

## Impact of Team Member Exchange and Servant Leadership on Employee Performance with Organizational Citizenship Behavior

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**Abstract:** Servant Leadership has become a new field of leadership research. It has been of great interest in the last decade in that it is related to virtue ethics. However, in Indonesia, studies on this issue are still limited. Many researchers debate this new theory of Servant Leadership because it has been found that the views are significantly different. This study aimed to determine whether Servant Leadership (SLS) and Team Member Exchange (TMX) and the mediating role of Organizational Citizenship Behavior (OCB) were feasible and valuable for organizational success in life insurance companies. The scientific novelty of this study is our salience of Team Member Exchange and the OCB mediating role in explaining TMX performance among National Ownership Life Insurance employees in Riau Islands, Indonesia. We also examined the role of OCB in moderating the indirect effects of SLS on performance. The survey data collected from 160 employees using the SEM AMOS data analysis technique showed that SLS is positively related to performance through OCB, and Team Member Exchange (TMX) negatively affects performance. The moderated mediation test confirmed the SLS moderating effect through OCB. Our research findings also guide enhancing the development and utilization of OCB in the insurance organizations. We have given an answer based on evidence about how we can apply it. This study also broadens our understanding of the importance of the relationship between SLS, TMX, and OCB.

**Keywords:** servant leadership, team member exchange, organizational citizenship behavior, employee performance.

## 团队成员交换和仆人式领导对员工绩效与组织公民行为的影响

**摘要:** 仆人式领导已成为领导力研究的一个新领域。在过去的十年里,它与美德伦理有关,引起了人们的极大兴趣。然而,在印度尼西亚,关于这个问题的研究仍然有限。许多研究人员对这种新的仆人式领导理论进行了辩论,因为人们发现这些观点存在显著差异。本研究旨在确定仆人式领导(SLS)和团队成员交换(TM)以及组织公民行为(华侨银行)的中介作用对于人寿保险公司的组织成功是否可行和有价值。本研究的科学新颖之处在于我们的团队成员交流和华侨银行在解释印度尼西亚廖内群岛国家所有权人寿保险员工的 TMX 绩效方面的显著性。我们还研究了华侨银行在调节 SLS 对绩效的间接影响方面的作用。使用扫描电镜 AMOS 数据分析技术从 160 名员工收集的调查数据表明, SLS 通过华侨银行与绩效呈正相关,而团队成员交换(TM)对绩效产生负面影响。有调节的中介测试通过华侨银行证实了 SLS

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调节作用。我们的研究结果还指导加强华侨银行在保险组织中的开发和利用。我们已经根据有关如何应用它的证据给出了答案。这项研究还拓宽了我们对 SLS、TMX 和华侨银行之间关系重要性的理解。

**关键词：**仆人式领导、团队成员交流、组织公民行为、员工绩效。

## 1. Introduction

Unlike West and China, Indonesian employees, especially working in nationally owned life insurance companies, are still rare as research objects. Many studies that discuss employee performance related to Servant Leadership (SLS) have been carried out. However, those relating to Team Member Exchange (TMX) and Organizational Citizenship Behavior (OCB) are still limited in Indonesia. This is important because a company's success depends on how effective and efficient the employees' performance is [1]. Therefore, an essential factor in understanding the success of a company or organization is to study the employees' performance and leadership. In this new era of research, SLS is currently developing regarding leadership theory in great demand by researchers. Servant Leadership theory emphasizes service to others [2] is still being studied, but that can generally be seen. Some think that leaders always ask to be served by their members instead of serving their members. It will complicate implementation and operationalization because 'it is neither intended as a scientific treatise nor a manual on how to do it [3: 49], the positive effects of SLS on employee satisfaction and also on corporate profits were discussed in [4]. Employee performance is the success of an employee/group of people in carrying out the tasks assigned to him according to company standards, both in quantity, and quality, based on the responsibilities given [5]. The most crucial part of building an organization or company with a legacy of success is its people, including employees and leaders.

In addition, to develop and strengthen the role of Organizational Citizenship Behavior theory to be maintained in the future, we have tried to identify and empirically explore OCB by involving the Team Member Exchange of the sample population to assess its results and impacts. In this theory, we include an empirical study investigating SLS in an organizational context with TMX and the role of OCB, focusing on developing models or testing measurement instruments.

Through our exploration of the theory of Organizational Citizenship Behavior, we provide evidence that OCB and SLS are theories worth defending.

The current gap that has become an interesting discussion is critically studying SLS and OCB and integrating conclusions. We ensure the current status in

the research fields of SLS-OCB and synthesize different studies and advance management research by taking a rigorous methodological approach.

## 2. Literature Review

### 2.1. Servant Leadership

Greenleaf popularized SLS in an organizational context; he articulated his new leadership paradigm – SLS with three introductory essays: The Servant as Leader [2], The Institution as Servant [6], and Trustees as Servants [7]. Greenleaf conceptualizes SLS as not just a management technique but a way of life that begins with the 'natural feeling one wants one' to serve, serve first [8]. Most contemporary studies of SLS are from [2], [3], but in practice, the concept of SLS is not new; statements by many thinkers and leaders have been adopted with roots dating back to the ancient teachings of the major religions. World leadership theory has traditionally been defined only by what leaders do. While SLS is defined by their character demonstrating their total commitment to serving others whose primary motivation is to serve (what they do) and truly aspire to lead [8].

Although scholars have agreed that theories, frameworks, and models will improve our understanding of the meaning, implications, and applications of Servant Leadership, it is still necessary to remain aware of one core challenge for theorists: how to build a model that embraces Greenleaf's theoretical message of devotion through leadership, the underlying principle of a servant as a leader and the practice. Many of these authors present narratives of how examples of SLS are used in organizational settings. However, this is also a significant limitation of major SLS literature, recognizing that SLS requires extensive research. It is emphasized that the strength of the SLS movement suggests that untested theory will play a role in the future leadership of organizations [8]. However, the SLS trend has developed, which is practiced by private and not-for-profit organizations alike, but there is still a lack of research in this area [9]. Therefore, [9] called for empirical studies, and three streams of research have emerged: a) conceptual streams [10]; b) flow measurement [11]; and c) model development [12].

Notably there are no empirical studies that explore Servant Leadership theory in specific organizational

models in the above stream. In addition, as predicted in [3], SLS would be difficult to implement and operationalize.

A review of SLS has been conducted, which helps provide insight into how researchers organize the complexities of Greenleaf's concept of Servant Leadership into a theoretical framework. For example, nine characteristic attributes of SLS were revealed: vision, honesty, integrity, trust, service, model, pioneering, appreciation of others, and empowerment [13]. Communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching, and delegation were also listed there to support the nine attributes of SLS, but Van Dierendonck's conceptual model identifies six main characteristics of SLS: empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction, and stewardship, suggesting different interpretations of Greenleaf's writings; however, they all include a fundamental dimension of servanthood or willingness to serve others [12].

## 2.2. Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) as free individual behavior is not directly or explicitly related to the reward system and can improve the effective functioning of the organization [14]. Meanwhile, according to [15], OCB is a preferred behavior that is not part of a person's formal work obligations but supports the effective functioning of the organization. It is the behavior of a satisfied employee who speaks positively about the organization, helps other individuals, and exceeds normal expectations in their work [15]. Because satisfied employees find it easier to do more at work, they want to respond to positive experiences. Then, as suggested in [16], OCB is a form of informal behavior that goes beyond what is officially expected to contribute to organizational well-being. OCB is an individual contribution that exceeds the role guidelines in the workplace and is rewarded based on individual performance results. OCB involves several behaviors such as helping others, volunteering for extra tasks, and obeying workplace rules and procedures. According to [17], OCB is more related to the manifestation of an employee as a social being. It is a form of voluntary activity from organizational members that supports organizational functions. This behavior is more altruistic, expressed in the form of actions that show selflessness and concern for the welfare of others. Based on this view, it is concluded that OCB is a voluntary behavior (extra-role behavior) that is not included in the job description, a spontaneous behavior without someone's orders, which is helpful and can be assessed through job evaluation.

## 2.3. Servant Leadership and Organizational Citizenship Behavior

Servant Leadership (SLS) is the behavior of a leader who puts the interests of others above his own [3]. Leaders can influence employee behavior and encourage them to demonstrate OCB [18]. SLS can influence organizational citizenship behavior because servant leaders motivate and inspire their employees and win their trust [19]. Servant leaders assist followers in developing public citizenship behavior to become a source of motivation and guidance for employees. They are also involved in the same activities in the organization. Thus, we can say that SLS is directly related to OCB. In contrast, OCB is an extra-role performance where employees do not expect financial or non-financial rewards for their contributions [20].

*Hypothesis:* Servant Leadership positively influences Organizational Citizenship Behavior.

## 2.4. Team Member Exchange

Team Member Exchange (TMX) is exchanging ideas, feedback, and assistance with team members sharing information (information sharing) and efforts (effort sharing). TMX was considered a very important phenomenon in organizational behavior. However, it is relatively unexplored by many researchers [21]. TMX intends to assess how team members personally felt a sense of weakness in terms of task-based interactions [22] and obtain appreciation from other members [23]. Based on this view, it is concluded that TMX is the team members' individual perception of the overall reciprocal relationship in the form of sharing information and assistance.

## 2.5. Team Member Exchange (TMX) and Organizational Citizenship Behavior (OCB)

Apart from that, the main focus of this study refers to the quality of relationships between individuals in a work team, such as colleagues or workgroups. Relationship quality emphasizes assistance to coworkers, the contribution of ideas, and feedback on work problems [24]. High OCB quality indicates the tendency of individuals to value relationships with colleagues, provide ideas and abilities for the advancement of work units, are willing to cooperate, and show respect for colleagues [22]. Conversely, low TMX quality indicates that individuals in work units tend to be less involved with groups and less willing to exchange information to affect group work processes [25]. Individual roles will be meaningful to the group if each member has reciprocity and helps each other. It will lead to extra-role behavior towards colleagues and other parties [21]. Helping behavior also indicates that the interaction of group members has been of high quality and proves that group members have carried out the assimilation process, have a sense of unity, and have trust among coworkers. Based on the opinion above, it can be stated that the relationship among team

members who have high quality can be the basis and guide for individuals to act because they can create trust and strengthen relationships between individuals in the group. In addition, high-quality relationships among team members will also create a conducive work environment because fellow members support and help each other so that individuals are more willing to cooperate. Several previous studies have shown that TMX quality is directly related to the level of OCB of individuals in organizations [21].

*Hypothesis:* Team Member Exchange (TMX) positively affects Organizational Citizenship Behavior (OCB).

### 2.6. Performance

Performance is to measure the success of an organization in achieving the goals of the organization, or it can also be interpreted as a result achieved by a person in carrying out the duties and responsibilities assigned to him because it is based on the capabilities possessed. Employee performance is the result of work where employees carry out their duties according to the rules set by the company to achieve targets following company standards both in quality and quantity according to the responsibilities given by the company. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following his responsibilities [5]. Meanwhile, employee performance is the level of success of an employee/group of people in carrying out a task or activity assigned to him according to his responsibility with the expected results [1], [26]. However, according to [1], employee performance is a tool for comparing a person's work adjusted to an organization's rules.

### 3. Research Framework

Life insurance service companies whose main activities are carried out by marketers in serving their customers are still very likely to provide better services because the meaning of life insurance products does not depend on the sophistication of technology and equipment used. It rather emphasizes more the service of its officers based on the quality of human resources [27]. For this reason, this research was conducted to find out the influence of the strength of human resources, whose variables are

- Servant leadership,
- Team member exchange
- Organizational citizenship behavior, and
- The performance of foreign ownership life insurance officers in the Riau Islands Province of Indonesia.

The conceptual framework of the research is shown in Figure 1.

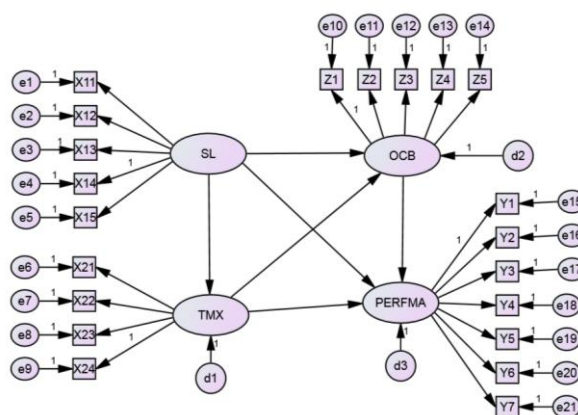


Fig. 1 Research framework

### 4. Hypotheses

*H<sub>1</sub>:* Servant Leadership significantly influences Organizational Citizenship Behavior of National Ownership Life Insurance Employees.

*H<sub>2</sub>:* Servant Leadership significantly influences Team Member Exchange of National Ownership Life Insurance Employees.

*H<sub>3</sub>:* Servant Leadership significantly influences the Performance of National Ownership Life Insurance Employees.

*H<sub>4</sub>:* Team Member Exchange significantly influences Organizational Citizenship Behavior of National Ownership Life Insurance Employees.

*H<sub>5</sub>:* Team Member Exchange significantly influences the Performance of National Ownership Life Insurance Employees.

*H<sub>6</sub>:* Organizational Citizenship Behavior significantly influences the Performance of National Ownership Life Insurance Employees.

### 5. Research Methodology

Community of the study covered 20 National Ownership Life Insurance companies in the Riau Islands Province of Indonesia. The researchers used a comprehensive field survey for the data collected from this part. The data were collected by distributing the questionnaire to foreign-owned life insurance companies, the primary data collection instrument. The number of questionnaires distributed was 268, with 160 valid answers. This study used SEM AMOS 21 tools.

The following statistical methods were employed for the research: Construct, Indicator, and Literature in Table 1.

Table 1 Construct, indicator

Construct	Indicator
Servant Leadership (X <sub>1</sub> )	Love (X <sub>11</sub> )
	Empowerment (X <sub>12</sub> )
	Vision (X <sub>13</sub> )
	Humility (X <sub>14</sub> )
	Trust (X <sub>15</sub> )
Team Member Exchange (X <sub>2</sub> )	Reciprocal (X <sub>21</sub> )
	Hope (X <sub>22</sub> )
	Compatibility (X <sub>23</sub> )

Organizational Citizenship Behavior (Z)	Feedback Environment (X <sub>24</sub> ) Altruism (Z <sub>1</sub> ) Civic Virtue (Z <sub>2</sub> ) Conscientiousness (Z <sub>3</sub> ) Courtesy (Z <sub>4</sub> ) Sportsmanship (Z <sub>5</sub> )
Employee Performance (Y)	Result Quality (Y <sub>1</sub> ) Productivity (Y <sub>2</sub> ) Punctuality (Y <sub>3</sub> ) Effectiveness (Y <sub>4</sub> ) Independence (Y <sub>5</sub> ) Work Commitment (Y <sub>6</sub> ) Responsibility (Y <sub>7</sub> )

On Duty	
Non-Agency	17.5
Agency/Marketer	82.5

Validation of the Study Instrument and its Stability: SLS is measured with five dimensions. The instrument's validity has been confirmed. The arbitrators' judgment on the validity of the instrument was accepted. The Cronbach Alpha test also confirmed the internal consistency of the variable scales. For this analysis, internal consistency with an average (= 0.88) is a reasonable percentage, as shown in Table 3.

The researchers used percentages to examine the community study, Alpha Cronbach coefficient to determine the stability, and multiple regression analysis to test the impact of independent variables. The characteristics of the participants in this survey are shown in Table 2.

Table 2 Summary of sample characteristic (in percent)

<b>Response</b>	62.7
<b>Gender</b>	
Male	40.5
Female	59.5
<b>Age</b>	
20-30 Years	30.2
31-40 Years	39.0
41-50 Years	21.8
51-60 Years	9.0
<b>Level of Education</b>	
Less than high school	0.9
High school degree	57.4
Diploma/Four-year degree	39.5
Master's-degree	2.2
<b>Length of Work</b>	
< 5 years	23.3
5 - 10 years	57.1
11 - 15 years	5.7
16 - 20 years	6.7
> 20 years	7.2
<b>Income every month</b>	
< IDR 5 Million	22.7
IDR 5-10 Million	48.4
IDR 10-15 Million	16.4
IDR 15-20 Million	8.3
> IDR 20 Million	4.3

## 6. Results

### 6.1. Test of Validity

The test was carried out using the Confirmatory Factor Analysis method > 0.60, as shown in Figure 2.

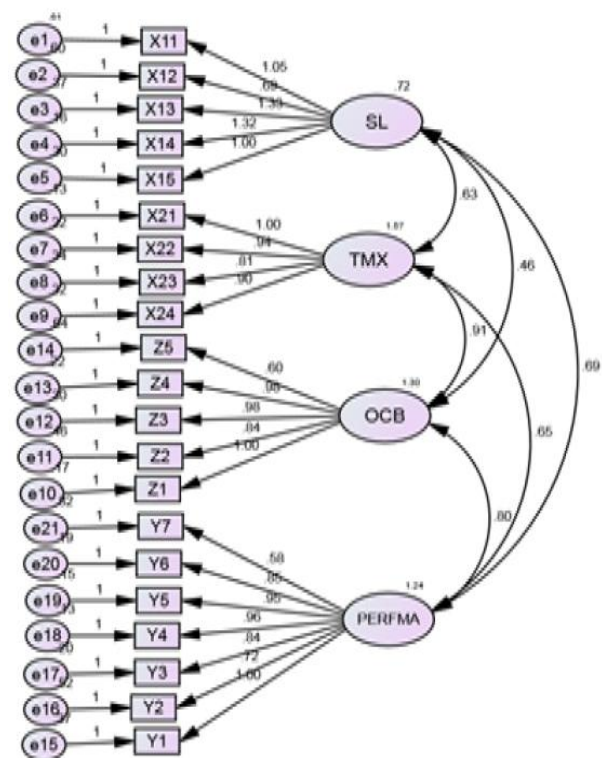


Fig. 2 Confirmatory factor analysis

Table 3 Output test of Pearson's validity correlation

Variable	Item	Pearson's Correlation	Sig.	Sig. (Standard)	Conclusion	
Servant Leadership (X <sub>1</sub> )	X <sub>1.1.1</sub>	0.902	0.000	< 0.05	Valid	
	X <sub>1.1.2</sub>	0.834	0.000		Valid	
	X <sub>1.2.1</sub>	0.773	0.000		Valid	
	X <sub>1.2.2</sub>	0.812	0.000		Valid	
	X <sub>1.3.1</sub>	0.848	0.000		Valid	
	X <sub>1.3.2</sub>	0.921	0.000		Valid	
	X <sub>1.4.1</sub>	0.913	0.000		Valid	
	X <sub>1.4.2</sub>	0.877	0.000		Valid	
	X <sub>1.5.1</sub>	0.912	0.000		Valid	
	X <sub>1.5.2</sub>	0.498	0.020		Valid	
	Team Member Exchange (X <sub>2</sub> )	X <sub>2.1.1</sub>	0.900	0.000	< 0.05	Valid
		X <sub>2.1.2</sub>	0.934	0.000		Valid
		X <sub>2.2.1</sub>	0.872	0.010		Valid
		X <sub>2.2.2</sub>	0.891	0.000		Valid
		X <sub>2.3.1</sub>	0.862	0.000		Valid
X <sub>2.3.2</sub>		0.825	0.000		Valid	
X <sub>2.4.1</sub>		0.888	0.000		Valid	



	X <sub>2.4.2</sub>	0.916	0.000		Valid
Organizational Citizenship Behavior (Z)	Z <sub>1.1.1</sub>	0.673	0.000	< 0.05	Valid
	Z <sub>1.1.2</sub>	0.638	0.000		Valid
	Z <sub>1.2.1</sub>	0.655	0.000		Valid
	Z <sub>1.2.2</sub>	0.739	0.000		Valid
	Z <sub>1.3.1</sub>	0.728	0.000		Valid
	Z <sub>1.3.2</sub>	0.884	0.000		Valid
	Z <sub>1.4.1</sub>	0.434	0.017		Valid
	Z <sub>1.4.2</sub>	0.768	0.000		Valid
Employee performance (Y)	Z <sub>1.5.1</sub>	0.732	0.000		Valid
	Z <sub>1.5.2</sub>	0.881	0.001		Valid
	Y <sub>.1.1</sub>	0.642	0.000	< 0.05	Valid
	Y <sub>.1.2</sub>	0.778	0.000		Valid
	Y <sub>.2.1</sub>	0.763	0.000		Valid
	Y <sub>.2.2</sub>	0.751	0.000		Valid
	Y <sub>.3.1</sub>	0.772	0.000		Valid
	Y <sub>.3.2</sub>	0.691	0.000		Valid
	Y <sub>.4.1</sub>	0.703	0.000		Valid
	Y <sub>.4.2</sub>	0.778	0.000		Valid
	Y <sub>.5.1</sub>	0.759	0.000		Valid
	Y <sub>.5.2</sub>	0.571	0.001		Valid
	Y <sub>.6.1</sub>	0.711	0.000		Valid
	Y <sub>.6.2</sub>	0.712	0.000		Valid

### 6.2. Test of Reliability

The reliability test was carried out with the help of the AMOS version 21 program. Judging from the construct reliability > 0.7, it was declared reliable.

Table 4 Output test of reliability Cronbach's  $\alpha$

Construct	Construct Reliability	Evaluation Model
X <sub>1</sub> (SL)	0.916	Reliability
X <sub>2</sub> (TMX)	0.955	Reliability
Z (OCB)	0.925	Reliability
Y (PERFMA)	0.945	Reliability
Total Rata-rata	0.935	

A scheme of all frameworks was drawn to analyze the model using the analysis tool in the AMOS program, as shown in Figure 3.

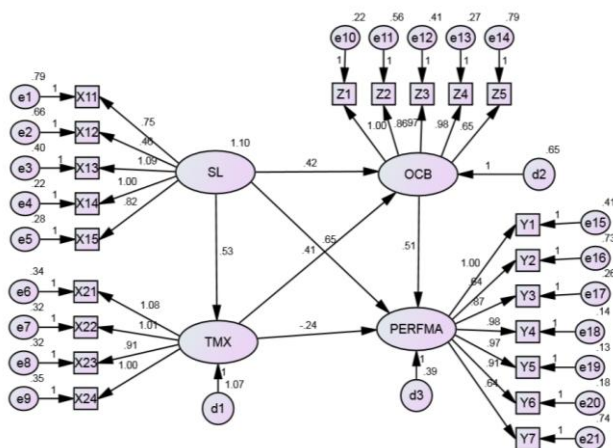


Fig. 3 Results of Path Analysis Model 1

The results of the unidimensionality test of model 1 show that several indicators must be dropped from the model because it has a loading factor value of less than 0.7. The indicators are X<sub>12</sub>, Z<sub>5</sub>, Y<sub>2</sub>, and Y<sub>7</sub>.

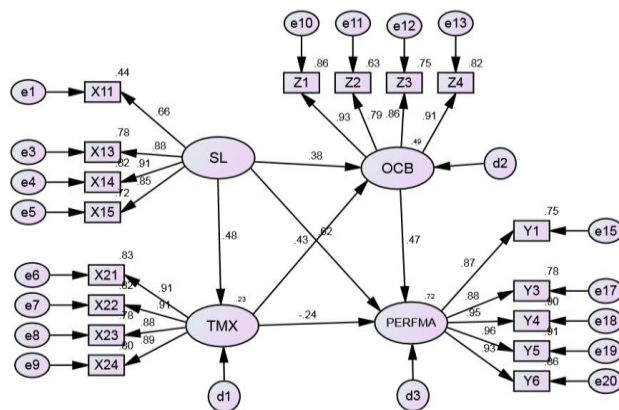


Fig. 4 Analysis results after dropping

Based on Figure 4 and Table 5, the goodness of fit criteria, Chi-Square, Probability, RMSEA, GFI, AGFI, CMIN/df, TLI, and CFI still do not meet the criteria of a good fit, with values approaching the desired range. However, based on the evaluation of the regression weight, all variables have a critical ratio (CR) value that is not equal to zero, which means they have a causal relationship indicating that this research model is acceptable but has not yet entered the specified criteria (standards). Therefore, the researchers did not modify the model but the index in this study.

Based on extensive and careful theoretical considerations, the researchers modified the index to this model by connecting the modified indices output as shown in the appendix from the most extensive Modification Indices (MI) value to the output model fit summary (goodness of fit index). The modification of this index guides the researchers because they still believe that the modification of this index will not significantly change the results of causality (parameters). Compared to the goodness of fit index in Figure 3, Figure 4 is slightly better than the previous model image 1. Moreover, the model will be

better if it follows the modification suggestions, as shown in Figure 5.

### 6.3. Hypothesis Testing Results

The model was re-estimated by following the suggestions of modification indices and resulted in model 2, as shown in Figure 5 below.

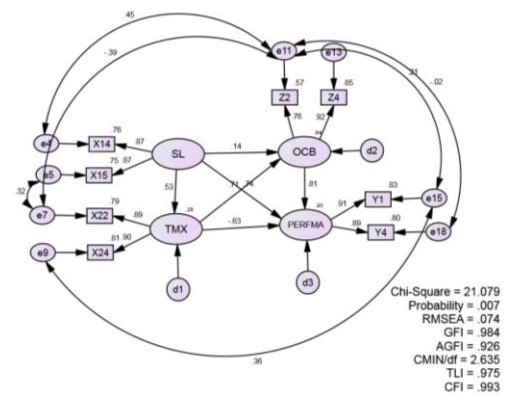


Fig. 5 Path Analysis Model 2

Table 5 Standard regression between variables' regression weights: Group number 1 - Default model

			Estimate	S.E.	C.R.	P	Label
TMX	<---	SL	.712	.080	8.870	***	par_5
OCB	<---	TMX	.548	.061	9.016	***	par_8
OCB	<---	SL	.146	.061	2.397	.017	par_9
PERFMA	<---	TMX	-.639	.128	-4.977	***	par_6
PERFMA	<---	SL	1.012	.082	12.402	***	par_7
PERFMA	<---	OCB	1.069	.166	6.421	***	par_10
X15	<---	SL	1.000				
X14	<---	SL	1.146	.064	17.997	***	par_1
Z2	<---	OCB	1.000				
Z4	<---	OCB	1.237	.091	13.598	***	par_2
X24	<---	TMX	.998	.051	19.412	***	par_3
X22	<---	TMX	1.000				
Y1	<---	PERFMA	1.000				
Y4	<---	PERFMA	.895	.040	22.441	***	par_4

Table 6 Recapitulation of direct effects -Indirect effects and total effects

Variable			Direct Effects	Indirect Effects	Total Effects
OCB	<---	SL	.478	.158	.636
PERFMA	<---	SL	.834	.254	1.088
TMX	<---	SL	.638	.000	.638
OCB	<---	TMX	.247	.000	.247
PERFMA	<---	TMX	-.464	.129	-.335
PERFMA	<---	OCB	.522	.000	.522

In addition to the studies that have been started, the analytical model building can explain the direct and indirect SLS effects on employee performance with the OCB moderating variable. This finding also needs to be considered in identifying the placement of the OCB moderating variable on employee performance because this variable can indirectly strengthen the findings of this study. This effect also has theoretical implications. SLS moderating OCB on Employee Performance: the value of direct influence is greater than the value of indirect influence. The implication is that direct impact of SLS on employee performance is higher than its indirect impact.

TMX moderates the influence of OCB on employee performance: the value of direct influence is more insignificant than that of indirect influence; the implication is that TMX indirectly has a better influence on employee performance when compared to SLS direct impact on employee performance.

Based on the SEM output, AMOSv21 produces the following findings:

1. The influence of SLS on employees' OCB is significant. Therefore, H1 (SLS significantly influences OCB of National Ownership Life Insurance Employees) is accepted. The results of the statistical output in Table 5 show that the probability value of the SLS variable on OCB is  $0.017 < 0.05$  and the critical ratio (CR)  $2.397 > 1.96$ , which means that SLS affects the OCB of National Ownership Life Insurance employees. The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life insurance companies have high SLS. As a result, national Ownership Life Insurance companies will get high OCB. For example, the National Ownership Life Insurance company in the Riau Islands Province, Indonesia, has a high SLS, and Vision, Humility, Trust, and Compassion indicators can increase employee voluntary willingness to help colleagues (OCB).

2. The influence of SLS on TMX employees means that H2 (SLS has a significant influence on TMX of National Ownership Life Insurance Employees) is

accepted. The statistical output (Table 5) shows that the probability value of the SLS variable on TMX is  $0.000 < 0.05$  and the critical ratio (CR)  $8.870 > 1.96$ , which means that SLS affects TMX significantly. The positive value in this study explains that the effect is unidirectional, and foreign-owned life insurance companies have high SLS. As a result, foreign-owned life insurance companies will get a high employee TMX. This means that the National Ownership Life Insurance company in the Riau Islands Province has a high SLS with Vision, Humility, Trust, and Affection indicators. In addition, it can increase a high TMX with the Reciprocal, Hope, and Compatibility indicators; Feedback Environment can increase individual team members' perceptions of the overall reciprocal relationship by sharing information and assistance among team members (TMX) to be high.

3. The influence of Servant Leadership on employee performance means that H3 (SLS has a significant influence on employee performance of National Ownership Life Insurance Companies) is accepted. The results of the statistical output (Table 5) show that the probability value of the SLS variable influencing performance is  $0.000 < 0.05$  and CR  $12.402 > 1.96$ , which means that SLS affects performance significantly. The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life insurance companies have high SLS. As a result, foreign-owned life insurance companies will get high employee performance. This means that the National Ownership Life Insurance company in the Riau Islands Province has a high SLS with Vision, Humility, Trust, and Compassion indicators. The results of the work according to the rules set by the company under quality and quantity standards in compliance with its responsibilities (performance) are high.

4. The effect of TMX on Employees' Organizational Citizenship Behavior: The results of the statistical output (Table 5) show that the probability value of the TMX variable influencing OCB is  $0.000 < 0.05$ , and the Critical Ratio (CR) is  $9.016 > 1.96$ , which means that TMX affects OCB significantly. Therefore, H4 was accepted: TMX significantly influences the OCB of National Ownership Life Insurance Employees in Riau Islands Province. The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life insurance companies have a high TMX with the Reciprocal, Hope, and Compatibility indicators. Feedback Environment can be an employee who voluntarily expresses willingness to help colleagues (OCB).

5. The impact of TMX on employee performance: The research verified H5 (TMX has a significant influence on the performance of National Ownership Life Insurance Employees in the Riau Islands Province). The results of the statistical output (Table 5) show that the probability value of the TMX variable

influencing employee performance is  $0.000 < 0.05$  and Critical Ratio (CR)  $-4.977 > 1.96$ , which means that TMX significantly affects performance. This means that at the National Ownership Life Insurance company in the Riau Islands Province, the TMX is relatively low to get high employee performance. Only this study found a negative value in the relationship between the TMX variable affecting employee performance which explains that the effect is in the opposite direction: if the National Ownership Life Insurance company has a high TMX, it will get low employee performance. On the other hand, if the Foreign Ownership Life Insurance company has a low TMX, the National Ownership Life Insurance company gets high employee performance.

6. The impact of OCB on employee performance: The results of the statistical output (Table 5) show that the probability value of the OCB variable influencing performance is  $0.000 < 0.05$ , and the Critical Ratio (CR) is  $6.421 > 1.96$ , which means that OCB significantly affects employee performance. It means that H6 (OCB has a significant influence on the performance of National Ownership Life Insurance Employees in the Riau Archipelago Province) is accepted. The positive value in this study explains that the effect is unidirectional, meaning that the National Ownership Life Insurance company has a high OCB. The National Ownership Life Insurance company gets high employee performance. This means that the National Ownership Life Insurance company in the Riau Islands Province has a high level of OCB with the Altruism, Courtesy, Conscientiousness, and Civic Virtue indicators. The results of the work according to the rules set by the company in following the company's quality and quantity standards in compliance with its responsibilities (performance) are high.

7. The impact of intervening OCB variables: SLS moderates OCB influencing employee performance: direct influence is greater than indirect influence; the implication is that SLS directly has a better influence on employee performance than SLS indirect influence on employee performance. TMX moderates OCB influencing employee performance: the value of direct influence is less than indirect influence; the implication is that TMX indirectly has a better influence on employee performance than SLS direct impact on employee performance. OCB is very meaningful as a mediator variable in National Ownership Life Insurance companies in the Riau Islands Province, Indonesia.

## 7. Discussion

This study aimed to evaluate the SLS and TMX effect on Employee Performance in the mediating role of OCB. Previously, many studies reported Leadership as an essential tool influencing behavior [18]. Nowadays, SLS serves as an effective tool to inspire



and motivate employees [9]. Greenleaf [3] adopted the SLS analysis and suggested applying this approach because it is an essential technique for dealing with problems that arise in the workplace.

SLS is a person who has intimate knowledge of workers to solve their problems better. Recently, significant research has been conducted [28]. This study extended [3], aiming to find out SLS characteristics, and these qualities can guide the SLS development in every organization. This study found a negative relationship between TMX and employee performance. To get high employee performance, National Ownership Life Insurance companies do not need to create a high TMX. For this purpose, companies do not have to develop reciprocal relationships and help with information sharing by their team members, effort sharing, and rewards from other members. Otherwise, customers wishing to close insurance will share this information among these members. Therefore, the results received by the company do not increase. It will be more meaningful if the insurance employees work individually, producing more closings (get customers). That means that an increase in TMX can cause a decrease in employee performance.

Likewise, our results show a more substantial direct SLS impact on employee performance than the indirect relationship. That is, if there is no OCB, the SLS approach will be more effective in improving employee performance, and if the employee helps his coworkers (OCB), then the employee performance decreases (weakens) to get closing (getting new customers). Our hypothesis says that SLS is positively related to OCB. That means that employees will be more enthusiastically involved in extra-performance roles because of implementing and improving the SLS approach [20]. Thus, this hypothesis is accepted and consistent with previous studies [20], [29], [30]. This study also found that OCB played a mediating role between SLS and TMX.

SLS works on the theory of leaders. It develops two-way communication between himself and his followers to discover their needs and problems and gain intimate knowledge of serving them. This behavior can lead to changes in employee beliefs and preferences [31], [32]. Thus, OCB mediates the relationship between SLS and TMX. In this way, employees become optimistic about the organization and get involved in OCB with more enthusiasm. That means SLS is an efficient resource to increase employee commitment to enjoy OCB.

## 8. Conclusion, Implication, Suggestions, and Limitations

The conclusions of this study are as follows:

### 8.1. The Main Findings of This Study

SLS significantly influences OCB of National

Ownership Life Insurance Employees, SLS significantly influences TMX, TMX significantly influences OCB, OCB significantly influences employee performance. Intervening Variable affects OCB: both SLS and TMX strengthen the performance of National Ownership Life Insurance employees through OCB in the Riau Islands Province.

In comparison with other studies, this study is in line with and strengthens previous research; there is a positive relationship between superior-subordinate social strength of the TMX relationship of subordinates. Employees are more likely to perform OCB roles outside of their jobs and engage in TMX if they have high-quality social exchange relationships with members of their workgroups, particularly their supervisors. Our findings also support some studies that analyzed the mechanisms at the SLS mediation team level and OCB.

### 8.2. Implications and Explanation of Findings

If an organization wants to achieve its goals, it must reward, motivate and inspire its employees to work optimally. The idea of SLS became popular because SLS is considered a person who can influence employees working optimally. SLS is an approach in which the leader puts the interests of his followers first and then of his own. SLS developed a two-way communication system to gain in-depth knowledge from its supporters, which proved to be a better way to help them understand how to behave with employees. SLS is the best approach to overcome many problems related to the emotional thinking of subordinates.

SLS can effectively develop high-quality TMX followers, demonstrating that followers value the quality of their relationships with other members. Therefore, it is suggested that national ownership life insurance companies build strong interpersonal relationships with followers and their development. Even though this priority has been clearly understood, companies often ignore it because it is considered not urgent. For this reason, companies must be able to show concern and respect for their employees and treat their followers as partners in the management/organization of human resources. This study provides several important implications for employers, managers, and supervisors. First, as employees are considered organizational assets, leaders, supervisors, and managers should appreciate workers' efforts. Second, leaders can inspire and motivate employees and use their full potential. Therefore, they must motivate workers. Third, managers and supervisors must develop two-way communication with employees, listen to their concerns and needs, and help them feel valued.

### 8.3. Strengths and Limitations

For this study, we used a structured survey questionnaire that could not express respondents'

feelings openly according to their true feelings, and generalization to other companies/organizations in the context of industry and other societal cultures still needs to be questionable. In this study, OCB is a mediator, but it can also be used as a moderator. In addition, we collected data only once. Also, data can be collected more than once and checked if there is a change over time.

The effect of TMX on the relationship between employee performance is expected to be more assertive on particular objects because, in this study, it has a negative relationship where high TMX will result in low employee performance.

#### 8.4. Conclusions, Recommendations, and Future Research Lines

SLS and OCB can improve employee performance; SLS and TMX can improve OCB, and further improve employee performance; SLS can improve employees' TMX.

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#### Ethical Approval

All procedures performed in studies involving human participants were following the ethical standards of the institutional and national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

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