

TEAM MEMBER EXCHANGE (TMX), SERVANT LEADERSHIP, ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

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**TEAM MEMBER EXCHANGE (TMX), SERVANT LEADERSHIP, ON
EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR (OCB)**

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Abstract: Servant Leadership has become a new field of leadership research that has been of great interest in the last decade in that it is related to ethics virtue; however, most of the research on it in the west or China takes as an object of research, the underlying employee in Indonesia is 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 and Team Member Exchange and the mediating role of Organizational Citizenship Behavior were feasible and valuable for organizational success in life insurance companies. The scientific novelty of this study is our salience of Team Member Exchange (TMX) and the mediating role of Organizational Citizenship Behaviour (OCB) in explaining TMX performance among National Ownership Life Insurance employees in Riau Islands Indonesia. We also examine the role of OCB in moderating the indirect effects of Servant leadership on Performance through OCB. Using a unique multi-employee multi-source field study design, analysis of survey data collected from 160 employees using the SEM AMOS data analysis technique showed that Servant leadership is positively related to Performance through OCB, TMX is negatively related. On Performance. The moderated mediation test confirmed the moderating effect of Servant leadership through OCB. Our research findings also guide enhancing the development and utilization of OCB in their organizations. We have given an answer based on evidence about it how we can apply it. This study also broadens our understanding of the importance of the relationship between Servant leadership, TMX, and OCB. (JEL J00, J30, J32, J40, M50).

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

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**团队成员交换 (TMX)、仆人领导、员工绩效与组织公民行为
(OCB)**

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摘要：仆人式领导已成为近十年来引起人们极大兴趣的领导研究的一个新领域，因为它与道德美德有关；然而，西方或中国对其的研究大多以研究对象为研究对象，印尼的底层员工仍然有限。许多研究人员对这种新的仆人式领导理论进行了辩论，因为人们发现两种观点存在显著差异。本研究的目的是确定仆人式领导和团队成员交换以及组织公民行为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，我们调查了团队成员交换 (TMX) 的显著性和组织公民行为 (OCB) 在解释印度尼西亚廖内群岛国民所有人寿保险员工的 TMX 绩效方面的中介作用。我们还研究了 OCB 在通过 OCB 调节仆人式领导对绩效的间接影响方面的作用。使用独特的多员工多源实地研究设计，使用 SEM AMOS 数据分析技术从 160 名员工收集的调查数据分析表明，仆人式领导通过 OCB 与绩效呈正相关，TMX 呈负相关。关于性能。有调节的中介测试证实了仆人式领导通过 OCB 的调节作用。我们的研究结果还指导加强 OCB 在其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仆人式领导、TMX 和 OCB 之间关系重要性的理解。(JEL J00、J20、J32、J40、M50)。

关键词：仆人式领导；团队成员交流 (TMX)，组织公民行为 (OCB)，员工业绩。

1. Introduction

West and China, but employees in Indonesia, especially nationally owned life insurance companies as research objects, are still rare. Many studies that discuss employee performance related to Leadership have been carried out, but those relating to Team Member Exchange and Organizational Citizenship Behaviour (OCB) in Indonesia are still limited. This is important because the success of a company depends on how effective and efficient the Performance of employees is (Suha¹ et al. 2018). Therefore, an essential factor in understanding the success of a company or organization is to study the performance of employees and the leadership that functions in the organization. In this new era of research currently developing regarding Leadership theory that is in great demand by researchers is Servant Leadership. Servant Leadership theory emphasizes service to others (Greenleaf, 1970) 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 and will difficult to implement and operationalize because 'it is neither intended as a scientific treatise nor a manual on how to do it (Greenleaf, 1977: 49) whereas having discussed the positive effects of Servant leadership on employee satisfaction and also on corporate profits (Bass and Bass, 2008). Employee performance is the success of an employee/group of people in carrying out the tasks assigned to him according to company standards, both quantity and quality, based on the responsibilities given. Anjani, (2019). The most crucial part of building an organization or company with a legacy of success is its people, including employees and leaders (Handayani, (2016: 44).

In addition, to develop and strengthen the role of Organizational Citizenship Behaviour theory to be maintained in the future, we have tried to identify empirically exploring Organizational Citizenship Behaviour (OCB) by involving the Team Member Exchange of the sample population to assess its

results and impacts. In this Servant leadership, we include an empirical study investigating Servant leadership in an organizational context with Team Member Exchange and the Role of Organizational Citizenship Behaviour, focusing on developing models or testing measurement instruments.

Through our exploration of the theory of Organizational Citizenship Behaviour, we provide evidence that Organizational Citizenship Behaviour and Servant leadership are theories worth defending.

The current gap that has become an interesting discussion is critically studying Servant leadership and Organizational Citizenship Behaviour and integrating conclusions. In this Servant Leadership and Organizational Citizenship Behaviour, we ensure the current status in the research fields of Servant leadership Organizational Citizenship Behaviour and synthesize different studies and advance management research by taking a rigorous methodological approach.

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2. Literature Review

2.1. Servant Leadership

Servant leadership was popularized by Greenleaf's in an organizational context; he articulated his new leadership paradigm – Servant leadership with three introductory essays: *The Servant as leader* (1970), *The Institution as Servant* (1972), and *Trustees as Servants* (1972). Greenleaf conceptualizes Servant leadership as not just a management technique, but a way of life that begins with the 'natural feeling one wants one' to serve, serve first (Greenleaf, 1977: 7 in Parris, D., and Welty Peachey, J. 2013). Most contemporary studies of Servant leadership are from Greenleaf (1970, 1977), but in practice, the concept of Servant leadership 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 (Parris, D., and Welty Peachey, J. 2013), leadership theory has traditionally been defined by what leaders do, while Servant leadership is defined by their character and by demonstrating their total commitment to serving others whose primary motivation is to serve (what they do) truly aspire to lead.

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 of Proster, (2010: 28). Many of these authors present narratives of how examples of Servant

leadership are used in organizational settings; however, this is also a significant limitation of much of the Servant leadership literature, recognizing that Servant Leadership requires extensive research, emphasizing that the strength of the Servant leadership movement suggests that untested theory will play a role, in the future leadership of organizations (Parris, D., and Welty Peachey, J. 2013), although the trend of Servant leadership has developed, which is practised by private and not-for-profit organizations alike, there is still a lack of research in this area (Farling et al., 1999). Farling et al. (1999) calling for empirical studies, three streams of research have emerged (Van Dierendonck & Patterson, 2011): a) conceptual streams (Patterson, 2003); b) flow measurement (Van Dierendonck & Nuijte, 2011); and c) model development (Van Dierendonck, 2011). Notably absent from the above stream are empirical studies that explore Servant leadership theory in specific organizational models. In addition, as Greenleaf (1977) predicted, when it was predicted that Servant leadership would be difficult to implement and operationalize. He didn't provide a manual on managing that; instead, he challenges readers to reflect on and grow (Frick, 2004).

A review of Servant leadership has been conducted, which helps provide insight into how researchers organize the complexities of Greenleaf's concept of Servant leadership into a theoretical framework. Russell and Stone (2002) revealed nine characteristic attributes of Servant leadership: vision, honesty, integrity, trust, service, model, pioneering, appreciation of others, and empowerment. To support the nine attributes of Servant leadership Russell and Stone also list: communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching, and delegation, but Van Dierendonck's (2011) conceptual model identifies six main characteristics of Servant leadership: 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.

2.2. Organizational Citizenship Behavior

Organizational Citizenship Behaviour as free individual behaviour is not directly or explicitly related to the reward system and can improve the effective functioning of the Organ organization (2015: 31) (Kreitner & Kinicki, 2014: 173). Meanwhile, according to Robbins (2008: 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, Greenberg (2008: 413) suggests that Organizational Citizenship Behaviour is a form of informal behaviour that goes beyond what is officially expected to contribute to organizational well-being. Robbins & Judge (2008: 113) is the behaviour of a satisfied employee who speak positively about the organization, helps other individuals, and exceeds normal expectations in their work. Because satisfied employees find it easier to do more at work, they want to respond to positive experiences. Organizational Citizenship Behaviour is an individual contribution that exceeds the role guidelines in the workplace and is rewarded based on individual performance results. Organizational Citizenship Behaviour involves several behaviours such as helping others, volunteering on extra tasks, obeying workplace rules and procedures. Pangalih and Zulaicha, (2012) 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 organizational functions. This behaviour 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 Organizational Citizenship Behaviour is voluntary behaviour (extra-role behaviour) that is not included in the job description, spontaneous behaviour without someone's orders, which is helpful and can be assessed through job evaluation.

2.3. Servant Leadership and Organizational Citizenship Behaviour

Servant leadership (SL) is the behaviour of a leader who puts the interests of others above his own (Greenleaf, 1977). Leaders can influence employee behaviour and encourage them to demonstrate organizational citizenship behaviour (Podsakoff et al., 1990). SL can influence organizational citizenship behaviour because servant leaders motivate and inspire their employees and win their trust (Graham, 1991). Servant leaders assist followers in developing public citizenship behaviour. Become a source of motivation and guidance for employees, and they are also involved in the same activities in the organization. Thus, we can say that SL 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 (Aziz et al., 2017b).

Hypothesis: Servant leadership has a positive effect on Organizational Citizenship Behaviour.

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2.4. Team Member Exchange (TMX)

Team Member Exchange is exchanging ideas, feedback, and assistance with team members sharing information and effort sharing. Team Member

Exchange was considered very important in organizational behaviour, but the phenomenon. This is relatively not explored by many researchers (Farmer et al., 2015). Team Member Exchange wanted to assess how team members personally felt a sense of weakness in terms of task-based interactions (Banks, GC et al. (2014). And appreciation from other members (Seers, Petty, Cashman in Chen, 2018). 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. Team member.

2.5. Team Member Exchange and Organizational Citizenship Behavior

Apart from that, the main focus in this study refers to the quality of relationships between individuals in a work team, namely OCB, such as colleagues or workgroups. Relationship quality emphasizes assistance to coworkers, the contribution of ideas, and feedback on work problems (Liao et al., 2013). 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 (Banks et al., 2014). 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 (Liu et al., 2011). Individual roles will be meaningful to the group if each member has reciprocity and helps each other. It will lead to extra-role behaviour towards colleagues and other parties (Farmer et al., 2015). Helping behaviour 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 (Farmer et al., 2015).

Hypothesis: Team Member Exchange (TMX) positively affects organisational citizenship behaviour.

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 (Uhing, 2018: 2400). 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 following company standards both in quality and quantity according to the responsibilities given by the company (Handayani, 2016: 44). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following his responsibilities (Anjani, 2019). 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. (Suhardi; Ratih, I. A. Brahma; Sari, 2018) (Suhardi et al., 2018). However, according to Suhardi et al. (2018), employee performance is a comparison tool from a person's work adjusted to an organisation's rules.

3. 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 but emphasizes more on the service of its officers based on the quality of human resources. (Suhardi, 2017), for this reason, this research was conducted to know the influence of the strength of human resources whose variables are

- Servant Leadership,
- Team Member Exchange on Organizational Citizenship Behaviour,
- The Performance of foreign ownership life insurance officers in the Riau Islands Province of Indonesia.

with the conceptual framework of Figure 1.

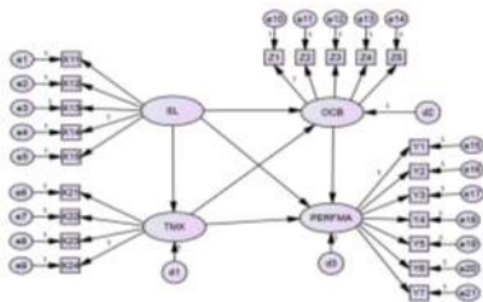


Figure 1 Framework

4. Hypothesis

- H₁: Servant leadership has a significant effect on Organizational Citizenship Behaviour of National Ownership life Insurance Employees.
- H₂: Servant leadership significant effect Team Member Exchange National Ownership life Insurance Employees.
- H₃: Servant leadership has a significant effect on the Performance of National Ownership life Insurance Employees.
- H₄: Team Member Exchange has a significant effect on Organizational Citizenship Behaviour of National Ownership life Insurance Employees.
- H₅: Team Member Exchange has a significant effect on the Performance of National Ownership life Insurance Employees.
- H₆: Organizational Citizenship Behavior has a significant effect on the Performance of National Ownership life Insurance Employees.

5. Research Methodology

Community of study: 20 National Ownership life Insurance companies in the Riau Islands Province of Indonesia, the researcher used a 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, the primary data collection instrument. The number of questionnaires distributed was 268, and the answers were 160 valid answers. Tools: This study used tools SEM AMOS 21. This study used the following statistical methods: Construct, Indicator, and literature in Table 1. Percentages to examine the community study, Alpha Cronbach coefficient to determine the stability, Multiple regression analysis to test the impact of independent variables. Characteristics of the research Sample: In this research, the characteristics of the participants in this survey are shown in Table 2 below. Validation of the Study Instrument and its Stability: Servant leadership 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

Table 1 Construct, Indicator

Construct	Indicator
Servant Leadership (X ₁)	Love (X ₁₁)
	Empowerment (X ₁₂)
	Vision (X ₁₃)

	Humility (X ₁₄)
	Trust (X ₁₅)
	Reciprocal (X ₂₁)
Team Member	Hope (X ₂₂)
Exchange	Compatibility
(X ₂)	(X ₂₃)
	Feedback
	Environment (X ₂₄)
Organizational	Altruism (Z ₁)
1	Civic Virtue (Z ₂)
Citizenship	Conscientiousness
Behaviour (Z)	(Z ₃)
	Courtesy (Z ₄)
	Sportsmanship
	(Z ₅)
	Result Quality
	(Y ₁)
Employee	Productivity (Y ₂)
Performance	Punctuality (Y ₃)
(Y)	Effectiveness (Y ₄)
	Independence
	(Y ₅)
	Work
	Commitment (Y ₆)
	Responsibility
	(Y ₇)

6. Results and Discussion

6.1. Test of Validity

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

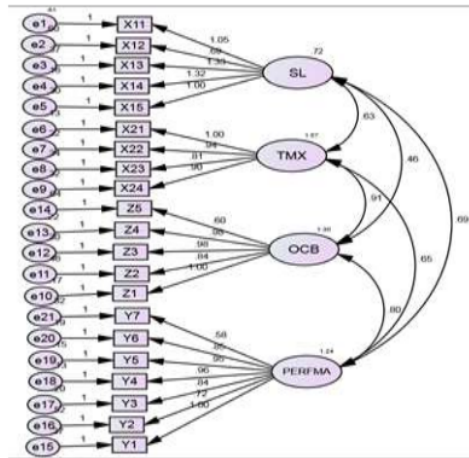


Figure 2 Confirmatory Factor Analysis

Table 2. Summary of Sample Characteristic (in Percent)

Response	62.7
Gender	
Male	40.5
Female	59.5
Age	
20 - 30 Years	30.2
31 - 40 Years	39.0
41 - 50 Years	21.8
51 - 60 Years	9.0
Level of Education	
Less than high school	0.9
High school degree	57.4
Diploma/Four-year degree	39.5
Master's-degree	2.2
Length of Work	
< 5 years	23.3
5-10 years	57.1
11-15 years	5.7
16-20 years	6.7
> 20 years	7.2
Income every month (Million)	
< IDR 5 M	22.7
IDR 5 - 10 M	48.4
IDR 10 - 15 M	16.4
IDR 15 - 20 M	8.3
> IDR 20 M	4.3
On Duty	
Non-Agency	17.5
Agency/Marketer	82.5

Table 3. Output Test of Validity Correlation Pearson

Variable	Item	Pearson Correlation	Sig.	Sig. (Standard)	Conclusion
Servant Leadership (X ₁)	X _{1.1}	0,902	0,000	< 0,05	Valid
	X _{1.2}	0,834	0,000		Valid
	X _{2.1}	0,773	0,000		Valid
	X _{2.2}	0,812	0,000		Valid
	X _{3.1}	0,848	0,000		Valid
	X _{3.2}	0,921	0,000		Valid
	X _{4.1}	0,913	0,000		Valid
	X _{4.2}	0,877	0,000		Valid
	X _{5.1}	0,912	0,000		Valid
	X _{5.2}	0,498	0,020		Valid
Team Member Exchange (X ₂)	X _{2.1.1}	0,900	0,000	< 0,05	Valid
	X _{2.1.2}	0,934	0,000		Valid
	X _{2.2.1}	0,872	0,010		Valid
	X _{2.2.2}	0,891	0,000		Valid
	X _{2.3.1}	0,862	0,000		Valid
	X _{2.3.2}	0,825	0,000		Valid
	X _{2.4.1}	0,888	0,000		Valid
	X _{2.4.2}	0,916	0,000		Valid
Organizational Citizenship Behaviour (Z)	Z _{1.1}	0,673	0,000	< 0,05	Valid
	Z _{1.2}	0,638	0,000		Valid
	Z _{2.1}	0,655	0,000		Valid
	Z _{2.2}	0,739	0,000		Valid
	Z _{3.1}	0,728	0,000		Valid
	Z _{3.2}	0,884	0,000		Valid
	Z _{4.1}	0,434	0,017		Valid
	Z _{4.2}	0,768	0,000		Valid
Employee performance (Y)	Z _{5.1}	0,732	0,000	< 0,05	Valid
	Z _{5.2}	0,881	0,001		Valid
	Y _{1.1}	0,642	0,000		Valid
	Y _{1.2}	0,778	0,000		Valid
	Y _{2.1}	0,763	0,000		Valid
	Y _{2.2}	0,751	0,000		Valid
	Y _{3.1}	0,772	0,000		Valid
	Y _{3.2}	0,691	0,000		Valid

Y _{4.1}	0,703	0,000	Valid
Y _{4.2}	0,778	0,000	Valid
Y _{5.1}	0,759	0,000	Valid
Y _{5.2}	0,571	0,001	Valid
Y _{6.1}	0,711	0,000	Valid
Y _{6.2}	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 > from 0.7, it was declared reliable.

Table 4. Output Test of Reliability Cronbach α

Construct	Construct Reliability	Evaluation Mode1
X ₁ (SL)	0,916	Reliability
X ₂ (TMX)	0,955	Reliability
Z (OCB)	0,925	Reliability
Y (PERFMA)	0,945	Reliability
Total Rata-rata	0,935	

To analyze the model, a picture of all the frameworks was drawn using the analysis tool in the AMOS program, as shown in Figure 3.

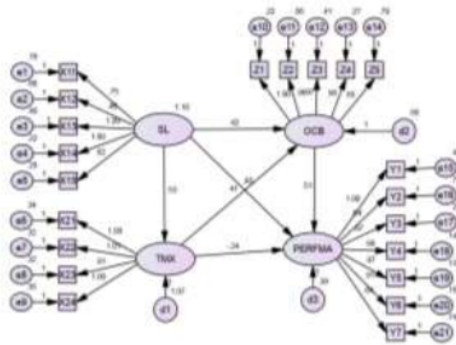


Figure 3 Results of Path Analysis Model 1

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 X₁₂, Z₅, Y₂, and Y₇.

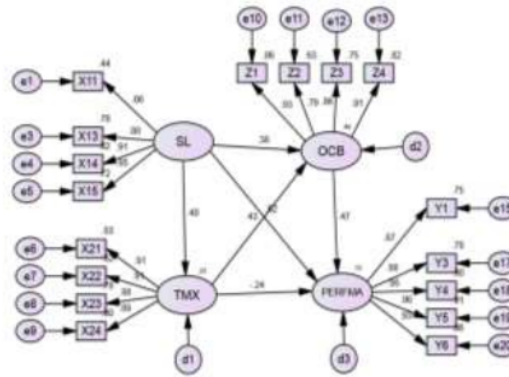


Figure 4 Analisis Results after Dropping

Based on Figure 4 and Table 5 of the goodness of fit criteria, Chi-Square, Probability, RMSEA, GFI, AGFI, CMIN/df, TLI, and CFI still do not meet the criteria of 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, which indicates 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.

Structural is desired. Based on extensive and careful theoretical considerations, the researcher modifies 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 researcher because the researcher still believes 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.

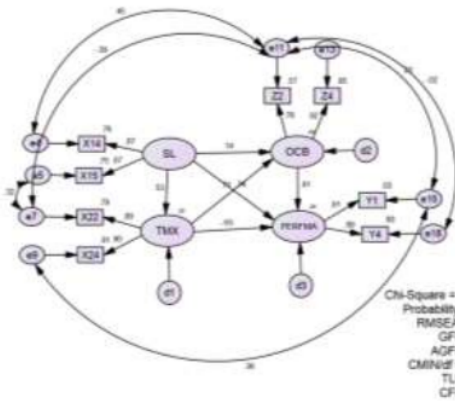


Figure 5 Path Analysis Model 2

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

Variabel		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 effects of Servant leadership on employee performance with the moderating variable Organizational Citizenship Behaviour (OCB). This finding also needs to be considered in implementing the placement of the Organizational Citizenship Behaviour (OCB) moderating variable on employee performance because this variable can indirectly strengthen the findings of this study's moderating variable, which also has theoretical implications as follows: Servant leadership moderating Organizational Citizenship Behaviour on Employee Performance: the value of direct influence is greater than the value of indirect influence; the implication is that Servant leadership directly has a better influence on employee performance when compared to Servant leadership indirectly on Performance employee. Team Member Exchange is moderating Organizational Citizenship Behaviour on Employee Performance: the value of direct influence is more minor than indirect influence; the implication is that Team Member Exchange indirectly has a better influence on employee performance when compared Servant leadership directly to employee performance.

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

1. The Influence of Servant leadership on Employees' Organizational Citizenship Behaviour Is Significant. Means H1: Servant leadership Has Significant Influence on Organizational Citizenship Behaviour of National Ownership life Insurance Employees is accepted. The results of the statistical output in Figure 6 and Table 7 show that the probability value of the Servant leadership variable on Organizational Citizenship Behaviour (OCB) is $0.017 < 0.05$ and Critical Ratio (CR) $2.397 > 1.96$, which means that Servant leadership affects Organizational Citizenship Behaviour 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 Servant leadership. National Ownership life Insurance companies will get high Organizational Citizenship Behaviour. The National Ownership life Insurance company in the Riau Islands Province, Indonesia, has high Servant leadership with an indicator of Vision; Humility, Trust, and Compassion can increase employee voluntary willingness to help colleagues (OCB).
2. The Influence of Servant leadership on Team Member Exchange Employees Means H2: Servant leadership Has Significant Influence on Team Member Exchange National Ownership life Insurance Employees, is accepted. The statistical output results in Figure 5 and Table

5 show that the probability value of the Servant leadership variable on Team Member Exchange (TMX) is $0.000 < 0,05$ and Critical Ratio (CR) $8.870 > 1,96$, which means that Servant leadership affects Team Member Exchange significantly. 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 the National Ownership life Insurance company in the Riau Islands Province has high Servant leadership with an indicator of Vision; Humility; Trust; and Affection can increase a high Team Member Exchange with the indicator Reciprocal; Hope; Compatibility; Feedback Environment can increase individual team members' perceptions of the overall reciprocal relationship in the form of sharing information and sharing assistance among team members (TMX) to be high.

3. The Influence of Servant leadership on Employee Performance

Means H3: Servant leadership Has Significant Influence on Employee Performance of National Ownership life Insurance, accepted. The results of the statistical output in Figure 5 and Table 5 show that the probability value of the Servant leadership variable on Performance is $0.000 < 0,05$ and the Critical Ratio (CR) $12.402 > 1,96$, which means that Servant leadership affects Performance significantly. 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 the National Ownership life Insurance company in the Riau Islands Province has high Servant leadership with an indicator of Vision; Humility; Trust; and Compassion the results of the work given by the company in carrying out according to the rules set by the company so that the target following company standards both in quality and quantity according to the responsibilities given by the company (Performance) is high.

4. The Effect of Team Member Exchange on Employees' Organizational Citizenship Behaviour

The results of the statistical output in Figure 5 and Table 5 show that the probability value of the Team Member Exchange variable on Organizational Citizenship Behaviour is $0.000 < 0,05$ and the Critical Ratio (CR) is $9.016 > 1,96$, which means that Team Member Exchange affects Organizational Citizenship Behaviour. (OCB) significantly. Means H4: Team Member Exchange

Has Significant Influence on Organizational Citizenship Behaviour (OCB) of National Ownership life Insurance Employees in Riau Islands Province, 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; Hope; Compatibility; Feedback Environment can be an employee who voluntarily makes a willingness to help colleagues (OCB) high employees.

5. The Effect of Team Member Exchange on Employee Performance

Means H5: Team Member Exchange (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 in Figure 5 and Table 5 show that the probability value of the Team Member Exchange variable on Performance is $0.000 < 0,05$ and Critical Ratio (CR) $-4.977 > 1,96$, which means that Team Member Exchange significantly affects Performance. This means that at the National Ownership life Insurance company in the Riau Islands Province, the Team Member Exchange is relatively low to get high employee performance. 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 in the opposite direction, meaning that if the National Ownership life Insurance company has a high Team Member Exchange, it will get Performance low employees. On the other hand, if the Foreign Ownership life Insurance company has a low Team Member Exchange, the National Ownership life Insurance company gets high employee performance.

6. The Effect of Organizational Citizenship Behaviour on Employee Performance

The results of the statistical output in Figure 5 and Table 5 show that the probability value of the Organizational Citizenship Behaviour variable on performance is $0.000 < 0,05$, and the Critical Ratio (CR) is $6.421 > 1,96$, which means that Organizational Citizenship Behaviour significantly affects employee performance. It means that H6: Organizational Citizenship Behaviour 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 Organizational Citizenship Behaviour. 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 Organizational Citizenship Behaviour with the indicators Altruism, Courtesy, Conscientiousness, 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 following company standards both in quality and quantity according to the responsibilities given by the company (performance) are high.

7. Effect of Intervening Organizational Citizenship Behaviour Variables: Servant leadership moderating Organizational Citizenship Behaviour on Employee Performance: the value of direct influence is greater than the value of indirect influence; the implication is that Servant leadership directly has a better influence on employee performance when compared to Servant leadership indirectly on employee performance. Team Member Exchange is moderating Organizational Citizenship Behaviour on Employee Performance: the value of direct influence is more petite than indirect influence; the implication is that Team Member Exchange indirectly has a better influence on employee performance when compared Servant leadership directly on employee performance. Organizational Citizenship Behaviour is very meaningful as a mediator variable in National Ownership life Insurance companies in the Riau Islands Province, Indonesia.

6.4. Discussion

This study aimed to evaluate the effect of Servant leadership Team Member Exchange on Employee Performance in the mediating role of OCB. Previously, many studies reported leadership as an essential tool influencing behaviour (Podsakoff et al., 1990, Smith et al., 1983). In today's era, Servant leadership serves as an effective tool to inspire and motivate employees (Farling et al, 1999). Greenleaf (1977), adopted the Servant leadership analysis and suggested applying this approach because it is an essential technique for dealing with problems that arise in the workplace.

Servant leadership SL is a person who has intimate knowledge of workers to solve their problems better. Recently, Yoshida et al. (2013) conducted significant research. To find out the characteristics of Servant leadership This study is an extension of Greenleaf (1977), and these qualities can guide the development of Servant leadership 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 Team Member

Exchange. For this purpose, companies do not have to develop reciprocal relationships, help with team members share information, share efforts and rewards from other members, because if team members do it, the results of customers who will close insurance will share among these members, so that the results received by the company do not increase. It will be more meaningful if the insurance employees work individually, then they will produce more closings (get customers). That means an increase in Team Member Exchange can cause a decrease in employee performance.

Likewise, our results show a more substantial direct impact of Servant leadership on employee performance than the indirect relationship. That is, if there is no OCB, the Servant leadership approach will be more effective in improving employee performance, and if the employee helps his co-workers (OCB) then the employee's performance decreases (weakens) to get closing (getting new customers). Our hypothesis says that Servant leadership is positively related to OCB. That means that employees will be more enthusiastically involved in extra-performance roles because of implementing and improving the Servant leadership approach (Aziz et al., 2017c). Thus, this hypothesis is accepted and consistent with previous studies (Aziz et al., 2017c, Bobbio et al., 2012, Ja'afaru Bambale, 2014). This study also found that Organizational Citizenship Behaviour played a mediating role between Servant leadership and Team Member Exchange.

Servant leadership 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 behaviour can lead to changes in employee beliefs and preferences (Aziz et al., 2017d, Khurshid et al., 2017a). So, Organizational Citizenship Behaviour mediates the relationship between Servant leadership and Team Member Exchange. In this way, employees become optimistic towards the organization, and they get involved in OCB with more enthusiasm. That means Servant leadership is an efficient resource to increase employee commitment to enjoy Organizational Citizenship Behaviour.

7. Conclusion, Implication, Suggestion & Limitation

The conclusions of this study are as follows:

- i. The main findings of this study: Servant Leadership Has Significant Influence on Organizational Citizenship Behaviour of Life Insurance Employees National Ownership, Servant leadership Has Significant Influence on Team Member Exchange, Team Member Exchange Has Significant Influence

on Organizational Citizenship Behaviour, Team Member Exchange Has Significant Influence on Organizational Citizenship Behavior, Organizational Citizenship Behavior Has Significant Influence on Employee Performance, Intervening Variable Effect Organizational Citizenship Behaviour: Both Servant Leadership and Team Member Exchange if through Organizational Citizenship Behaviour will strengthen the Performance of National Ownership Life Insurance employees in the Riau Islands Province.

- ii. Comparison with other studies, this study is in line with and strengthens the research that has been done by (Chou et al. 2014; Liu & Wang 2013; Lin 2010); there is a positive relationship between superior-subordinate social strength of the Team Member Exchange (TMX) relationship of subordinates. Employees are more likely to perform Organizational Citizenship Behaviour (OCB) roles outside of their jobs and engage in Team Member Exchange (TMX) if they have high-quality social exchange relationships with members of their workgroups, particularly their supervisors. Research also supports research (Ehrhart 2004; Hunter et al. 2013; Walumbwa et al. 2010; Raver et al. 2012) that have analyzed the mechanisms at the mediation team level of Servant leadership and Organizational Citizenship Behaviour (OCB).
- iii. 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 Servant leadership became popular because Servant leadership is considered as a person who can influence employees who can work optimally. Servant leadership is an approach in which the leader puts the interests of his followers first and then his own. Servant leadership 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. Servant leadership is the best approach to overcome many problems related to the emotional thinking of subordinates.

Servant leadership can effectively develop high-quality Team Member Exchange (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. As employees are considered organizational assets, leaders, supervisors, and managers should appreciate workers' efforts. Leaders can inspire and motivate employees and can also use their full potential. Therefore, they must motivate workers. Managers and supervisors must develop two-way communication with employees and listen to their concerns and needs, and help them feel valued.

- iv. Strengths and limitations: For this study, we used a structured and surveyed questionnaire so that it was limited to the questions we gave and could not express their feelings openly according to their true feelings, generalization to other companies/organizations in the context of industry and other societal cultures still needs to be questionable. Results in this study, organizational citizenship behaviour is a mediator, but it can also be used as a moderator. We collect data only once. Also can be collected more than once and check if there is a change over time.

The effect of Team Member Exchange 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 team member exchange will result in low employee performance.

- v. Conclusions, recommendations and future research lines: Servant leadership, Organizational Citizenship Behaviour (OCB) can improve employee performance, Servant Leadership, Team Member Exchange (TMX) can improve Organizational Citizenship Behaviour, further improve employee performance Servant leadership can improve Team Member Exchange (TMX) employees. Consider.

TEAM MEMBER EXCHANGE (TMX), SERVANT LEADERSHIP, ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

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