

# Suhardi\_2785-8975-RV turnitin

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**Submission date:** 26-Jul-2022 08:55PM (UTC+0900)

**Submission ID:** 1875416694

**File name:** 595\_Revisi\_Artikel\_2785-8975-Turnitin\_26\_Jul\_2022\_No\_Pustaka.pdf (510.71K)

**Word count:** 7370

**Character count:** 41022

## Servant Leadership, Team Member Exchange (TMX) Employee Performance Foreign Ownership Life Insurance with Organizational Citizenship Behaviour

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### ABSTRACT

Effect of moderating variable Organizational Citizenship Behaviour: Both Team Member Exchange and Servant Leadership when changing Organizational Citizenship Behaviour will strengthen the performance of foreign-owned life insurance employees in the Riau Islands, Indonesia. The study aims to determine the effect of team member exchange, servant leadership on Organizational citizenship Behaviour, and employee Performance in the foreign ownership life Insurance industry in the Riau Islands province. The Sample in this study was as many as 160 respondents with a purposive sampling method was designed. Data were collected using a questionnaire with a likert scale and then analyzed using the SEM AMOS v21 program. The result of the analysis prove that servant leadership has a positive and significant effect on organizational Citizenship Behaviour; servant leadership has a positive and significant impact on team member exchange; Servant Leadership has a positive and significant effect on employee performance; team member exchange has a positive and significant impact on Organizational Citizenship Behaviour; Team Member Exchange has a negative and significant effect on employee performance; Organizational citizenship Behaviour has positive and significant impact on employee Performance. The implication is that for foreign ownership life insurance: Employees perform beyond their jobs (OCB roles) and engage in team member exchange if they have high-quality social exchange relationships with members of their workgroups, followers working under Servant Leadership can develop strong personal bonds, employees have low levels of autonomy in their work, can improve better Performance if mediated by Organizational Citizenship Behaviour.

### Keywords:

Servant Leadership, Team Member Exchange (TMX), Organizational Citizenship (OCB), Employee Performance.

### ABSTRACT

Pengaruh Variabel Pemoderasi Organizational Citizenship Behavior: Baik Team Member Exchange maupun Servant Leadership saat mengubah Organizational Citizenship Behavior akan memperkuat *erformance* karyawan asuransi jiwa Kepemilikan Asing di Propinsi Kepri, Indonesia. Tujuan dilakukan penelitian ini adalah untuk mengetahui pengaruh variabel *Team Member Exchange* (TMX), *Servant Leadership* terhadap *Organizational Citizenship Behaviour*, dan *performance* karyawan di industri asuransi jiwa Kepemilikan Asing di Kepri, Indonesia. Sampel dalam penelitian ini diambil sebanyak 160 responden dengan metode purposive sampling. Pengumpulan data menggunakan kuesioner dengan skala Likert kemudian dianalisis menggunakan SEM AMOS v21. Hasil analisis membuktikan *servant leadership* berpengaruh signifikan terhadap *Organizational Citizenship Behaviour* (OCB); *servant leadership* berpengaruh signifikan terhadap *team member exchange* (TMX); *servant leadership* berpengaruh signifikan terhadap *performance* karyawan; *Team Member Exchange* (TMX) berpengaruh signifikan terhadap *Organizational Citizenship Behaviour* (OCB); *Team Member Exchange* berpengaruh negatif signifikan terhadap *performance* karyawan; *Organizational Citizenship Behavior*

Author 1: It should reflect ...

berpengaruh positif dan signifikan terhadap kinerja karyawan. Implikasinya adalah bahwa asuransi jiwa kepemilikan asing: Karyawan melakukan melampaui pekerjaan mereka (peran OCB) dan terlibat dalam TMX jika mereka memiliki hubungan pertukaran sosial berkualitas tinggi dengan anggota kelompok kerja mereka, pengikut yang bekerja di bawah Servant Leadership dapat mengembangkan ikatan pribadi yang kuat, karyawan yang memiliki tingkat otonomi yang rendah dalam pekerjaannya, dapat meningkatkan kinerja yang lebih baik jika dimediasi OCB.

## 1. INTRODUCTION

There are 54 names of life insurance companies operating in Indonesia, according to Data from the Financial OJK (Otoritas Jasa Keuangan). As shown in Table 1.

Table. 1. 54 Life Insurance Companies in Indonesia

No	Nama Perusahaan Asuransi Jiwa	No	Nama Perusahaan Asuransi Jiwa
1	AJB Bumi Putera 1912	28	Avrisha Assurance
2	Ace Life Assurance	29	AXA Financial Indonesia
3	PT AIA Financia1	30	AXA Life Indonesia
4	Asuransi Aviva Indonesia	31	AXA Mandiri Financia1 Services
5	Allianz Life Indonesia	32	BNI Life Insurance
6	Cigna	33	Brent Asuransi Jiwa
7	Adisarana Wanaartha	34	Central Asia Financia1
8	Bakrie Life	35	CIMB Sun Life
9	BCA Life	36	Commonwealth Life
10	Bringin Life Sejahtera	37	Equity Life Indonesia
11	Cenral Asia Raya	38	Finansial Wiramitra Danadyaksa
12	Generali Indonesia	39	Great Eastern Life Indonesia
13	Indosurya Sukses Life	40	Hanwha Life Insurance Indonesia
14	Inheal1th Indonesia Life	41	Heksa Eka Life Insurance
15	Manu1ife Indonesia	42	Indolife Pensiontama
16	Jiwa Mega Indonesia	43	Lippo Life Assurance
17	Mega Life	44	MNC Life Assurance
18	Recapital Life	45	Panin Dai-ichi Life
19	Reliance Life	46	Pasaraya Life Insurance
20	Sequis Financial	47	Prudential Life Assurance
21	Sequis Life	48	Capital Life Indonesia
22	Sinansari Indonesia	49	Sun Life Financial Indonesia
23	Sinarmas MSIG	50	Tokio Marine Life Insurance Indonesia
24	Taspen	51	Zurich Topas Life
25	Tugu Mandiri	52	Amanahjiwa Giri Artha
26	Jiwasraya	53	Syariah Al-Amin Life
27	Kresna Life	54	Takafu1 Keluarga

Source: Otoritas Jasa Keuangan (2020)

Of the 54 Life Insurance companies operating in Indonesia, 24 foreign-owned life Insurance companies are shown in Table 2.

Table. 2. Foreign-Owned life Insurance Company in Indonesia

no	Company Name	State	Foreign Share Ownership	% Foreign Ownership
1	Allianz Life Indonesia	German	Allianz of Asia Pacific & Africa GmbH	99.76
2	Hanwha Life Insurance Indonesia	Korea	Hanhwa Life Insurance, Ltd.	99.61
3	PGreat Eastern life Indonesia	Singapura	The Great Eastern Life Assurance Co.Ltd.Singapura	99.48
4	Chubb life Insurance Indonesia	USA	CHUBB INA International Holdings, Ltd	98.22
5	Asuransi Jiwa Generali Indonesia	Italy	Generali Asia N.V.	98.00

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6	Tokio Marine Life Insurance Indonesia	Japan	Tokio Marine & Nichido Fire Insurance Co. Ltd.	97.80
7	Sun Life Financial Indonesia	Canada	Sun Life Assurance Company of Canada	97.61
8	AIA Financial	Hong Kong	AIA International Limited	95.00
9	Asuransi Jiwa Manulife Indonesia	Canada	The Manufacturers Life Insurance Company	95.00
10	Prudential Life Assurance	English	Prudential Corporation Holdings Limited	94.60
11	AXA Financial Indonesia	France	National Mutual International Pty.Ltd, AXA Societe Anonyme (AXA SA)	91.00
12	Zurich Topas Life	Switzerland	Zurich Insurance Company Ltd	83.67
13	Asuransi CIGNA	USA	Cigna Worldwide Insurance	80.00
14	Commonwealth Life	Australia	CMG Asia Life Holding Ltd, Commonwealth International Holdings Pty	80.00
15	FWD Lie Indonesia	Hong Kong	FWD Group Financial Services, Pte.Ltd	75.33
16	Astra Aviva Life	English	Aviva International Holdings Ltd	50.00
17	Asuransi Jiwa Sinarmas MSIG	Japan	Mitsui Sumitomo Insurance Co., Ltd.	50.00
18	Asuransi Jiwa Mega Indonesia	USA	Pruco Life Insurance Company	49.00
19	AXA Mandiri Financial Services	France	National Mutual International Pty.Ltd	49.00
20	Asuransi Takaful Keluarga	Malaysia	Syarikat Takaful Malaysia Bhd.	42.73
21	BNI Life Insurance	Japan	Sumitomo Life Insurance Company	39.99
22	Avrist Assurance	Japan	Meiji Yasuda Life Insurance Company	29.87
23	Panin Dai-ichi Life	Japan	Dai-ichi Life Holdings, Inc.	5.00
24	Asuransi Jiwa Sequis Life	Japan	Nippon Life Insurance Company	0.01
Total of 25 Joint Venture Life Insurance Companies				
% 25 Joint Venture Life Insurance Companies Against Total				
Total 54 Life Insurance Companies				

**Source:** Otoritas Jasa Keuangan & Finance Publication Report (2020)

Based on Table 2, it is noted that Japan is the country with the most investment in life insurance companies in Indonesia, followed by the United States, Canada, France, England, Germany, Switzerland, Italy, Korea, Hong Kong, Malaysia, and also Singapore. Seeing the phenomenon of the life insurance industry business, researchers surveyed insurance companies in Batam, which was part of the 2018 Dissertation Grant Research Continuation Plan; it is necessary to look for other factors that can improve employee performance in life insurance companies due to the current impact of Covid-19, namely Servant Leadership, team member exchange (TMX), and the role of OCB (Organizational Citizenship Behaviour), to survive in increasing competitive advantage in this Covid-19 era.

Behaviour on the relationship between servant leadership and team. As a growing area of research, Servant leadership has been recognized as a leadership philosophy that addresses issues of morality, ethics, and virtue (Saleem et al., 2020; Lancot & Irving, 2010; Carter & Baghurst, 2014; Parris, 2013). It has attracted research interest in human resource management studies in the last decade with particular attention to the role of Organizational Citizenship Behaviour and Servant Leadership. Servant Leadership inspires and contains ethical issues (Carter & Baghurst, 2014). Organizational Citizenship Behaviour has been highlighted as part of an essential mediating process for servant leadership to influence organizational outcomes (Dierendonck, 2011; Zhu et al., 2013) and distances theory from the homo oeconomicus model that incorporates the unique role of Organizational Citizenship. We specifically examine the mediating effect of Organizational Citizenship Behaviour between Servant Leadership, Team Member Exchange, and performance in this article.

The mediating role of Organizational Citizenship Behaviour has been studied in other contexts, including the relationship between Transformational leadership and Organizational performance such as OCB behavior and employee performance (Dierendonck, 2011; Zhu et al., 2013), calling for a mediating effect of



Organizational Citizenship Behaviour as it studies Servant Leadership. Some studies (e.g., Rezaei et al, 2012) also have a collective view of Organizational Citizenship Behaviour. However, Newman et al (2017) point out that individual-level mechanisms underlying the link between servant leadership and Organizational Citizenship Behaviour are still poorly understood. However, a systematic examination of the mediating role of Organizational Citizenship Behaviour in the relationship between Team Member Exchange, servant leadership, and employee performance is still lacking. Previous research has only examined this mechanism on team performance at the group level (Schaubroeck et al, 2011), and some studies combine the role of Organizational Citizenship Behaviour in Servant Leadership (Rosnani, 2018), finding a positive relationship.

The concept of Team Member Exchange (TMX) has attracted our attention because Team Member Exchange (TMX) can provide a comprehensive understanding of the internal team exchange relationship, compared to the leadership member exchange (LMX) or Self-Managed Team (SMT), which can only reflect the vertical relationship between superiors (leaders) and their subordinates. In other words, the Team Member Exchange (TMX) variable can provide an additional role, in addition to vertical relationships such as the Leadership Member Exchange (LMX) variable, it can also reflect horizontal reciprocal relationships with other members and colleagues (Banks et al, 2018; Saleem, F. et al, (2020); Newman et al, (2017); Mus-tamil & Najam, 2020).

Another study examining the mediating role of Organizational Citizenship Behaviour treats it as a uni-dimension11 variable (Jaramillo et al., 2015). Due to recent advances and application of Organizational Citizenship Behaviour in leadership (Zhu et al, 2013), this distinction between Organizational Citizenship Behaviour in servant leadership is necessary to increase understanding of the underlying functional mechanisms of servant leadership towards performance.

To fill this gap, we describe the role of different dimensions of Organizational Citizenship Behaviour in mediating Servant Leadership, Team Member Exchange, and employee performance. Thus, we focus on the impact of Servant Leadership Team Member Exchange on employee performance through Organizational Citizenship Behaviour as a mediating mechanism. To improve performance in improving competitive advantage strategies through descriptive research analysis, researchers will explore it with correlational research variables Team Member Exchange (TMX), servant leadership on employee performance, and the role of Organizational Citizenship Behaviour studies at Foreign Ownership Life Insurance Companies in the first, and in the second year of study at the National ownership life Insurance company. The findings of this study might allow us to understand better how to leverage the effects of servant leadership Team Member Exchange to promote desired employee performance through Organizational Citizenship Behaviour.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

Farmer et al. (2015) Team member exchange, assessed is essential in organizational behaviour, but researchers are relatively new to this phenomenon. Cashman in Chen, (2018), Petty, Seers define team member exchange as a process of exchanging ideas, feedback, and assistance with team members effort sharing, sharing information, and rewards. Meanwhile, according to Newman et al. (2017), Team Member Exchange wanted to assess the extent to which team members personally felt a sense of weakness in terms of task-based interactions, Banks, G.C. et al., (2014)

Based on this view, it is concluded that team member exchange is the individual perception of team members on the overall reciprocal relationship in the form of sharing information and assistance among team members. The Team Member Exchange indicator of this research refers to the views of Banks et al. (2014) are:

1. Reciprocal: as a form of trust attitude based on the intentions or behavior of others.
2. Expectations: Individual expectations of other team members can influence how the team interacts and how they interpret the behavior of other members, which will affect the way they behave.
3. Compatibility: Perceived similarity can provoke interaction with other members; this interaction leads to communication behavior that encourages the conduct of sharing beliefs, ideas, and feedback will occur, and these behaviors all lead to the occurrence of TMX.
4. Feedback environment: A person's perception of feedback from superiors or coworkers in an environment that supports the regular exchange of feedback.

From various theories regarding leadership styles, according to contemporary views, the most recent

Leadership style currently in great demand by researchers is the servant leadership style. Malingumu et al. (2016). servant leadership starts from sincere feelings that arise from a heart that desires to serve. The orientation of servant leadership is to help followers with spiritual-moral standards. Servant leaders usually prioritize followers' needs as a top priority and treat them as coworkers. The closeness between the two is very close because they are involved. According to Spears (2010: 255), Servant leadership is a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and prioritize service.

Leadership is still considered an essential factor in improving Performance. Still, along the way, there have been shifts that were initially processed and result-oriented, then turned into a human (people) and future-oriented (Saleem. F. et al. 2020). The main challenge in the concept of Leadership is developing and empowering people who are under their coordination in a company/organization. The characteristics of Servant Leadership have several similarities with Transformational Leadership Malingumu et al., (2016), including Trust; Credibility; Influences; and Services; and Visionary: commitment to determining the future vision of the company/organization by involving all members to choose a better organizational direction together, but if viewed conceptually, there are differences and have additional predictive validity on top of the exchange of leader members and Transformational Leadership. (Saleem, F. et al. (2020); Schnerder & George (2011). Adopted the theory of servant leadership that researchers always use from Dierendonck (2011) view, who became one of the revolutionary pioneers of new leadership thinking; he said Servant Leadership is a form of Charismatic Leadership influenced by Schaubroeck et al. (2011). The focus is on developing and empowering followers to encourage followers to become Servant Leadership. Then, Peterson et al. (2012) view servant leadership as having humility characteristics synonymous with humility. Servant Leadership in leads its members to always respect and place the achievements of others higher than their achievements; oriented to relational power and oriented to the moral development of members. The Servant Leadership indicators in this study refer to the views of Van Dierendonck (2011), namely:

1. Love: the cornerstone of the Servant leader-follower relationship
2. Empowerment is giving power to others, and for the servant leader, it involves effective listening, making people feel significant, emphasizing teamwork, and valuing love and equality
3. Vision: the act or power of imagination.
4. Humility: keeping one's accomplishments and talents in perspective, which is self-acceptance, and being other-focused, rather than being self-focused
5. Trust: confidence in or reliance on another team member in terms of their morality and competence

Insurance service companies whose main activities are carried out by marketers in serving their customers are still very likely to provide better services (Suhardi, 2017): life insurance products does not depend on the sophistication of technology and equipment used but emphasizes more on the benefit of its officers based on the quality of human resources, for this reason, has conducted this research to know the effect of the strength of human resources. Whose variables are work motivation, competence, work environment, compensation for Organizational Citizenship Behaviour, and the performance of life Insurance officers in Batam City?

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Moehariono, (2012: 61). Meanwhile, employee performance (Suhardi, Ratih, Sari, 2018) 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 (Suhardi et al., 2018) employee performance is a comparison tool from a person's work adjusted to the rules that an organization has set.

Handayani, (2016: 44) employee performance is the result of work given by the company where employees carry out according to the rules set by the company to achieve targets by company standards both in quality and quantity according to the responsibilities given by the company performance indicators in this study refer to Indrasari view (2017: 55) are:

1. Quality of Results: accuracy and neatness of work, speed of completing work.
2. Productivity: the number of activities that can be completed according to the target given by the organization
3. Punctuality: how quickly the work can be completed correctly and on time, according to the

results of the work with the set time

4. Effectiveness: maximum utilization of existing resources to increase profits and reduce losses.
5. Independence: able to carry out work without assistance to avoid adverse results.
6. Work commitment: work commitment between employees and the organization
7. Responsibility: able to follow instructions given by the organization, complete tasks, fulfill responsibilities

Organ (2015: 31), OCB as individual behaviour that is free, not directly or explicitly related to the reward system, and can improve the effective functioning of the organization. Meanwhile, according to Robbins (2016: 31), Organizational Citizenship Behaviour is a preferred behaviour that is not part of a person's formal work obligations but supports the effective functioning of the organization. Then, Malingumu et al. (2016) suggest that Organizational Citizenship Behaviour involves several behaviours such as helping others, volunteering for extra tasks, and obeying workplace rules and procedures. Malingumu et al., (2016) Organizational Citizenship Behaviour is more related to the manifestation of an employee as a social being. Organizational Citizenship Behaviour is a form of voluntary activity from organizational members that supports administrative functions. This behaviour is more altruistic, which is expressed in the form of actions that show selflessness and concern for the welfare of others, with indicators referring to the views of Organ et al. (2015: 32) are:

1. Altruism: Actions are taken willingly to assist others, such as equals, to complete work-related tasks.
2. Civic Virtue: Active involvement in the organization's progress and being very concerned with the organization's life.
3. Conscientiousness: The use of working time, attendance, and compliance with all forms of organizational rules exceed the minimum standards.
4. Courtesy: Actions taken to circumvent work-related disagreement with other parties, such as managers and superiors.
5. Sportsmanship: Ability and willingness to endure any uneasiness or obscurity in the workplace and perform tasks without complaining.

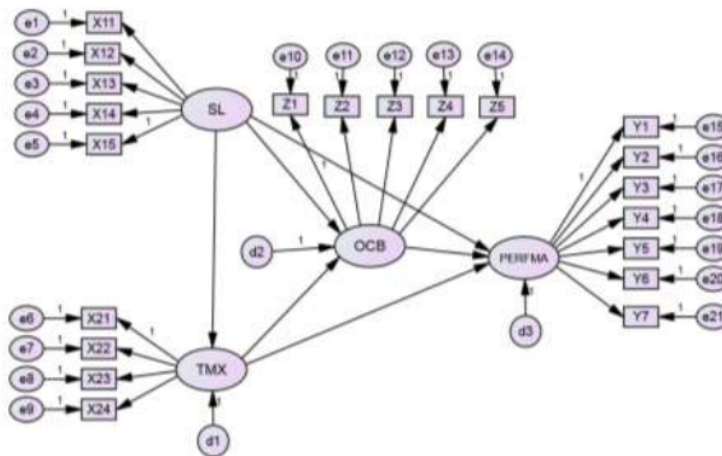


Figure. 1. Framework

#### Hypothesis

- H<sub>1</sub>. Servant Leadership significant affects Organizational Citizenship Behaviour for Foreign-Owned life Insurance Employees in the Riau Islands.
- H<sub>2</sub>. Servant Leadership significantly affects Team Member Exchange for Foreign-Owned life Insurance Employees in the Riau Islands

- H<sub>3</sub>. Servant Leadership significant affects Foreign-Owned Life Insurance Employees' Performance in the Riau Islands.
- H<sub>4</sub>. Team Member Exchange significant effects on Organizational Citizenship Behaviour of Foreign-Owned Life Insurance Employees in Riau Islands.
- H<sub>5</sub>. Team Member Exchange significantly affects the Performance of Foreign-Owned Life Insurance Employees in the Riau Islands Province.
- H<sub>6</sub>. Organizational Citizenship Behaviour significantly affects the Performance of Foreign-Owned Life Insurance Employees in the Riau Islands.

## RESEARCH METHOD

The method in this research we do with the steps (stages): Community of study: 23 foreign-owned life insurance companies in the Riau Islands of Indonesia, the researcher used the comprehensive field survey for the data collected from this part. Data Collection: The data were collected by distributing the questionnaire to foreign-owned life insurance companies employees, which is the primary data collection instrument. The number of questionnaires distributed was 230, and the answers were 160 valid answers.

Tools and Statistical Methods: Tools: This study used tools SEM AMOS 21, and this study used the following statistical methods: 1) Construct, Indicator and Literature in Table 3. 2) Percentages to examine the community study, 3) Alpha Cronbach coefficient to determine the stability, 4) Multiple regression analysis to test the impact of independent variables.

Table 3. Construct, Indicator

Construct	Indicator
1 Servant Leadership (X <sub>1</sub> )	Love
	Empowerment
	Vision
	Humility
	Trust
Team Member Exchange (X <sub>2</sub> )	Reciprocal
	Hope
	Compatibility
	Feedback environment
	Altruism
Organizational Citizenship Behavior (Z)	Civic Virtue
	Conscientiousness
	Courtesy
	Sportsmanship
	Result Quality
Performance Employee (Y)	Productivity
	Punctuality
	Effectiveness
	Independence
	Work Commitment
	Responsibility

Characteristics of the research Sample: In this research, below:

Table 4. Characteristics Sample

No	Gender	Count	(%)
a	Male	68	42.5
b	Female	92	57.5
Total		160	100.0
No	Age	Count	(%)



a	20 - 30 Years	44	27.5
b	31 - 40 Years	63	39.4
c	41 - 50 Years	35	21.9
d	51 - 60 Years	18	11.3
e	>60 Years	0	0.0
Total		160	100.0
No	Qualification	Count	(%)
1	Elementary/Junior	1	0.6
2	High School	88	55.0
3	Diploma/Strata 1	67	41.9
4	Master/Strata 2	4	2.5
Total		160	100.0
No	Length of Work	Count	(%)
a	< 5 years	32	20.0
b	5-10 years	93	58.1
c	11-15 years	11	6.9
d	16-20 years	14	8.8
e	>20 years	10	6.3
Total		160	100.0
No	Income	Count	(%)
a	< IDR 5 Million	33	20.6
b	IDR 5-10 Million	79	49.4
c	IDR 10-15 Million	26	16.3
e	IDR 15-20 Million	15	9.4
f	> IDR 20 Million	7	4.4
Total		160	100.0
No	On_Duty	Count	(%)
a	Non Agent	33	20.6
b	Agency	127	79.4
Total		160	100.0

The instrument's validity has been confirmed, as shown in figure 2. The Cronbach Alpha test also confirmed the internal consistency of the variable scales. For this analysis, internal consistency with an average ( $=0.858$ ) is a reasonable percentage, as shown in Table 4.

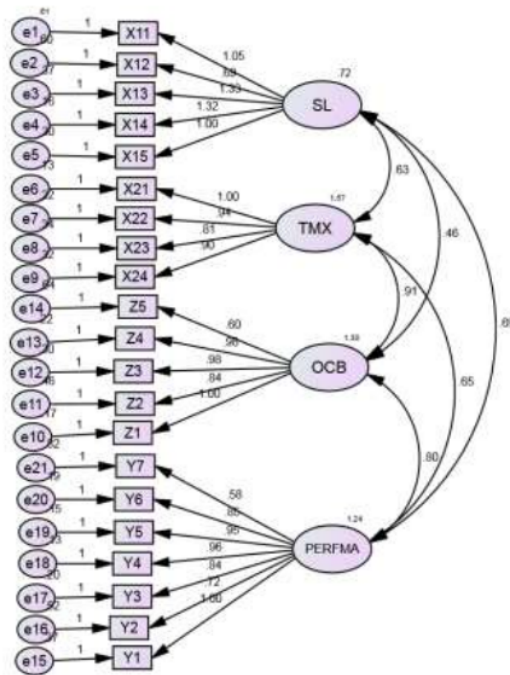


Figure. 2. Confirmatory Factor Analysis

Reliability testing was carried out with the help of the AMOS21 program. Judging from the construct reliability > from 0.7, it was declared reliable.

Table. 5. Output Test of Reliability Cronbach  $\alpha$

'Construct	'Construct Reliability	Evaluation Model
SL (X <sub>1</sub> )	0.917	Reliability
TMX (X <sub>2</sub> )	0.954	Reliability
OCB (Z)	0.926	Reliability
PERFMA (Y)	0.945	Reliability
Total Rata-rata	0.936	

#### 4. DATA ANALYSIS AND DISCUSSION

An image is made according to the frame of mind using the analysis tool in the AMOS program to analyze the model, in Figure 3 below.

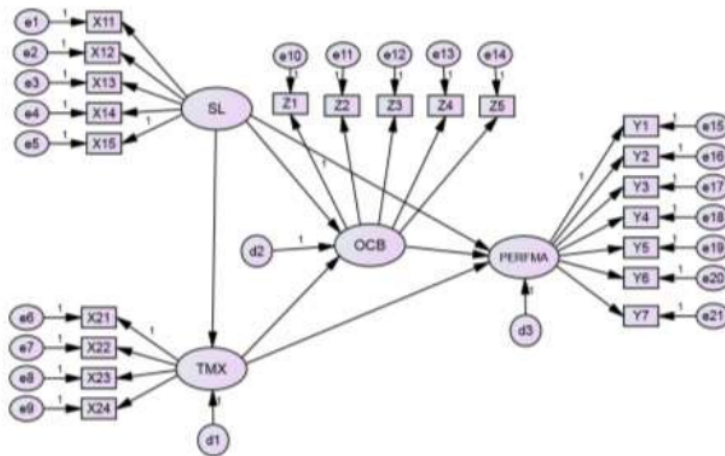


figure 3. Pathway Ana1ysis Concept Framework Model 1

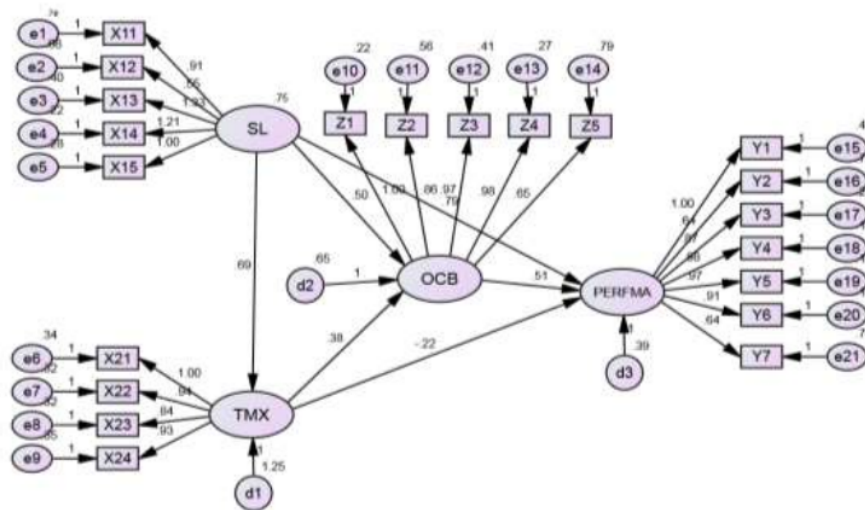


Figure. 4. Results of Path Analysis Model 1

The results of the unidimensionality test of model 1 show must drop several indicators from the model because they have a loading factor value of less than 0.7. The hands: X12, Z5, Y2, and Y7.

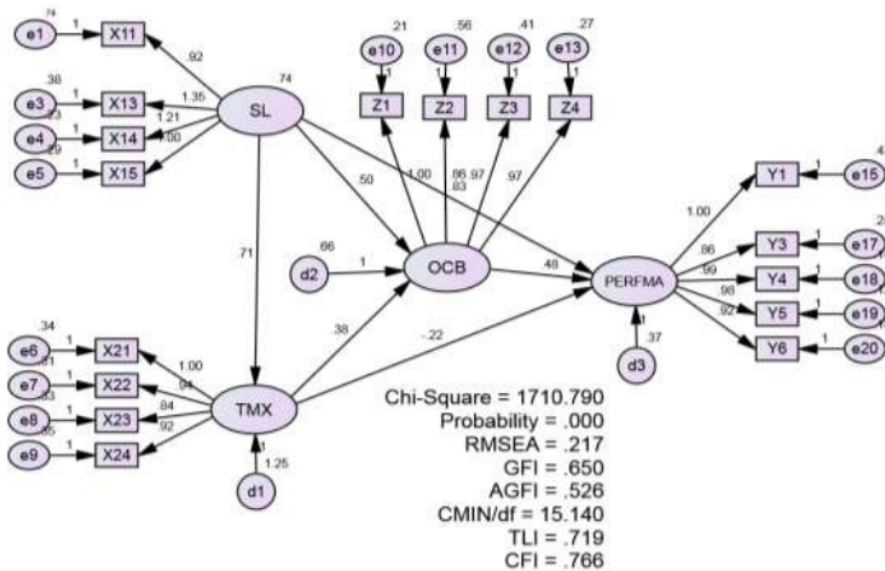


Figure. 5. Analysis Results After Dropping

Figure 5 and Table 6 of the goodness of fit criteria, RMSEA, CMIN/df, Chi-Square, TLI, Probability, CFI, GFI, and AGFI still do not meet the requirements of good (fit), with values approaching the desired range. Still, 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, which indicates that this research model is acceptable but has not yet entered the specified criteria. Therefore, the researchers did not modify the model but the index in this study.

Table 6 Regression Weights Research Model  
Regression Weights: (Group number 1 - Default model)

			estimate	s.e.	c.r	p	label
TMX	<--	SL	0.708	0.087	8.115	***	Par_14
OCB	<--	TMX	0.384	0.049	7.834	***	Par_17
OCB	<--	SL	0.501	0.074	6.772	***	Par_18
PERFMA	<--	TMX	-0.220	0.044	-5.013	***	Par_15
PERFMA	<--	SL	0.830	0.074	11.198	***	Par_16
PERFMA	<--	OCB	0.476	0.056	8.435	***	Par_19
X15	<--	SL	1.000				
X14	<--	SL	1.210	0.059	20.659	***	par_1
X13	<--	SL	1.345	0.068	19.752	***	par_2
X11	<--	SL	0.916	0.071	12.842	***	par_3
Z1	<--	OCB	1.000				
Z2	<--	OCB	0.862	0.045	19.144	***	par_4
Z3	<--	OCB	0.966	0.042	23.018	***	par_5
Z4	<--	OCB	0.975	0.038	25.978	***	par_6
X24	<--	TMX	0.922	0.038	24.100	***	par_7
X23	<--	TMX	0.839	0.036	23.448	***	par_8
X22	<--	TMX	0.937	0.037	25.003	***	par_9
X21	<--	TMX	1.000				
Y1	<--	PERFMA	1.000				



			estimate	s.e.	c.r	p	label
Y3	<---	PERFMA	0.865	0.040	21.837	***	par_10
Y4	<---	PERFMA	0.993	0.039	25.693	***	par_11
Y5	<---	PERFMA	0.985	0.038	26.090	***	par_12
Y6	<---	PERFMA	0.917	0.038	24.306	***	par_13

Source: Research Results, 2021

### Assessment of Normality

The normality of univariate and multivariate data is tested by looking ratio skewness value (c.r. skewness) at (+/-) 2,58.

Table 7 Assessment of normality (Group number 1)

Variab1e	Min	Max	Skew	C.R.	Kurtosis	C.R.
Y5	6.000	10.000	-0.719	-5.101	-0.158	-0.559
Y1	5.000	10.000	-0.624	-4.424	-0.101	-0.358
X21	5.000	10.000	-0.766	-5.436	-0.144	-0.511
X22	5.000	10.000	-0.929	-6.592	0.502	1.780
Z3	6.000	10.000	-0.302	-2.143	-0.942	-3.341
Z1	6.000	10.000	-0.430	-3.048	-0.642	-2.279
X11	2.000	10.000	-1.301	-9.232	3.134	11.116
X15	6.000	10.000	-0.122	-0.864	-1.264	-4.485
Multivariate					4.920	1.119

Source: Research Results, 2021

### Hypothesis Testing Results

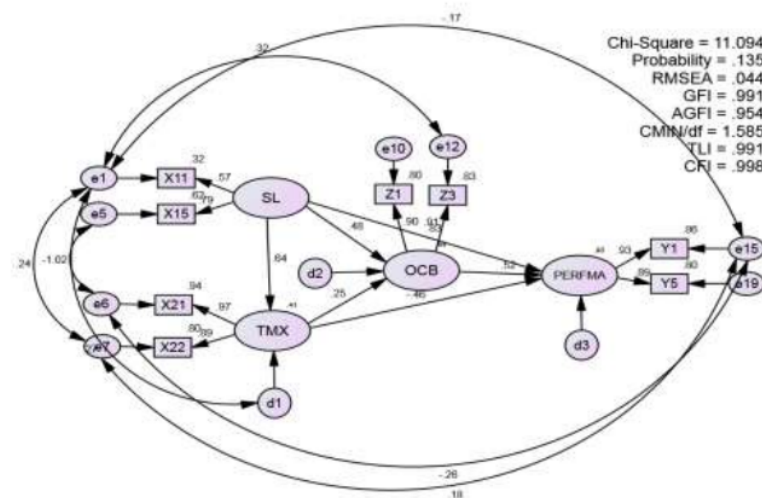


Figure 6 Path Analysis Model 2

Table 8 Intvariable Regression Standard  
Regression Weights: (Group number 1 - Default mode1)

			estimate	s.e.	c.r	p	label
TMX	<---	SL	1.088	0.180	6.032	***	par_5

			estimate	s.e.	c.r	p	label
OCB	<---	TMX	0.199	0.079	2.517	0.012	par _ 8
OCB	<---	SL	0.657	0.171	3.849	***	par _ 9
PERFMA	<---	TMX	-0.420	0.113	-3.699	***	par _ 6
PERFMA	<---	SL	1.287	0.343	3.750	***	par _ 7
PERFMA	<---	OCB	0.586	0.116	5.035	***	par _ 10
X15	<---	SL	1.000				
X11	<---	SL	0.837	0.106	7.927	***	par _ 1
Z1	<---	OCB	1.000				
Z3	<---	OCB	1.051	0.049	21.407	***	par _ 2
X22	<---	TMX	0.866	0.052	16.559	***	par _ 3
X21	<---	TMX	1,000				
Y1	<---	PERFMA	1,000				
Y5	<---	PERFMA	0.861	0.038	22.705	***	par _ 4

Source: Research Results, 2021

Table 9 Recapitulation of Direct effects - Indirect effects and Total Effects

Variable			direct effects	Indirect Effects	Total Effects
OCB	<---	SL	0.478	0.158	0.636
PERFMA	<---	SL	0.834	0.036	0.870
TMX	<---	SL	0.638	0.000	0.638
OCB	<---	TMX	0.247	0.000	0.247
PERFMA	<---	TMX	-0.464	0.129	-0.335
PERFMA	<---	OCB	0.522	0.000	0.522

Source: Research Results, 2021

Table 10 Recapitulation of Direct Effects - Indirect Effects Through Variable Moderating

Variable			direct effects	Indirect effects via OCB	Results
PERFMA	←	SL	0.834	-	
PERFMA	←	OCB ← SL	-	1.084	Strengthen
PERFMA	←	TMX	-0.464	-	
PERFMA	←	OCB ← TMX	-	-0.335	Strengthen

Source: Research Results, 2021

In addition to the studies that have been started, the analytical model building can be used to explain the direct and indirect effects of servant leadership on employee performance with the intervening variable Organizational Citizenship Behaviour. This finding also needs to be taken into consideration in implementing the placement of the Intervening Organizational Citizenship Behaviour variable on employee performance because this variable can indirectly strengthen the findings of the moderating variable of this study which also has theoretical implications as follows: The Influence of servant leadership through Organizational Citizenship Behaviour on Employee Performance: the value of direct Influence is smaller than the value of indirect Influence, the implication is that servant leadership Indirectly has a better Influence on employee performance when compared to servant leadership directly on Employee performance. Effect of Team Member Exchange (TMX) through Organizational Citizenship Behaviour on Employee Performance: the value of direct Influence is smaller than the value of indirect impact; the implication is that Team Member Exchange (TMX) indirectly has a better effect on employee performance when compared servant leadership directly to employee performance.

The results of this study's coefficient of determination ( $R^2$ ) can be seen in Table 11 below.

Table 10 Coefficient of Determination Results ( $R^2$ )

Squared Multiple Correlations: (Group number 1 - Default model)

	estimate
TMX	0,407
OCB	0,441
PERFMA	0,976

Source: Research Results, 2021

Based on Table 11 shows that: The Team Member Exchange (TMX) variable shows an R-square ( $R^2$ ) value of .407; this shows that the Team Member Exchange (TMX) variable is influenced by the Servant Leadership variable by 40.7%, while other factors influence the rest. Organizational Citizenship Behaviour (OCB) variable shows an R-square ( $R^2$ ) value of .441; this indicates that the Organizational Citizenship Behaviour (OCB) variable is influenced by the Servant Leadership, Team Member Exchange (TMX) variables together of 44, 1%, while other factors influence the rest. The performance variable shows an R-square ( $R^2$ ) value of .976; this indicates that the performance variable is influenced by the Team Member Exchange, Servant Leadership, and Organizational Citizenship Behaviour variables together of 97.6%, while other factors influence the rest.

## DISCUSSION

### 1. Influence of Servant Leadership on Employees Organizational Citizenship Behaviour (OCB)

The results of the statistical output in Figure 5 and Table 8 show the probability value of the servant leadership variable on Organizational Citizenship Behaviour  $0.000 < 0,05$  and critical ratio  $3.849 > 1,96$ , which means that Servant Leadership affects Organizational Citizenship Behaviour of foreign ownership life insurance employees is significant. And can be concluded that Servant Leadership of foreign ownership life insurance in Riau Islands province has a significant effect on the Organizational Citizenship Behaviour of employees, thus means hypothesis 1 ( $H_1$ ), namely: Servant Leadership has a significant influence on Organizational Citizenship Behaviour of ownership life insurance employees foreigners in the Riau Islands, accepted.

The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life insurance companies have high servant leadership. Foreign-owned life insurance companies will get high Organizational Citizenship Behaviour (OCB). At a foreign-owned life insurance company in the Riau Islands, Indonesia has high Servant Leadership with an indicator of Vision ( $X_{1,3}$ ); Humility ( $X_{1,4}$ ); Trust ( $X_{1,5}$ ); and Compassion ( $X_{1,1}$ ) can increase employee voluntary willingness to help colleagues is high. This study confirms the research conducted by Malingumu et al., (2016); Newman et al., (2017).

### 2. Influence of Servant Leadership on Team Member Exchange (TMX) Employees

The results of the statistical output in Figure 5 and Table 8 show that the probability value of the servant leadership variable on Team-Member Exchange is  $0,000 < 0,05$  and critical ratio  $6.032 > 1,96$ , which means that servant leadership affects Team-Member Exchange (TMX) significantly. And can be concluded that servant leadership of foreign ownership life insurance in Riau Islands, Indonesia, can increase Team-Member Exchange (TMX), thus means hypothesis 2 ( $H_2$ ), namely: Servant leadership has a significant effect on Team-Member Exchange employees of ownership life insurance foreigners in the Riau Islands, accepted.

The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life insurance companies have high Servant leadership. Foreign-owned life insurance companies will get a high employee Team-Member Exchange. This means that a foreign-owned life insurance company in the Riau Islands has high Servant Leadership with an Indicator of Vision ( $X_{1,3}$ ); Humility ( $X_{1,4}$ ); Trust ( $X_{1,5}$ ); and Compassion ( $X_{1,1}$ ) can increase the individual perception of team members on the overall reciprocal relationship in the form of sharing information and sharing assistance among Team Members to be high.

This study confirms the research conducted by Malingumet al, (2016).

### 3. Influence of Servant Leadership on Employee Performance

The results of the statistical output in Figure 5 and Table 8 show that the probability value of the

Servant leadership variable on performance is  $0,000 < 0,05$  and critical ratio  $3.750 > 1,96$ , which means that Servant leadership affects Performance significantly. Moreover, can be concluded that Servant leadership of foreign-owned life Insurance employees in the Riau Islands can improve employee Performance, thus meaning that hypothesis 3 ( $H_3$ ), namely: Servant leadership has a significant effect on the Performance of foreign-owned life Insurance employees in Riau Islands, is accepted.

The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life Insurance companies have high Servant leadership. Foreign-owned life Insurance companies will get high employee Performance. This means that in a foreign-owned life Insurance company in the Riau Islands, it has high Servant leadership with an Indicator of vision ( $X_{1.3}$ ); Humility ( $X_{1.4}$ ); Trust ( $X_{1.5}$ ); and Affection ( $X_{1.1}$ ) the results of the work given by the company in carrying out according to the rules set by the company so that the target by company standards both in quality and quantity according to the responsibilities given by the company (employee Performance) to be high. The results of this study confirm the research conducted by Aji and Palupiningdyah (2016).

#### **4. Influence of Team Member Exchange (TMX) on Employees' Organizational Citizenship Behaviour**

The results of the statistical output in Figure 5 and Table 8 show that the probability value of the Team Member Exchange variable on Organizational Citizenship Behaviour is  $0.012 < 0,05$  and critical ratio  $2.517 > 1,96$ , which means that Team Member Exchange affects Organizational Citizenship Behaviour significantly. Moreover, can be concluded that Team Member Exchange of foreign-owned life Insurance employees in Riau Islands has a significant effect on Organizational Citizenship Behaviour, thus means hypothesis 4 ( $H_4$ ), namely: Team Member Exchange has a significant influence on Organizational Citizenship Behaviour of foreign-owned life Insurance employees in Riau Islands, accepted.

The positive value in this study explains that the effect is unidirectional, meaning that foreign-owned life insurance companies have a high Team Member Exchange with the indicator Reciprocal ( $X_{2.1}$ ); Hope ( $X_{2.2}$ ); Compatibility ( $X_{2.3}$ ); Feedback environment ( $X_{2.4}$ ) can be an employee who voluntarily makes a willingness to help colleagues (OCB) high employees. Based on previous research, the results of this study confirm the research conducted by Nougrou, Julien C. (2017).

#### **5. Influence of Team Member Exchange (TMX) on Employee Performance**

The results of the statistical output in Figure 5 and Table 8 show that the probability value of the Team Member Exchange variable on performance is  $0,000 < 0,05$  and critical ratio  $-3.699 > 1,96$ , which means that Team Member Exchange significantly affects Performance. Moreover, can be concluded that the Team Member Exchange of foreign ownership life Insurance employees in the Riau Islands has a significant effect on Performance, thus means hypothesis 5 ( $H_5$ ), namely: Team Member Exchange has a significant influence on Insurance employee Performance spirit of foreign ownership in Riau Islands, accepted.

Only in this study was found to have a negative value in the relationship between the Team Member Exchange variable affecting Performance which explains that the effect is opposite, meaning that if the foreign ownership life Insurance company has a high Team Member Exchange, it will get low-Performance employees. On the other hand, if the foreign ownership life Insurance company has a standard Team Member Exchange, then the foreign ownership life Insurance company gets high employee Performance. It means that the foreign ownership life Insurance company in the Riau Islands has a high Team Member Exchange with the Reciprocal ( $X_{2.1}$ ) indicator; Hope ( $X_{2.2}$ ); Compatibility ( $X_{2.3}$ ); Feedback environment ( $X_{2.4}$ ) will reduce employee Performance. For this reason, if the foreign ownership life Insurance company in the Riau Islands wants its employees to Perform high in terms of Team Member Exchange. It should not be high (only low).

Based on previous research, the results of this study confirm the research conducted by Eva et al. (2019), whose research results show that Team Member Exchange has a significant effect on employee Performance. Only the direction is positive (not harmful).

#### **6. Influence of Organizational Citizenship Behaviour on Employee Performance**

The results of the statistical output in Figure 5 and Table 8 show that the probability value of the Organizational Citizenship Behaviour variable on Performance is  $0,000 < 0,05$  and the critical ratio  $5.035 > 1,96$ , which means that Organizational Citizenship Behaviour significantly affects employee Performance. It can be concluded that the Organizational Citizenship Behaviour of foreign-owned life insurance employees in Riau Islands has a significant effect on employee performance, thus means hypothesis 6 ( $H_6$ ), namely: Organizational Citizenship Behaviour has a significant effect on the Performance of foreign-owned life insurance employees in the Riau Islands, accepted.



The positive value in this study explains that the effect is unidirectional, meaning that foreign ownership life Insurance companies have high Organizational Citizenship Behaviour. Foreign ownership life Insurance companies get high employee Performance. This means that foreign-owned life Insurance companies in the Riau Islands have a high level of Organizational Citizenship Behaviour with the indicators Altruism ( $Z_1$ ), Courtesy ( $Z_2$ ), Conscientiousness ( $Z_3$ ), and Civic virtue getting the results of the work given by the company in carrying out according to the rules set by the company achieve the target by company standards both in quality and quantity according to the responsibilities given by the company (Performance) is high. Based on previous research, the results of this study confirm the research conducted by Chinomona & Mofokeng (2017), Fitriani et al. (2013), Anshari et al. (2018).

**7. Partial Effects of Organizational Citizenship Behavior Mediation Variables:** The effect of Servant Leadership through Organizational Citizenship Behaviour on employee Performance: the value of direct influence is smaller than indirect influence; the implication is that Servant Leadership indirectly has a better influence on employee Performance when compared to servant leadership directly on employee performance. The effect of Team-Member Exchange through Organizational Citizenship Behaviour on employee performance: the value of direct influence is smaller than the value of indirect impact; the implication is that Team-Member Exchange indirectly has a better effect on employee performance than servant leadership directly on employee performance. Organizational Citizenship Behaviour is quite significant as a mediator variable in foreign-owned life Insurance companies in the Riau Islands, Indonesia.

## 5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the theoretical findings and empirical findings of this study as described previously, this study can conclude that foreign-owned life insurance companies in hiring employees are as follows:

The study is proposed to explore the effect of Organizational Citizenship Behaviour on employees with Employee Performance. The influence of several variables, namely Team Member Exchange and servant leadership, perceived organizational support, on this effect. The results of the first, second, third, fourth and fifth regression tests overall support the hypothesis that is expected to produce a positive impact on the idea, namely: Servant leadership has a Significant Influence on Organizational Citizenship Behaviour of Foreign-Owned life Insurance Employees in the Riau Islands; Servant leadership Has Significant Influence on TMX (Team Member Exchange of Foreign-Owned life Insurance Employees in Riau Islands; Servant Leadership has Significant Effect on Employee Performance; Team Member Exchange (TMX) Has Significant Influence on Employees Organizational Citizenship Behavior; Team Member Exchange (TMX) Significantly Affects Employee Performance; Organizational Citizenship Behaviour has a Significant Influence on the Performance of Foreign-Owned life Insurance Employees in Riau Islands; Effect of intervening variable Organizational Citizenship Behaviour (OCB): Both Servant Leadership, and Team Member Exchange (TMX) if through Organizational Citizenship Behaviour (OCB) will strengthen the performance of Foreign Ownership life Insurance Employees in Riau Islands. Interestingly, the proposed Team Member Exchange, which was found to produce a significant effect on the prediction of the relationship between employee performance but has a negative relationship, which means that in contrast, when wanting high employee performance, employees are not too demanded of high Team Member Exchange.

However, despite its limitations, this study confirms that Servant Leadership has a high level of importance for organizations. Servant Leadership emphasizes prioritizing the interests of employees over the glorification of leaders (Saleem, F. et al. 2020). Servant Leaders' attention to employees increases trust, loyalty, and satisfaction with the leader (Raver et al., 2012). Although the focus of a Servant Leader is employees, it is directly beneficial for the organization as a whole, especially in that it contributes to the Organizational Citizenship Behaviour of employees who can attract and retain talented and committed employees (Saleem, F. et al. 2020). However, the mediating effect in this study can also be explained by the fact that some of the Organizational Citizenship Behaviour and Servant Leadership behaviors are also included in other leadership theories. Consequently, and as Yukl (2010) suggests, more research is needed to assess the uniqueness of this construct scale.

The consideration of placing the variable organization citizenship behaviour as a partial mediating in the implementation of servant leadership, Team Member Exchange on employee performance is as follows: Servant leadership has a significant effect on performance; if through Organizational Citizenship Behaviour, it will strengthen employee performance when compared directly (Servant Leadership on Employee performance). Team Member Exchange has a significant effect on employee performance if,

through Organizational Citizenship Behaviour, it will strengthen Employee Performance when compared directly (TMX on Performance).

For this research, we used a structured questionnaire and surveyed it so that it was limited according to the questions we provided and could not express their true feelings. The conclusions are drawn from foreign-owned life insurance companies in the Riau Islands of Indonesia to be generalized to other companies/organizations in the industry context. Different community cultures still need to be questioned. The influence of Team Member Exchange on the relationship between Employee Performance may be expected to be more assertive on particular objects because, in this study, it has a negative association in which a high team member exchange will result in low employee performance. It is recommended for further research to collect data with interview techniques to know the respondent's real feelings and expressions.

On this occasion, we would not forget to say: Thank's to the Directorate of Research and Community Service of the Ministry of Research and Technology/National Research and Innovation Agency for providing funding to research the Research Implementation Contract with LLDIKTI Region X Number: 026/LL10/PG-TJ/2021.

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