



# The Impact of Work Motivation and Servant Leadership on Employee Performance of Banking Industry mediated by Organizational Citizenship Behaviors (OCB)

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This study aims to analyze the effect of work motivation and servant leadership on employee performance mediated by OCB. All of the participants in this study are employee of one of the state-owned banks in Jakarta. This study involved 240 samples selected through purposive sampling. Data processing method using SEM PLS, and obtained the results that work motivation, servant leadership and OCB have a direct and positive effect on employee performance. Work motivation impact on OCB. OCB is also able to mediate the effect of work motivation and servant leadership on employee performance.

**Keywords:** *employee performance, OCB, servant leadership, work motivation*

## 1. Introduction

In the current global era, business competition is very tight, especially in the banking services sector. This requires banks to always improve the quality of their services, innovate and be able to compete in the midst of global competition. The service excellence will not be achieved without the support of banking human resources (HR). HR plays an important role in organizational performance. In some branches of in several branches of the banking industry, especially in one of the state-owned banks, showed a decline in employee performance. This, if left unchecked, will threaten to reduce organizational performance, so it is necessary to find out what factors cause the decline in employee performance.



In the banking industry, leadership rotations are common. Leaders also play a role in organizing the branches they lead to perform better. The problem that is often encountered in the field is that leadership changes provide different leadership styles, and will affect the performance of the employees they lead.

A factor that affects employee productivity is work motivation. Performance will be better when a person has good talents and high work motivation than when they have decent skills but low motivation. In a business, it is critical to regularly evaluate employees' performance and determine how motivated they are to work. The relationships between work motivation and performance were found to be favorable by Thang and Nghi (2021) as well as Rita et al. (2019). According to Chien et al. (2020), financial incentives were a significant motivator for employees' perceptions of their work performance. Elvina and Chao (2019) have noted that the extrinsic incentive provided to employees in a business has a substantial impact on the employees' performance. Examples of extrinsic motivation include job stability, decent pay, promotion and growth opportunities, rewards, and recognition.

Leadership and employee performance are tightly intertwined. In order for their followers to perform well, leaders must be able to inspire them. Servant leadership is a type of leadership that can be advantageous to its followers. Three crucial traits of servant leadership are motive, manner, and mentality (Eva et al., 2019; Chon & Zoltan, 2019). The effectiveness of employee performance was demonstrated by Nemati et al. (2022), Saleem et al. (2020), and Putrawijaya et al. (2020). Additionally, Ruiz-Palomino et al. (2021) shown that servant leadership is essential for a company's new strategy to be implemented successfully.

Cognitive and emotional processes have a role in how servant leadership affects followers. Through greater empathy, servant leadership may improve employee OCB. Elche et al. (2020) and Saleem et al. (2020) demonstrated the beneficial effects of servant leadership on employee OCB. According to Putrawijaya et al. (2020), OCB is individual conduct that is free (discretionary), not directly rewarded by the formal incentive system, and that, when combined, will improve the effectiveness and efficiency of organizational operations.

This study aims to analyze the effect of work motivation and servant leadership on employee performance mediated by OCB. The influence of job motivation and servant leadership, which are mediated by OCB, on employee performance will be examined in this study. Saleem et al. (2020) also look at how servant leadership affects work performance and how OCB mediates this effect, but they do not look at work motivation. This is what sets this study apart from earlier ones, which is expected to increase the contribution of its influence on employee performance.



## **2. Literature Review**

### **2.1 Employee Performance**

The word "performance" designates a certain kind of occupational activity. Performance is concerned with the job and its results, as well as what needs to be done and how to go about achieving it, according to Abubakar et al. (2019). Cetin and Askun (2018) have further defined performance as a person's ability to carry out duties that promote an organization's critical capabilities. How well a corporation performs at work is significantly influenced by organizational support, management skill or productivity, and the role of each person. Job performance, according to Qalati et al. (2022), is a stage of realization that develops as a result of an individual's employment. Koopmans et al. (2012) measure employee performance with dimension: task performance, contextual performance, adaptive performance, and counterproductive work behaviour.

Interest in the connection between leadership and performance has lately increased. Employee commitment to their organizations is higher when they like their managers. A leader can guide individuals or groups to complete tasks and boost employee morale. As a result, it is believed that a leader's leadership style has a significant impact on how well their team members perform at work. Personal aspirations that are compatible with the company's goals are what lead to organizational commitment. The studies by Nemati et al. (2022), Sarwar et al. (2021), Putrawijaya et al. (2020), and Saleem et al. (2020) showed how servant leadership has positive effects on work performance.

### **2.2 Work Motivation**

Robins and Coulter (2005) define motivation as the desire and willingness to exert a high level of inspiration to achieve organizational goals, with the potential of those efforts to meet some personal need. In order to engage workers in their work, motivation is used. These variables can be categorized as intrinsic and extrinsic motivation, respectively (Elvina and Chao, 2019; Chien et al., 2020). A person's internal drive to perform anything, such as intriguing work, job appreciation, job pleasure, or tension, is referred to as intrinsic motivation. Extrinsic motivation, on the other hand, is related to outside forces like the workplace, pay, and other external influences. Five categories of work motivation including financial motivation, external self-concept, internal self-concept, enjoyment of work, and goal internalization (Chien, 2020).

Employee motivation was shown by Forson et al. (2021) and Rita et al. (2018) to be a major predictor of work performance. Extrinsic motivation has been shown by Elvina and Chao (2019) and Chien et al. (2020) to have a more dominant impact on how well employees perform at work. Furthermore, financial incentives were a powerful motivator of labor performance. Barbuto and Story (2011) showed that there is positive relationships between individuals' self-concept internal motivations and organizational citizenship behaviors.



### 2.3 Servant Leadership

Eva et al. and Chon and Zoltan (2019) define servant leadership as an other-centered leadership style that prioritizes the particular needs and interests of followers one-on-one while directing followers' focus away from their own needs and toward the needs of others in the organization and the larger community. It asserts that the three qualities of motive, manner, and mentality are what define servant leadership. First off, servant leadership (or a "other-oriented approach to leadership") is motivated by external causes rather than internal ones, despite what the phrase "servant-first" might suggest. The servant leadership style also acknowledges the uniqueness of each follower and their range of requirements, passions, aspirations, and limitations. When followers receive individualized attention and their needs, interests, and aspirations are given precedence over those of the leader, it becomes apparent. Last but not least, a mindset displays servant leadership, which is described as "outward reorienting of their concern for self towards concern for others within the organization and larger community." Being courteous or friendly is not a prerequisite for serving as a leader. It demands strong moral character, psychological growth, and self-awareness.

According to servant leadership, leading others entails serving followers while also exercising leadership (Ragn According to Jeyaraj and Gandolfi (2022), the four components of the servant leadership style are equality, humility, empowerment, and empathy. According to egalitarianism theories, organizational leaders are not inherently better than other team members (Sousa & van Dierendonck, 2021). With humility, one concentrates on what is best for other people (Krumrei-Mancuso, 2018). Emphasis is placed on morality, ethics, and legality. Understanding another person's needs and feelings is referred to as empathy (Lemoine, Hartnell, & Leroy, 2019). Building a setting that encourages workers' personal and professional development is referred to as empowering (Ghalavi).arsson et al., 2018). There isn't a single rule that can be used to define what makes someone a servant leader, but the emphasis in servant leadership is on creating an inclusive community, practicing good citizenship, and employing persuasion. Serving others while also exercising leadership (Ragnarsson et al., 2018; Saleem et al., 2020) is known as servant leadership. As opposed to "I am the leader, therefore I lead," the servant leader functions under the premise that "I am the leader, therefore I serve" (Sarros, 2020; Saleem et al., 2020). It does not necessary indicate that the leader would have poor self-esteem or a servile mentality. The consequence is a profound relationship between compassionate love and servant leadership.

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Building a setting that encourages workers' personal and professional development is referred to as empowering (Ghalavi & Nastiezaie, 2020). Elche et al. (2019) proved that there is relationship between servant leadership and employee OCB.

## **2.4 Organizational Citizenship Behaviors (OCB) as a Mediator**

OCB is defined as human conduct that is optional, not directly or explicitly rewarded by a formal system of rewards, and that eventually increases an organization's effectiveness by Kloutsiniotis and Mihail (2020). Qalati et al. (2022) assert that OCB is concerned with a person's choices and actions that are not associated with any penalty for engaging in such conduct. Furthermore, these actions go beyond the specific responsibilities that a worker is assigned by their employer. The organization does not officially include OCB in its system of rewards. Employees do not anticipate receiving any compensation for their efforts. OCB makes a significant contribution to the success of the company by, among other things, restructuring resources, implementing, gaining new working methods, and enhancing an organization's overall performance.

Five categories can be used to categorize employee citizenship behaviors: civility, conscientiousness, sportsmanship, altruism, and civic virtue (Qalati et al., 2022). To be courteous is supporting coworkers in averting or resolving problems. Being punctual and productive at work, avoiding unnecessary breaks, following company policies, and putting up the most effort possible to make money honestly are all examples of being conscientious. Sportsmanship involves refraining from whining when another person's actions cause one to experience difficulty. Altruism is seen to be the discretionary actions taken by employees to assist coworkers in completing tasks and resolving issues related to their roles and responsibilities. As a result, helping behaviors are another name for altruism. Last but not least, demonstrating some interest is related to civic virtue.

Serving as a mediator between servant leadership and employee performance is OCB. The organization gains from servant leadership because it increases OCB in subordinates. Saleem et al. (2020); Putrawijaya et al. (2020); Buil et al. (2019) showed that OCB as a mediating leadership toward employee performance, but Rita et al. (2018) showed that OCB not moderate work motivation on employee performance.

## **2.5 Research Model and Hypothesis Development**

### **2.5.1 Research Model**

In several earlier studies, the impact of servant leadership on employee performance has been investigated (Nemati et al., 2022; Sarwar et al., 2021; Putrawijaya et al., 2020). Forson et al. (2021); Rita et al. (2018) showed that employee motivation were significant predictors on work performance. Elche et al. (2019) proved that there is relationship between servant leadership and employee OCB. OCB as a mediation effect between motivation and servant leadership

towards employee performance (Saleem et al., 2020). Furthermore, Rita et al. (2018) showed that OCB not moderate work motivation on employee performance. However, Barbuto and Story (2011) showed that there is positive relationships between individuals' self-concept internal motivations and organizational citizenship behaviors. The research model can show as follows.

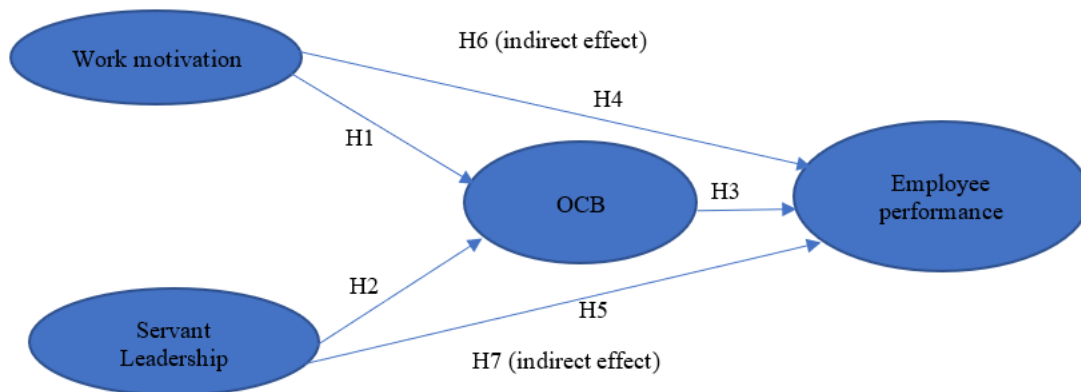


Figure 1. Research Model

## 2.5.2 Hypothesis Development

Based on research model, it can be hypothesized:

- H1. Work motivation has positive effect on OCB;
- H2. Servant leadership has positive effect on OCB;
- H3. OCB has positive effect on employee performance;
- H4. Work motivation has positive effect on employee performance;
- H5. Servant leadership has positive effect on employee performance;
- H6. Work motivation mediating by OCB has positive effect on employee performance;
- H7. Servant leadership mediating by OCB has positive effect on employee performance.

## 3. Methods

### 3.1 Sampling Method

All of the participants in this study are employee of one of the state-owned banks in Jakarta, thus the unit of analysis is the employee who are still actively working and not on leave. According to Sugiarto and Setio (2021), there are two different types of sampling techniques: probability sampling and non-probability sampling. This research uses non probability-purposive sampling to select research samples. Provisions for the number of samples according to the minimum number of samples for SEM estimation. Ferdinand (2002) explains the sample guidelines for SEM one of which depends on the number of indicators used. The number of



samples with conditions 5-10 times the number of indicators. The number of indicators and variables in this study was 24. Referring to Ferdinand (2002) and Hair et al. (2006), using 10 times inflation, the number of samples for research is 240 respondents.

### **3.2 Data Collection**

Data collection techniques in this study used primary data. According to Sugiarto and Setio (2021) primary data can be collected by questionnaire. Questionnaires are data collection techniques by providing a series of questions or written statements for respondents to answer. The questionnaire was distributed by Whatsapp. Data collection time will be carried out for 3 weeks.

### **3.3 Measurement**

Each latent variable is measured by 5 questions. It was rated on a five point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). A scale from Qalati et al. (2022) was used to evaluate servant leadership and employee performance, a scale from Chien et al. (2020) was used to evaluate work motivation, and a scale from Podsakoff et al. (1990) was used to evaluate OCB. Meanwhile, the complete variable measurements can be seen in Appendix 1.

### **3.4 Data Analysis**

This study uses PLS-SEM as the basis for processing the data that has been collected. In this research using the PLS-SEM method, the basic reason for using the PLS-SEM method is because the number of samples required is much smaller than CB-SEM, then data processing uses software called SmartPLS version 3 to analyze the constructs and hypothesis relationships. To test variables in PLS-SEM, two models are used, namely the outer model (measurement model) and the inner model (structural model) (Hair et al., 2006). The outer model determines the relationship between the latent variables and the observed indicators (validity and reliability), while the inner model is used to determine the relationship between the independent and dependent latent variables.

In the outer PLS-SEM model, this is used to conclude the correlation between variables and indicators in the study. In this outer model two tests are carried out, namely testing for validity and testing for reliability. The determining indicators related to the variables in the research will be tested first to ensure that the data produced is valid, precise and accurate. While in the inner PLS-SEM model, this will be used to determine the correlation of the independent, dependent and moderating variables. Each variable can be tested for the effect of its value by using bootstrapping. With this, the sample size can be increased up to 5000 samples used from the initial sample by replacing it so as to provide opportunities for errors or standard errors in the bootstrap. This has an impact on the t-value to be given an estimate in testing for structural

path tests. Then the t-test is known to determine the difference in the relationship of each variable. These results will be close to the normality value so that the resulting data will be more stable and easier to do further analysis (Hair et al., 2006).

#### 4. Results and Discussion

The main results of this study are divided into respondent characteristics and PLS-SEM analysis results. PLS-SEM consists of outer and inner model analysis.

##### 4.1 Respondent Characteristic

General description of respondents based on their demographic characteristics as follows.

**Table 1. Demographic characteristics of respondent**

Characteristic		Frequency	Percent
Gender	Male	97	40.4
	Female	143	59.6
Age	<=30 years	114	47.5
	31-40 years	102	42.5
	41-50 years	24	10.0
	Total	240	100.0
Education	D-IV/S1	174	72.5
	D1/D2/D3	30	12.5
	S2/S3	36	15.0
	Total	240	100.0
Long time work	<=1 years	20	8.3
	1.1-3 years	85	35.4
	3.1-5 years	81	33.8
	>5 years	54	22.5
	Total	240	100.0

There were 240 respondents, consisting of 97 men and 143 women. 90% of respondents are of productive age (<=40 years). most respondents have a bachelor's degree and have worked for more than 1 year at the bank.



## 4.2 Descriptive Statistics

Descriptive statistics of each indicator can be seen below.

Table 2. Descriptive Statistics

Indicator	Minimum	Maximum	Mean	Std. Deviation
WM1	2.00	5.00	4.27	0.66
WM2	2.00	5.00	4.37	0.68
WM3	2.00	5.00	4.35	0.65
WM4	2.00	5.00	4.37	0.69
WM5	2.00	5.00	4.24	0.64
SL1	2.00	5.00	4.10	0.61
SL2	2.00	5.00	4.26	0.66
SL3	2.00	5.00	4.23	0.68
SL4	2.00	5.00	4.17	0.69
SL5	2.00	5.00	4.20	0.66
OCB1	2.00	5.00	4.08	0.64
OCB2	2.00	5.00	4.28	0.76
OCB3	2.00	5.00	4.26	0.64
OCB4	2.00	5.00	4.25	0.70
OCB5	2.00	5.00	4.22	0.67
EP1	2.00	5.00	4.34	0.66
EP2	2.00	5.00	4.26	0.70
EP3	3.00	5.00	4.16	0.62
EP4	2.00	5.00	4.20	0.67
EP5	1.00	5.00	4.28	0.70

Based on answer of responden, the minimum answer of all indicator is 2, except EP5 has minimum 1, and maximum answer of all indicator is 5. All average of each indicator is above 4, this reflects that most respondents agreed with the statements in the questionnaire. Standar deviatin indicate variation of data, standard deviation of respondents' answer is above 0.5.

## 4.3 Outer Model Analysis

Outer model analysis consists of convergent validity, construct reliability and discriminant validity. The convergent validity and construct reliability results are as follows.

Table 3. Convergent Validity and Construct Reliability Result

Construct	Indicator	Factor loading	$\alpha$	CR	AVE
Employee performance	EP1	0.726	0.720	0.817	0.472
	EP2	0.699			
	EP3	0.689			
	EP4	0.708			
	EP5	0.608			
OCB	OCB1	0.745	0.694	0.803	0.453
	OCB2	0.486			
	OCB3	0.709			
	OCB4	0.701			
	OCB5	0.695			
Servant leadership	SL1	0.680	0.715	0.813	0.468
	SL2	0.690			
	SL3	0.763			
	SL4	0.568			
	SL5	0.704			
Work motivation	WM1	0.653	0.767	0.839	0.512
	WM2	0.789			
	WM3	0.671			
	WM4	0.718			
	WM5	0.738			

Source: Output SmartPLS

An indicator is said to be valid if the factor loading value is more than 0.5 (Hair et al, 2006). Construct reliability can be seen from internal consistency reliability of Cronbach's Alpha ( $\alpha$ ) and Composite Reliability (CR). Composite Reliability (CR) is better in measuring internal consistency than Cronbach's Alpha in SEM because CR does not assume the same weight of each indicator. Cronbach's Alpha tends to lower construct reliability than Composite Reliability (CR). Another measure of convergent validity is AVE. Acceptable  $\alpha$  and CR limits are  $> 0.7$ , while the AVE limit is  $> 0.5$ .

Based on the Table 1 above, all indicators are valid but cronbach-alpha and AVE don't meet the requirements. Then indicators with the smallest factor loading are removed from the model and re-tested to improve construct reliability. Re-test results can be seen in the following table.

Table 4. Convergent Validity and Construct Reliability Result

Construct	Indicator	Factor loading	$\alpha$	CR	AVE
Employee performance	EP1	0.742	0.704	0.818	0.528
	EP2	0.711			
	EP3	0.710			
	EP4	0.744			
OCB	OCB1	0.770	0.701	0.817	0.528
	OCB3	0.726			
	OCB4	0.718			
	OCB5	0.690			
Servant leadership	SL1	0.687	0.705	0.818	0.530
	SL2	0.691			
	SL3	0.795			
	SL5	0.733			
Work motivation	WM1	0.639	0.767	0.838	0.510
	WM2	0.799			
	WM3	0.657			
	WM4	0.713			
	WM5	0.751			

Source: Output SmartPLS

Based on table 4 above, all indicators are valid and cronbach-alpha, CR, and AVE value has met the required. Thus it can be said that the validity and reliability value of the construct is good. Then discriminant validity was also ensured by evaluating the cross-loading and the Heterotrait-Monotrait (HTMT) ratio criterion. Cross loading results and HTMT ratio criterion can be seen in the following table.

Table 5. Cross loading

Indicator	Employee performance	OCB	servant leadership	work motivation
EP1	0.742	0.374	0.308	0.272
EP2	0.711	0.332	0.328	0.260
EP3	0.710	0.360	0.282	0.213
EP4	0.744	0.266	0.266	0.231
OCB1	0.340	0.770	0.226	0.172
OCB3	0.362	0.726	0.237	0.218
OCB4	0.352	0.718	0.208	0.154
OCB5	0.288	0.690	0.235	0.238
SL1	0.269	0.261	0.687	0.184
SL2	0.269	0.153	0.691	0.185
SL3	0.350	0.271	0.795	0.274



SL5	0.296	0.204	0.733	0.192
WM1	0.109	0.169	0.119	0.639
WM2	0.338	0.256	0.249	0.799
WM3	0.215	0.161	0.188	0.657
WM4	0.201	0.164	0.231	0.713
WM5	0.264	0.187	0.221	0.751

Table 6. HTMT ratio criterion

	Employee performance	OCB	servant leadership
Employee performance			
OCB	0.650		
servant leadership	0.573	0.435	
work motivation	0.422	0.355	0.374

In Table 5, all items for the prime factor have higher loadings than other items in other variables. Then, the recommended values for HTMT is less than 0.9. There is no one construct whose HTMT value is  $> 0.9$ . The variables meet HTMT criteria and the cross loading meets. Thus, discriminant validity is good.

#### 4.4 Inner Model Analysis

Inner model analysis related to the structural model hypothesized in this study. The inner model is measured from the valid outer model only. the overall picture of the inner model and outer model with its coefficients can be seen in Figure 2. While the results of hypothesis testing can be seen in Table 7.

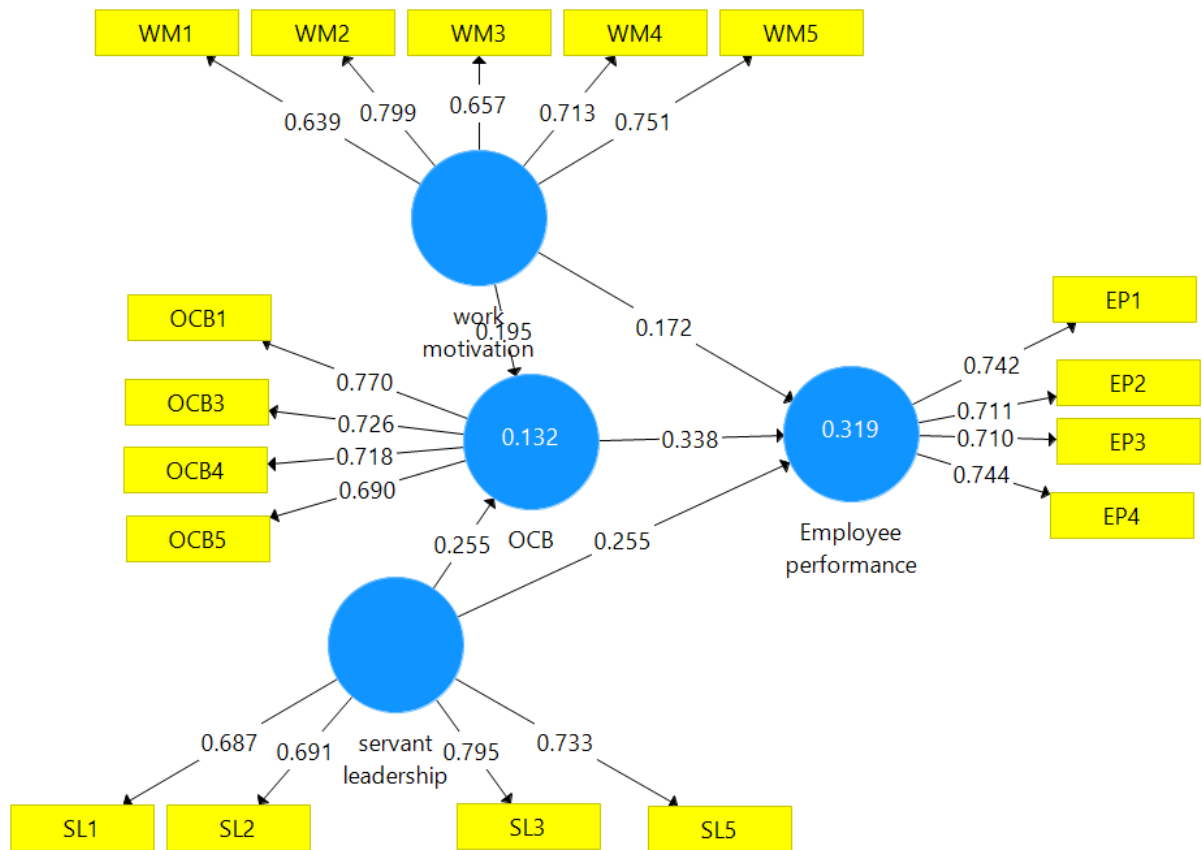


Figure 2. Inner Model and Outer Model

Table 7. Hypothesis Testing

Hypothesis	Path	Coefficient	p-value	Conclusion
H1. Work motivation has positive effect on OCB	work motivation -> OCB	0.195	0.021	Supported
H2. Servant leadership has positive effect on OCB	servant leadership -> OCB	0.255	0.003	Supported
H3. OCB has positive effect on employee performance	OCB -> Employee performance	0.338	0.000	Supported
H4. Work motivation has positive effect on employee performance	work motivation -> Employee performance	0.172	0.020	Supported
H5. Servant leadership has positive effect on employee performance	servant leadership ->	0.255	0.000	Supported



Hypothesis	Path	Coefficient	p-value	Conclusion
	Employee performance			
H6. Work motivation mediating by OCB has positive effect on employee performance	Work motivation->OCB->employee performance	0.066	0.028	Supported
H7. Servant leadership mediating by OCB has positive effect on employee performance	Servant leadership->OCB->employee performance	0.086	0.012	Supported

The results of this study indicate that all hypotheses are supported by empirical data. This research proved that OCB mediate the effect of work motivation and servant leadership on employee performance.

#### 4.5 Discussion

One of factor that affects employee productivity is work motivation. The results of this study prove that work motivation has a significant and positive effect on employee performance. Inline with Forson et al. (2021) and Rita et al. (2018) which proves that work motivation to be a major predictor of work performance. this research showed that work motivation have a significant effect on OCB. Similar to Barbuto and Story (2011) that proved positive relationships between individuals' self-concept internal motivations and organizational citizenship behaviors. OCB also significantly mediate work motivation on employee performance. The effect of work motivation on employee performance is directly and indirectly through OCB mediation. Different from Rita et al. (2018) that showed OCB not moderate work motivation on employee performance.

Servant leadership can influence employees to perform better. The results of this study prove that servant leadership has a significant and positive effect on employee performance. Servant leadership plays an important role. Servant leadership has a stronger effect on performance than work motivation. Servant leadership is also able to improve employee OCB attitudes. Inline with Elche et al. (2019) who proved that there is relationship between servant leadership and employee OCB.

Someone who has a high OCB attitude will show good performance. The results of this study prove that OCB has a significant and positive effect on employee performance. OCB makes a



significant contribution to the success of the company. OCB is also proven to mediate the effect of servant leadership on employee performance.

## **5. Conclusion**

From the research results it can be concluded that work motivation and servant leadership significantly impact on OCB. Furthermore, work motivation, servant leadership and OCB have a positive effect on employee performance, and the most dominant factor is servant leadership. OCB is also able to mediate the effect of work motivation and servant leadership on employee performance.

The frequent rotation of leaders in the banking industry and makes the performance of subordinates fluctuate. Therefore the top management, must equip line leaders to have a servant leadership attitude. The results showed that servant leadership is very dominating to be able to improve employee performance and foster employee OCB attitudes.



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#### Appendix 1. Operationalization Variable

Variable	Dimension	Code	Indicator	Measurement (Eng)	Measurement (Ind)	Source
Work Motivation	External motivation	WM1	Financial motivation	If I am choosing between jobs, the most important criterion is "which one pays the most"	Jika saya memilih di antara beberapa pekerjaan, kriteria yang paling penting adalah "mana yang membayar paling tinggi"	Chien et al. (2020)
	External motivation	WM2	Enjoyment of work	If choosing between two jobs, the most important criterion is "which would be more enjoyable"	Jika memilih di antara dua pekerjaan, kriteria yang paling penting adalah "mana yang lebih menyenangkan"	
	External motivation	WM3	External Self concept	When I have done a good job it is important to me that my contribution is recognized by others	Ketika saya telah melakukan pekerjaan dengan baik, penting bagi saya bahwa kontribusi saya diakui oleh orang lain	

Variable	Dimension	Code	Indicator	Measurement (Eng)	Measurement (Ind)	Source
	Internal motivation	WM4	Internal self concept	It is important that I work in a job that allows me to use my skills and talents	Penting bagi saya untuk bekerja dalam pekerjaan yang memungkinkan saya menggunakan keterampilan dan bakat saya	
	Internal motivation	WM5	Goal internalization	It is important to me that the goals of the organization I work for are congruent with my personal goals	Penting bagi saya bahwa tujuan organisasi tempat saya bekerja selaras dengan tujuan pribadi saya	
Servant leadership	Relationships with subordinates	SL1	Humility	I feel comfortable telling my supervisor about department problems	Saya merasa nyaman untuk menceritakan masalah departemen kepada supervisor saya	Nemati et al. (2022)
	Relationships with subordinates	SL2	Empathy	My supervisor listens to what employees have to say	Atasan saya mendengarkan apa yang dikatakan karyawan	
	Behaving ethically	SL3	Moral integrity	My supervisor emphasizes doing the right things for the long-term benefit of all	Atasan saya menekankan untuk melakukan hal yang benar demi keuntungan jangka panjang semua pihak	
	Helping subordinates grow and succeed	SL4	Egalitarianism	My supervisor is committed to helping employees	Atasan saya berkomitmen untuk membantu karyawan	

Variable	Dimension	Code	Indicator	Measurement (Eng)	Measurement (Ind)	Source
	Empowering subordinates	SL5	Empowerment	My supervisor put employees' needs first – before looking out for him or herself	Atasan saya mendahulukan kebutuhan karyawan - sebelum memperhatikan dirinya sendiri	
OCB	Conscientiousness	OCB1	Conscientiousness	I doesn't take extra breaks	Saya tidak mengambil waktu istirahat ekstra	Podsakoff et al.(1990)
	Sportmanship	OCB2	Sportmanship	I will focus on positive side, rather than what's wrong	Saya akan fokus pada sisi positif, bukan pada sisi negatifnya	
	Civic virtue	OCB3	Civic virtue	I attend meeting that are not mandatory, but are considered important	Saya menghadiri rapat yang tidak wajib, tetapi dianggap penting	
	Courtesy	OCB4	Courtesy	I takes steps to try to prevent problem with other workers	Saya mengambil langkah untuk mencoba mencegah masalah dengan pegawai lain	
	Altruism	OCB5	Altruism	I help others who have heavy work loads	Saya membantu orang lain yang memiliki beban kerja yang berat	
Employee Performance	Task performance	EP1	Efficient	I efficiently complete assigned duties	Saya menyelesaikan tugas yang diberikan secara efisien	Nemati et al. (2022)
	Task performance	EP2	Responsive	I responsively complete assignments related to	Saya secara responsif menyelesaikan tugas yang terkait dengan jobdes saya	



Variable	Dimension	Code	Indicator	Measurement (Eng)	Measurement (Ind)	Source
				my job description		
	Job dedication	EP3	Job	I complete all tasks beyond the supervisor's expectation	Saya menyelesaikan semua tugas di luar ekspektasi atasan	
	Interpersonal facilitation	EP4	Innovator	I always volunteer for challenging assignments	Saya selalu menjadi sukarelawan untuk tugas yang menantang	
	Interpersonal facilitation	EP5	Organization	I engage in activities that affect my performance	Saya terlibat dalam kegiatan yang mempengaruhi kinerja saya	