

The Role of Organizational Citizenship Behavior in Mediating the Relationship between Servant Leadership and Job Satisfaction on the Performance of Civil Servants in Aceh Province, Indonesia

Hamdi Harmen^{1,2*}, Zainal Putra², Said Achmad Kabiru Rafiie², Ika Rahmadani², Muhammad Rahmat Hidayat², Rusdi², Abdul Muzammil³

¹ Management Department, Universitas Syiah Kuala, Banda Aceh, Indonesia

² Faculty of Economic, Universitas Teuku Umar, Aceh Barat, Indonesia

³ Department of Agribusiness, Universitas Teuku Umar, Aceh Barat, Indonesia

*Corresponding author: hamdi_harmen@usk.ac.id

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ABSTRACT

Purpose –This research purposes to explore the impact of servant leadership and job satisfaction on the performance of civil servants in the Indonesian language *pegawai negeri sipil* (PNS). Moreover, we also examine the role of organizational citizenship behaviour (OCB) as a mediator of the association with the servant leadership and the job satisfaction on the performance of civil servants.

Design/Methodology –We used simple random sampling techniques and selected 210 respondents. The data was examined by the partial least squares structural equation modelling (PLS-SEM) method with the help of software SmartPLS.

Results –The study results to show partially the servant leadership, the OCB and the job satisfaction significantly impact to the civil servant performance. Servant leadership significantly influences civil servant performance. In addition, OCB acts as a mediator in the relationship between servant leadership and job satisfaction on civil servant performance.

Research limitations –The results obtained should be interpreted with alert because they are confined to the specific geographical area along with the nature of the respondents selected.

Implications –The results reported in this study can guide the management to be able to increase the performance of civil servants via enhanced roles of servant leadership (SL), job satisfaction (JS) and organizational citizenship behavior (OCB).

Novelty/Originality –The study proves the role of OCB as complementary mediation, especially in the context of civil servants in Indonesia.

Keywords: Servant leadership, OCB, job satisfaction, employee performance

1. Introduction

The employee performance is defined as the aggregate value of behaviour that contributes directly or indirectly to organizational goals. The manner in which an employee performs their work determines their performance; it should align with the administration's strategic goals, the satisfaction of customers, and the contribution to the financial health of the organization. Furthermore, employee performance also includes efficiency, effectiveness, and quality of work, as well as the ability to do the job (Melhem et al., 2023). When discussing civil servants in Indonesia, the term "employee performance" refers to the outcomes that each civil servant in the unit or organization achieves through work behaviour and employee performance targets the Republic of Indonesia on regulation government No. 30/2019.

The main task of civil servants or *pegawai negeri sipil* (PNS) is to provide professional and quality public services (Article 11, law No. 20/2023 Republic of Indonesia). However, the performance of duties by state servants has not met public expectations. Several reports reveal the dilapidated performance of civil servants in various regions in Indonesia. For example, in Grobogan Regency, Central Java, relatively many civil servants are absent during working hours and deliberately leave their work. Many of them were caught in raids during disciplinary enforcement operations by the local district Civil Service Police Unit (Astuty and Prabowo, 2021). Such conditions have tarnished the face of civil servants in Indonesia as a whole. Saputra et al. (2020) also reported that the performance of public bureaucratic services in West Pasaman Regency, West Sumatra Province is still relatively low. Therefore, the public is still not satisfied with the performance provided by government officials there.

Likewise, Sulaiman et al. (2019) also revealed the weaknesses in the performance of civil servants in Aceh Province. According to them, the performance of state servants in this area has not been encouraging. This is characterized by inefficient organizational

bureaucracy, low quality of service to the public, and work taking a long time to complete. The phenomenon of low performance of civil servants may be caused by their low competence. Pratama et al. (2015) revealed that as many as 95 per cent of Indonesia's PNS or public servant about 4.7 million officers who don't have the competencies to perform their job duties.

Several research results report that important predictors for encouraging employee performance are servant leadership and job satisfaction. Servant leadership, as introduced by Greenleaf, (1977), emphasizes the importance of leaders prioritizing the needs of their employees to improve performance outcomes (Eslamdoust & Mahmoudinazlou, 2023; Ng'ambi et al., 2023). Studies have found that servant leadership can positively affect employee performance by enhancing employees' commitment and satisfaction (Khan et al., 2022; Yang et al., 2023), and job satisfaction (Eliyana et al., 2019; Supriyanto et al., 2020). However, contradictions in research results still occur. Sihombing et al. (2018) reported that servant leadership had absolutely no effect on employee performance.

Similarly, job satisfaction has been shown to influence employee performance. According to Herzberg's Two-Factor Theory (Abdeen & Khalil, 2023; Bundtzen, 2020), motivators and hygiene factors play a crucial role in determining job satisfaction, which in turn affects performance (Abdeen & Khalil, 2023; Judith & Riani, 2024; Mirsultan & Marimuthu, 2021). Research by Eliyana et al., (2019) and Supriyanto et al., (2020) supports the idea that job satisfaction significantly predicts employee performance. However, Pawirosumarto et al., (2017) reported that employee performance is unaffected by job satisfaction, suggesting that other mediating factors may be involved, such as organizational culture or employee motivation (Liden et al., 2008). In this context, OCB may serve as a more relevant mediator within the Indonesian civil service environment. Civil servants often operate within rigid bureaucratic structures (Dahlia, 2020; Nasution, 2022), where proactive initiatives and voluntary behaviors such as OCB can significantly impact the efficiency and quality of public service delivery (Arifin & Narmaditya, 2024; Siregar et al., 2024). When aligning this with the theory proposed by Liden et al., (2008), it becomes evident that employee motivation and a supportive organizational culture can foster OCB. In public sector organizations, where the mission and organizational values strongly emphasize public service, leadership that supports and empowers employees to actively engage in achieving shared goals can enhance OCB (Demissie et al., 2024; Eva et al., 2019; Lee & Kim, 2024). Consequently, this can lead to a more substantial improvement in employee performance compared to relying solely on job satisfaction factors.

To fill this gap, we tried to include the behaviour of organizational citizenship as a mediator in the model. The model has been recently a lot of research on variables that support organizational effectiveness. One of them that is quite influential is organizational citizenship behaviour (Podsakoff et al., 2000). The majority of studies that examine employee performance previously used variables such as motivation, work engagement, perceived organizational support (POS), career adaptability, and employee engagement. Meanwhile, those using servant leadership, job satisfaction, and organizational citizenship behaviour variables are inadequate. The study in the context of civil servants in Aceh Province, Indonesia. Therefore, this article aims to answer the research questions as follow:

- (a) Is the servant leadership positively related to employee performance?
- (b) Is the servant leadership positively related to organizational citizenship behaviour?
- (c) Is the servant leadership positively related to job satisfaction?
- (d) Is the job satisfaction positively related to organizational citizenship behaviour?
- (e) Is the job satisfaction positively related to employee performance?
- (f) Is the organizational citizenship behaviour positively related to employee performance?
- (g) Is the organizational citizenship behaviour a mediator of the relationship between servant leadership and employee performance?
- (h) Is the organizational citizenship behaviour a mediator of the relationship between job satisfaction and employee performance?

2. Literature Review, Theoretical Framework, and Hypotheses Development

2.1. The Association Between the Servant Leadership and The Civil Servant Performance

Civil servant performance is defined as the extent to which a civil servant fulfills their duties and responsibilities, adhering to the regulations, policies, and standards set forth by government agencies. A leadership style that focuses on serving others is known as servant leadership (Wang et al., 2018). In this approach, the servant leader prioritizes the needs, goals, and personal development of each team member or individual within the organization, thereby supporting their career growth.

Servant leadership is closely linked to employee performance because it emphasizes individual empowerment. Servant leaders delegate authority and build trust by giving team members the autonomy to take initiative and make decisions. This empowerment can enhance employees' motivation and self-confidence, potentially improving their performance. According to Wang et al. (2018), research suggests that leaders, whether at executive or managerial levels, should cultivate servant leadership behaviors, as these practices can elevate service performance among frontline staff. Similar findings were also reported by Harwiki (2016) and Khan et al. (2022) who highlight the positive impact servant leaders have on their subordinates' job performance. Meanwhile, Yang et al. (2023) there is a positive impact between employee creativity and servant leadership.

However, it is important to critique Greenleaf's theory of servant leadership in this context. While servant leadership promotes a supportive and empowering environment, critics argue that it may not be suitable in all organizational settings (Abubakar et al., 2019; Canavesi & Minelli, 2022). For instance, the emphasis on serving others might sometimes lead to ambiguity in decision-making processes or lack of direction in achieving organizational goals. Moreover, Canavesi & Minelli, (2022) stated that in highly structured environments like the civil service, where hierarchical authority and adherence to established protocols are paramount, the implementation of servant leadership may face resistance or may require significant adaptation to align with bureaucratic norms. This suggests that while servant leadership can enhance performance through empowerment and support, its effectiveness may depend on the specific organizational culture and context in which it is applied. Therefore, the research has the first hypotheses:

H1: The leadership of servant style has a positive impact on civil servant performance.

2.2. The Association Between Leadership of Servant Style and Organizational Citizenship Behavior

Organizational citizenship behaviors (OCBs) refer to voluntary actions by employees that go beyond the formal requirements of their job roles, aiming to enhance organizational effectiveness. These behaviors might include assisting colleagues, offering

constructive feedback, supporting managers, and actively engaging in organizational initiatives that are not formally part of one's job description (Obedgiu *et al.*, 2020). Recent studies have identified servant leadership as a key driver of OCBs within organizations (Elche *et al.*, 2020). This type of leadership, characterized by a focus on serving others, promoting a supportive work environment, and prioritizing the needs of team members, fosters a culture where employees are more likely to engage in OCBs. Research by Harwiki (2016), Tuan, (2017), and Dami *et al.* (2023) further corroborates that leadership style, particularly a servant leadership approach, significantly influences the prevalence of organizational citizenship behaviors.

From a theoretical perspective, the relationship between servant leadership and OCBs can be explained by several organizational behavior theories. Social Exchange Theory suggests that employees who perceive their leaders as supportive and caring are more likely to reciprocate through positive discretionary behaviors, such as OCBs (Iqbal *et al.*, 2022; Khalid *et al.*, 2018). Additionally, Kapil & Rastogi, (2020) mentioned that the Leader-Member Exchange Theory posits that high-quality relationships between leaders and subordinates foster mutual trust and respect, encouraging employees to go above and beyond their formal duties. These theories help explain why servant leadership, with its emphasis on building strong leader-member relationships and fostering a supportive work environment, effectively promotes OCBs. Therefore, we build the second hypothesis as follows:

H2: The Servant leadership has a positive impact on the organizational citizenship behaviour.

2.3. The Relationship Between Leadership of Servant Style and Job Satisfaction

The Job fulfilment reflects to the extent which someone likes their work (Kinicki and Fugate, 2018). According to previous literature studies, the leadership of a servant style has a significant role in predicting the rise in job satisfaction among followers. An environment of positivity and support is fostered by servant leaders, and this can boost followers' job satisfaction (Alonderiene and Majauskaite, 2016; Al-Mahdy *et al.*, 2016; Afaq *et al.*, 2017). Greenleaf's theory of servant leadership, which emphasizes serving others as the primary focus of leadership, suggests that servant leaders prioritize the growth, well-being, and empowerment of their followers. By engaging in practices such as active listening, empathy, and commitment to the growth of people, servant leaders create a supportive work environment that enhances job satisfaction (Greenleaf, 1977). Additionally, providing opportunities for subordinates to develop professionally is a significant aspect of leadership with a servant character. By helping team members achieve their career goals, leaders can increase job satisfaction. This aligns with other theories like transformational leadership and leader-member exchange (LMX), which also emphasize the importance of leader-follower relationships and individual development in enhancing job satisfaction (Mi *et al.*, 2019; Qian *et al.*, 2017). Additionally, providing opportunities for subordinates to develop professionally is a significant part of leadership who has servant character. By helping team members achieve their career goals, leaders can increase job satisfaction. Therefore, we build the third hypothesis as follows:

H3: The Servant leadership has a positive impact on satisfaction of the job.

2.4. The Relationship Between Satisfaction of The Job and Organizational Citizenship Behavior

Job satisfaction, defined as the extent to which individuals feel content with their work, has been extensively linked to Organizational Citizenship Behavior (OCB), which refers to voluntary actions that go beyond formal job duties and contribute to the overall functioning of the organization (Alqhaiwi, 2024; Bogler & Somech, 2023; Hartner-Tiefenthaler, 2021). According to Greenleaf's theory of servant leadership, which emphasizes prioritizing the growth (Ruiz-Palomino *et al.*, 2021; Urrila & Eva, 2024), well-being (Gutierrez-Broncano *et al.*, 2024; Ludwikowska & Tworek, 2022), and empowerment of followers (Mutua & Kiruhi, 2021; Rachmawati & Lantu, 2014; Ren & Shen, 2024), job satisfaction is significantly enhanced when leaders create a supportive and empathetic work environment (Greenleaf, 1977; Gutierrez-Broncano *et al.*, 2024; Jabber *et al.*, 2023; Ruiz-Palomino *et al.*, 2021). This leadership style not only increases job satisfaction but also fosters a sense of fairness and support among employees, which, in turn, positively influences their commitment to the organization and motivates them to engage in OCB (Guo *et al.*, 2024; Saleem *et al.*, 2024). Moreover, when employees experience high levels of job satisfaction, they are more emotionally engaged with their organization, which fosters a sense of ownership and responsibility, driving them to voluntarily perform actions that benefit their colleagues and the organization at large. Additionally, servant leadership cultivates a positive work environment that not only enhances job satisfaction but also facilitates the occurrence of OCB by encouraging proactive behavior and positive contributions to the organizational culture (Saleem *et al.*, 2024; Zhang *et al.*, 2024). Consequently, the relationship between job satisfaction and OCB is closely intertwined (Albert & Lazzari Dodeler, 2022; Slaughter & Kausel, 2009); job satisfaction, particularly when influenced by servant leadership, can significantly promote OCB, thereby supporting organizational success and efficiency (Eva *et al.*, 2019; Idris *et al.*, 2021).

Individuals who are content with their professions typically exhibit higher levels of intrinsic motivation. This motivation encourages them to contribute more than expected in the form of behaviour on organizational citizen, for example to help the colleagues, sharing knowledge, and actively contributing in organizational activities. In addition, high job satisfaction can increase individual perceptions of organizational justice. Individuals who feel they are treated fairly are more likely to show organizational citizenship behaviour as a form of loyalty to the organization. Therefore, many previous studies link job satisfaction with organizational citizenship behaviour. Asgari *et al.* (2020) confirm that job satisfaction significantly influences organizational citizenship behaviour. This has been reaffirmed by Maulidia *et al.* (2023) to shows higher a person's level of job satisfaction, the more likely they are to show positive organizational citizenship behaviour, such as helping coworkers, providing useful suggestions, and participating in organizational activities. Conversely, the poor level of satisfaction on job can lead to the behaviors such as high absenteeism and poor performance. Thus, increasing job satisfaction can help improve organizational citizenship behaviour and overall organizational performance. Therefore, the study has the 4th hypotheses follow:

H4: The satisfaction on the job has a positive impact on the organizational citizenship behaviour.

2.5. The Relationship Between Satisfaction on The Job and The Performance of Civic Servants

Job satisfaction is a key driver of motivation and productivity among civil servants. According to self-determination theory (Alqhaiwi, 2024; Gagné & Deci, 2005; Hartner-Tiefenthaler, 2021), employees who are satisfied with their work environment feel a greater sense of autonomy (Alkhayyal & Bajaba, 2024; Zheng *et al.*, 2024), competence (Hameed & Xie, 2024; Scharp *et al.*, 2022), and relatedness (Alqhaiwi, 2024; Buil *et al.*, 2024), which enhances their intrinsic motivation and leads to higher productivity and performance in service delivery. This heightened motivation results in improved public service outcomes, as motivated

employees are more likely to engage fully with their tasks, take initiative, and go beyond the minimum requirements of their roles. Assefa et al., (2024) stated that in Leader-Member Exchange (LMX) theory also suggests that high-quality relationships between leaders and followers, characterized by mutual respect and trust, are essential for enhancing job satisfaction and, subsequently, job performance.

Moreover, servant leadership theory emphasizes the role of leaders in fostering an environment that promotes job satisfaction through prioritizing the growth, well-being, and development of employees (Aboramadan et al., 2020; Dami et al., 2023). Servant leaders create a supportive and empowering workplace that aligns with the principles of self-determination theory and LMX, thereby enhancing job satisfaction. By focusing on the needs and development of their followers, servant leaders cultivate a strong sense of commitment to organizational goals among civil servants, as satisfied employees are more likely to align their personal objectives with those of the organization (Islam et al., 2012; Pham et al., 2024). This alignment reduces turnover rates and absenteeism, ensuring a stable and experienced workforce capable of maintaining high levels of service continuity and performance (Ng'ambi et al., 2023; Urrila & Eva, 2024). Additionally, satisfied civil servants contribute to a positive work environment characterized by high morale, teamwork, and cooperation, which further enhances organizational efficiency and effectiveness. High job satisfaction is also linked to better public interactions and increased public trust, as employees who are content with their roles are more likely to deliver services that meet or exceed public expectations, thereby enhancing the organization's reputation.

The satisfaction of the job is not only a specific factor but also has a major impact on overall organizational performance. The action can be the paying attention to civil servant job satisfaction. It can help improving on an organization's efficiency, effectiveness and reputation. The staffs' satisfaction is positively correlated with levels of motivation and productivity. Employees who feel satisfied with their work tend to be more motivated to work hard and make maximum contributions to their tasks. In addition, high job satisfaction often results in a stronger commitment to the organization. Satisfied workforces are more likely to feel connected to organizational values and have loyalty to the organization's goals and mission (Elbaz and Haddoud, 2017; Eliyana et al., 2019; Supriyanto et al., 2020). So, we build the fifth hypothesis as follows:

H5: Job satisfaction has a positive impact on civil servant performance.

2.6. The Relationship Between Organizational Citizenship Behaviour and Civil Servant Performance

Harwiki, (2016) refers OCB as employee actions that go beyond formal job responsibilities, such as assisting colleagues, demonstrating initiative, and contributing to a positive work environment. OCB can enhance overall organizational performance by fostering a more collaborative and productive work atmosphere. According to Greenleaf's theory of servant leadership, leaders who prioritize serving their employees have a profound positive impact on them. These leaders focus on employees' needs and development, which can in turn motivate employees to exhibit OCB (Canavesi & Minelli, 2022; Ruiz-Palomino et al., 2021). Servant leaders are likely to encourage higher engagement, improve job satisfaction, and inspire employees to make extra contributions beyond their formal job duties.

Organizational citizenship behaviour has an important role in enlightening the act of civil servants and making a bright input to the overall success of the organization. Organizational citizenship behaviour includes voluntary behaviour, such as helping coworkers, sharing knowledge, and supporting team goals. Encouraging and maintaining organizational citizenship behaviour among civil servants can help create a work environment that is productive, harmonious and oriented towards achieving organizational goals. Previous findings confirm that organizational citizenship behaviour significantly influences employee performance (Mallick et al., 2014; Andrew and León-Cázares, 2015; Harwiki, 2016). Hence, we build the sixth hypothesis as follows:

H6: Organizational citizenship behaviour has a positive impact on civil servant performance.

2.7. The Organizational Citizenship Behavior as A Mediator

The relationship between servant leadership, job satisfaction, and the performance of civil servants can be comprehensively analyzed through the integration of Servant Leadership Theory, Social Exchange Theory, and Organizational Citizenship Behavior (OCB) Theory. Servant Leadership Theory, as proposed by Greenleaf, (1977), emphasizes that leaders who prioritize the well-being, development, and needs of their employees foster a supportive and empowering work environment (Demissie et al., 2024; Elche et al., 2020). This approach, which focuses on empathy, listening, and stewardship, creates a sense of belonging and increases employee satisfaction and motivation. Ampofo, (2020) stated that when Social Exchange Theory further elucidates this dynamic by suggesting that when employees perceive high levels of support and care from their leaders, they feel compelled to reciprocate through positive behaviors like OCB. OCB Theory describes these behaviors as voluntary actions that, while not part of formal job duties, enhance organizational effectiveness (Buil et al., 2019; Idris et al., 2021). In a setting where servant leadership is practiced, employees are more likely to engage in OCB, driven by a sense of fairness and support, which in turn enhances their job satisfaction and meets their intrinsic psychological needs. The interconnectedness of these theories illustrates that servant leadership establishes a foundation for positive social exchanges, which foster OCB and ultimately lead to higher job satisfaction and improved performance (Demissie et al., 2024; Elche et al., 2020). Thus, fostering a leadership style focused on employee well-being creates a virtuous cycle that enhances both individual and organizational outcomes in the public sector.

Many research results have revealed that leadership who have a servant style is positively related to the citizenship of organizational behaviour (Harwiki, 2016; Tuan, 2017; Elche et al., 2020; Dami et al., 2023), as well as employee recital (Mallick et al., 2014; Andrew and León-Cázares, 2015; Harwiki, 2016). Researchers also showed the relationship on positive way between organizational citizenship behaviour and worker performance (Harwiki, 2016; Wang et al., 2018; Khan et al., 2022; Yang et al., 2023). On the other hand, recent research results also report that servant leadership influences organizational citizenship behaviour (Asgari et al., 2020; Maulidia et al., 2023). Then, a linking was also found between job satisfaction and employee recital (Elbaz and Haddoud, 2017; Eliyana et al., 2019; Supriyanto et al., 2020).

Previous study rarely paid attention to the fact that organizational citizenship behaviour can act as a mediator in the relationship between servant leadership, job satisfaction and performance of employees. This is especially true in the context of civil servants in Aceh Province, Indonesia. Therefore, we construct the seventh and eighth hypotheses as follows:

H7: Organizational citizenship behaviour mediates the influence of servant leadership on civil servant performance.

H8: Organizational citizenship behaviour mediates the impact on job satisfaction of civil servant performance.

Based on the literature review and proposed hypotheses above, we developed a conceptual framework as presented in Figure 1.

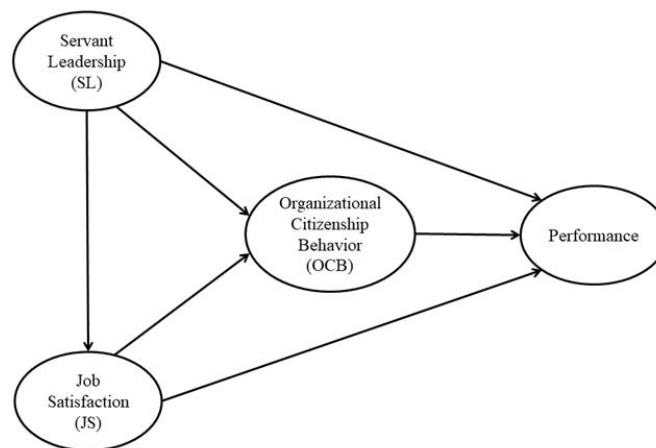


Figure 1. The Conceptual Framework

3. Introduction Research Method

3.1. Measurement of Constructs

The research uses four constructs, namely servant leadership (SL), job satisfaction (JS), organizational citizenship behaviour (OCB), and performance. SL is measured using four indicators (Liden et al., 2008). JS is measured using two indicators (Vitell and Davis, 1990). OCB is measured using three indicators (Obedgiu et al., 2020). Finally, the performance of civil servants (performance) is measured using two indicators (Kementerian PANRB RI No.6, 2022). All indicators are measured on a 5-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree).

3.2. Collection of Data and The Sample

We distributed paper-based questionnaires directly to civil servants (PNS) who work at sub-district offices in Regency of West Aceh, Regency of Nagan Raya, and Regency of Aceh Jaya in Aceh Province, Indonesia. Based on our observations, this location selection has never been done before. Aside from that, prior studies seldom ever paid attention to the sample selection, which consisted of public personnel in the sub-district office. In detail, the respondents for this research were spread across various agencies, namely: Johan Pahlawan Subdistrict Office, Meureubo Subdistrict Office, Kaway XVI, Panga Subdistrict. Distribution of the questionnaire took place from August to December 2023. It is important to note that this study relies on self-reported data from respondents, which may introduce biases such as social desirability bias, where individuals may overestimate positive attributes or underestimate negative behaviors. Such biases can affect the accuracy and reliability of the data collected, potentially influencing the results and interpretations. To mitigate these concerns, future research should consider incorporating multiple data sources, such as supervisor ratings or performance metrics, to provide a more comprehensive view of civil servant behavior.

For sampling, we used a simple random sampling technique, namely a method of taking samples randomly from members of the population without regard to level. Simple random sampling is a widely used method in research due to its several advantages. First, it ensures that every member of the population has an equal chance of being selected, which increases the representativeness of the sample and reduces selection bias (Kurniawan & Puspitaningtyas, 2016). This method also minimizes researcher bias, as the random selection process is independent of subjective influences. Furthermore, it simplifies generalization, allowing researchers to infer the results from the sample to the entire population with greater confidence (Cepeda Carrión et al., 2016; Creswell & Clark, 2016). Additionally, simple random sampling supports the use of robust inferential statistical techniques, enabling accurate calculation of margins of error and confidence intervals. This method also captures the inherent variability within the population, enhancing the reliability of findings. Overall, simple random sampling is particularly valuable when aiming for broad generalizability and high statistical validity while minimizing potential biases in data collection. Of the 270 questionnaires that we distributed, respondents responded to 213 questionnaires. This means that this research has a response rate of 79 per cent. There were only 210 questionnaires that could be analyzed. Meanwhile, the remaining three could not be processed further due to incomplete responses.

3.3. Statistical Methods

We applied the partial least squares structural equation modelling (PLS-SEM) method for data analysis using SmartPLS version 4.0.9.5. PLS-SEM is recommended because it enables researchers to evaluate latent components with non-normally distributed data and small and medium samples (Chin et al., 2008). In addition, PLS-SEM is a well-known technique for predicting path coefficients in structural models (Hair Jr. et al., 2014).

4. Results and Discussion

4.1. Results

4.1.1 The Profile of Respondent

Table 1: The Profile of Respondent

Category	Classification	Frequency (n)	Percentage (%)
Gender	Male	128	61.00
	Female	82	39.00
Generation	Baby Boomers (≤ 1964)	6	3.00
	Generation X (1965 – 1980)	128	61.00
	Millennials (1981 – 1996)	65	31.00
	Generation Z (≥ 1997)	11	5.00
Education Level	High School	85	40.38
	Diploma	16	7.51
	Bachelor's Degree (BA/BSc)	99	46.95
	Master's Degree (MA/MSc)	10	4.69
	Doctorate (PhD)	1	0.47
Marital Status	Unmarried	20	9.39
	Married	177	84.51
	Widow	11	5.16
	Widower	2	0.94
Position	Structural Official	67	32.00
	Functional Official	19	9.00
	Staff	124	59.00
Monthly Basic Salary	IDR 1,560,800 – IDR 2,500,000	23	11.00
	> IDR 2,500,000 – IDR 3,500,000	88	42.00
	> IDR 3,500,000 – IDR 4,500,000	82	39.00
	> IDR 4,500,000 – IDR 5,901,200	17	8.00

The demographic respondents' profile was obtained from results of descriptive statistics. Based on the results of distributing questionnaires to respondents, the total number of questionnaires that can be used for data analysis is 210 questionnaires. A total of 61 per cent of respondents ($n = 128$) were men, and 39 per cent were women ($n = 82$). Based on age level, three per cent are baby boomers ($n = 6$), 61 per cent are Gen X ($n = 128$), 31 per cent are millennials ($n = 65$), and five per cent are Gen Z ($n = 11$). Based on education level, 40.38 per cent were in high school ($n = 85$), 7.51 per cent were diploma ($n = 16$), 46.95 per cent were bachelor's degrees ($n = 99$), 4.69 per cent were master's degrees ($n = 10$), and 0.47 per cent were doctorates ($n = 1$). Based on marital status, 9.39 per cent were unmarried ($n = 20$), 84.51 per cent were married ($n = 177$), 5.16 per cent were widows ($n = 11$), and 0.94 per cent were widowers ($n = 2$). Based on position, 32 per cent are structural officials ($n = 67$), nine per cent are functional officials ($n = 19$), and 59 per cent are staff ($n = 124$). Finally, based on monthly basic salary, 11 per cent earned IDR 1,560,800 – IDR 500,000 ($n = 23$), 42 per cent earned > IDR 2,500,000 - IDR 3,500,000 ($n = 88$), 42 per cent earned > IDR 3,500,000 - IDR 4. 500,000 ($n = 82$), and eight per cent had income > Rp. 4,500,000 - Rp. 5,901,200 ($n = 17$). These results indicate that respondents are not dominant in certain groups.

Although our sample is geographically limited to specific sub-district offices in Aceh Province, the methodological rigor in sampling and the diverse respondent profile provide a strong basis for local generalization. While these findings may reflect patterns unique to civil servants in these sub-district offices, they also address an understudied segment of the public sector. This approach contributes valuable insights for comparative studies across regional administrations, though additional research is encouraged to test the generalizability of these findings in broader Indonesian contexts. The demographic diversity of the respondents further enhances the local generalizability of the findings, as it reduces homogeneity and represents a broad cross-section of public employees. This approach aligns with Joseph F. Hair et al., (2019), who emphasize that sample heterogeneity is advantageous in PLS-SEM because it maximizes variance, which is crucial for enhancing predictive power. Consequently, while the findings may initially be geographically constrained, they provide a robust foundation for further research across broader populations, particularly for comparative studies of civil servant behavior in regional contexts throughout Indonesia.

Conducting a rigorous examination of indicator outer loadings is essential in Partial Least Squares Structural Equation Modeling (PLS-SEM) to ensure the reliability and validity of the measurement model. Outer loadings quantify the strength of the relationship between an indicator and its associated latent construct. When outer loadings fall below acceptable thresholds (typically 0.5 or higher), these indicators may fail to adequately represent the underlying construct, potentially compromising the construct's validity and the model's predictive accuracy.

Table 2: Outer Loadings Algorithm

	JS	OCB	Performance	SL
JS1	0,583			
JS2	0,599			
JS3	0,569			
JS4	0,810			
JS5	0,776			
OCB1		0,205		
OCB2		0,550		
OCB3		0,581		
OCB4		0,674		

OCB5	0,782	
OCB6	0,753	
Perf1		0,575
Perf2		0,479
Perf3		0,799
Perf4		0,792
SL1		0,194
SL2		0,858
SL3		0,814
SL4		0,683
SL5		0,856

In this measurement model, indicators with outer loadings below 0.5 are typically candidates for removal, as they may not significantly contribute to their respective latent constructs. Specifically, OCB1 (0.205), Perf2 (0.479), and SL1 (0.194) demonstrate notably low loadings, indicating weak associations with their constructs of Organizational Citizenship Behavior (OCB), Performance, and Servant Leadership (SL), respectively. These low outer loading values suggest that these indicators are insufficiently capturing the essence of their associated constructs and may introduce noise into the model rather than contributing meaningful variance.

Removing these low-loading indicators can improve the construct validity by focusing on the indicators with stronger associations, thereby enhancing the robustness of the model. By eliminating OCB1, Perf2, and SL1, the constructs are likely to demonstrate improved internal consistency and more reliable relationships with the remaining indicators, which exhibit adequate loading values for robust measurement of Job Satisfaction, Organizational Citizenship Behavior, Performance, and Servant Leadership in this study. By systematically removing indicators with low loadings, researchers enhance the model's internal consistency and overall robustness. This process reduces measurement error and refines construct validity, ensuring that the indicators retained are those that most effectively capture the theoretical construct. Such an approach also strengthens the model's path estimates, as only the most relevant indicators contribute to the latent variables. Consequently, this practice is critical in PLS-SEM, where measurement model accuracy directly influences the reliability of structural relationships, facilitating more precise theoretical inferences and practical insights.

4.1.2 Measurement Model (Outer Model)

Four stages are required in measuring the reflective model, namely indicator reliability, internal consistency, convergent validity and discriminant validity (Hair *et al.*, 2022). According to Hair *et al.* (2019), indicators that have outer loading ≥ 0.40 to < 0.70 can be maintained in the model, as long as they meet the requirements for internal consistency and convergent validity. Nonetheless, ideally, outer loading is greater than 0.70. Figure 2 and Table 3 present an outer loading greater than 0.60, which means that all indicators forming the construct are reliable.

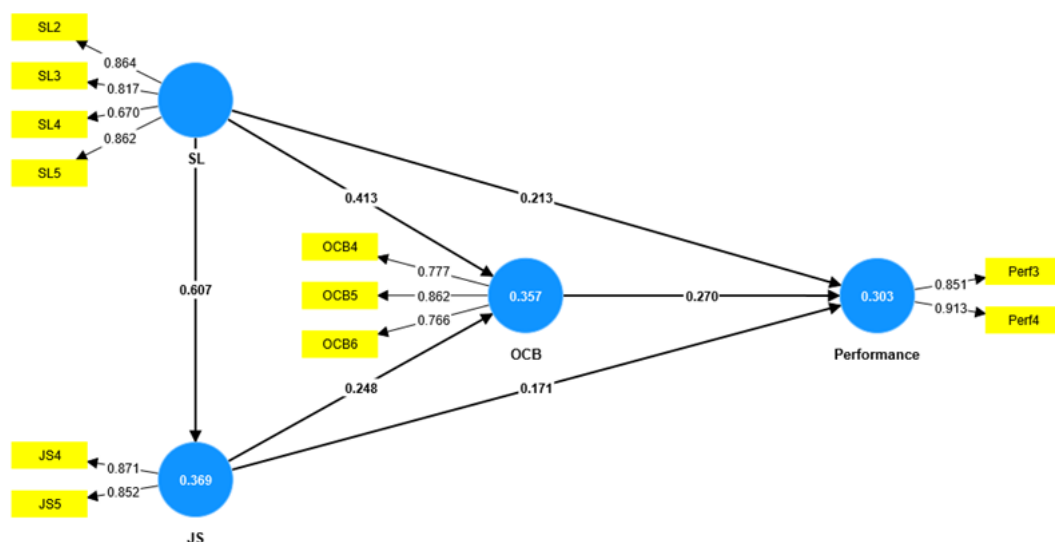


Figure 2. Assessment of Measurement Model (PLS-SEM Algorithm)

Table 3: Outer Loadings

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
JS4 $\leftarrow$ JS	0.871	0.871	0.030	29.192	0.000
JS5 $\leftarrow$ JS	0.852	0.853	0.033	25.580	0.000
OCB4 $\leftarrow$ OCB	0.777	0.779	0.040	19.488	0.000

OCB5 ← OCB	0.862	0.860	0.051	16.829	0.000
OCB6 ← OCB	0.766	0.765	0.050	15.287	0.000
Perf3 ← Performance	0.851	0.850	0.035	24.429	0.000
Perf4 ← Performance	0.913	0.913	0.014	65.230	0.000
SL2 ← SL	0.864	0.864	0.023	38.070	0.000
SL3 ← SL	0.817	0.818	0.043	18.955	0.000
SL4 ← SL	0.670	0.672	0.080	8.398	0.000
SL5 ← SL	0.862	0.864	0.026	32.556	0.000

Internal consistency shows that based on (CR) the composite reliability value minimum of 0.60 or ≥ 0.70 (Hair *et al.*, 2012). In the Table 3 confirmations the CR is greater than 0.70. This means that internal consistency has met the requirements.

Table 4: CR/Composite Reliability, AVE/Average Variance Extracted and R-square

	CR (rho_c)	(AVE)	R-square
JS	0.852	0.742	0.369
OCB	0.844	0.644	0.357
Performance	0.876	0.779	0.303
SL	0.881	0.651	
Average		0.704	0.343

Meanwhile, convergent validity is demonstrated by the average variance extracted (AVE) ≥ 0.50 (Hair *et al.*, 2012; Hair *et al.*, 2019; Hair *et al.*, 2022). In the Table 3 displays that all constructs have an AVE above 0.50. This condition proves that the convergent validity requirements are met. Lastly, discriminant validity refers to the heterotrait-monotrait ratio (HTMT) being smaller than 0.85 (Henseler *et al.*, 2015). Table 4 confirms that the discriminant validity requirements have been met.

Table 5: HTMT /Heterotrait-Monotrait Ratio

	JS	OCB	Performance	SL
JS				
OCB	0.728			
Performance	0.631	0.644		
SL	0.832	0.734	0.602	

4.1.3 Model Fit

Evaluation goodness-of-fit in PLS-SEM can refer to the standardized root mean square residual (SRMR) with a value that must be smaller than 0.08 (Henseler *et al.*, 2014). Table 5 shows an SRMR of 0.079. This value is smaller than 0.08, which means the model proposed in this study is a good fit.

Table 6: Standardized Root Means Square Residual (SRMR)

	Saturated Models	Estimated Model
SRMR	0.079	0.079

4.1.4 Structural Model (Inner Model)

Three criteria can be applied to analyze structural models, namely collinearity assessment, R-square value, and path coefficients (Hair *et al.*, 2022). If the variance inflation factor (VIF) is greater than 5.00, it can be said that there are symptoms of critical collinearity in the model (Hair *et al.*, 2022). The data in Table 6 shows all VIFs are smaller than 5.00. This means that there are no symptoms of collinearity in the model.

Table 7: Variance inflation factor (VIF)

Indicators	VIF	Indicators	VIF
JS4	1.306	Perf4	1.466
JS5	1.306	SL2	2.529
OCB4	1.393	SL3	1.904
OCB5	1.658	SL4	1.359
OCB6	1.383	SL5	2.255
Perf3	1.466		

On the other hand, the robustness of a model can be seen from the R-Square (R²) value, namely 0.75, 0.50, and 0.25 indicating a strong, moderate, and weak model (Hair *et al.*, 2019). Based on Table 3 above, R² for the JS, OCB and SL constructs are 0.369 (moderate), 0.357 (moderate) and 0.303 (moderate), respectively. Next, we tested the direct effects between variables. Figure 3 and Table 7 show that the estimated path coefficients for the direct influence of all the variables tested are significant (t-statistics > 1.96 , p-values < 0.05). Thus, all hypotheses (H1 to H6) are accepted.

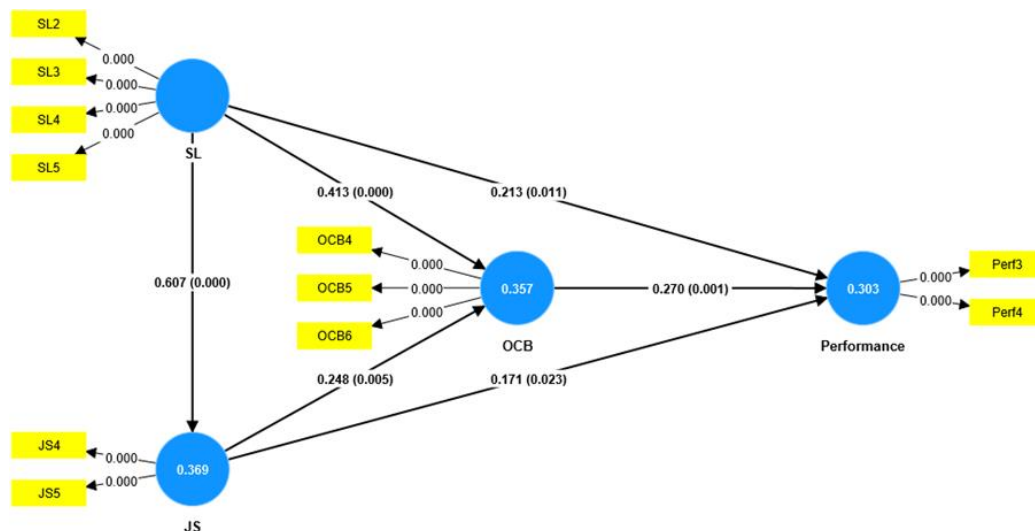


Figure 3. Bootstrapping Results with 5000 Subsamples

Table 8: Direct Effects

Hypothesis	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
H1	SL → Performance	0.213	0.212	0.084	2.529	0.011	Accepted
H2	SL → OCB	0.413	0.425	0.079	5.255	0.000	Accepted
H3	SL → JS	0.607	0.615	0.047	12.838	0.000	Accepted
H4	JS → OCB	0.248	0.245	0.088	2.832	0.005	Accepted
H5	JS → Performance	0.171	0.172	0.075	2.275	0.023	Accepted
H6	OCB → Performance	0.270	0.273	0.080	3.385	0.001	Accepted

This research also analyzes the indirect influence between variables, namely OCB as a mediator. Table 8 shows that the estimated path coefficient for the indirect influence of the variables tested is significant (t-statistics > 1.96, p-values < 0.05). Thus, hypothesis 7 (H₇) and hypothesis 8 (H₈) are accepted.

Table 9: Indirect Effects (OCB as A Mediator)

Hypothesis	Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
H7	SL → OCB → Performance	0.112	0.117	0.044	2.521	0.012	Accepted
H8	JS → OCB → Performance	0.067	0.066	0.029	2.316	0.021	Accepted

4.2. Discussion

The model of SEM results has confirmed the validity of research model. Moreover, the hypotheses we propose have been empirically proven in the field.

Hypothesis 1 (H₁), which confirm that leaders who have servant leadership style has a positive relationship with the subordinate performance is accepted. This leadership style encourages individual empowerment and gives team members the responsibility to take initiative. This further motivates subordinates to work harder for the organization. The result was reaffirmed by Wang et al. (2018), Harwiki (2016), Khan et al. (2022), and Yang et al. (2023). Hypothesis 2 (H₂) is also acknowledged. It means that implementing a servant leadership style can improve employee organizational citizenship behaviour. Servant leaders often recognize and reward employees' contributions. By giving appreciation for voluntary behaviour, leaders can increase employee motivation and enthusiasm to contribute more than expected. Previous research supports these findings (Harwiki, 2016; Tuan, 2017; Elche et al., 2020; Dami et al., 2023).

Hypothesis 3 (H₃), which states that servant leadership has the impact in positive way on job satisfaction, is accepted. A servant leader tends focusing on the attention to the needs of individuals in the team. They care about the personal and professional development of their team members. By providing attention and support, servant leaders create a supportive work environment, which can increase job satisfaction. The result has proved by previous research conducted by Alonderiene and Majauskaite (2016), Al-Mahdy et al. (2016), and Afaq et al. (2017).

Hypothesis 4 (H₄) which states that the work satisfaction is a positive impact on organizational citizenship behavior, can be accepted. Employees who are satisfied in their positions typically feel more emotionally invested in the company. This emotional connection may motivate staff members to take a more proactive and upbeat approach to assisting the company in achieving its objectives. Previous study showed by Asgari et al. (2020) and Maulidia et al. (2023) also confirmed similar findings.

Hypothesis 5 (H₅), which states that satisfaction on the job has a positive impact on the performance of civil servants, is accepted. Civil servants who are satisfied with their work tend to have higher levels of motivation. High motivation can encourage them to work more diligently, focus, and try to achieve work targets. The results of this research are supported by findings reported

by previous researchers (Elbaz and Haddoud, 2017; Eliyana et al., 2019; Supriyanto et al., 2020). Hypothesis 6 (H6) which states that organizational citizenship behaviour has a positive impact on the performance of civil servants, is accepted. Organizational citizenship behaviour includes behaviour such as providing emotional support to coworkers. When civil servants support each other, this can increase empowerment and well-being within the organization, help overcome shared challenges, and improve overall work at the office. The results of this study are supported by findings reported by previous researchers (Mallick et al., 2014; Andrew and León-Cázares, 2015; Harwiki, 2016).

Hypothesis 7 (H7), which states that the organizational citizenship behaviour mediates the relationship between servant leadership and civil servant performance, is accepted. Servant leaders can create an environment that supports and motivates civil servants to participate in voluntary behaviours that ultimately enhance their performance and positive contributions to the company. In this case, organizational citizenship behaviour is included in the complementary mediation category, namely that the direct and indirect impacts are both significant and lead in the same direction (positive) (Zhao et al., 2010). Finally, Hypothesis 8 (H8) which states that organizational citizenship behaviour mediates the relationship between job satisfaction and civil servant performance, is also accepted. Civil servants who feel satisfied can respond by showing organizational citizenship behaviour as an additional effort that not only improves the work atmosphere but also makes a positive contribution to organizational goals. Here, organizational citizenship behaviour is also included in the complementary mediation category, namely that the direct and indirect impacts are both substantial and lead in the direction (positive) (Zhao et al., 2010).

While our study provides valuable quantitative insights into civil servant performance, we acknowledge that the findings could be further enriched by incorporating qualitative data. Qualitative approaches, such as interviews or focus groups, could offer deeper insights into the underlying reasons behind civil servant behaviors and performance. By exploring the context and nuances of civil servant experiences, future research could enhance our understanding of the factors influencing performance and engagement within the public sector. This would complement the quantitative results and provide a more comprehensive view of civil servant dynamics. It is essential to recognize that this study has several methodological limitations, particularly concerning the measurement of constructs, sample selection, and the potential biases inherent in self-reported data and survey methods. These weaknesses may impact the robustness and generalizability of the findings. Specifically, the reliance on self-reported data may lead to biases such as social desirability, which could skew the accuracy of responses. Future research should aim to address these limitations by employing more diverse sampling methods, incorporating objective measures alongside self-reported data, and refining the construct measurement approaches. By doing so, researchers can enhance the reliability and validity of their results, contributing to a more nuanced understanding of civil servant behavior in the public sector.

5. Conclusions

The study has shown that the model we proposed is very relevant for enlightening the civil servants' performance in Aceh Province, Indonesian Republic. In this context, it is known that a significant predictor in encouraging employees to produce the best performance is implementing the style in servant model, increasing of satisfaction of the job and organizational citizenship behaviour. Apart from that, the study succeeded in proving that organizational citizenship behaviour can act as a mediator in the relationship between servant leadership and job satisfaction and the performance of civil servants. Specifically, in this model organizational citizenship behavior is included in the complementary mediation category. On the other hand, the results of our research can contribute to the literature regarding strategies for making better the performance of civil servants, which involve the antecedents of servant leadership, job satisfaction, and organizational citizenship behaviour. The study provides a comprehensive understanding for the leaders in the organization how to act and behave to their subordinates. The study also suggests that leaders of government organizations can pay serious attention to the antecedents as identified in this research model.

6. The Limitations and Future Research

The research is having at least two limitations that guide future researchers to study the same scope of investigations. First, the respondents who participated in this research were civil servants who worked in various sub-district offices on the South West coast of Aceh, Aceh Province, Indonesia. This may be considered to represent a narrow and limited sample. Future research should consider several avenues to build on this study's findings. First, employing a stratified random sampling method could enhance representativeness by capturing various ranks and departments among civil servants. Additionally, qualitative methods, such as interviews or focus groups, could provide deeper insights into the reasons for non-responses and explore underlying factors affecting civil servant behavior. Finally, expanding the geographical scope to include civil servants from different regions of Indonesia would facilitate comparative studies, revealing regional variations in public sector dynamics. These approaches would address the limitations identified in this study and contribute to a more comprehensive understanding of civil servant performance in Indonesia.

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