

The Effect of Servant Leadership And Loyalty On Employee Performance And Organizational Citizenship Behavior (OCB) As A Mediating Variable

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ABSTRACT

This study aims to influence servant leadership and loyalty on employee performance and organizational citizenship behavior as mediating variables. The population in this study were all employees of PT. Telkom Access in Malang City, totaling 47 people. The number of samples is determined based on total sampling with a total of 47 samples. Data was collected using a questionnaire, the results of the questionnaire were analyzed to determine the effect of each variable which was calculated using Partial Least Square (PLS) analysis. The conclusion of this study is that servant leadership has a negative and insignificant effect on employee performance. Loyalty has a positive but not significant effect on employee performance. Servant leadership has a positive but not significant effect on organizational citizenship behavior. loyalty has a positive and significant effect on organizational citizenship behavior. organizational citizenship behavior has a positive and significant effect on employee performance. organizational citizenship behavior does not play a role in mediating the effect of servant leadership on employee performance. organizational citizenship behavior plays a role in mediating the effect of loyalty on employee performance.

Keywords: Servant Leadership, Loyalty, Organizational Citizenship Behavior, Employee Performance.

INTRODUCTION

Performance starts from the word job performance which means the achievement of work or the actual gain achieved for employees. Understanding performance is the impact of qualitative and quantitative activities carried out by employees while carrying out their duties in proportion to the obligations and imposed on their employees. Power is the impact of alias results on a method (Nurlaila 2010).

A factor that impacts employee performance is Servant Leadership. The nature of servant leadership is needed to motivate subordinates, superiors are not too concerned with their own needs but are increasingly concerned with prioritising all the needs of their members in order to obtain the performance expected by the company (As'Ad 2018).

Some research results by Zehir et al (2013), Harwiki (2015), (Devika 2020), (Hariyono and Andreani 2020) and Hashim et al (2017) argue that servant leadership has an influence and proven impact on employee performance, in other words servant leadership is proven to improve employee performance. However, it is different from the observations obtained from (Kamanjaya, Supartha, and Dewi 2017), Lisbijanto and Budiyanto (2014) who have the opinion that the servant leadership variable has not been proven to have an impact on employee performance.

In addition, the loyalty variable also affects employee performance. Loyalty is a condition of obligation for employees and their organisations, because loyalty is merely loyalty reflected by how long employees have worked in business organisations, but is also reflected in the number of opinions, ideas, and actions fully dedicated to the company. (Onsardi, 2018).

It is also evidenced by the existence of previous studies by showing the involvement of loyalty with employee performance, as well as studies conducted by (Putri, 2016), Maulida (2020), Purnama (2013), (Adiwibowo 2013) and Silalahi (2020) which state that work loyalty is proven to affect employee performance.

Apart from Servant Leadership and Loyalty, Organizational Citizenship Behaviour also affects employee performance. OCB is a trait of a person that not only covers the ability and desire to do basic work, but also the desire to carry out additional work, has the desire to work together with other employees, the desire to help, make suggestions, actively participate, offer additional services for service users and want to use work time efficiently (Darto, 2014).

It was also proven by previous studies by Mahendra (2020), Chelagat et al., (2015), (Wiranti 2020), (Saragih 2019), (Mahendra 2020), and Wiranty (2020) who conducted research on the impact of OCB on Employee Performance. From this study, it was decided that OCB had a real impact and was proven to improve employee performance.

Related to the description above, the author conducted research at PT Telkom Akses, one of the branches of PT Telekomunikasi Indonesia, Tbk. PT Telkom Akses assesses employee performance as a relevant variable for the organisation. Every month at PT Telkom Akses always holds a competition between telkom regions by comparing MTTR (Maintenance to Repair) throughout the telkom region in Indonesia. At PT Telkom Akses Malang itself also always sets an MTTR target which must always be in Rank 1 in the Telkom Regional 5 area. However, the performance of PT Telkom Access Malang in the last 4 months has

always decreased. The achievement of employee Maintenance To Repair "MTTR" productivity for 4 months in the last 2022 did not meet the target set by witel Malang, which was not in RANK 1 Racing witel in Telkom Regional 5 East Java. The following is data on the achievement of Maintenance To Repair "MTTR" employees for 4 months in the last 2022:

Table 1. Maintenance To Repair Achievement Data of PT Telkom Access Malang Employees for the Last 4 Months

WITEL TREG	JUNI			JULI		
	TIKE T	MTT R	RAN K	TIKE T	MTT R	RAN K
DENPASAR	98	1.6	13	84	1.15	13
JEMBER	55	0.89	1	50	0.99	5
KEDIRI	58	1.19	8	48	0.88	3
MADIUN	78	0.96	2	106	1.31	9
MADURA	39	1.02	4	26	0.94	2
MALANG	69	1.17	7	39	1.03	6
NTB	82	1.39	12	94	1.28	9
NTT	121	1.26	10	43	0.91	1
PASURUAN	39	1.11	6	59	1.32	11
SIDOARJO	139	1.37	11	127	1.1	7
SINGARAJA	53	0.99	3	48	0.94	4
SURABAYA SELATAN	104	1.21	9	97	1.17	12
SURABAYA UTARA	187	1.07	5	145	0.99	8
TOTAL	1122	1.2		966	1.11	

Source: processed data, 2022

Table 2. Maintenance To Repair Achievement Data of Employees of PT Telkom Access Malang for the Last 4 Months

WITEL TREG	AGUSTUS			SEPTEMBER		
	TIKE T	MTT R	RAN K	TIKE T	MTT R	RAN K
DENPASAR	126	1.33	13	113	1.39	13
JEMBER	80	0.98	4	58	0.97	5
KEDIRI	59	1.03	5	63	0.93	3
MADIUN	81	1.07	7	136	1.24	9
MADURA	26	0.94	2	28	0.91	2
MALANG	46	1.06	6	52	1.02	6
NTB	97	0.96	3	115	1.24	9
NTT	76	0.89	1	77	0.88	1
PASURUAN	84	1.16	11	72	1.28	11
SIDOARJO	138	1.24	12	154	1.08	7
SINGARAJA	56	1.07	7	56	0.94	4

SURABAYA SELATAN	97	1.13	9	132	1.3	12
SURABAYA UTARA	194	1.14	10	188	1.16	8
TOTAL	1160	1.11		1244	1.15	

Source: processed data, 2022

Based on this explanation, the pengakji is interested in conducting in-depth research through research entitled: "The Effect of Servant Leadership and Loyalty on Employee Performance and Organizational Citizenship Behaviour as a Mediating Variable (Study at PT. Telkom Access in Malang City).

Problem Formulation

Based on the background explanation, the summary of the problem that can be described is:

1. Does servant leadership have an impact on the performance of Telkom Access employees in Malang City?
2. Does servant leadership have an impact on OCB at Telkom Access in Malang City?
3. Does loyalty have an impact on employee performance at PT Telkom Akses in Malang City?
4. Does loyalty have an impact on OCB at PT Telkom Access in Malang City?
5. Does OCB have an impact on employee performance at PT.Telkom Akses in Malang City?
6. Does servant leadership have an impact on employee performance mediated by OCB at PT Telkom Akses in Malang City?
7. Does loyalty have an impact on employee performance mediated by OCB at PT Telkom Access in Malang City?

Research Objectives

Based on the explanation of the problem formulation above, the purpose of this research is.

1. To determine the impact of servant leadership on employee performance of PT Telkom Access in Malang City.
2. To determine the impact of servant leadership on OCB of PT Telkom Access in Malang City.
3. To determine the impact of loyalty on employee performance of PT Telkom Access in Malang City.
4. To determine the impact of loyalty on OCB of PT Telkom Access in Malang City.
5. To determine the impact of OCB on the performance of PT Telkom Access employees in Malang City.
6. To determine the role of OCB as an intermediary for the impact of servant leadership on the performance of PT Telkom Access employees in Malang City.
7. To determine the role of OCB as an intermediary for the impact of loyalty on the performance of PT Telkom Access employees in Malang City.

Research Benefits

Theoretical, empirical, and practical benefits are expected from this observation. Regarding the benefits of the research are as follows:

1) Benefits for Science

The benefits of science can be categorised as follows:

- a) Theoretically, namely contributing to the field of Human Resource Management (HRM), the influence of servant leadership and loyalty on employee performance mediated by OCB by observing PT Telkom Access in Malang City.
- b) Can contribute empirically and conduct research development through research studies on the influence of servant leadership and loyalty on employee performance mediated by OCB by observing PT Telkom Access in Malang City.
- c) Academically, it can be used as a reference for teaching materials about the influence of servant leadership and loyalty on employee performance mediated by OCB by making observations at PT Telkom Access in Malang City.

2. Operational Benefits

As for the operational use, especially for organisations, it is for the subject of suggestions, rules, and evaluation of the management of the organisation, such as: General Manager, HRD, and Team Leader.

THEORETICAL STUDIES

1. Servant Leadership

Based on a quote from Greenleaf, servant leadership is a leadership style that is born out of a genuine desire to take initiative and serve (Waddell, J.T, 2006). Greenleaf (1977) defines servant leadership as someone who serves someone first. Umam (2018) argues that leadership is the power to influence someone to do or not do something. Servant Leadership (X1) indicators according to Barbuto and Wheeler (2006) are:

- a) Altruistic calling
- b) Emotional healing
- c) Wisdom
- d) Persuasive mapping
- e) Organizational stewardship

2. Loyalty

According to (Apriliani and Rasmini 2017), work loyalty is one of the factors contained in staffing observations and covers loyalty to work, career, and company. Loyalty at work is also reflected in our willingness to defend and protect our organization against people of no consequence, both inside and outside work.

The parameters of loyalty (X2) found in a person are presented by Siswanto, in Trianasari (2005) as follows:

- a) Obey the rules
- b) Responsibility to the company
- c) Willingness to co-operate
- d) A sense of belonging to the company

- e) Inter-personal relationship
- f) Enjoyment of work

3. Employee Performance

Performance starts from the word job performance which means the achievement of work or the actual gain achieved for employees. Understanding performance is the impact of qualitative and quantitative activities carried out by employees while carrying out their duties in proportion to the obligations and imposed on their employees. Power is the impact of alias results on a method (Nurlaila, 2010: 71).

This result represents how an employee's actions to complete his work and strive to reach the target components targeted by the organisation. There are 5 dimensions in assessing employee performance as an individual, namely (Robbins, 2006):

- a) Quality
- b) Quantity
- c) Timeliness
- d) Effectiveness
- e) Independence

4. Organizational Citizenship Behavior

Based on quotations from Organ (1988) and Luthans (2006) in observations made by Ripaldi (2017) OCB is the character of a person who is independently chosen and not directly or accurately recognised from the official reward system which further facilitates the role of the company effectively. Aldag et al (1997) and Titisari (2014) explain that OCB is employee participation outside the terms of their duties in the company. OCB (Y) indicators according to Organ (2006) are:

- a. Altruism (altruisme)
- b. Conscientiousness (sikap menjangkau jauh)
- c. Sportmanship (toleransi)
- d. Courtesy (perhatian terhadap orang lain)
- e. Civic virtue

RESEARCH METHODS

Research Design

This time, the reviewer made a quantitative observation with a context and research orientation. Quantitative studies are observations that centre on the study of numerical evidence (numerical values) processed using data measurement methods and hypothesis proof. This observation explains the causality between the variables of servant leadership, loyalty, and OCB with employee performance. The observation method used in this observation is the use of the assessment method through the use of samples taken from the population.

Population and Sample

The study population was all permanent employees of PT TELKOM AKSES Malang out of a total of 60 people,

7 answered the survey because the remaining 13 were on holiday. The data source in this observation uses primary data, namely by distributing questionnaires filled in by all staff as respondents of this study.

Research Instruments

The instrument used in this study was designed to provide explicit data using a Likert scale. In this observation, the reviewer used a single-value questionnaire or questionnaire: strongly agree (SS) was rated 5, agree (S) was rated 4, moderately agree (CS) was rated 4, disagree (TS) was rated 2 and strongly disagree (STS) was rated 1.

Data Collection Technique

Questionnaire is a data collection method that is carried out by providing a complete set of responses listed against a respondent (Arikunto, 2016). A closed questionnaire was used by the researcher as a research tool.

Data Analysis Technique

In this study, hypothesis testing was carried out using a structural equation modelling (SEM) approach based on partial least squares (PLS). Partial Least Square (PLS) is a structural equation modelling (SEM) method that allows simultaneous analysis of latent variables, indicator variables, and measurement errors. This study uses the path analysis method using the Smart PLS (Partial Least Square) application..

RESULTS AND DISCUSSION

Respondent Characteristics

Data regarding the gender of respondents of PT Telkom Access Malang in this study are in the following table:

Table 3. Characteristics of Respondents Based on Gender

Gender	Jumlah	%
Laki-laki	43	91.5%
Perempuan	4	8.5%
Total	47	100.00%

Source: Primary data processed, 2023

Based on the table above, most of the respondents were male, namely 43 respondents (91.5%), and the remaining 4 respondents (8.5%) were female.

Characteristics of Respondents by Age

Data regarding the age of respondents of PT Telkom Access Malang in this study are in the following table:

Table 4. Characteristics of Respondents Based on Age

Usia	Jumlah	%
< 20 tahun	1	2.1%
20- 29 tahun	31	66%
30-39 tahun	12	25.5%
40-49 tahun	1	2.1%
> 49 tahun	2	4.3%
Total	47	100.00%

Source: Primary data processed, 2023

Based on the data above, there are the most respondents aged 20-29 years with 31 respondents (66%) Then the next highest number of respondents is aged 30-39 years with 12 respondents (25.5%), aged > 49 years with 2 respondents (4.3%), aged 40-49 years with 1 respondent (2.1%), aged and aged < 20 years with 1 respondent (2.1%)..

Characteristics of Respondents Based on Working Period

Data regarding the tenure of respondents of PT Telkom Access Malang in this study are in the following table:

Table 5. Characteristics of Respondents Based on Length of Service

Masa Kerja	Jumlah	%
< 3 tahun	1	2.1%
3-5 tahun	9	19.1%
> 5 tahun	37	78.7%
Total	47	100.00%

Source: Primary data processed, 2023

Based on the data above, the highest number of respondents had a tenure of > 5 years with 37 respondents (78.7%). Then the next most respondents had a working period of 3-5 years with 9 respondents (19.1%), and those with a working period of <3 years with 1 respondent (2.1%).

Characteristics of Respondents Based on Education

Data regarding the education of respondents of PT Telkom Access Malang Malang in this study are in the following table:

Table 6. Characteristics of Respondents Based on Education

Pendidikan	Jumlah	%
SMU	25	53.2%
Diploma	3	6.4%
Sarjana	19	40.4%
Pascasarjana	1	2.1%
Total	47	100.00%

Source: Primary data processed, 2023

Based on the data above, there are respondents who have the majority of the latest high school education with a total of 25 respondents (53.2%). Then the next highest number of respondents who have the latest education Bachelor with 19 respondents (40.4%), Diploma with 3 respondents (6.4%), who have the latest education and who have the latest Postgraduate education are 1 respondent (2.1%)..

Data Analysis Results

1. Convergent validity

Convergent validity of the measurement model for reflective metrics, this is evident from the correlation between item scores and composition scores. Individual indicators can be said to be reliable if the total correlation is greater than 0.70. However, a strain of 0.50 to 0.60 is acceptable for scale development stage

observations (Ghozali, 2015). Based on the results of outer loading (table 7), it is stated that all indicators have a loading above 0.60 and are significant..

Table 7. Result For Outer Loading

Item	<i>Servant Leadership (X1)</i>	Loyalitas (X2)	<i>OCB (Z)</i>	Kinerja Karyawan (Y)
X-1.1.1	0.977	0	0	0
X-1.1.2	0.979	0	0	0
X-1.2.1	0.987	0	0	0
X-1.2.2	0.987	0	0	0
X-1.3.1	0.970	0	0	0
X-1.3.2	0.970	0	0	0
X-1.4.1	0.971	0	0	0
X-1.4.2	0.972	0	0	0
X-1.5.1	0.967	0	0	0
X-1.5.2	0.968	0	0	0
X-2.1.1	0	0.979	0	0
X-2.1.2	0	0.976	0	0
X-2.2.1	0	0.948	0	0
X-2.2.2	0	0.955	0	0
X-2.3.1	0	0.985	0	0
X-2.3.2	0	0.985	0	0
X-2.4.1	0	0.970	0	0
X-2.4.2	0	0.969	0	0
X-2.5.1	0	0.987	0	0
X-2.5.2	0	0.987	0	0
X-2.6.1	0	0.978	0	0
X-2.6.2	0	0.979	0	0
Z-1.1.1	0	0	0.963	0
Z-1.1.2	0	0	0.963	0
Z-1.2.1	0	0	0.978	0
Z-1.2.2	0	0	0.980	0
Z-1.3.1	0	0	0.900	0
Z-1.3.2	0	0	0.933	0
Z-1.4.1	0	0	0.955	0
Z-1.4.2	0	0	0.958	0
Z-1.5.1	0	0	0.968	0
Z-1.5.2	0	0	0.965	0
Y-1.1.1	0	0	0	0.978
Y-1.1.2	0	0	0	0.979
Y-1.2.1	0	0	0	0.982
Y-1.2.2	0	0	0	0.982
Y-1.3.1	0	0	0	0.980
Y-1.3.2	0	0	0	0.981
Y-1.4.1	0	0	0	0.991
Y-1.4.2	0	0	0	0.991
Y-1.5.1	0	0	0	0.951
Y-1.5.2	0	0	0	0.934

Source: Primary data processed, 2023

2. Discriminat validity

Discriminate validity through measurement models using reflective indicators is evaluated based on cross loading measurements with constructs..

Table 8. Hasil Uji Cross Loading

Item	<i>Servant Leadership (X1)</i>	Loyalitas (X2)	<i>OCB (Z)</i>	Kinerja Karyawan (Y)
X-1.1.1	0.872	0.718	0.775	0.734
X-1.1.2	0.928	0.791	0.818	0.774
X-1.2.1	0.947	0.803	0.822	0.788
X-1.2.2	0.947	0.817	0.836	0.781
X-1.3.1	0.946	0.631	0.703	0.658
X-1.3.2	0.936	0.753	0.790	0.758
X-1.4.1	0.939	0.796	0.805	0.755
X-1.4.2	0.959	0.677	0.741	0.680
X-1.5.1	0.916	0.678	0.733	0.691
X-1.5.2	0.930	0.723	0.7894	0.723
X-2.1.1	0.754	0.976	0.896	0.881
X-2.1.2	0.782	0.918	0.859	0.877
X-2.2.1	0.533	0.823	0.742	0.781
X-2.2.2	0.612	0.882	0.829	0.858
X-2.3.1	0.814	0.960	0.936	0.907
X-2.3.2	0.753	0.964	0.916	0.894
X-2.4.1	0.813	0.936	0.889	0.867
X-2.4.2	0.760	0.911	0.860	0.848
X2.5.1	0.682	0.950	0.888	0.862
X-2.5.2	0.720	0.960	0.901	0.886
X-2.6.1	0.769	0.906	0.841	0.840
X-2.6.2	0.805	0.921	0.891	0.888
Z-1.1.1	0.733	0.933	0.927	0.932
Z-1.1.2	0.773	0.830	0.933	0.903
Z-1.2.1	0.665	0.808	0.903	0.870
Z-1.2.2	0.701	0.882	0.940	0.910
Z-1.3.1	0.583	0.600	0.716	0.634
Z-1.3.2	0.783	0.746	0.868	0.823
Z-1.4.1	0.690	0.935	0.905	0.898
Z-1.4.2	0.908	0.922	0.930	0.892
Z-1.5.1	0.811	0.920	0.950	0.932
Z-1.5.2	0.885	0.850	0.909	0.847
Y-1.1.1	0.719	0.861	0.911	0.938
Y-1.1.2	0.690	0.886	0.934	0.949
Y-1.2.1	0.737	0.899	0.937	0.967
Y-1.2.2	0.834	0.913	0.929	0.956
Y-1.3.1	0.794	0.938	0.938	0.956
Y-1.3.2	0.768	0.901	0.921	0.974
Y-1.4.1	0.808	0.914	0.922	0.971
Y-1.4.2	0.793	0.917	0.940	0.981
Y-1.5.1	0.753	0.884	0.916	0.951
Y-1.5.2	0.575	0.736	0.778	0.826

Source: Primary data processed, 2023

3. Composite Reliability

Table 9. Composite Reliability

Konstruk	Composite Reliability
<i>Servant Leadership (X1)</i>	0.985
Loyalitas (X2)	0.986
<i>Organizational Citizenship Behavior (Z)</i>	0.977
Kinerja Karyawan	0.989

Source: Primary data processed, 2023

Based on the data above, it produces satisfactory composite reliability, namely *Servant Leadership* (X1) = 0.985, Loyalty (X2) = 0.986, OCB (Z) = 0.977, and Employee Performance (Y) = 0.989. So it can be said that each construct has high reliability.

Hypothesis Test Results

In this observation, hypothesis testing can be seen through the P-Values value. The research hypothesis can be declared accepted if the P-Values value is < 0.05 (Yamin & Kurniawan, 2011). Below is the hypothesis test obtained in this study through the path coefficients in the SmartPLS output below:

Table 10. Path Coefficients

Path	Original Sample	T-Statistics	P-Values
<i>Servant Leadership (X1)</i> \square Kinerja Karyawan (Y)	-0.066	1.065	0.287
Loyalitas (X2) \square Kinerja Karyawan (Y)	0.247	1.303	0.193
<i>Servant Leadership (X1)</i> \square OCB (Z)	0.249	1.896	0.059
Loyalitas (X2) \square OCB(Z)	0.743	6.229	0.000
OCB (Z) \square Kinerja Karyawan (Y)	0.787	4.181	0.000
<i>Servant Leadership (X1)</i> \square OCB (Z) \square Kinerja Karyawan (Y)	0.196	1.615	0.107
Loyalitas (X2) \square OCB (Z) \square Kinerja Karyawan (Y)	0.585	3.794	0.000

Source: Primary data processed, 2023

Based on the total P-Values in table 10, the hypothesis testing can be explained as follows:

1. Hypothesis 1 states that *Servant Leadership* has a negative effect and is not proven to affect employee performance. It can be seen that the path *Servant Leadership* (X1) \square Employee Performance (Y) has a T-Statistics score $<$ than T-Table 1.96 ($1.065 < 1.96$) and a P-Values score greater than 0.05 ($0.287 > 0.05$).
2. Hypothesis 2 states that Loyalty has a positive effect but is not proven to affect employee performance. It is known that the path Loyalty (X2) \square Employee Performance (Y) has a T-Statistics score $<$ than T-Table 1.96 ($1.303 < 1.96$) and a P-Values score greater than 0.05 ($0.193 > 0.05$).
3. Hypothesis 3 states that *Servant Leadership* has a positive effect but is not proven to affect Organizational Citizenship Behaviour. It is known that the path *Servant Leadership* (X1) \square Organizational Citizenship Behaviour (Z)

has a T-Statistics score $<$ than T-Table 1.96 ($1.896 < 1.96$) and a P-Values score smaller than 0.05 ($0.059 > 0.05$).

4. Hypothesis 4 states that Loyalty has a positive effect and is proven to affect Organizational Citizenship Behaviour. It is known that the path Loyalty (X2) \square Organizational Citizenship Behaviour (Z) has a T-Statistics score $<$ than T-Table 1.96 ($0.743 < 1.96$) and a P-Values score smaller than 0.05 ($0.000 < 0.05$).
5. Hypothesis 5 states that Organizational Citizenship Behaviour has a positive effect and is proven to affect Employee Performance Behaviour. It is known that the path Organizational Citizenship Behaviour (Z1) \square Employee Performance (Y) has a T-Statistics score $<$ than T-Table 1.96 ($0.787 < 1.96$) and a P-Values score smaller than 0.05 ($0.000 > 0.05$).
6. Hypothesis 6 states that Organizational Citizenship Behaviour does not act as an intermediary for the influence of Servant Leadership on employee performance. It is known that the path Servant Leadership (X1) \square Organizational Citizenship Behaviour (Z) \square Employee Performance (Y) has a T-Statistics score $<$ than T-Table 1.96 ($1.615 < 1.96$) and a P-Values score greater than 0.05 ($0.107 > 0.05$).
7. Hypothesis 7 states that Organizational Citizenship Behaviour acts as an intermediary for the effect of Loyalty on employee performance. It is known that the path Loyalty (X2) \square Organizational Citizenship Behaviour (Z) \square Employee Performance (Y) has a T-Statistics score $>$ than T-Table 1.96 ($3.794 > 1.96$) and a P-Values score smaller than 0.05 ($0.000 > 0.05$).

DISCUSSION

The Effect of Servant Leadership on Employee Performance

After testing the observation hypothesis about the impact of servant leadership on employee performance, it is determined that servant leadership has a negative impact and has not been proven to affect employee performance. This can be interpreted as the servant leadership style in PT Telkom Akses employees is considered unproven on employee performance. considered unproven in employee performance. A management style that works well for employees in one organisation can be said to be ineffective for employees in another organization.

Effect of Loyalty on Employee Performance

The results of the hypothesis test state that loyalty has a good impact, but it is proven that it does not improve at PT Telkom Akses, this can mean that employee loyalty at PT Telkom Akses has no real impact on employee performance. High employee loyalty has not been proven to significantly improve employee performance..

Influence Servant Leadership on Organizational Citizenship Behavior

The results of this study suggest that servant leadership is not proven to OCB in employees of PT Telkom Access Malang City. This positive but unproven coefficient value confirms that servant leadership has not been proven to have an impact on OCB for employees of PT Telkom Access. Servant leadership ultimately develops a personal attitude towards oneself, but in such a personal attitude it is possible to cooperate with others in order to complete or achieve common goals It becomes very difficult to play an additional role with others.

The Effect of Loyalty on Organizational Citizenship Behavior

The results of this study suggest that Loyalty has a positive effect and is proven to affect Organizational Citizenship Behaviour (OCB). Loyalty means loyalty, dedication, feelings of trust, and responsibility and the best behaviour towards the organisation. This action is correct. Building high loyalty is the ultimate goal of every business.

Influence Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behaviour has a positive influence and is proven to affect employee performance, which means that the better the OCB behaviour, the better the performance of employees. With the Organizational Citizenship Behaviour (OCB) factor making it one of the important variables that help improve employee performance.

Influence Servant Leadership to Employee Performance which is mediated Organizational Citizenship Behavior

Servant Leadership has not been proven to improve employee performance especially through Organizational Citizenship behaviour as an intermediary. Individual traits such as helping colleagues in difficulty or helping colleagues achieve higher levels of performance can interfere with the work assigned to them.

The Effect of Loyalty on Employee Performance mediated by Organizational Citizenship Behavior

Employees with loyalty always have enthusiasm and a sense of responsibility to fulfil their mission, and always think about advancing the organisation as much as possible. With these factors Organizational Citizenship Behaviour (OCB) as an important factor in contributing to improving employee performance in order to meet company goals, and the more often OCB is applied, the more likely employee performance increases.

CONCLUSIONS

This section presents a summary of the research findings, implications, limitations and suggestions for future research.

1. Servant Leadership has not been proven to improve employee performance.
2. Loyalty has not been proven to improve employee performance.
3. Servant Leadership has not been proven to increase Organizational Citizenship Behaviour.
4. Loyalty can increase Organizational Citizenship Behaviour.
5. Organizational Citizenship Behaviour can improve employee performance.
6. Servant Leadership has not been proven to be able to improve employee performance through Organizational Citizenship Behaviour.
7. Loyalty is able to improve employee performance through Organizational Citizenship Behaviour.

ADVICE

1. For PT Telkom Access in Malang City, it is hoped that it can continue to improve the work productivity of its employees, especially by improving the quality of its leadership.
2. To create and improve the OCB attitude of employees at PT Telkom Access in Malang City, it is necessary to increase compliance with disciplinary regulations.

3. This study only examines the effect of servant leadership and loyalty on employee performance and organizational citizenship behaviour at PT Telkom Access in Malang City. Researchers suggest adding other variables to this research to make this research more interesting.

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