

# CONNECTION LEADERSHIP SERVE TO BEHAVIOR OCB WITHEMPLOYEE EMPOWERMENT AND SUPERVISOR- SUBORDINATE INTERACTION AS MEDIATOR AS WELL GENDER AS MODERATOR

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**ABSTRACT:** Examine the objective of evaluating the influence of servant leadership on Organizational Citizenship Behavior (OCB) with a focus on worker empowerment and superior-subordinate interactions as potential mediators. This study, conducted at PT XYZ, employed analytical techniques such as the absolute difference method, t-test for independent samples, and Baron & Kenny's causal step method to assess the hypotheses. The population and sample comprised 113 outsourced employees at PT XYZ 1, utilizing a fed-up sampling technique. The findings of the research indicate that servant leadership does not exert a significant impact on OCB when gender serves as a moderator. In this research model, gender does not function as a moderating variable. Both male and female outsourced employees share a positive perception of servant leadership within the company, resulting in similar OCB behaviors between the two groups. The presence of the servant leadership variable alone is adequate as an antecedent for fostering positive OCB in employees, irrespective of their gender characteristics. Furthermore, servant leadership significantly influences OCB through the mediation of worker empowerment and superior-subordinate interactions. Leaders who embody characteristics such as love, empowerment, vision, and humility effectively empower workers and foster positive interactions between superiors and subordinates, thereby contributing to OCB behaviors beneficial for the organization. The company should prioritize efforts to enhance worker empowerment and improve interactions between superiors and subordinates, emphasizing the sharing of power, information, knowledge, rewards, recognition, and compliance. Future research endeavors should further explore various theoretical and empirical variables that may impact OCB, expanding our understanding of the factors influencing this organizational behavior.

**Keywords:** Employee Empowerment; Gender; LMX; OCB; Servant Leadership

## INTRODUCTION

Complexity world business with all its characteristics will impact on continuity Life Company. Wrong One strategy overcoming it is with effort internal to manage and improve performance para employee Which There is in company business oriented on achievement objective together.

Performance employee Which Good No appear so just, will but stimulated by various practice organizational Which implemented in organization (Junita, 2017a) nor aspect Which attached on employee That Alone (Junita, 2017b). Organizations with servant leadership, worker empowerment practices and interactions leader and subordinate which conditioned with Good will stimulate appearance behavior extra role (OCB) in self-employee which very important for achievement performance maximum organization. Service leadership variables, empowerment worker And OCB important researched Because moment This company need talents Which own competence, creative and committed to achievement objective company, specifically in banking Which experience transformation business radical from service manually to technology banking with demands characteristics service Which the more complex from customers.

Leadership is Wrong One determinant success organization (Robbins & Judge, 2013). By theoretical, various leadership characteristics can be

used as a model for influencing performance employee in a way effective, characteristics Servant leadership is one of them (Trompenaars & Voerman, 2010). Draft Servant leadership is draft new complete draft leadership transformational which more Formerly There is. Characteristics leadership is leadership approach that provides special attention to increasing satisfaction Work employee, comfort psychic, well-being, development potency and approach personal (Spears, 2010). Leadership serve is approach behavior organizational leader to his subordinates which capable motivating employee and help para worker realize potency they and responsible to work. (Vondey, 2010), (Cameron & Spreitzer, 2012), (Reed, 2016) state that enhancement practice leadership serve will be influential on increasing OCB employee in company.

OCB is extra-role behavior initiated by the employee himself to be willing to various work in outside description his position just for contribute bigger for company (Podsakoff & MacKenzie, 2014). Employee those who have good OCB will really help company in reach objective. According to (Amir & Santoso, 2019) and (Yuan et al., 2020), employee OCB behavior Which minimal is consequence from various antecedent related with flavor believe to superior, level satisfaction Work, burden work undertaken, perception of tasks and his job and various problem the personality surrounding it. At the company, not all

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employee own behavior OCB Which contributive And If even There is, level OCB employee vary. Difference level OCB Which There is on employee become A problems in a company.

Empowerment employee is Wrong One method Which effective for leverage OCB employees in terms of ability, creativity, and motivation extra For finish various tasks he carried out even in outside from demands task in description position. Even in the long term, empowering practices worker can increase performance organization (Pigeon et al., 2017). Research by (Choi et al., 2016) proves that employee empowerment can positioned as mediator in relationship between leadership characteristics transformational and perceptions of satisfaction or not worker in organization.

Based on results research found that connection between leadership serve to behavior OCB through interaction superior subordinate moderated by a number of factors include gender (Kiker et al., 2019). On Woman, leadership serve more impact significant to attitude Work compared to behavior Work as do male employees (Kiker et al., 2019). (Farrell & Finkelstein, 2007). state that There is difference level OCB between worker Woman And man Where Woman considered more tall level His OCB than worker man. Woman own willingness sacrifice and empathy Which more big than man.

Connection between draft leadership serve, empowerment worker,

and superior-subordinate interactions are the domain not quite enough answer management company for condition it related tightly as strategy bring up OCB employee. The interaction between superiors and subordinates reflects social exchange relationships between leaders and member. Employee Which owns quality connection Which Good with Leaders will show responsibility and contribution to work as well as performance tall, and on the contrary quality Bad relationships will fuel performance low and level resignation self Which tall. (Newman et al., 2017) proves that leadership serve impact to OCB through interaction superior subordinate, However No significant through mediator empowerment worker specifically on supervisor as a respondent study.

This research is a development a number of study previous which hook connection characteristics leadership certain in form OCB employee. If research previous use draft characteristics leadership transformational in the analysis (Choi et al., 2016), then the significance of this research is on observation Specific characteristics leadership serve. According to (Kiker et al., 2019), gender roles need to be explored more in context leadership research serve.

Various previous research confirms this that leadership serve impact on employee work attitudes and behavior Good in a way direct nor involve variable mediation (Kiker et al., 2019); (Amir & Santoso, 2019; Ozyilmaz

& Cicek, 2015), but related to empowering workers as important variables in the banking sector (Sarkar, 2009) who acts as an internal mediator connection between leadership serve AndOCB found inconsistencies in impact (Maynard et al., 2012); (Boudrias et al., 2014; Newman et al., 2017); (Pigeon et al., 2017). There are inconsistency findings research previous related become base for do research This.

Objective study This is for analyze the impact of leadership variables serve in forming employee OCB with employee empowerment and interaction superiors, subordinates as mediators and gender as moderator specifically on outsourcing employees in banking, namely PT. XYZ.

## RESEARCH METHOD

This research is quantitative research Which research population or sample and using statistical methods in analysis data to use taking conclusion (Sugiyono, 2016). Variable independent is servant leadership that is measured with four from five dimensions Dennis (2004). The trust dimension is not used in measuring service leadership for avoid overlap with dimensions trust on variable interaction superior subordinate according to (Graen & Uhl-Bien, 1995). Variable mediation There is 2 that is empowerment worker Which be measured with four dimensions (Sarkar, 2009) Which Specific For banking, and variable interaction superior subordinate Which be measured with three dimensions (Graen & Uhl-Bien, 1995).

Moderating variables in research this is gender. The dependent variable is Organizational Citizenship Behaviour (OCB) Which be measured with three dimensions OCB oriented service (Service-Oriented OCB/ OCBS) (Bettencourt, 1998); (Bettencourt et al., 2001); (Junita et al., 2019).

Population at a time sample in study This is employee outsourcing PT. XYZ from a number of divisions that is as many as 113 employees. The entire population become sample study so that technique sampling fed up become method determinations sample study.

Questionnaire used as tool collector data study Which arranged with 5 points scale Likert for variable leadership serve, empowerment workers, superior-subordinate interactions and OCB, while the moderating variable gender was measured with nominal scale.

Method analysis data study using: (1) Absolute difference method and independent samples t-test used for test moderation gender in connection between leadership serve to OCB (hypothesis 1); (2) Method causal steps Which stated by (Baron & Kenny, 1986), with moreover formerly fulfil test validity and reliability instrument as well as test assumption classic regression Which required (Ghozali, 2013). Steps method causal step:

(a) Find equality regression variable independent (X) to dependent (Y) (Equation I :  $Y = a + b1X$ ); (b) Finding equality regression variable independent (X) against the dependent

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(Y) by entering certain mediating variables (M) (Equation II:  $Y = a + b_1X + b_2M$ ); (c) Analyze and make conclusion is variable mediation nature mediation perfect (perfect mediation) or Partial (partial mediation), with certain considerations. If the influence of variables independent to dependent different significance between before and after entered the mediating variable into the model regression, from previously influential significant become No significant so variable mediation is mediator perfect (perfect mediation). If influence the independent variable to the dependent remains fixed significant Good before nor after entered the mediating variable into the model regression, so variable mediation is mediator Partial (partial mediation) (Suliyanto, 2011).

### RESULTS AND DISCUSSION

#### Test Validity and Reliability

##### Instrument

Validity test results of all questionnaire items variable Leadership Serve (X), Empowerment Worker, Interaction Superior Subordinate, And Behavior OCB have markr count  $> r$  table (0.184) so it is stated that all questionnaire items are valid. In the results of the variable reliability test, it was found mark Cronbach's Alpha variable Leadership Serve as big as 0.824, variable Empowerment Worker as big as 0.870, variable Interaction Superior Subordinate as big as 0.660, And variable

Behavior OCB as big as 0.906. Variables the own mark Cronbach's Alpha  $> 0.60$  so that stated reliable (Ghozali, 2016).

#### Test Assumption Classic

Test assumption classic model study regression covers test normality, multicollinearity, (Ghozali, 2016) so that stated No multicollinearity occurs between variable free study on each model.

Test heteroscedasticity done for now similarity or inequality variance from residuals One observation to observation other (Ghozali, 2016). Results test heteroscedasticity model regression study with test Glejser find mark The significance for hypothesis model 1 is 0.297, the second hypothesis model is 0.319 and the significance value of the third hypothesis model of 0.671. Overall research model own mark significance test Glejser  $>$  significance level of 0.05 is thus stated free from heteroscedasticity (Ghozali, 2016).

#### Hypothesis testing

The results of the research hypothesis 1 test are forprove what the leadership variable is serve impact significant to OCB employee moderated by gender. With method difference absolute found mark significance standardized leadershipservice (ZX) of  $0.008 < 0.05$  however mark significance standardized gender (ZZ) And difference absolute between standardized servant leadership and gender ( $| ZX - ZZ |$ )  $> 0.05$  (Table 1).

**Table 1. Test Hypothesis 1**

| <b>Parameter</b> | <b>B</b> | <b>Sig.</b> |
|------------------|----------|-------------|
| Konstant         | 4,440    | 0,000       |
| aZSL (ZX)        | 0,117    | 0,008       |
| Zgender (ZZ)     | -0,061   | 0,157       |
| ZX-ZZ            | -0,084   | 0,084       |

Source: Results analysis data, processed (2020)

The Kolmogorov-Smirnov Test revealed Asymp. Sig. (2-tailed) KS-Test values of 0.075 for model hypothesis 1, 0.275 for model hypothesis 2, and 0.591 for model hypothesis 3, all exceeding the significance level of 0.05, indicating the fulfillment of the assumption of normality for the data (Ghozali, 2016). The multicollinearity test showed Variance Inflation Factor (VIF) values below 10 and Tolerance values above 0.10 for all models, specifically 0.977 and 1.024 for the first model, 0.882 and 1.134 for the second model, and 0.921 and 1.086 for the third model. This suggests a lack of strong correlation between the independent variables. In conclusion, the study found no significant

moderating effect of gender on the relationship between servant leadership and OCB, as gender did not act as an intermediate moderating variable in this context.

Hypothesis 2 study Which test influence leadership serve to OCB behavior is mediated by empowerment workers using the (Baron & Kenny, 1986). Results test find mark significance test F as big as  $0,000 < 0.05$  with large contribution of simultaneous influence (coefficient determination) as big as 12.2%. Soconcluded hypothesis second accepted or in a way simultaneous variable empowerment workers mediate the influence of leadership serve to behavior OCB.

**Table 2. Test Hypothesis 2**

|           | <b>Unstandardized<br/>Coefficients</b> | <b>t</b> | <b>Sig.</b> |
|-----------|--|----------|-------------|
|           | <b>B</b>                               |          |             |
| Konstanta | 2,727                                  | 5,203    | 0,000       |
| SL (X)    | 0,435                                  | 3,091    | 0,003       |
| Konstanta | 1,879                                  | 3,147    | 0,002       |
| SL (X)    | 0,298                                  | 2,049    | 0,043       |
| EE (M)    | 0,322                                  | 2,727    | 0,007       |

Source: Results analysis data, processed (2020)

Based on results test model hypothesis secondly, partially (t test) it was found that mark significance before and after included the mediating variable empowerment worker to in

model is still significant ( $<0.05$ ). Before entered variable empowerment worker as mediating, servant leadership variables influential significant to behavior OCB with mark significance of

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0.003.

**Table 3. Test Hypothesis 3**

|            | <b>Unstandardized</b> | <b>t</b> | <b>Sig.</b> |
|------------|-----------------------|----------|-------------|
|            | <b>Coefficients</b>   |          |             |
|            | <b>B</b>              |          |             |
| Constant   | 2,727                 | 5,203    | 0,000       |
| SL (X)     | 0,435                 | 3,091    | 0,003       |
| ConstantSL | 1,673                 | 2,700    | 0,008       |
| (X)        | 0,317                 | 2,236    | 0,027       |
| EE (M)     | 0,402                 | 2,959    | 0,004       |

Source: Results analysis data, processed (2020)

After variable mediation empowerment workers are included in the regression model, so variable leadership serve influential significant to behavior OCB with a significance value of 0.043 (Table 2). By therefore variable empowerment worker is variable mediation specifically variable mediation Partial which can act as a mediating variable at a time as variable free.

Results test hypothesis third for analyze influence leadership serve to mediated OCB behavior by interaction superior subordinate find mark significance test F as big as  $0.000 < 0.05$ . And big contribution simultaneous (coefficient determination) as big as 13.2%. So concluded hypothesis third accepted or in a way simultaneous variable interaction superior subordinates mediate the influence of leadership serve to behavior OCB.

Based on results test model hypothesis thirdly partially (t test) it was found that mark significance before and after entered variable interaction superior subordinate as variable

mediation to in model is still significant ( $< 0.05$ ). Before entered variable interaction superior subordinate as mediator, *servant leadership* influential significant to behavior OCB with a significance value of 0.003. Next after the superior interaction variable subordinates are involved as mediators, then servant leadership variables influential significant to behavior OCB with a significance value of 0.027 (Table 3). Interaction superior subordinate on model hypothesis third is variable mediation specifically mediator Partial, which can position as variable mediation at a time as variable free.

**DISCUSSION**

Leadership serve is leaders who put needs first, aspirations, and interests of people who led by him compared to self Alone (Sendjaya & Sarros, 2002). By theoretical and empirical, servant leadership perceived differently by employees' man And Woman, therefore provide different impacts (Hogue, 2016); (Wang et al., 2013); (Kiker et al., 2019). However, results study This prove that

influence leadership serve to behavior OCB employee No significantly mediated by gender (Hypothesis 1 rejected) (Table 1).

By descriptive, data study describes that leader in PT. BankMandiri (Persero) Tbk. Region I / Sumatra 1 perceived by employee character leadership serve relatively tall (99.1%) Good by employee man nor women (Table 4). Likewise, behavior OCB employee *outsourcing* in PT. Bank

Mandiri (Persero) Tbk. Region I / Sumatra 1 Also relatively the same tall (99.1%) (Table 4).

Thereby also results test different *independent samples t-test* find mark significance *Levine test for equity variance* is 0.485 (Table 5). This value means no differences in OCB behavior between male workers and women. Both have a level of OCB which both high.

**Table 4. Leadership Frequency Distribution Serve and Behavior OCB Based on Gender**

| Level Leadership Serve  | Gender  |       |        |
|-------------------------|---------|-------|--------|
|                         | Man-man | Woman | (%)    |
| Low (1 - 1.33)          | -1      | -     | - 0.9% |
| Currently (1.33 - 2.66) | 56      | -     | 99.1%  |
| Tall (2.66 – 5)         |         | 56    |        |
| Total                   |         | 113   | 100%   |

  

| Level OCB               | Gender  |       |        |
|-------------------------|---------|-------|--------|
|                         | Man-man | Woman | (%)    |
| Low (1 - 1.33)          | -1      | -     | - 0.9% |
| Currently (1.33 - 2.66) | 56      | - 56  | 99.1%  |
| Tall (2.66 – 5)         |         |       |        |
| Total                   |         | 113   | 100%   |

Source: Results analysis data, processed (2020)

With thereby results study this not in line with (Hogue, 2016) theory and (Kiker et al., 2019) *research findings*. (2019) and (Wang et al., 2013) that state that *gender* is a moderator between leadershipserving and OCB. Boy and girl own method which different in respond to servant leadership. By theoretical, characteristics leadership serve more in accordance with style leadership a woman Which tend serve compared to male leaders who tend to be authoritarian (Hogue, 2016), so that when leader Which apply leadership

serve is a man then hope they on behavior leader will different.

According to findings (Kiker et al., 2019), leadership serve tend impact on response attitude employee women include job satisfaction, commitment, trust, whereas on employee man tend impact on behavior Work. Findings research (Wang et al., 2013), impact positive leadership serve to weak work behavior in female leaders compared to man. Whereas onstudy this found that employee man And Woman own perception which the same to



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characteristics leadership serve his leader and have an impact on work behavior specifically behavior OCB Which Also relatively the same. Existence variable leadership serve

Already Enough as antecedent the emergence of good OCB behavior in oneself employee, without strengthened or weakened by characteristics gender employee.

**Table 5. Results Test t Sample Free**

|                        | Levene's Test for Equality of Variances |      | t-test for Equality of Means |        |                |            |
|------------------------|---|------|------------------------------|--------|----------------|------------|
|                        | F                                       | Sig. | t                            | df     | Sig.(2-tailed) | Mean Diff. |
| Equal var assumed      | ,491                                    | ,485 | -1,539                       | 111    | ,127           | -,1356     |
| OCB                    |   |      |                              |        |                |            |
| Equal var note assumed |   |      | -1,542                       | 107,59 | ,126           | -,1356     |

Source: Results analysis data, processed (2020)

Hypothesis 2 research to find out influence leadership serve to behavior OCB employee mediated by empowerment worker proven accepted in a way significant. Variable empowerment workers in this study played a role partial (pseudo) mediation variable, meaning it can role as mediation However Also variable free

(independent). With condition empowerment worker Which relatively tall (Avg = 3.98) (Table 6) applied leader so employee can explore potency in himself so that employee truly able to carry out work and be involved more active in taking decision as well as solution problem.

**Table 6. Average Research variable**

| Variable                         | Average |
|----------------------------------|---------|
| Leadership Serve                 | 3.71    |
| Empowerment Worker               | 3.98    |
| Interaction Superior Subordinate | 3.71    |
| Behavior OCB                     | 4.12    |

Source: Results analysis data, processed (2020)

Thus the findings of this research confirm theory Which state that exists leadership serve in organization Which looks in form behavior directing practices empowering employee between other listen, approach persuasive, openness, empathize, commitment For growth And build community Which contributive in organization (Spears, 2010) impact positive in bring up employees' strong self-identification towards organization (Trompenaars & Voerman, 2010) materialized in behavior OCB Which contributive for organization (average = 4.12) (Table 6).

Findings hypothesis study Also support results research empirical previously (Maynard et al., 2012); (Boudrias et al., 2014); (Choi et al., 2016); (Pigeon et al., 2017); (Dewi et al., 2022); (Bian et al., 2019); (Ying et al., 2020) that empowerment worker capable mediate influence characteristics leadership certain to to attitude (satisfaction Work) nor behavior (OCB) employee. Difference with research previous is If research previous use draft characteristics leadership transformational in analysis and carried out in the industrial sector service besides banking (Choi et al., 2016), so significance study This is on observation Specific characteristics leadership serve in banking. Results study This Also different with the findings of (Newman et al., 2017) who prove that leadership serve No impact significant to OCB through mediator empowerment worker specifically to the supervisor.

Next for the results hypothesis test 3 study which test influence leadership serve to behavior OCB employee mediated by interaction superior subordinate proven accepted in a way significant. Average mark leadership serve which relatively tall which perceived employee that is as big as 3.71 aligned with mark average variable empowerment worker as big as 3.71 contribute on high level of behavior OCB employee (average behavioral value OCB = 4.12).

Findings study This confirm theory And research previous Which state that application leadership serve Which Good impact positive in bring up *trust* employee to leader And as form connection exchange social (social *exchange relationship*) quality tall more from just exchange economy that is condition Which characterized with exists exchange lead come back between concern leader and employees pay more attention to the organization (Newman et al., 2017). Results study This Also complete conclusion research (Junita, 2017a) where OCB is service oriented in bank employees is formed not only by high organizational commitment, however Also interaction superior subordinate Which quality Good. Variable interaction superior subordinates are positioned as mediating variables partial (pseudo) means it can be positioned as variable mediation at a time free.

## CONCLUSION

The servant leadership variable

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does not have a significant impact on OCB behavior with *gender* as moderator. Employee man And Woman perceive leadership serve with meaning Which The same and respond in the same way as OCB behavior relatively the same height. No difference behavior OCB employee *outsourcing* based on *gender*. *Gender* it's not moderator in this research. Existence leadership serve Already Enough as antecedent appearance behavior OCB Which Good on self-employee, without strengthened or weakened by characteristics gender employee.

Variable ability serves influential significant to behavior OCB employee with empowerment worker as mediator on. Leader Which applies character leadership love Darling, low heart, and oriented on achieving the vision of the organization will be able empowering worker *outsourcing* in PT XYZ And furthermore capable form high OCB behavior in self employee.

Variable leadership serve influential significant to behavior OCB employee with interaction superior subordinates as mediators. Leader who gives attention full to well-being, motivation Work, and appreciation contribution employee with sincere will create atmosphere interaction superior subordinate Which conducive for formation behavior OCB employee.

Company should still guard its height behavior OCB employee with conditioning empowerment worker And interaction superior subordinate covers effort- effort For increase practices share

not quite enough answer And authority, information, knowledge, rewards, award, trust, And obligation to para worker so that spur worker feel want to do things Which exceed What Which has required indescription work as well as each other value, put trust, And interact positive One each other.

Further research needs to be done with seek and add theoretical support and empirical on other variables relevant like culture company, work environment and other factors so can is known variable What just Which be an antecedent of OCB behavior appropriately and able to predict performance employee more accurately. Additionally put *gender* as variable control.

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