded that OCB has successfully mediated the influence of servant leadership and authentic leadership on the employees achievement. It confirms that OCB plays a very strategic role to increase the EP.

Implication

The findings of the research confirm empirically about the crucial role of servant leadership and authentic leadership in developing the organizational citizenship behavior to increase employee's performance. This means OCB is very essential aspects of the leaders to increase employee's performance to maintain the growth of the company. However, the employees are the spearhead of a company. In this context, the servant leadership and authentic leadership play an important role in increasing and empowering the employee's performance. The findings of the research have theoretical implication and practical implication. The theoretical implication of this research is the need to construct a theory that puts servant leadership and authentic leadership as a determinant of shaping the quality of OCB and employees performance. Meanwhile, the practical implication of this research is Servant Leadership and Authentic Leadership model are able to increase employees performance through the role of organizational citizenship behavior (OCB) as mediating variable to improve the performance of company and achieve the objective of company.

Limitation

This research has some limitations and offers suggestions for future research. This study only investigates two leadership's models for organizational citizenship behavior (OCB) and employees performance (EP) which probably may not be enough to develop and promote OCB and EP. Moreover, this research used both small population and limited scope of object.

Recommendations

The future research can also add the scope of objects with a larger population. Therefore, it is suggested to involve more

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leadership styles such as transformational leadership style, charismatic leadership, and transactional leadership can be used to explore the effect on OCB and EP.

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