

Structural Analysis of Servant Leadership Promotes Employee Resilience and Organizational Citizenship Behavior among Employees

Eryc⁽¹⁾, Arya Irawan Putra Palguna⁽²⁾, Dame Afrina Sihombing⁽³⁾, Sarfilianty Anggiani⁽⁴⁾

^{1,3}Universitas Internasional Batam

Jl. Gajah Mada, Tiban Indah, Kec. Sekupang, Kota Batam, Kepulauan Riau, Indonesia

^{2,4}Universitas Trisakti

Jl. Mega Kuningan Barat, Kuningan, Kota Jakarta Selatan, DKI Jakarta, Indonesia

Email: ¹eryc.yeo@gmail.com, ²aryairawanpp@gmail.com, ³dameafrinaa@gmail.com, ⁴sarfilianty@trisakti.ac.id

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Corresponding Author:

Name:

Eryc

Email:

eryc.yeo@gmail.com

Abstract: This research aims to elucidate the relationship between servant leadership and organizational citizenship behavior mediated by employee resilience. The research employed a descriptive and verificative method with data analysis using Structural Equation Modeling. Primary data were collected through a survey of 398 employees from a state-owned bank in the Batam City region. The findings reveal that employee resilience has a positive and significant effect on the relationship between servant leadership and organizational citizenship behavior. The impact of servant leadership on organizational citizenship behavior is more dominant compared to the influence of employee resilience. However, this study has limitations. Organizational citizenship behavior is not solely influenced by servant leadership and employee resilience but is also affected by other factors, necessitating further research. The results of this study also suggest expanding the scope of the analytical unit to provide a broader contribution to the understanding of organizational citizenship behavior.

Abstrak: Penelitian ini bertujuan untuk menjelaskan hubungan antara kepemimpinan pelayan dan perilaku kewarganegaraan organisasi yang dimediasi oleh ketahanan karyawan. Penelitian ini menggunakan metode deskriptif dan verifikatif dengan analisis data menggunakan Structural Equation Modeling. Data primer dikumpulkan melalui survei terhadap 398 pegawai salah satu bank BUMN di wilayah Kota Batam. Hasil penelitian menunjukkan bahwa resiliensi karyawan berpengaruh positif dan signifikan terhadap hubungan kepemimpinan pelayan dengan perilaku kewarganegaraan organisasi. Dampak kepemimpinan pelayan terhadap perilaku kewarganegaraan organisasi lebih dominan dibandingkan pengaruh ketahanan pegawai. Namun penelitian ini memiliki keterbatasan. Perilaku kewarganegaraan organisasi tidak hanya dipengaruhi oleh kepemimpinan pelayan dan ketahanan karyawan tetapi juga dipengaruhi oleh faktor lain sehingga memerlukan penelitian lebih lanjut. Hasil penelitian ini juga menyarankan perluasan cakupan unit analisis untuk memberikan kontribusi yang lebih luas terhadap pemahaman perilaku kewarganegaraan organisasi.

INTRODUCTION

Entering the current era of globalization, increasingly tight business competition occurs in various countries, including Indonesia. According to BPS data, the composition of the Indonesian labor force in February 2022 is estimated to be led by the labor force of the services sector with a percentage of 48.44%. The services sector has some types of business areas, such as financial, health, education, and others (BPS, 2020). The success of a company is not without the involvement of human resources in even difficult circumstances, such as raising new targets in achieving corporate success (Eryc, 2023). There is such an increase, which indirectly requires employees to work extra. However, it cannot be denied that job demands in high banking companies can affect employee resilience (Afrianty & Dewi, 2022). Therefore, companies need to pursue a resilient attitude toward employees so that they can work positively or in this case commonly referred to as OCBs (Paramanandana & Kistyanto, 2021) (Derry & Eryc, 2023). According to Margahana (Margahana, 2020), a company that has OCB behavior can be assured that performance in its company will be good, if compared to a company that does not have OCB.

Therefore, OCB plays an important role in the growth and development of a company (Margahana, 2020). (Grint, 2020) A leader can influence the activities of his subordinates to the goals of the company (Margahana, 2020). Especially in the banking world, there are high levels of stress because of the corporate targets that need to be achieved (Leatemala, 2022). If such a condition exists, it takes a leader who can help his employees feel capable of fulfilling their duties and responsibilities (Sihombing et al., 2018). Many of the leadership styles that have been reviewed, there is one concept of leadership that is popular to this day, which is servant leadership. Employees ideally get support from the company, but employees also need to have a desire to adapt, try to cope, and survive in stressful situations (Eryc & Cindy, 2023), this is what Tonkin et al. (Tonkin et al., 2018) call resilience. One of the factors that can drive such abilities is the leader because the leader is not only just serving or building relationships. However, it also strengthens the resilience of employees especially in the face of any event, both inside and outside the workplace (Grint, 2020).

In addition to the support of the leader, another factor that enables employees to survive in difficult circumstances is the company's support such as motivation, trust, and emotional support, thus reducing frustration and stress for employees who can eventually overcome difficult situations (Murwaningtyas et al., 2020). This is because the efforts and inclinations of employees serve as crucial factors in attaining the goals of organizational success (Notanubun, 2021). When individuals demonstrate dedication and engagement in their work, their behaviors are shaped in a manner that ultimately leads to increased effectiveness and productivity in the workplace (Mahmood et al., 2019). One kind of conduct can be identified as Organizational Citizenship conduct (OCB). Despite the significant significance and increasing prominence of servant leadership, there has been a predominant focus among academics on examining the direct effects of servant leadership on individual and organizational outcomes. Nevertheless, it is increasingly acknowledged that servant leadership can exert indirect impacts on results through shaping employee behaviors, including organizational citizenship behaviors (OCB). OCB, or Organizational Citizenship Behaviors, includes discretionary actions that are not explicitly rewarded or mandated but contribute to the general functioning and performance of the organization.

Hence, comprehending the correlation between servant leadership, employee resilience and OCB (organizational citizenship behavior) can yield useful insights into how servant leadership might contribute to the attainment of organizational success objectives. The present study focuses on the impact of workers' conduct on organizational performance. Several studies have identified organizational commitment as a potentially influential factor in the context of servant leadership (Goh & Low, 2013) (İşyeri Nezaketsizliği, Örgütsel Bağlılık, Üretkenlik Karşılı İş Davranışları, İş Tatmini, 2019). Numerous studies in the existing literature have also examined different leadership styles to elucidate their effects on work performance, employee happiness, or both (Mekpor & Dartey-Baah, 2017). The primary objective of this study is to examine the

correlation between servant leadership and workers' organizational citizenship behavior (OCB). Given the significant importance of employees' resilience, the authors have employed it as an intermediary variable in the relationship between servant leadership and OCB. The present portion encompasses an introduction, a theoretical perspective, and the backdrop of the investigation.

Employees with leaders who apply the servant leadership style tend to imitate the behavior of their leaders because leaders with servant leadership style prioritize the need in the development of their employees' capacity to the maximum, which will produce a strong behavior of the OCB (Fanny, 2018). Especially for young employees who prefer a servant leadership style that respects each other and has good cooperation. Making young employees feel satisfied in the workplace physically and mentally will encourage employees to have an OCB attitude in the company (Bavik et al., 2017). Employees will also automatically be motivated to do something voluntary like helping an overloaded friend if they have a leader who also does the job voluntarily (Eka & Euis, 2017). Ye et al. (Ye et al., 2019) also said that the emergence of OCB in individuals influenced by servant leadership is not surprising, because once someone shows good behavior toward others, an emotional imbalance can be created. Eva et al. (Eva et al., 2019) also said that employees will be encouraged to retaliate for the positive behavior of leaders like OCB when employees are impressed by the great care given by someone who uses the servant leadership style. According to Sandara & Suwandana (Pratama Sandara & Suwandana, 2017), OCB in employees will also increase through the application of a servant leadership style. Based on this explanation, the first hypothesis in this study is as follows: H1: Servant leadership has a significant relationship with the employee's organizational citizenship behavior

Employee resilience is defined as the ability to adjust to changes in the present environment (London, 1993); that is, to "bounce back" somewhat in the face of great pressure (Bani-Melhem et al., 2021). According to a recent study, employee resilience, as a coping resource, helps minimize emotional weariness produced by negative emotions (Al-Hawari et al., 2020) and helps the organization restart regular operations following a crisis (Kim, 2020). Meanwhile, employee resilience--a person's ability to actively adjust to adversity--seems to be related to one's belief in organizational flexibility, organizational qualities, and the proper decision-makers (Cope et al., 2016). Existing research has looked at a variety of characteristics that influence employee resilience, including work adjustment (Davies et al., 2019) and leaders building long-term relationships of mutual trust with their followers (Caniëls & Hatak, 2022). However, existing literature on the important determinants of employee resilience in public organizations has remained unclear, particularly in the context of a contemporary crisis like COVID-19, when fear and insecurity have placed unprecedented and conspicuous strain on organizations and individuals. As a result, a more in-depth study into the underlying mechanism of the relationship between servant leadership and employee resilience is required (Cope et al., 2016).

Though explicit proof of the servant leadership-employee resilience link is scarce, strong supporting evidence may be found in restricted study records, to the best of our knowledge. For example, servant leadership has a favorable impact on psychological capital, of which employee resilience is one facet. Person-group fit and person-supervisor fit function as independent mediators in the relationship between servant leadership and psychological capital. Servant leaders can benefit followers by increasing their resilience to reduce work pressure, improve recovery from adversity, and increase work performance (Gillet et al., 2011). For instance, a study targeting 2,636 teachers from schools in South China confirms that servant leadership moderates the relationship between challenge stressors and emotional exhaustion (Wu et al., 2021). Servant leadership helps anxious employees maintain a stable working state and prevent burnout (Upadyaya & Salmela-Aro, 2020). Besides, servant leadership can positively influence followers' service behaviors, making them more confident in their serviceability and engaging in more service behaviors (Wu et al., 2021). Therefore, we assume that: These findings are supported by previous research, which found that an employee is more resilient and hopeful in an atmosphere

that respects and admires servant leaders. As a result, the second hypothesis in this study is as follows: H2: Servant leadership has a significant relationship with the employee's resilience

Employees in today's corporate world face problems such as conflict, challenging situations, setbacks, failures, and high organizational expectations daily. Positive occurrences, job advancement, and increasing responsibility can all put an employee to the test (Luthans, 2002). In such cases, resilience as a psychological resource capability assures that individuals can adjust to changes at work and remain emotionally stable while facing obstacles (Tugade & Fredrickson, 2004). Resilient employees do not react aggressively to adversity; instead, they respond calmly and with good feelings. They can take meaning from their job, sense the severity of the situation, and handle it calmly. As a result, they do their responsibilities as expected and avoid causing difficulties for others while demonstrating organizational citizenship behaviors such as assisting coworkers and actively engaging in the organization's politics. According to Ryff and Singer (Ryff & Singer, 2004), resilience promotes flourishing in the face of adversity. Positive results in terms of greater commitment and OCB are driven by an individual's capacity to successfully cope with stress and thrive under adversity. Resilient people can seek out new information and experiences, as well as develop deeper relationships with others (Carolyn M. Youssef & Fred Luthans, 2007). The desire to try new things pushes people to form social interactions at work and participate in activities that go beyond their assigned professional tasks (Tugade & Fredrickson, 2004). Furthermore, resilient people are more likely to feel pleasant emotions even in the middle of adversity. According to the literature, happy emotions are associated with favorable job results (Henderson, 2001). As a result, it is envisaged that workplace resilience will motivate employees to engage in OCB. Based on this explanation, the third hypothesis in this study is as follows: H3: Employee Resilience has a significant relationship with the employee's organizational citizenship behavior

A tough employee is also supported by a leader with a servant leadership style, who also has an orientation towards his employees by prioritizing the needs and interests of his employees over his own (Choliq, 2020). Employees who have advanced careers are employees who succeed in surviving in a dynamic work environment and can face some challenges such as failure, conflict occurring in the workplace, and difficult circumstances (Purwanti et al., 2020). To have that ability, you need a suitable leader within the company (Grint, 2020). The task of the leader is to strengthen the employee in the face of the events ahead of him (Nielsen et al., 2008; Renjen, 2020). Therefore, a leader who has a servant leadership style can give power to his employees. Servant leadership is a leadership style that focuses on leaders' efforts to meet the psychological and health needs of their followers, thereby having a positive impact on employee resilience (Eliot, 2020). A resilient employee can be seen as an adaptable employee in a difficult work environment, so when an employee has a resilient attitude, the employee can respond to difficult situations with positive emotions (Purwanti et al., 2020). Employees who get the support of the company and its bosses can do their jobs well and avoid conflict with colleagues, but on the other hand, they can also apply OCB behavior in their work environment such as helping their colleagues and actively participating in the company (Sari & Wahyuni, 2019). Employees who enter a career can show positive emotions, so it takes motivation to build good social relationships in the workplace so that employees will produce positive emotions (OCB) even amid difficult circumstances. In other words, resilience can encourage employees to show OCB (Purwanti et al., 2020; Sari & Wahyuni, 2019). Based on this explanation, the Fourth hypothesis in this study is H4: The employees' Resilience significantly mediates the relationship between Servant Leadership and the employees' Organizational Citizenship Behavior (OCB).

METHOD

This research is quantitative using primary data collected with the help of questionnaires and using periods cross-sectionally. This study uses an analysis unit of an individual, an employee career in a services banking company. The Population of this study is employees in the career of the services sector in particular banking. Therefore, we took employee data from the financial

statements of the four largest banks in Indonesia, namely BRI, BCA, Mandiri, and BTN with a total population of 43,691. This study uses the non-probability sampling method and purposive samplings which means that samples are taken randomly by setting specific sample criteria (Sekaran, U., & Bougie, 2019). Thus, the sample of this study was bank employees in Batam City. Based on the number of known populations, the total sample to be examined was determined using the Slovin formula with the number to be collected as many as 398 employees. Data collection method used is a survey by distributing online questionnaires in the form of a Google form to a given sample. The questionnaire covers several questions surrounding the study and the profile of the respondent. The scale of measurement of the questionnaires uses the Likert scale with a size of 1-5. The questionnaire in this study consists of three parts namely the question filter, the demographics of respondents, and the indicator statements of each variable to be measured in the study.

This research data analysis process and technique is analyzed using two methods, namely pre-test and hypothesis testing. A pre-test is used to identify the potential that can be developed in research and can be considered in developing research models. In the first phase of data processing, researchers conducted several tests consisting of classical assumption tests (normality tests, multicollinearity tests, heterocadasthesis tests), validity and reliability tests, and Kaiser Meyer Olkin Measure (KMO) tests using IBM SPSS Statistics. After the pre-test, the researchers will test the hypothesis using the Partial Least Square (PLS) approach based on the Structural Equation Model (SEM) with the help of the SmartPLS-3 software in analyzing and validating data, as well as verifying the hypothetical proposed Model. The statistical technique used in this study is confirmatory factor analysis (CFA) consisting of convergent validity evaluated by factor loadings, average variance extracted (AVE), Cronbach's alpha and composite reliability. (CR). According to a study by Ghazali & Nordin (Ghazali & Nordin, 2019), the factor loading value of each indicator item must be more than 0.6 to be valid. Furthermore, the AVE value must be at least 0.5 or more for validity (Joseph F. Hair et al., 2019).

The researchers used discriminant validity by comparing AVE square roots with correlation coefficients between two different constructions (Hair et al., 2019). The measurement of discriminatory validity in this study uses the Heterotrait-Monotrait Ratio (HTMT) approach. The result of the HTMT value must not exceed 0.90 to be able to say that there is a discriminant validity between two reflective constructions (Joseph F. Hair et al., 2019). Structural Model Structure Model can be used to explain the test of the hypothesis or the relationship between variables. The structural model in this research will be evaluated using R-square analysis (R^2) and hypothetical testing at the path coefficient significance level (Hair et al., 2019). If the R-square (R^2) value of 0.75, 0.50, 0.25 is depicted as giving a strong, moderate, or weak influence on the structural model (Hair et al., 2019). After performing the analysis of the R (R^2), the researcher will perform a hypothesis test with the bootstrapping procedure to find out the path coefficient significance value ranging between -1 and +1. When the path coefficient value approaches +1, then the relationship between variables has a strong and statistically significant positive influence. According to Hair et al. (Joseph F. Hair et al., 2019), relationships between structures are considered significant when $t\text{-values} > 1.96$ and $p\text{-values} < 0.05$. This research model can be illustrated as follows:

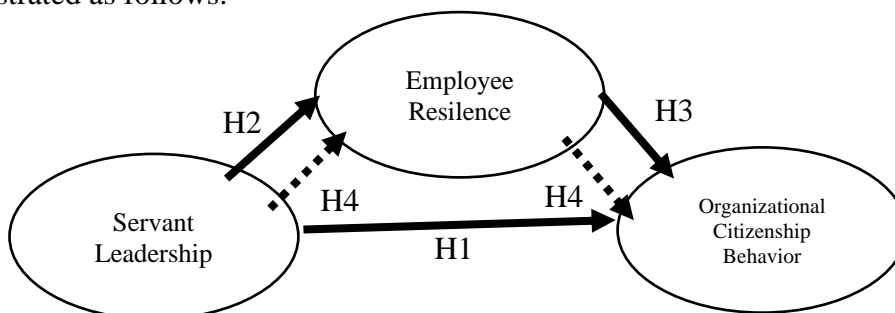


Figure 1. Research Model

RESULTS AND DISCUSSION

During the initial round of data processing, researchers were able to collect 398 responses to questionnaires that were sent via Google Form to the sample over four days, from October 1 to October 31, 2023, by the study's features. Data processing includes validity and reliability testing, aided KMO test SPSS, and traditional assumption tests (autocorrelation, heteroscedasticity, multicollinearity, and normality tests). The initial processing stage's results demonstrate normal data without any signs of heteroscedasticity or multicollinearity. During the first processing phase, as many as Because the Cronbach's alpha > 0.6 and the r-count value > r-table (0.281), the 18 questionnaire questions are considered valid and trustworthy. The researcher conducted a KMO test after determining which of the first stage's legitimate questionnaire questions to use. The test yielded a KMO value > 0.5 and a Bartlett sig value of 7 < 0.05, allowing it to move on to the next step. There are 18 items in the questionnaire. This can be given to the identified research samples, which will then be given and processed to ascertain the fictitious findings of this study. The gathered information was examined using a structural model and a two-stage measuring process. The reliability of the constructs was evaluated using the Cronbach alpha (CA) coefficient, and each construct's measurement reliability was verified using the composite reliability (CR). To examine the associations between the latent variables in the measurement model, descriptive statistics, the Cronbach alpha coefficient, and composite reliability analysis were used. They showed a statistically significant positive correlation between each of the factors shown in Table 1. It is advised for acceptance, according to Robert (Robert, 1994), if Cronbach's alpha value is more than 0.7. It is approved since the whole measurements' composite reliability showed values higher than 0.7. Furthermore based on the results of the convergent validity and reliability tests 18 items are valid because they have an outer loading value > 0.6, including 6 items from the servant leadership variable, 5 items from the employee resilience variable, and 7 items from the organizational citizenship behavior variable

Table 1. Factor Loading, Mean, SD, CA, CR, AVE.

Variables	Items	Loading	Mean	Standard Deviation	Cronbach Alpha	Composite Reliability Items	Average Variance Extracted
Servant Leadership (SL)	SL1	0.666	0.355	0.049	0.834	0.889	0.554
	SL3	0.724					
	SL4	0.750					
	SL5	0.841					
	SL6	0.751					
	SL7	0.732					
Employee Resilience (ER)	ER1	0.712	0.375	0.040	0.821	0.870	0.528
	ER2	0.732					
	ER4	0.771					
	ER6	0.761					
	ER9	0.717					
Organizational Citizenship Behavior (OCB)	OCB1	0.681	0.468	0.035	0.910	0.923	0.501
	OCB2	0.801					
	OCB3	0.861					
	OCB4	0.771					
	OCB5	0.658					
	OCB7	0.712					
	OCB8	0.823					

The discriminant validity measurement in this study used the Heterotrait-Monotrait Ratio (HTMT) approach.

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	ER	OCB	SL
ER			
OCB	0.866		
SL	0.833	0.822	

Based on Table 2 above, it can be seen that all research variables have an HTMT value of less than 0.90, so it can be concluded that these four variables meet the discriminant validity criteria.

Table 3. R Square

	R Square	R Square Adjusted
OCB	0.647	0.644

The coefficient of determination from this research is explained using Table 3 above. The results of the coefficient of determination (R^2) are used to determine the extent to which endogenous variable data can be explained by exogenous variables. Based on the data, the R^2 value of the OCB variable is 0.647, which means that SL and ER influence OCB by 64.70%, the remaining 35.30% is influenced by other variables that are not discussed in this research and have the opportunity to be explored in subsequent research. After knowing the validity and reliability of all variables, the next step is to carry out hypothesis testing to find out whether the hypothesis is supported or not supported. Hypothesis testing was carried out using bootstrapping in the SmartPLS program

Table 4. Testing of Hypotheses

Variables	β	T-Statistic	p-Value	Result
SL -> OCB	0.274	2.411	0.003	Supported
SL -> ER	0.231	2.228	0.006	Supported
ER -> OCB	0.223	2.231	0.008	Supported
SL --> ER --> OCB	0.201	2.144	0.019	Partially Supported

To determine performed direct, indirect, and total effect measures via the bootstrapping technique by employing a PLS-SEM analysis to ascertain the mediating role of SL between ER and OCB. In addition, the PLS technique was used to determine the coefficient values. A path coefficient value of 0.605 was found in the direct effect test of SL on OCB, indicating a significant and positive influence of SL on OCB. Additionally, it demonstrates that SL's indirect impact on OCB via ER has a coefficient value of 0.290. This indicates that emotional resilience has a big impact.

It has been established that OCB favorably and significantly supports servant leadership, based on the findings of the hypothesis test (H1). These findings also demonstrate the impact of servant leadership in banking organizations (BRI, BCA, Mandiri, and BTN) on employees' OCB. The hypothesis test results are consistent with the findings of Chiniara & Bentein's (Chiniara & Bentein, 2018) study, which demonstrates that servant leadership prioritizes the needs of the workforce over the interests of the leader and can boost positive sentiments among subordinates. Examine The majority of respondents to the research, which was carried out in the Caucasus region of Russia, had first-level employee backgrounds and had worked in technology companies for two to twelve months. Chiniara & Bentein (Chiniara & Bentein, 2018) added that servant leaders demonstrate how servant principles can support and advance their staff members' professional development through selfless assistance and a courteous leadership demeanor toward colleagues. The development of 28 servant leadership elements by Eva et al. (Eva et al., 2019) has a greater link with OCB when compared with other leadership styles, according to Howladar & Rahman (Howladar & Rahman, 2021). The bulk of respondents to this study, which was carried out in Bangladesh, had experience as senior officers in financial organizations and had worked there for three to six years. Although the pre-test procedure to measure servant leadership included fewer than 28 questions—seven—this research also refers to 28 items related to servant leadership. The study's findings show that servant leadership in banking organizations is characterized by attitudes that can lead to an OCB attitude in employees. These attitudes include those of leaders who prioritize the needs of their team members over their own, who do not distinguish between different employees, who set a good example for bank staff, who are in charge of overseeing company operations, who speak to staff members with grace, and who personally chastise staff members. The intriguing thing about this study is that most of the

participants are employed by banking organizations, particularly BRI Bank. These workers are primarily full-time employees between the ages of 22 and 24, who fall into the early career category and have less than two years of work experience. This suggests that leaders who adopt a servant leadership style help OCB maintain its mindset. Based on the phenomenon mentioned in the introduction, it is claimed that leaders who can make staff members feel competent in carrying out their tasks and obligations are necessary in the banking industry, which experiences significant levels of stress as a result of business targets that must be met. Therefore, several verified claims were discovered based on the phenomena, one of which was that more employees in a banking firm would have an OCB mindset if more executives adopted a servant leadership style.

Moreover, servant leadership and the workers' Emotional resilience were found to have a strong positive association, supporting the idea based on the findings of the hypothesis test (H2). This makes sense in the context of earlier research showing that servant leadership improves workers' general psychological and emotional health (Beck, 2014). Compassion, Empathy, and Emotional resilience are distinct traits of servant leaders and are directed at their staff members, enabling them to more effectively recognize and attend to their emotional needs. Accordingly, earlier research indicates that servant leadership promotes employees' emotional well-being by assisting in their emotional recovery (Jaramillo et al., 2009). Based on research and earlier studies, it makes sense to conclude that servant leadership raises employees' emotional resilience in general. Furthermore, based on the findings of the hypothesis test (H3) research reveals a beneficial relationship between employees' OCB and emotional resilience.

The results of this study contribute to the body of empirical research regarding the predictive power of emotional resilience in employee engagement, commitment, organizational commitment, job satisfaction, and performance (Barreiro & Treglown, 2020). People with emotional resilience who are conscious of their emotions are better able to control them and create coping mechanisms for stressful situations and unpleasant emotions. As a result, they maintain their motivation at work, are more resilient, and are less likely to burn out. emotional resilience persons are also said to be more sympathetic to others in their relationships and to have a greater awareness of the emotional needs of others. As a result, they support OCB by creating a safe workplace. Then based on the findings of the hypothesis test (H4) that has been carried out, it is proven that employee resilience can mediate the positive influence of servant leadership support on OCB. These results also show that the employee resilience possessed in banking companies (BRI, BCA, Mandiri, and BTN), can create servant leadership support and has a positive and significant effect on OCB. Based on the respondent profile, the respondents work at BRI Bank. Even though no further digging was carried out, it is known that BRI bank is one of the members of state-owned banks that have an organizational culture called AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

The organizational culture at BRI is considered to reflect employees' attitudes towards their work, as written on the website bri.co.id website (2023), that employees carry out their duties, decisions, and actions carried out, helping colleagues to develop, respecting colleagues regardless of background, proactively willing to make sacrifices and use resources optimally in achieving better company goals. Apart from that, on the website page, it is also stated that it reflects a leader who fulfills his promises and commitment to employees, increases leadership competence to solve company problems effectively, creates a comfortable and professional work environment for employees, maintains the company's reputation, is willing to teach change and technological developments, as well as providing a place for mutual discussion or collaboration between leaders and employees. Thus, employees of banking companies have excellent company support, helpful leaders, and a work environment that supports employee development in the future. So the existence of this organizational culture can improve attitudes and employee resilience which influences the OCB attitude of each employee. The results of the hypothesis test are in line with research by Srimulyani & Hermanto (Srimulyani & Hermanto, 2022), confirming that the company invests in employees through appreciation, the company also sees

employee potential as a measure of positive reciprocal relationships for both the company and employees. Employees who feel support from the company will have a good perception of the company, so employees will likely reciprocate this support by being actively involved in achieving company goals. When employees have a high perception of the company, the employee will tend to feel obliged to have an extra attitude towards the company. Srimulyani & Hermanto (Srimulyani & Hermanto, 2022) research was conducted in Madiun, Indonesia with the majority of respondents' backgrounds, namely as nurses in several hospitals and had a working period of 1-5 years. Furthermore, Leadership also plays an important role in producing employees who have a positive attitude. According to Canavesi & Minelli (Canavesi & Minelli, 2022), the servant leadership style can foster OCB attitudes, such as being willing to follow all positive leader directions, knowing the latest information about the company, and focusing on company goals.

Canavesi & Minelli's research (Canavesi & Minelli, 2022) was conducted by taking several respondents from 80 countries working in Technology Consulting, Business Process Operations, and Strategy and Management Consulting with a work period of 0-3 years. Companies that have leaders with a servant leadership style and provide maximum support to employees can increase the resilience of early career employees. Employees who have a high resilience attitude tend to behave positively towards all situations or challenges they are facing within the company. This is in line with research by Sari & Wahyuni (Sari & Wahyuni, 2019) which shows that employees with a high resilience attitude have a positive influence on OCB. Research conducted by Alshaabani et al. (Alshaabani et al., 2021) also says that employees who have a high attitude of resilience can bounce back from adversity by using the ability to continue interacting with positive emotions to adjust and maintain a good work environment within the company. Based on the phenomenon explained in the introduction, it is stated that young employees have unique feelings, namely more sensitive feelings compared to senior employees, so there is a big possibility that when employees face difficult events, they will easily experience stress, depression, and anxiety. Therefore, support from the company and appropriate leaders can provide the strength for employees to survive, thereby encouraging positive results and increasing OCB. Thus, several assumptions were found from the phenomenon in this research, namely that if more and more leaders in banking companies apply a servant leadership style and provide organizational support to employees, this can foster a high resilience attitude, so that more employees can have an OCB attitude. Based on the explanation above, it can be seen that the results of previous research have been completely confirmed.

CONCLUSION

The study's conclusions also have useful ramifications for management practices generally and the banking industry specifically. First, the findings confirm that a leader's style affects how productive their team members are in a company. According to the study, servant leadership is a productive and successful leadership style that raises employees' OCB. As a result, it has been recommended that servant leadership be encouraged and that different steps be made to apply this strategy inside a business. In the case of Pakistan, it is even more crucial. Because of the tolerance of a high-distance power culture, the organizations are essentially hierarchical. The employees have less authority and the decision-making process is frequently highly centralized. With more autocratic leadership, there has been a widespread absence of democratic organizational methods. Previous research has shown that authoritarian leadership has a detrimental effect on workers' motivation, sense of security, and general well-being, all of which lower worker performance. Consequently, improving staff productivity and organizational performance requires a change to a more democratic and services-based leadership style. To satisfy this requirement, it is advised that programs for training and development be created and put into place to assist managers at all levels in acquiring the abilities necessary for servant leadership. Second, the results of the current study show that employees' emotional resilience drives them toward high-level OCB. Based on actual studies, academics are highly in agreement that emotional resilience can be cultivated. To raise emotional resilience and promote a high level

of OCB in employees who score low on emotional resilience, firms must create ongoing, comprehensive emotional resilience programs just for them. The development of emotional resilience in managerial roles is frequently given top priority by organizations. On the other hand, it is maintained that staff members in non-managerial roles should receive the same attention and development. This research offers a more thorough understanding of the relationships between employee OCB (e.g., employee emotional resilience) and servant leadership. Previous studies have examined the relationship between servant leadership and leaders' emotional resilience; however, the relationship between servant leadership and employees' emotional resilience has not been examined. Thus, this study investigated the function of servant leadership in enhancing workers' emotional resilience empirically for the first time. Additionally, there hasn't been any prior research done on the indirect effects of servant leadership on employee OCB through emotional resilience. The current study found that the association between servant leadership and employee OCB is mediated by the emotional resilience of the employees. Nonetheless, it is important to recognize and take into account the study's limitations when interpreting the results.

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