



The influence of servant leadership through job engagement and organizational citizenship behavior as intervening variables on employee performance (a study on pt. Ahs kota serang)

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ABSTRACT

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This study aims to analyze the influence of Servant Leadership on Employee Performance, with Job Engagement and Organizational Citizenship Behavior (OCB) as the mediating variables in PT. AHS, Serang City. This study examined fluctuations in employee performance influenced by leadership style, work engagement, and organizational civic behavior with 124 respondents. The method used is quantitative with data analysis using SmartPLS 4. Based on the results of hypothesis testing, Servant Leadership has a positive and significant influence on Employee Performance, Job Engagement, and OCB. In addition, Job Engagement and OCB have been proven to mediate the influence of Servant Leadership on Employee Performance. The results of the bootstrapping test showed that the statistical T-value for the direct relationship of Servant Leadership to Employee Performance was 0.023 (smaller than the T of table 1.960) and the P-value was 0.981 (greater than 0.05), indicating no significant effect. The test also shows that both Job Engagement and OCB have an important role as mediators that strengthen the relationship between Servant Leadership and Employee Performance.

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1. INTRODUCTION

Employee Performance is a key element in determining the success of an organization, especially in the midst of increasingly fierce market competition. At PT. AHS, employee performance is not only measured by productivity and work quality, but also through qualitative indicators such as accuracy of results, speed of completing tasks, and the ability to work together and take initiative in solving problems (Sanusi & Widiyanto, 2021). These factors greatly determine the achievement of business goals and customer satisfaction.

Understanding the factors that affect Employee Performance is crucial for organizational management. With this understanding, management can design the right performance improvement strategy. Factors such as motivation, job engagement, work

environment, and leadership style are important cornerstones in effective human resource management.

In this case, the role of the leader becomes very central. Leaders at PT. AHS is required to have the capacity to guide and direct employees to achieve optimal results. One of the approaches that is now in the spotlight is the concept of Servant Leadership, where leaders play the role of servants who prioritize the needs of the team and focus on improving organizational results (Saleem, 2020).

Servant Leadership emphasizes serving others, building healthy relationships, and increasing teamwork spirit without selfish dominance (Vincent Iwighrevero et al., 2023). If applied at PT. AHS, this approach has the potential to create a positive and harmonious work culture, which will directly impact improving Employee Performance and organizational success.

Two important concepts that are often associated with improving employee performance are Job Engagement and Organizational Citizenship Behavior (OCB). Job Engagement reflects the level of emotional and cognitive engagement of employees towards their work, which impacts creativity, productivity, and job satisfaction (Toth et al., 2021). Meanwhile, OCB refers to voluntary behaviors that support the work environment, such as assisting colleagues or engaging in organizational activities outside of formal duties.

At PT. AHS, fluctuations in project performance show that there are challenges in maintaining consistent Employee Performance. The data on the number of projects completed each month reflects this dynamic. While there have been high gains in some months, significant declines in others indicate instability. One of the possible causes is the inconsistency in the implementation of Servant Leadership in all managerial lines.

The low level of employee engagement globally is also a challenge. The results of a survey from (Hewitt, 2017) stated that only 25% of employees really feel involved in their work, while the other 37% are not involved at all. This condition shows the importance for organizations, including PT. AHS, to identify and manage the factors that drive Job Engagement so that employee performance can be continuously improved.

OCB also makes a great contribution in creating a cooperative and productive work environment. Employee volunteer behavior, such as helping others and supporting organizational culture, can strengthen working relationships and increase team morale (Hermawati & Mas, 2017). However, OCB's effectiveness in improving employee performance is still influenced by organizational support and job satisfaction felt by individuals.

Previous research has shown mixed results regarding the influence of Servant Leadership on Employee Performance. Some show a strong positive correlation, while others show a weak or even negative impact (Asa Putra et al., 2023; Sapta et al., 2023; Vincent Iwighrevero et al., 2023). Therefore, this research is important to fill the literature gap by exploring these relationships in the specific work environment of PT. AHS Serang City.

This study only discusses Servant Leadership through job engagement and organisational citizenship behaviour as mediating variables for employee performance, and does not discuss transformational or transactional leadership. The main problem formulation in this study is how to improve Employee Performance through the implementation of Servant Leadership mediated by Job Engagement and OCB. With a thorough understanding of these three variables, it is hoped that the management of PT. AHS can formulate more effective strategies in building stable and superior employee performance, for the sustainable achievement of the company's strategic goals.

2. RESEARCH METHOD

This research employs a descriptive quantitative approach, utilizing the Partial Least Squares (PLS) technique via SMART PLS 4 software to examine the relationships among Servant Leadership, Job Engagement, Organizational Citizenship Behavior (OCB), and Employee Performance. The sample selection was based on the number of employees in the company to avoid bias in this study. The data were gathered from a total of 124 employees at PT. AHS, including Inspectors and staff members, using a saturated sampling method. Questionnaires were administered through Google Forms, employing a 1 to 10-point scale. This approach was selected due to its capability to precisely assess latent constructs through pertinent indicators and to deliver valid, reliable, and comprehensive statistical insights into the interactions between the studied variables. Explaining research chronological, including research design, research procedure (in the form of algorithms, Pseudocode or other), how to test and data acquisition (Cronje, 2020). The description of the course of research should be supported references, so the explanation can be accepted scientifically.

Drawing from a synthesis of prior studies and relevant theoretical insights, the conceptual framework illustrates both the direct and indirect effects among the variables under investigation, including how these variables interact with one another. This framework is designed to explore pathways for enhancing organizational performance by positioning Servant Leadership (X1) as an independent variable, with Job Engagement and Organizational Citizenship Behavior (OCB) acting as mediating factors that influence Employee Performance (Y). The structure and connections among these constructs are visually represented in Figure 2.1 below.

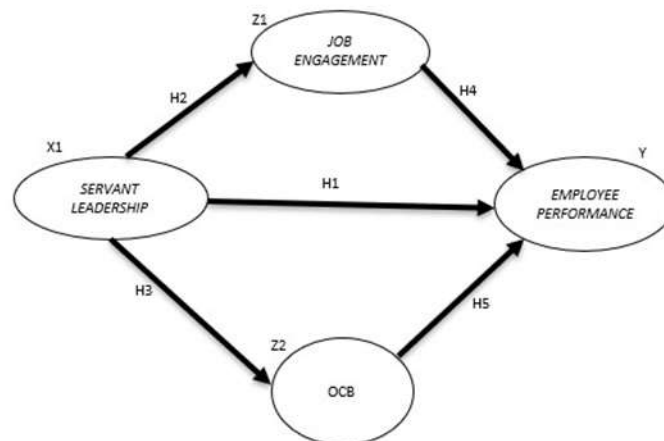


Figure 1. Conceptual Model Constructed in 2025
Source: Framework of the Study Formulated by the Researcher (2025)

Hypothesis

H1: Servant Leadership exerts a favorable and meaningful impact on enhancing Employee Performance.

H2: Servant Leadership contributes positively and significantly to increasing Job Engagement levels.

H3: Servant Leadership demonstrates a notable and beneficial influence on fostering Organizational Citizenship Behavior.

H4: Job Engagement significantly and positively drives improvements in Employee Performance.

H5: Organizational Citizenship Behavior plays a crucial and positive role in elevating Employee Performance.

H6: Servant Leadership indirectly enhances Employee Performance through the mediating effect of Job Engagement.

H7: Servant Leadership indirectly improves Employee Performance with the support of Organizational Citizenship Behavior as a mediating factor.

3. RESULTS AND DISCUSSIONS

The measurement model evaluation involves several steps, including assessments of Convergent Validity, Discriminant Validity, and Composite Reliability. To assess Convergent Validity, the loading factor of each indicator on its respective construct is examined. For confirmatory studies, a loading factor threshold of 0.70 is typically applied, whereas exploratory studies often use a threshold of 0.60. Since this research falls under confirmatory analysis, a minimum loading factor of 0.70 is used to evaluate the convergent validity of each indicator. The resulting construct model from the PLS analysis is illustrated in the figure below:

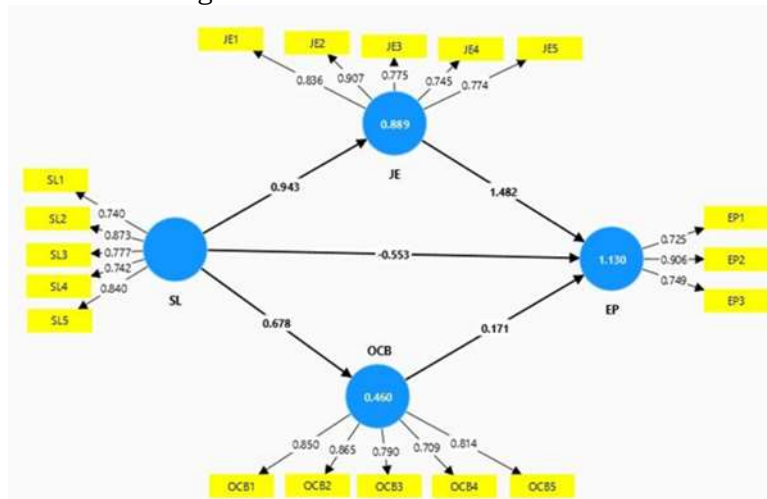


Figure 2. Results of the PLS Model Estimation (Algorithm)
 Source: Output generated from SmartPLS 4, processed in 2025

Convergent validity testing is not only carried out by analyzing the loading factor value of each indicator, but also by paying attention to the Average Variance Extracted (AVE) value in each construct. A construct is declared to be eligible for convergent validity if it has an AVE value greater than 0.5.

Table 1. Value of Construct Reliability, Validity and AVE

Konstruk	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
EP	0.834	0.850	0.838	0.636
JE	0.904	0.908	0.904	0.655
OCB	0.906	0.906	0.903	0.652
SL	0.895	0.899	0.896	0.634

Source: SmartPLS 4 output to be processed in 2025

The analysis of the tabulated data reveals that every construct has an Average Variance Extracted (AVE) exceeding 0.50, demonstrating that all constructs have successfully achieved satisfactory convergent validity.

The reliability of the construct is evaluated through Cronbach's Alpha and Composite Reliability values for each construct. A construct is declared to have a high level of reliability if Cronbach's Alpha value is more than 0.70 and the Composite Reliability value also exceeds 0.70.

3.1 Hypothesis Test

The hypothesis testing was conducted to assess the impact of the independent variables on the dependent variables. The assumptions underlying this test are summarized in the table below:

Hipotesis	Hubungan Variabel	Original Sample	T Statistik	P Value
H1	Servant Leadership → Employee Performance	-0.553	0.023	0.981
H2	Servant Leadership → Job Engagement	0.943	36.850	0.000
H3	Servant Leadership → Organizational Citizenship Behavior	0.678	8.720	0.000
H4	Job Engagement → Employee Performance	0.725	4.795	0.000
H5	Organizational Citizenship Behavior → Employee Performance	0.625	7.913	0.000
H6	Servant Leadership → Job Engagement → Employee Performance	0.364	4.534	0.000
H7	Servant Leadership → Organizational Citizenship Behavior → Employee Performance	0.453	4.615	0.000

Source: SmartPLS 4 output to be processed in 2025

3.2 Direct research

As detailed in the preceding chapter, this study examines seven hypotheses related to direct effects. The analysis was conducted with a significance level set at 5%, which corresponds to a critical t-value of ± 1.96 . A hypothesis is considered supported if the computed t-value meets or exceeds 1.96; if it falls below this value, the hypothesis is rejected. The following section provides the results of the hypothesis testing, offering answers to all research questions.

3.3 The Influence of Servant Leadership on Employee Performance

The findings of this study indicate that the first hypothesis, which proposes a significant impact of Servant Leadership on Employee Performance, is not supported. The bootstrapping analysis conducted through SmartPLS 4 revealed a T-value of 0.023, which falls below the critical threshold of 1.960, and a P-value of 0.981, exceeding the 0.05 significance level. Consequently, the hypothesis is rejected, suggesting that Servant Leadership does not have a statistically significant effect on Employee Performance. It was observed that lower levels of Servant Leadership implementation correspond with a decline in employee performance. Servant Leadership emphasizes serving and addressing the needs of team members, fostering a positive and cooperative workplace atmosphere, which theoretically should enhance performance. These findings are consistent with previous research, as conveyed by (Eva et al., 2019; Hasanah & Mujanah, 2020; Sapta et al., 2023; Sihombing et al., 2018), who also found that Servant Leadership has a positive impact on Employee Performance.

3.4 The Influence of Servant Leadership on Job Engagement

The findings of this research indicate a significant relationship between Servant Leadership and Job Engagement. The bootstrapping analysis conducted using SmartPLS 4 showed a t-value of 36.850 for the effect of Servant Leadership on Job Engagement, which is well above the critical value of 1.960, along with a P-value of 0.000, below 0.05 significance threshold. Therefore, the first hypothesis is supported. This suggests that

stronger implementation of Servant Leadership correlates with higher levels of Job Engagement. By emphasizing service, personal growth, and empowerment, Servant Leadership fosters emotional support, builds trust, and enhances employee motivation, resulting in employees who feel appreciated and more committed to their work. These findings are consistent with previous research, as presented by (Hamzad et al., 2024; Hanafi & Eko Pujianto, 2023; Limbong & Saragih, 2023; Song et al., 2022; Vincent Ivwighrevero et al., 2023), which shows that Servant Leadership has a positive impact on increasing Job Engagement.

3.5 The Influence of Servant Leadership on Organization Citizenship Behavior

The study's findings demonstrate a significant effect of Servant Leadership on Organizational Citizenship Behavior (OCB). The bootstrapping results from SmartPLS 4 revealed a T-value of 8.720, which exceeds the critical value of 1.960, and a P-value of 0.000, below 0.05 significance threshold. Consequently, the hypothesis is supported. This indicates that more effective implementation of Servant Leadership leads to higher levels of OCB within the organization. Servant Leadership, with its focus on service and empowerment, inspires employees to voluntarily participate in organizational activities beyond their formal duties. By fostering stronger interpersonal relationships, a nurturing work environment, and a shared sense of social responsibility, this leadership style significantly enhances OCB. Servant Leadership is not a direct driver of performance, but it creates a healthy and supportive work environment and leaders who provide service to their employees, thereby increasing Job Engagement and OCB. These two variables serve as the psychological and behavioural mechanisms that subsequently have a positive impact on performance. These findings are in line with previous research conducted by (Ayu Putu Widani Sugianingrat et al., 2019; Hanaysha et al., 2022; Khattak & O'Connor, 2021), which shows that Servant Leadership has a positive impact on improving OCB within the organization.

3.6 The Effect of Job Engagement on Employee Performance

The findings from this study indicate a significant impact of Job Engagement on Employee Performance. Bootstrapping analysis via SmartPLS 4 showed a T-value of 4.795, surpassing the critical value of 1.960, along with a P-value of 0.000, which is below the 0.05 significance threshold. Therefore, this hypothesis is accepted. This means that increased employee involvement in their tasks is associated with improved performance. Job Engagement reflects the degree to which employees are emotionally, mentally, and physically invested in their work, which leads to enhanced outcomes. Employees who are highly engaged typically demonstrate greater motivation, stronger organizational commitment, and better resilience in facing job-related challenges, resulting in notable improvements in their performance. These findings are in line with previous research conducted by (Almawali et al., 2021; Bhardwaj & Kalia, 2021; Ismail et al., 2019; Tensay & Singh, 2020), which confirms that Job Engagement has a positive impact in encouraging employee performance improvement.

3.7 The Influence of Organization Citizenship Behavior on Employee Performance

The study's findings indicate a significant effect of Organizational Citizenship Behavior (OCB) on Employee Performance. The bootstrapping test using SmartPLS 4 yielded a T-value of 7.913, which is higher than the critical T-value of 1.960, and a P-value of 0.000, below the 0.05 significance level. Thus, this hypothesis is supported. This suggests that greater expression of OCB within the workplace is associated with enhanced employee performance. OCB represents employees' voluntary actions beyond their assigned duties, including assisting coworkers, fostering a positive workplace atmosphere, and showing dedication to the organization. These behaviors contribute to smoother organizational operations and higher efficiency, which in turn significantly

boost employee performance. These findings are consistent with previous studies conducted by (Ayu Putu Widani Sugianingrat et al., 2019; Hermawati & Mas, 2017; Kissi et al., 2019; Ribeiro et al., 2018), which shows that OCB contributes positively to improving Employee Performance. In other words, employees who demonstrate OCB tend to be more productive, innovative, and play an important role in achieving organizational goals effectively.

a. Mediation 1

The analysis revealed that Job Engagement significantly mediates the relationship between Servant Leadership and Employee Performance. This is supported by a T-statistic of 4.534, exceeding the critical value of 1.960, and a P-value of 0.000, which is below the 0.05 threshold. These outcomes confirm that Job Engagement plays a vital intermediary role, strengthening the connection between Servant Leadership and the enhancement of employee performance.

b. Mediation 2

The indirect effect of Servant Leadership on Employee Performance through the mediating role of Organizational Citizenship Behavior (OCB) was found to be statistically significant. The analysis yielded a T-value of 4.615, surpassing the critical threshold of 1.960, and a P-value of 0.000, which is well below the 0.05 significance level. These findings demonstrate that OCB effectively serves as a mediating variable in strengthening the connection between Servant Leadership and employee performance outcomes.

4. CONCLUSION

Based on the results of the hypothesis testing carried out, it can be concluded that all the hypotheses submitted are accepted. The first hypothesis shows that Servant Leadership has a positive and significant effect on Employee Performance, which means that the better the implementation of Servant Leadership, the higher the employee performance. The second hypothesis confirms that Servant Leadership has a positive effect on Job Engagement, which means that the more optimal the implementation of Servant Leadership, the higher the employee work involvement. The third hypothesis reveals that Servant Leadership also has a positive effect on Organization Citizenship Behavior (OCB), which suggests that Servant Leadership can improve employee OCB. The fourth and fifth hypotheses support that Job Engagement and OCB have a positive effect on Employee Performance, respectively. In addition, the sixth and seventh hypotheses show that Job Engagement and OCB are able to mediate the influence of Servant Leadership on Employee Performance, which means that both strengthen the relationship between Servant Leadership and employee performance. These findings confirm that Servant Leadership, both directly and through Job Engagement and OCB mediators, has a significant influence on improving employee performance.

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