

## Exploring the Moderating Effects of Organizational Citizenship Behavior on the Relationship between Servant Leadership and Employee Performance with Employee Engagement as the Mediator

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### ABSTRACT

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**Objectives:** The objective of this research is to explore the moderating effect of organizational citizenship behavior on employee performance. Servant leadership is a leadership style that prioritizes serving others and promoting their well-being. It has been found to have positive outcomes such as employee engagement, organizational citizenship behavior, and employee performance.

**Methodology:** The method used in this research is the quantitative research, with a population consisting of female employees. The sample comprised 310 female employees who were led by female leaders, and selected using simple random sampling. To explore the relationships among variables and incorporate mediating and moderating effects in the model, SEM-PLS was employed.

**Finding:** Interestingly, when considering OCB as a moderating variable, different results were observed for direct and indirect effects. The indirect effect revealed that OCB had a positive and significant moderating effect on the relationship between servant leadership and employee performance, suggesting that OCB enhanced this relationship.

**Conclusion:** However, when examining the direct effect of servant leadership on employee performance while moderated by OCB, a significant but negative association between these variables suggests weakened relationships. This finding suggested that OCB played a significant role in moderating the relationship between Servant Leadership and Employee Performance, emphasizing the need to recognize OCB as an essential factor in comprehending the impact of servant leadership on employee performance.

**Keywords:** Servant leadership; organizational citizenship behavior; employee engagement; employee performance; organizational behavior

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## INTRODUCTION

In today's dynamic and competitive business landscape, organizations strive to optimize employee performance and enhance organizational effectiveness (Akturan & Çekmecelioğlu, 2016; Ariani et al., 2023; Martins et al., 2023; Naveed et al., 2022; Soelton et al., 2020). Accomplishing this goal necessitates the cultivation of a conducive work environment that fosters exemplary behaviors beyond job expectations. Organizational Citizenship Behavior (OCB) encompasses voluntary actions undertaken by employees that extend beyond their formal job requirements yet contribute significantly to the overall functioning and success of an organization (Elche et al., 2020). Such behaviors include providing assistance to colleagues, advocating for organizational objectives, and adhering diligently to established rules and regulations (Allen & Jang, 2018). Extensive research has unequivocally shown a positive correlation between OCB and both individual performance as well as organizational outcomes (Gullifor et al., 2023; Mehmood et al., 2023; Urbini et al., 2023). These results emphasize the deep importance of Organizational Citizenship Behavior (OCB) in improving employee efficiency, thus strengthening the overall success of the organization (Yuliantini et al., 2024).

In striving for such optimal conditions, additional factors play a crucial role in maintaining employee performance. One of these factors is servant leadership (Ludwikowska, 2023; Muñoz-Peña et al., 2023; Ruiz-Palomino et al., 2023), which entails a leadership style that prioritizes the service and support of employees, fostering their well-being and facilitating their personal growth and development. Another factor is employee engagement, which refers to the level of commitment, motivation, and active involvement exhibited by employees towards their work and the organization as a whole (Al Zeer et al., 2023; Alomari, 2023; Mousa & Kamel, 2023; Triyani & Saratian, 2021). Extensive research has demonstrated positive associations between both servant leadership and employee engagement with OCB an exemplary type of discretionary workplace behavior promoting effective functioning within organizations as well as with overall employee performance (Hermanto & Srimulyani, 2022; Kimakwa et al., 2023; Kumar et al., 2023; Saratian et al., 2023).

## **Research Gap**

Based on the previous research the purpose of this research is to explore the moderating effect of Organizational Citizenship Behavior (OCB) on the relationship between servant leadership, employee engagement, and employee performance. Prior studies have consistently demonstrated the *theoretical gap* of variables such as servant leadership and employee engagement influence OCB. We aim to comprehend how OCB can enhance or amplify the relationship between Servant Leadership, Employee Engagement, and employee performance. In eliminating gender as a potential moderating variable, our study specifically focuses on female employees, examining the impact of OCB as a moderator instead. We believe that this unique approach will provide valuable insights into the intricate interplay between Servant Leadership, Employee Engagement, Organizational Citizenship Behavior, and employee performance.

## **LITERATURE REVIEW**

### **Servant Leadership**

Servant leadership is a profound and transformative approach to leading others. It goes beyond traditional forms of leadership by prioritizing the needs, growth, and well-being of employees (Frick, 2004). Servant leaders actively listen to their followers' concerns and ideas, empowering them to make decisions and fostering a culture of trust within the organization (van

Dierendonck & Patterson, 2015). The concept originated in the 1970s with Robert K. Greenleaf's seminal essay "The Servant as Leader". In this influential work, Greenleaf argued that true leadership begins with serving others wholeheartedly, a philosophy he developed through his own experiences while working in the telecommunications industry (Frick, 2004). Since then, servant leadership has gained significant attention both in scholarly research and organizational practice due to its effectiveness in promoting employee engagement, personal development, and overall organizational success (Eva et al., 2019; Sendjaya & Sarros, 2002; van Dierendonck, 2011).

Through his observation and experience at the company, he came to realize that true leadership involves serving and prioritizing the needs of employees instead of pursuing power and control. This distinctive approach not only led to increased employee satisfaction but also boosted productivity and overall organizational success. He firmly believes that servant leadership goes beyond traditional leadership styles as it promotes a transformative mindset while adhering to ethical principles (Frick, 2004). This type of leadership not only benefits individual employees but also cultivates a positive organizational culture, ultimately contributing to collective achievement (Ruiz-Palomino et al., 2022).

The concept of servant leadership challenges traditional notions of leaders being in positions of power and authority (Frick, 2004). It disrupts the hierarchical structure by emphasizing the importance of serving and empowering followers. This approach contradicts the conventional expectation that leaders should not serve their followers directly, as it blurs the lines between leader and follower roles (van Dierendonck & Patterson, 2015). Ultimately, servant leadership seeks to redefine power dynamics within organizations by prioritizing service to others over personal gain or control (Sendjaya & Sarros, 2002).

Servant leadership has emerged as a powerful approach that yields numerous positive outcomes for both employees and organizations. It goes beyond traditional leadership styles by fostering an environment where individuals feel valued, supported, and empowered. This leads to higher levels of employee engagement, job satisfaction, and organizational citizenship behavior (Hermanto & Srimulyani, 2022; Urbini et al., 2023). Research studies have extensively examined the impact of servant leadership on employee engagement, consistently finding a strong positive relationship between these two factors (Hermanto & Srimulyani, 2022; Urbini et al., 2023). Our research aims to delve deeper into this relationship by exploring the underlying mechanisms and conditions that contribute to the effectiveness of servant leadership in enhancing employee engagement.

**H1:** Servant leadership has a positive and significant influence on employee engagement.

Servant leadership has a significant impact on employee performance, as it motivates employees to exceed their basic job requirements and strive for excellence (Baker et al., 2021; Ruiz-Palomino et al., 2022). By providing support, guidance, and empowerment, servant leaders create an environment that encourages high performance among their employees. Unlike traditional leaders who solely focus on their interests or goals, servant leaders prioritize the growth and development of their workforce. Previous research supports the notion that servant leadership is positively correlated with employee performance (Baker et al., 2021; Ruiz-Palomino et al., 2022). Building upon these findings, we propose further exploration of the relationship between servant leadership and employee performance in our research hypothesis.

**H2:** Servant leadership has a positive and significant influence on employee performance.

## Employee Engagement

Employee engagement is a multifaceted concept that encompasses the emotional commitment and willingness of employees to dedicate their best efforts toward achieving organizational goals (Al Mehrzi & Singh, 2016). It goes beyond mere job satisfaction and includes factors such as motivation, dedication, and involvement in their work. Engaged employees are more likely to be productive, innovative, and committed to the success of their organization (Arshad et al., 2022). Effective leadership plays a vital role in shaping employee engagement by creating a positive work environment characterized by open communication channels, opportunities for growth and development, and recognition of contributions made by employees (Canavesi & Minelli, 2022). These factors have been found to significantly impact employee engagement levels in various studies conducted on this subject matter.

There is a significant relationship between servant leadership and employee engagement. Higher levels of servant leadership within an organization are likely to result in higher levels of employee engagement. This connection is crucial as organizations rely on engaged employees to drive performance and achieve their goals. Previous research has shown that engaged employees tend to perform at higher levels and make positive contributions to the organization (Asda & Nilasari, 2022; Badal & Harter, 2014; Canavesi & Minelli, 2022; Hermanto & Srimulyani, 2022). Our study aims to delve deeper into the impact of employee engagement on employee performance, building upon existing literature that supports the positive relationship between servant leadership and employee engagement.

**H3:** Employee engagement has a positive and significant impact on employee performance.

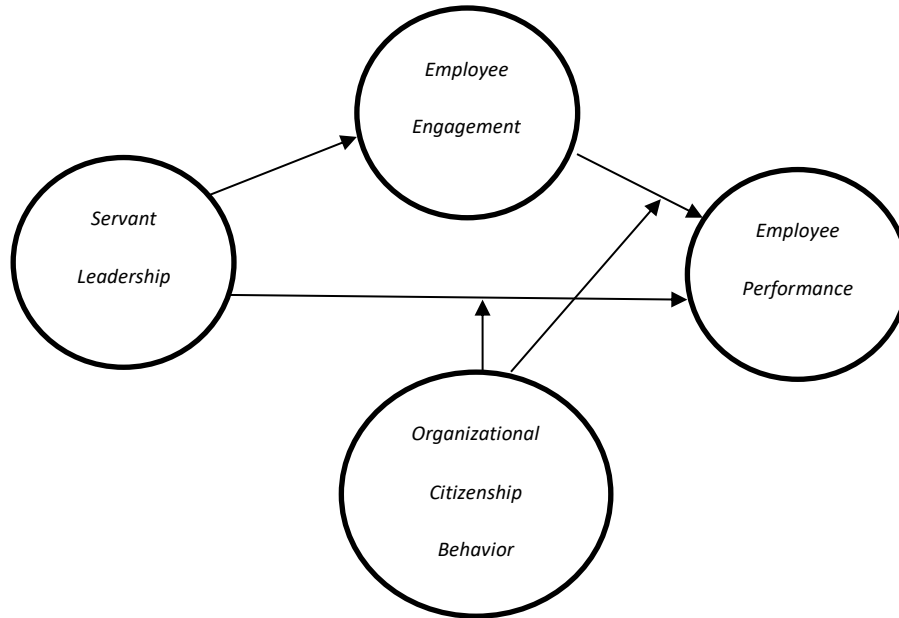
## Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to discretionary behaviors that employees engage in voluntarily, which go beyond their formal job description and contribute to the overall effectiveness and well-being of the organization (Robbins & Judge, 2018). Employees who demonstrate OCB actively participate in activities such as helping colleagues, engaging in teamwork, suggesting improvements, and contributing to team goals (Allen & Jang, 2018; Soelton et al., 2021). These behaviors are driven by a sense of ownership and commitment towards the organization, as well as a positive work environment that supports and values these actions. Notably, OCB has been found to have a positive impact on employee performance by fostering collaboration, enhancing teamwork dynamics, and ultimately improving organizational efficiency (Akturan & Çekmecelioğlu, 2016; Das & Mohanty, 2022; Lambert, 2010). To gain a deeper understanding of the relationship between employee engagement and performance, it is worth considering the role of organizational citizenship behavior as a potential moderating variable. OCB has been found to positively impact employee performance when combined with servant leadership and high levels of engagement (Elche et al., 2020; Ghalavi & Nastiezaie, 2020; Jufrizen et al., 2023; Mousa & Kamel, 2023). This suggests that employees who exhibit higher levels of work engagement and also engage in behaviors associated with organizational citizenship are more likely to perform at higher levels compared to those who do not demonstrate these qualities.

**H4:** Organizational citizenship behavior moderates the indirect relationship between servant leadership and employee performance with employee engagement as a mediating variable.

**H5:** Organizational citizenship behavior moderates the direct relationship between servant leadership and employee performance.

We are proposing the research frameworks as follows:



**Figure 1. Research Framework**

## METHOD

The data in this study was collected through a survey administered using an electronic questionnaire distributed via Google Forms. The researcher developed the questionnaire and made necessary adjustments to accommodate the variables being examined. To ensure accurate understanding among respondents, the questionnaire items were translated into Bahasa, which is commonly used by participants. The servant leadership questionnaire utilized in this study was adapted from Liden et al. (2014), while the organizational citizenship behavior questionnaire was derived from Organ (2005). Additionally, the employee engagement and employee performance questionnaires were modified versions of scales developed by Anitha (2014) and Diamantidis & Chatzoglou (2018) respectively. All questionnaires were customized to meet specific research requirements. To select participants for this study, a non-probability sampling method known as purposive sampling was employed. This approach allowed researchers to target individuals who met predetermined criteria relevant to their research objectives. It is important to note that this research took place in Bandung, Indonesia

The participants in this study were female employees working in financing organizations that provide credit to micro-enterprises. They were led by female leaders. The validity of the questionnaire responses was checked for bias or invalid items, and no unusual results were found. The data from the questionnaire items were analyzed using SEM-PLS. In this study, a Likert scale (Harpe, 2015) was used to measure the latent variables, with response options ranging from 1 (strongly disagree) to 5 (completely agree). As mentioned earlier, our proposed model explores the mediating effects of employee engagement and organizational citizenship

behavior as a moderating variable. Servant leadership is considered an antecedent variable while employee performance is the outcome variable we are examining.

## RESULTS AND DISCUSSION

### Results

#### Measurement Model

In line with previous research on assessing the measurement model, several reliability and validity measures were employed in this study. First, individual item reliability, Cronbach's alpha, and convergent reliability were utilized (Hair Jr et al., 2021). Individual item reliability, represented by the outer loadings of each item across all constructs, was examined (Duarte & Raposo, 2010; Hulland, 1999). Past research has suggested that individual items should have a reliability score of 0.70 or higher (Hair Jr et al., 2021). In this study, all individual item reliabilities were found to be 0.799 or greater, as presented in Table 1, thus meeting the criteria for individual item reliability. Next, composite reliability (CR), also known as internal consistency reliability, was assessed, with a threshold of 0.70 or above recommended by researchers (Bagozzi & Yi, 1988; J. F. Hair et al., 2011). Table 1 demonstrates that the composite reliability of each item in the present study ranged from 0.950 to 0.977, indicating adequate internal consistency across all constructs. Convergent validity was measured using the average variance extracted (AVE) as recommended by (Fornell & Larcker, 1981). They proposed that AVE should be at least 0.50 or higher to establish convergent validity for each construct (Chin, 1998). In this study, the AVE for all constructs exceeded the minimum threshold of 0.50 (Dijkstra & Henseler, 2015; J. Hair et al., 2017), demonstrating sufficient convergent validity (see Table 1). Cronbach's alpha (CA) was also considered, and the present study adhered to the rule of thumb suggesting values between 0.70 and 0.90 for Cronbach's alpha (Dijkstra & Henseler, 2015), as depicted in Table 1.

**Table 1. Measurement Model**

Construct	Indicator	Factor Loading	CA	CR	AVE
Servant leadership	SL1	0.799	0.938	0.950	0.731
	SL2	0.835			
	SL3	0.897			
	SL4	0.822			
	SL5	0.859			
	SL6	0.857			
	SL7	0.910			
Employee engagement	EE1	0.866	0.975	0.977	0.783
	EE2	0.891			
	EE3	0.891			
	EE4	0.893			
	EE5	0.880			

	EE6	0.892			
	EE7	0.924			
	EE8	0.894			
	EE9	0.804			
	EE10	0.881			
	EE11	0.882			
	EE12	0.913			
<b>Organizational citizenship behavior</b>	OCB1	0.856	0.938	0.951	0.763
	OCB2	0.851			
	OCB3	0.849			
	OCB4	0.890			
	OCB5	0.878			
	OCB6	0.915			
<b>Employee performance</b>	EP1	0.871	0.954	0.962	0.758
	EP2	0.801			
	EP3	0.893			
	EP4	0.880			
	EP5	0.876			
	EP6	0.896			
	EP7	0.892			
	EP8	0.852			

Discriminant validity is a method used to assess the accuracy of different constructs in a conceptual measurement. Essentially, it helps confirm whether these measurements accurately represent distinct concepts. To do this, discriminant validity examines the degree of unrelatedness between constructs, i.e., it checks if constructs that shouldn't be related are indeed unrelated. In their study, Hair et al. (2017) emphasize that each construct should measure a unique concept or theory, and as a result, the measurements for each construct should be distinct from one another. To assess this, they use the Heterotrait-Monotrait (HTMT) ratio, which is presented in Table 2. According to their research, for discriminant validity to be established, the HTMT ratio should be below 0.9.

**Table 2. Discriminant validity (Latent variable correlation and square root of AVE)**

Construct	Employee engagement	Employee performance	Organizational citizenship behavior	Servant leadership
Employee engagement	0.885			
Employee performance	0.708	0.871		
Organizational citizenship behavior	0.883	0.767	0.874	
Servant leadership	0.687	0.764	0.678	0.855

### Structural Model Analysis

To assess the structural model and the connections between different factors, a range of statistical metrics were used. These metrics encompassed R<sup>2</sup>, standard beta, and t-values, obtained through a bootstrapping process involving 5000 resamples, predictive applicability (Q<sup>2</sup>), and effect sizes (f<sup>2</sup>) (F. Hair Jr et al., 2014). In the context of SEM-PLS analysis, the primary goal was to explain the variance in endogenous latent factors, with a particular emphasis on achieving a higher R<sup>2</sup> value. R<sup>2</sup> represents the capacity of the exogenous variable to explain the percentage of variability in the predictive power of the research model, falling within the 0 to 1 range. A higher R<sup>2</sup> value indicates a stronger explanatory capability of the model (Huang et al., 2013). As a general guideline, Cohen (1988) proposed that R<sup>2</sup> values between 0.02 and 0.12 are considered weak, those between 0.13 and 0.25 are moderate, and values equal to or greater than 0.26 are substantial. However, the appropriateness of R<sup>2</sup> depends on the specific context of the research (Hair et al., 2011b). In this particular study, the obtained R<sup>2</sup> values were 0.587 and 0.761 for the relationships between servant leadership and organizational citizenship behavior (OCB), and between organizational citizenship behavior and employee performance (EP), respectively. These values indicate that 58% of the variation in servant leadership can be attributed to OCB, and 76% of the variation in OCB can be attributed to employee performance.

SEM-PLS employs path coefficients, similar to standardized beta coefficients, to assess the strength and significance of the hypothesized relationships between latent constructs (Götz et al., 2009). In PLS-SEM, the bootstrapping technique is typically used to analyze the t-values for these path coefficients, aiding in the assessment of the proposed connections (Efron, 1992; J. F. Hair et al., 2011; Purnama & Widayati, 2023; Yung & Bentler, 1994). Path coefficient values span from -1 to +1, where values near +1 indicate a strong positive linear relationship and negative values denote a negative relationship (Hair Jr et al., 2021). Although the p-value theoretically provides a continuous measure of evidence, it is often categorized into highly significant, marginally significant, and not statistically significant at conventional levels, with thresholds set at  $p \leq 0.01$ ,  $p \leq 0.05$ , and  $p > 0.10$ , respectively (Rice, 1989). Table 3 presents evidence of relationships between variables in the study.

**Table 3. Hypothesis Result**



Hypothesis	Relationship	Path	Sample Mean	Standard Deviation	T Statistics	P Values	Significance
H1	SL -> EE	0.687	0.698	0.067	10.246	0.000	Yes
H2	SL -> EP	0.233	0.237	0.082	2.838	0.005	Yes
H3	EE -> EP	0.186	0.190	0.169	1.097	0.273	Not
H4	Moderating effect of OCB Indirect SL-> EP	0.234	0.212	0.106	2.210	0.027	Yes
H5	Moderating effect of OCB Direct SL -> EP	-0.164	-0.143	0.080	2.042	0.041	Yes

As presented in Table 3, it can be observed that SL→EE obtained a research significance value of  $10.246 > 1.96$ , the significance level is  $0.000 < 0.05$ , and the path coefficient value is a positive  $0.687$ , which indicates the direction of the relationship servant leadership and employee engagement is positive and significant. Thus, this study hypothesis states that servant leadership affects employee engagement. Positive relationships show that the more servant leadership increases, the higher the tendency for employee engagement. In simpler terms, the more an organization embraces servant leadership principles, the more likely it is that employees will be highly engaged in their work. This finding underscores the importance of servant leadership in fostering positive employee attitudes and commitment within the workplace.

SL→EP obtained a significant research value with a t-value of  $2.838 > 1.96$ , a significance level of  $0.005 < 0.05$ , and a positive path coefficient value of  $0.233$ , indicating a positive and significant relationship between servant leadership and employee performance. Thus, this study hypothesis states that servant leadership affects employee performance. Positive relationships show that the more servant leadership increases, the higher the employee performance. Essentially, this study demonstrates that as the presence of servant leadership increases, there is a corresponding increase in employee performance, underlining the importance of this leadership style in positively impacting employee outcomes.

EE→EP obtained a research significance value of  $1.097 < 1.96$ , a significance level of  $0.273 > 0.05$ , and a path coefficient value of  $0.186$ , indicating a positive but not significant relationship between employee engagement and employee performance. This demonstrates that the study hypothesis of employee engagement does not affect employee performance. The path coefficient value of  $0.186$ , while positive, suggests that there is a positive association between employee engagement and employee performance. However, the non-significant nature of these results implies that, within the context of this study, employee engagement does have an effect on employee performance, but it is not strong enough to be considered a meaningful or reliable relationship.

The moderating effect of OCB Indirect SL-> EP obtained a research significance value of  $2.210 > 1.96$ , a significance level of  $0.027 < 0.05$ , and a positive path coefficient value of  $0.234$ , indicating a positive and significant relationship. This supports the hypothesis that servant leadership affects employee performance through employee engagement, with organizational

citizenship behavior as a moderating variable. Moreover, the positive path coefficient of 0.234 indicates a significant and positive direction in the relationship between variables. The result suggests that servant leadership enhances employee engagement which then improves employee performance. The strength of this relationship is affected by the level of OCB, where OCB is high, the positive impact of Employee Engagement on Employee Performance is stronger.

The moderating effect of OCB Direct SL-> EP obtained a research significance value of 2.042 > 1.96, a significance level of 0.041 < 0.05, and a path coefficient value of -0.164, indicating a negative yet significant relationship. This suggests that the hypothesis is supported by servant leadership's effect on employee performance with the moderating variable of organizational citizenship behavior. In other words, the moderating effect can be supported despite the path coefficient negative to increase the value of servant leadership on employee performance in that specific organizational context.

In Table 4, Cohen's  $f^2$  is used to gauge the effect size, which helps in assessing the strength and magnitude of the relationship between latent variables. Based on  $f^2$  values, the impact of an excluded construct on an endogenous construct can be categorized as small (0.02), medium (0.15), or large (0.35) (J. F. Hair et al., 2019; Wong, 2013). Another criterion for assessing structural models is the effect size ( $f^2$ ). This analysis is important for evaluating how eliminating certain independent variables affects the  $R^2$  value of the dependent variable (Hair et al., 2019). As can be seen in Table 4, the extent of the effect of all the constructed relationships in this study had a small, medium, and large effect.

**Table 4. The summary of  $f^2$  (effect size) value**

Construct Relationship	$f^2$ (Effect Size) Score	Effect
EE -> EP	0.032	Small
SL -> EE	0.892	Large
SL -> EP	0.097	Small
OCB x SL -> EP (Indirect)	0.501	Large
OCB x SL -> EP (Direct)	0.089	Small

## Discussion

The findings from the first hypothesis provide compelling evidence for the significant correlation between Servant Leadership (SL) and Employee Engagement (EE). With a robust research significance value of 10.246, well exceeding the threshold of 1.96, and a highly significant p-value of 0.000 (< 0.05), this association is statistically strong and meaningful. The positive path coefficient of 0.687 emphasizes the directional nature of this relationship, affirming that as servant leadership increases, employee engagement also rises correspondingly. This finding aligns with other research that suggests when leaders exhibit servant leadership behavior characterized by empathy, integrity, and competence among others, it has a direct impact on increasing levels of employee engagement in their work activities (Canavesi & Minelli, 2022; Carter & Baghurst, 2014; De Clercq et al., 2014; Shim et al., 2021). The servant leadership style creates a conducive work environment where employees feel

valued and supported, leading to higher levels of motivation to actively participate in their roles with enthusiasm and dedication (Breslin, 2017). The loading factor analysis reveals that behaving ethically has the highest value among all the indicators for influencing servant leadership in this study. This suggests that employees view ethics as a critical aspect of servant leadership, although it is not the sole contributing factor. These findings support our hypothesis and confirm that servant leadership has a significant positive impact on employee engagement. In summary, organizations that embrace servant leadership principles are more likely to experience increased levels of employee engagement, highlighting the importance of this leadership approach in fostering positive attitudes and commitment among employees.

The analysis of effect size ( $f^2$ ) in Table 3 (SL→EE) reveals a significant relationship between Servant Leadership and Employee Engagement, with an observed significance value of 10.246 and a large effect size. This emphasizes the robustness of the impact that SL has on employee engagement, making it increasingly important for leaders to prioritize its implementation. Incorporating SL can be achieved through various approaches such as prioritizing employee well-being and growth, providing support and resources for their success, actively listening to their ideas and concerns, behaving ethically, and treating others with respect. By fostering a culture of trust and collaboration through these practices, leaders can significantly enhance employee engagement.

The findings from the second hypothesis support the positive relationship between Servant Leadership (SL) and Employee Performance (EP). The statistical significance is demonstrated by a t-value of 2.838, surpassing the critical threshold of 1.96, with a significance level of 0.005 ( $<0.05$ ), affirming the robustness of this result. Moreover, the path coefficient of 0.233 provides further evidence for a significant and positive association between servant leadership and employee performance. Thus, this study confirms its hypothesis regarding the impact of servant leadership on employee performance, indicating that as servant leadership increases, so does employee performance. These results contribute empirical evidence highlighting how servant leadership plays a crucial role in enhancing organizational effectiveness by positively influencing employee outcomes (Hernández-Perlines & Araya-Castillo, 2020; Kumar et al., 2023). The highest loading factor of servant leadership with behaving ethically offers a new perspective on supporting employee performance. This implies that by consistently demonstrating ethical behavior, servant leaders create an environment of trust and fairness that empowers employees to perform at their best. The correlation between servant leadership and ethical behavior showcases the significant impact of ethical conduct in enhancing employee performance effectiveness.

When examining the relationship between Servant Leadership and Employee Performance, we find that the results not only demonstrate statistical significance, indicated by a t-value of 2.838 exceeding 1.96 but also reveal a small effect size according to Cohen's criteria ( $f^2$ ). The significance level of 0.005 ( $<0.05$ ) underscores the strength and reliability of this finding, while the positive path coefficient of 0.233 indicates a statistically significant and positive relationship between servant leadership and employee performance. It is worth noting that although the effect size ( $f^2$ ) is small, it suggests that including or excluding servant leadership as an independent variable does have some impact on explaining variance in employee performance ( $R^2$ ). This confirms the hypothesis of the study, demonstrating that an increase in servant leadership is associated with a modest improvement in employee performance. Overall, this research provides empirical evidence supporting the positive influence of servant leadership on employee outcomes while acknowledging its nuanced and relatively moderate practical significance within the specific context studied.

The findings from the third hypothesis examine the relationship between Employee Engagement (EE) and Employee Performance (EP). However, our analysis reveals that the research significance value of 1.097 falls below the critical threshold of 1.96, indicating a lack of statistical significance. Additionally, the path coefficient value of 0.186 suggests a non-significant relationship between employee engagement and performance. While there is a positive correlation observed, its impact on employee performance in this particular study setting is not statistically significant or reliable. Thus, the research hypothesis regarding the influence of employee engagement on performance is not supported based on these findings alone. This contradicts another research study that reports a significant relationship between these two variables (Anitha, 2014; Badal & Harter, 2014; Bedarkar & Pandita, 2014; Soelton et al., 2021). It appears that other factors may play a more substantial role in driving employee performance within this context.

When considering Cohen's effect size ( $f^2$ ) criteria, the findings of the study reveal a small effect size in the relationship between Employee Engagement and Employee Performance. The research significance value of 1.097, along with a significance level of 0.273 ( $>0.05$ ), suggests that there is a positive association between EE and EP but it is not statistically significant. This interpretation is further supported by the small effect size ( $f^2$ ), which indicates that including or excluding EE as an independent variable has a limited impact on explaining the variance ( $R^2$ ) in EP. Similarly, the path coefficient value of 0.186 signifies a weak positive relationship between both variables. Thus, while acknowledging a positive correlation exists, our results emphasize that employee engagement may have limited practical significance in influencing employee performance within this particular study context. The findings suggest that, despite the observed positive association, employee engagement's contribution to explaining variability in employee performance is relatively modest.

The findings from the fourth hypothesis revealed that the moderating effect of Organizational Citizenship Behavior (OCB) played a significant role in the indirect relationship between Servant Leadership and Employee Performance. The research significance value of 2.210 exceeded the critical threshold of 1.96, indicating statistical significance. Additionally, with a significance level of 0.027 below the widely accepted threshold of 0.05, it can be confirmed that this moderation effect is statistically significant. The positive path coefficient value of 0.234 not only provides support for but also strengthens the hypothesis suggesting that servant leadership impacts employee performance through employee engagement as an intermediary factor, wherein OCB plays a crucial role as a moderating variable.

This finding highlights the strong and positive relationship between servant leadership, employee engagement, and employee performance. The results suggest that when employees are engaged and exhibit high levels of organizational citizenship behavior, the impact of servant leadership on performance is even more substantial. Specifically, the observed path coefficient of 0.234 signifies a significant influence of servant leadership on enhancing employee engagement, which in turn boosts their performance outcomes. This empirical evidence sheds light on the underlying mechanisms through which servant leadership operates, highlighting how OCB plays a crucial role as a moderator in this complex dynamic. Overall, these findings contribute to a deeper understanding of the intricate interplay among leadership practices, engagement levels, and overall job performance within organizations.

In conjunction with Cohen's effect size ( $f^2$ ) criteria, the analysis of the moderating effect of Organizational Citizenship Behavior (OCB) in the indirect relationship between Servant Leadership (SL) and Employee Performance (EP) reveals a large effect size. This large effect size ( $f^2$ ) aligns with the observed positive path coefficient, emphasizing the substantive impact

of servant leadership on enhancing employee engagement, which in turn significantly improves employee performance. The results highlight that the strength of this relationship is notably affected by the level of OCB, introducing a nuanced perspective to the dynamics between these variables. Specifically, with a large effect size, it is evident that the positive impact of Employee Engagement on Employee Performance is markedly pronounced when OCB is high. This empirical evidence contributes not only to a comprehensive understanding of the intricate relationships between leadership, engagement, and performance but also emphasizes the substantial practical implications of these dynamics within organizational contexts.

The findings from the fifth hypothesis examine the moderating effect of Organizational Citizenship Behavior (OCB) on the relationship between Servant Leadership (SL) and Employee Performance (EP) revealed significant findings. The research significance value, surpassing the critical threshold at 2.042, indicates a noteworthy moderation effect, supported by a significance level of 0.041 below the accepted threshold of 0.05. The negative path coefficient value of -0.164, while seemingly contradictory, does not invalidate the hypothesis proposing a relationship between servant leadership and employee performance when OCB is considered a moderating variable. This underscores the intricate dynamics within this relationship.

In the organizational context, it is important to consider how different factors can influence the impact of Servant Leadership on Employee Performance. While Servant Leadership is generally associated with positive outcomes, there are cases where its effects may be less beneficial under certain circumstances. For instance, when employees already demonstrate high levels of Organizational Citizenship Behavior, an increase in Servant Leadership may not necessarily lead to improved performance. This could be because employees who engage in OCB already feel a sense of fulfillment and contribution to the organization beyond their prescribed job duties. In such cases, additional emphasis on servant leadership behaviors may not have a significant impact on further enhancing employee performance and could potentially even hinder it.

By incorporating Cohen's effect size ( $f^2$ ) criteria, the analysis of the moderating impact of OCB on the direct connection between SL and EP reveals a small effect size. This nuanced interpretation indicates that, within the particular organizational context being studied, the limited practical significance of the negative moderation effect is emphasized by its small effect size. Despite achieving statistical significance, whether including or excluding OCB as a variable does not substantially alter the explanatory power of the model. This aligns with the understanding that although supported, this negative moderation effect has minimal influence on the overall relationship between servant leadership and employee performance. It contributes to our comprehension of how moderation effects possess nuances and underscores considering both statistical and practical significance when interpreting research findings.

## **CONCLUSION**

Organizational citizenship behavior plays a crucial role as a moderating variable in understanding the relationship between servant leadership and employee performance. While servant leadership generally has a positive impact on employee performance, its influence may be weakened or insignificant when employees already exhibit high levels of OCB. However, in certain organizational contexts, the role of OCB as a moderating variable can have significant implications for understanding the nuanced dynamics between servant leadership and employee performance. It is noteworthy that the practical significance of this moderating effect varies

depending on specific conditions within an organization's context, with some conditions showing relatively small effects while others demonstrating larger effect sizes.

To advance the understanding of servant leadership, Organizational Citizenship Behavior, and employee performance, it would be valuable to explore contextual factors such as organizational culture and industry characteristics. These factors may contribute to variations in the observed relationships between these variables. Conducting longitudinal studies could provide insights into the dynamic nature of these connections over time. Additionally, comparative analyses across industries and organizational sizes could reveal potential differences in outcomes. To gain a deeper understanding, qualitative exploration can complement quantitative findings by capturing the subjective experiences of employees and leaders. Further research should also investigate specific dimensions of OCB that influence the relationship between servant leadership and employee performance. In-depth examinations of OCB mechanisms would further enhance comprehension, while comparisons with other leadership styles could provide a more comprehensive perspective on their effectiveness.

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