The effect of servant leadership on strategic change management with mediation organizational citizenship behavior and perceived organizational support

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Abstract

The role of a leader is very necessary with the hope that employees can also be involved in dealing with company problems that have decreased performance. This study aims to determine the effect of Servant Leadership (SL) on Strategic Change Management (SCM), either directly or indirectly through the mediation of Organizational Citizenship Behavior (OCB) and Perceived Organizational Support (POS) variables. This research is a development of research conducted previously on human resource management. Respondents were selected through purposive sampling. Data collection was carried out by distributing questionnaires to 140 employees. The data analysis technique used is the LISREL Structural Equation Modeling (SEM) analysis technique. The results showed that Servant Leadership has a direct positive effect on OCB with a T-Value of 5.907, Servant Leadership has a direct positive effect on POS with a T-Value of 6.201, then Servant Leadership has a direct positive effect on SCM with a T-Value of 4.336. Servant Leadership has a positive effect on SCM mediated by OCB with a T-Value of 4.007. Servant Leadership has a positive effect on SCM mediated by POS with a T-Value of 4.898. Research contributions are expected to provide insight into science and can serve as a new reference in human resource management, leadership science, organizations, and companies.

Keywords: Organizational Citizenship Behavior, Perceived Organizational Support, Servant Leadership, Strategic Change Management.

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1. Introduction

Companies in the era of globalization are required to make adjustments to all aspects of the company, including the management of human resources, so that company activities can run smoothly [1]. The role of a *leader* is indispensable, with the hope that employees can also be involved in addressing company problems that have led to decreased performance [2]. *Servant Leadership* is a type of leadership that knows how to connect its main resources to the growth and development of employees in the organization [3]. The *Servant Leadership* approach can focus on employee development and follower well-being [4].

The servant leadership style is a necessary leadership approach in the company because it engages employees in various dimensions (e.g., emotional, relational, spiritual, and ethical) so that they can grow according to their abilities [5]. The servant leadership type focuses more on satisfying the needs of employees as a goal of advancing the organization for the better and has a stronger sense of inner conviction than other leadership styles [6]. This leadership is more consistent and unique in terms of influencing attitudes and behaviors toward individuals [7].

Employees will focus on those aspects that contribute the most to ensuring that resources can develop well [8]. When employees experience growth, they tend to feel that they are developing personally, effectively increasing self-knowledge [9]. In individual growth, there are various kinds, namely personal mastery, discipline in personality, and knowledge [10]. Personal mastery is very important because growing one's personality is beneficial for achieving growth in personality [11]. In addition to personal values, opportunities to grow and develop, and having ideas and the freedom to express aspirations in completing their work are essential [12].

Employee affective well-being can be defined as feelings related to the worker's life experiences and the worker's effectiveness in being more productive in completing tasks [13]. Employee well-being can affect health [14]. Given that health is very important, it promotes comfort and prevents bullying among employees [15]. Employee affective well-being is the most important topic for employees; in addition to wanting to grow and develop, employees also seek well-being within the organization [16]. Individual well-being is related to the resources they have and can motivate individuals [17].

Within the organizational sphere, employees perceive the extent to which the organization values their contributions, provides support, and cares about their well-being [18]. Employees feel cared for and supported by the organization [19].

Servant Leadership will influence Strategic Change Management [9]. A type of Servant Leadership focuses on well-being, where a leader serves employees and seeks to meet the needs of followers [20]. In addition, Servant Leadership is also mediated by Organizational Citizenship Behavior, which affects Strategic Change Management. When employees experience growth and quality relationships, high social relationships have a positive effect on employee well-being [9]. Servant Leadership affects Strategic Change Management with the mediation of Perceived Organizational Support, where organizational support can affect social support, and employees can think positively of the organization [17].

In previous research, it has been explained that Servant Leadership can increase the Strategic Change Management factor, which can automatically increase Organizational Citizenship Behavior significantly [9]. Then, in research [18], Servant Leadership can improve Strategic Change Management, which is mediated by Perceived Organizational Support. Therefore, to improve Strategic Change Management, Servant Leadership is needed [21]. However, not much research has been done in Indonesia (Jiménez-Estévez, et al. [9]), and this study also develops a model that has a relationship between Servant Leadership and Strategic Change Management, which is mediated by Organizational Citizenship Behavior and Perceived Organizational Support measured in companies.

This study aims to determine how the mediation of Perceived Organizational Support and Organizational Citizenship Behavior affects the Servant Leadership style in Strategic Change Management within companies in Indonesia, and to see how the results will influence employees to perform well in the company. It is hoped that this research can have a positive managerial impact on company managers and provide welfare to employees.

2. Materials and Methods

2.1. Servant Leadership (SL)

Servant Leadership (SL) is a leadership style that establishes relationships with followers to understand their skills, needs, potential, and desires, due to follower-oriented characteristics that create secure and solid communication within the organization [18]. Servant Leadership is a suitable leadership style to foster self-confidence and higher levels of creativity in employees [22]. Servant Leadership reflects many attractive characteristics and engages in desirable behaviors, such as integrity and concern for others in both work and non-work areas [19]. The priority of Servant Leadership is to serve its employees, putting the interests of employees above their own for the benefit of the organization [9]. Servant Leadership can reduce conflict between individuals within the organization so that followers can feel more comfortable in carrying out the tasks assigned by the organization [23]. Servant leaders have behavioral characteristics such as open communication, exchanging information, providing task resources and feedback, and offering new and better ways of doing tasks [24].

2.2. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is the Behavior of employees who are not part of their main duties or are not employees' work obligations, but OCB is an important factor in the success of a company [25]. OCB is said to be an employee's contribution to the company by having a role that exceeds his main role [2]. OCB is a voluntary employee Behavior that may or may not be rewarded but still contributes to the Company which proves useful in improving the quality of work that occurs [26]. OCB is defined as employee voluntary activities that may or may not be rewarded, but contribute to the organization by improving the overall quality of the environment in which work takes place [27].

Employee OCB Behavior has an attitude of obeying rules and policies at work, volunteering to do additional tasks, helping colleagues, and doing additional tasks given by the company, well Goni, et al. [28]. Kim et al. [29] argue that an organization can encourage more Behavior by developing formal HR practices that can emphasize Behavior with additional roles, besides OCB can help them achieve organizational goals. Employees who accept tasks according to their abilities can produce good quality, and every employee who has OCB will contribute more to their company [30].

2.3. Perceived Organizational Support (POS)

Perceived Organizational Support is defined as employees' perceptions of the extent to which the organization values

contributions to employee welfare, This is based on the shared belief that if the organization can take care of the welfare of workers, workers will automatically take care of the organization [31]. Employees with great support will produce great performance [32]. *Perceived Organizational Support* (POS) is very helpful for employees to develop personal factors such as motivation, positive affective, and self-confidence, which ultimately results in positive psychological and organizational outcomes such as reduced emotional distress [33]. In addition, *Perceived Organizational Support* can control employees and alleviate job insecurity [34].

When employees are in a difficult situation to solve problems, the company is guaranteed to remain calm and maintain employees by providing solutions to solve work problems [21]. *Perceived Organizational Support* is the belief that employees have about the level of respect and care shown by the organization for their contribution [18]. Organizational support is beneficial to both the organization and the employee when the employee is attracted to an organization that meets the employee's career path and life goals [35].

Employees' perceptions of the support that exists in their relationship with the organization, employees feel supported while doing their job every day, and employees feel how much the organization values their efforts and loyalty towards employees [1].

2.4. Strategic Change Management (SCM)

Strategic Change Management (SCM), according to Muthusamy and Pramasivam [36], is a set of processes used to ensure that significant strategic changes in the organization are carried out in a controlled and systematic manner, to overcome resistance to change in order to improve engagement and achievement of organizational goals for effective transformation.

Strategic Change Management, according to Mariam and Ramli [37], is the achievement of sustainable change starting with a clear understanding of the current state of the organization, followed by the implementation of appropriate and targeted strategies. Strategic change management, according to Dzwigol et al. [38], is the result of changes that will be produced; new arrangements must be understood. Process changes usually apply to task and/or structure changes, and can also be: Incremental, Transformational, and Situational.

Strategic Change Management, according to Liukinevičienė and Kuodytė [39], involves making organizational changes to structures that include strategies and systems, technology, physical arrangements, and human resources. The main targets of change in the organization consist of changes in work attitudes and skills, changes in work roles, technology, and strategy. Changes in work roles can be made, among other things, by redesigning employee jobs with different activities and responsibilities, reorganizing workflows, changing criteria, and so on. The same point was conveyed by Baariu [40]. Essentially, Strategic Change Management leads to an increase in organizational effectiveness, aiming to improve the organization's ability to adapt to environmental changes and shifts in the behavior of organizational members.

2.5. Hypothesis and Relationship Between Variables
2.5.1. Relationship between Servant Leadership and Strategic Change Management

In an organization, the role of *Servant Leadership* is very important in making decisions [41]. While the affective well-being of employees is very important in performance, which makes employees work less stressed [42]. The *Servant Leadership* type helps them maintain high employee affective well-being [9].

The relationship between *Servant Leadership* is a positive relationship at work, Qiu et al. [43], with *Servant Leadership* strongly influencing *Strategic Change* Management [44]. Employee welfare can be maintained because this type of leadership serves and is concerned with the welfare of employees [45]. Previous research has explained the positive relationship between *Servant Leadership* and *Strategic Change* Management [9]. Therefore, the author draws the hypothesis that:

H_1: *Servant Leadership has a positive effect on Strategic Change Management*

2.6. The relationship between *Servant Leadership* and *Organizational Citizenship Behavior*

Organizational Citizenship Behavior is a growth process for employees [41]. Under the supervision of *Servant Leadership*, which helps individual growth reach their full potential [46]. The two things are interconnected with one another, where *Servant Leadership* pays attention and provides direction for employee growth [47].

The relationship between Servant Leadership and Organizational Citizenship Behavior is a positive one, where Organizational Citizenship Behavior is influenced by Servant Leadership, which provides opportunities for growth and development to employees [9]. Therefore, the author proposes the hypothesis that:

H_2: *Servant Leadership has a positive effect on Organizational Citizenship Behavior*

2.6.1. Relationship between Servant Leadership and Perceived Organizational Support

Perceived Organizational Support is a form of organizational support for employees [48]. *Servant Leadership* is considered an important source of support in organizations that can benefit employees [19]. When combined, *Servant Leadership* and *Perceived Organizational Support* will be positive for the company [49].

The relationship between *Perceived Organizational Support* and *Servant Leadership* will provide positive encouragement for employees [31]. In previous research, it was explained that *Servant Leadership* is positively related to *Perceived Organizational* Support [18]. So, the authors draw the hypothesis that:

H_3: *Servant Leadership has a positive effect on Perceived Organizational Support*

2.6.2. The relationship between Organizational Citizenship Behavior as a mediator between Servant Leadership and Strategic Change Management

Organizational Citizenship Behavior is a supportive part of *Servant Leadership* where employees feel that there will be opportunities to receive new knowledge and experience [50]. Employees who develop can regulate emotionality and psychological levels so as to increase affective well-being [51]. Employees who have experienced growth will be ready to cope with situations that will occur in the future [24].

The relationship between *Servant Leadership* and *Strategic Change Management* is a mediating relationship to improve the effective well-being of employees within the company [9]. An employee will give their energy and thoughts to achieve a common goal [52]. So, the authors propose the following hypothesis:

H_4: Servant Leadership has a positive effect on Strategic Change Management mediated by Organizational Citizenship Behavior indirectly.

2.6.3. The relationship between Perceived Organizational Support as a mediator of Servant Leadership with SCM

Perceived Organizational Support is support for employees provided by the company through Servant Leadership so that employees have a level of confidence in caring for the organization [53]. Through organizational support, employees feel that fatigue will disappear [19]. From this, the role of Servant Leadership, which is mediated by Perceived Organizational Support, will affect Strategic Change Management [54].

Perceived Organizational Support is a mediator between Servant Leadership and employee affective well-being where leaders provide support to employees through the organization, and employees feel valued for their well-being [18]. So, the authors draw the hypothesis that:

H_5: Servant Leadership has a positive effect on Strategic Change Management mediated by Perceived Organizational Support indirectly.
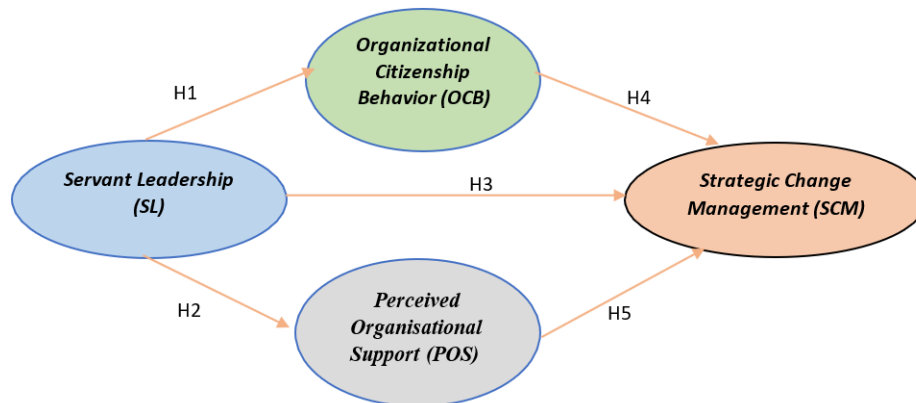

Figure 1.
Constellation of Variable Relationships Research Model.

2.6.4. Research Methods

Data collection uses a survey method by distributing questionnaires online. Measurement uses a Likert scale with a scale of 1-5 (1 = strongly disagree and 5 = strongly agree) to be distributed through the Google Form application. The measurement was adopted from Ekmekcioglu and Öner [18] for the measurement of the Servant Leadership (SL) variable consists of 10 questions, the measurement of the Organizational Citizenship Behavior (OCB) variable consists of 3 questions, and for the Strategic Change Management (SCM) variable consists of 5 questions. The Perceived Organizational Support (POS) variable, adopted from Ekmekcioglu and Öner [18], consists of 8 questions. Then the total measurement is 26 significant questions in the form of a questionnaire for Respondents.

Respondents and population in this study were employees of a Digital Company in Surabaya. The *purposive* sampling method was used in this study, and the criteria for respondents were employees who were still working in the company. The data collection technique begins with distributing initial questionnaires (*pretest*) to 30 respondents. *A pretest* is done to ensure the truth and clarity of the words. The research was conducted quantitatively using the *SEM (Structural Equation Model)* method, while data processing and analysis were conducted using SPSS 27 and LISREL 8.8. At the time of the *pretest*, validity and reliability tests were carried out by conducting factor analysis using SPSS 27 software. SPSS 27 output shows the Kaiser-Meyer-Olkin (KMO) and *Measure of Sampling Adequacy (MSA)* values [55]. The KMO (0.669 to 0.894) and MSA (0.629 to 0.934) results are greater than 0.5, which means that the factor analysis is appropriate. The reliability test uses Cronbach's Alpha measurement, where the results are (0.686 to 0.935) because the closer to 1, the better [55]. The *pretest* results of 30 respondents using 26 questions were declared valid. Due to the *SEM (Structural Equation Model)* method, where the determination of the number of research samples is multiplied by 5 times the number of questions, the number of samples in this study was 140 people to consider reserves if there is a mismatch in filling out the questionnaire [56].

3. Results and Discussion

3.1. Result of Research

This study began by conducting a pre-test on 30 respondents and then distributing questionnaires to a larger target group of 140 respondents. The respondents of this study are employees who have more than 1 year of service with a company, where the sample in the population is 1% aged under 20 years, 38% are employees with an age range of 21-30 years, 30% are 31-40 years old, 28% are in the age range of 41-50 years, and 4% are over 50 years old.

Referring to the literature study from Edeh et al. [55], the measurement of construct validity is acceptable and declared valid when it has a loading factor of at least 0.5. Related to the construct reliability (CR) and variable extracted (VE) tests, it can be said that the reliability requirements are met when the CR value is above 0.60 and the VE value is above 0.50 [55]. This study shows that the construct reliability value of the Servant Leadership variable (CR = 0.973; VE = 0.890), Organizational Citizenship Behavior (CR = 2.451; VE = 0.516), Perceived Organizational Support (CR = 4.34; VE = 0.585), and Strategic Change Management (CR = 4.340; VE = 0.705) indicate that all variables have met the reliability requirements.

Based on the fit test analysis, most of the data showed a good fit, including X2/pdf = 12855.622 (close fit); degree of freedom = 294 (close fit); Chi-Square = 362.11 (close fit); RMSEA = 0.034 (close fit); ECVI = 5.05 (good fit); AIC = 702.00 (good fit); CAIC = 2085.52 (good fit); NFI = 0.97 (good fit); Critical N = 136.48; and GFI = 0.84 (marginal fit). The results are shown in Table 1 and the PATH diagram below.

Table 1.
Goodness of Fit Analysis Results.

| Group	Indicator	Value	Description
1	Degrees of Freedom	345	Close fit
	Minimum Fit Function Chi-Square	331.451	
	Normal Theory WLS Chi-Square	311.977	
	(NCP)	0	
	Confidence Interval	0	
2	RMSEA	0	Close fit
	Confidence Interval	0.0 ;0.0141	
	P-Value	1.000	
3	ECVI Model	3.13	Good fit
	ECVI Saturated	5.45	
	ECVI Independence	92.69	
4	AIC Model	433.98	Good fit
	AIC Saturated	812.00	
	AIC Independence	13810.53	
	CAIC Model	678.63	
	CAIC Saturated	2440.32	
	CAIC Independence	13922.83	
5	NFI	0.98	Good fit
	NNFI	1.00	
	PNFI	0.89	
	CFI	1.00	
	IF	1.00	
	RFI	0.97	
6	Critical N (CN)	184.88	Good fit
7	RMR	0.043	Marginal fit
	SUMMER	0.035	
	GFI	0.870	
	AGFI	0.847	
	PGFI	0.739	
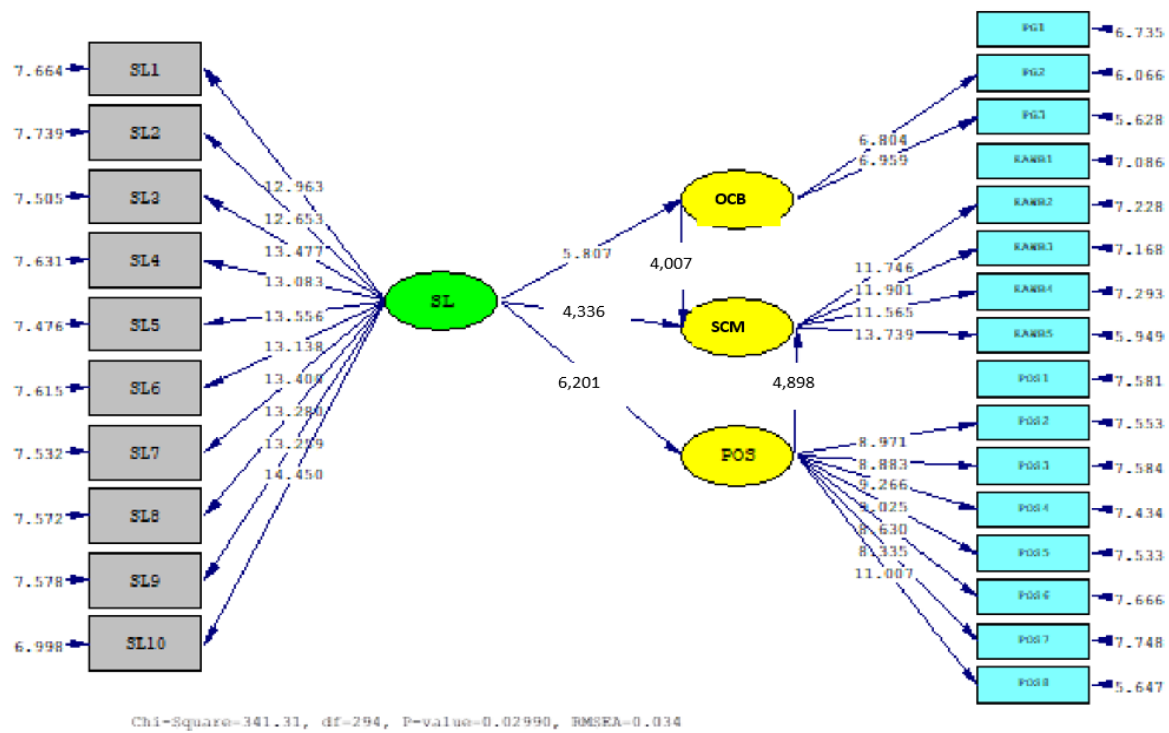
Figure 2.
PATH Diagram T-value.

From the test results obtained previously, it can be concluded that there is an overall fit of the model (Goodness of Fit) at the Good Fit level, allowing for hypothesis testing to be carried out. Hypothesis testing is conducted to determine whether the model is appropriate by examining the T-values. The results of the hypothesis test with the LISREL T-values obtained are as follows:
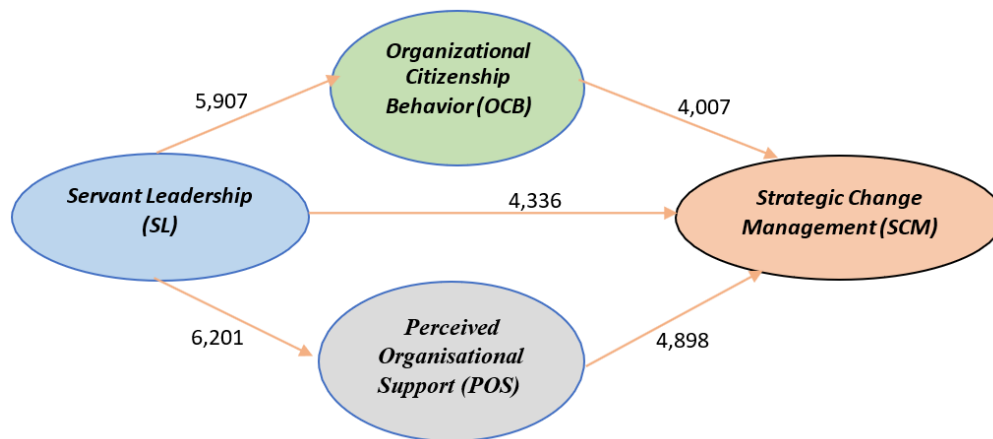

Figure 3.
PATH diagram results in T-Value.

Table 2.
Hypothesis Test Model.

Hypothesis	Hypothesis statement	T-Value	Description
H1	Servant leadership has a direct positive effect on organizational citizenship behavior (OCB).	5.907	Data supports the hypothesis
H2	Servant leadership has a direct positive effect on perceived organizational support.	6.201	Data supports the hypothesis
H3	Servant leadership has a direct positive effect on SCM.	4.336	Data supports the hypothesis
H4	Servant Leadership has a positive effect on SCM mediated by OCB.	4.007	Data supports the hypothesis
H5	Servant Leadership has a positive effect on SCM mediated by Perceived Organizational Support.	4.898	Data supports the hypothesis

Based on Table 2, hypothesis testing indicates that all variables have a T-value above 1.96, meaning that the questionnaire data supports the hypothesis of this study. In more detail, the results show that Servant Leadership has a direct positive effect on OCB with a T-value of 5.907. Servant Leadership has a direct positive effect on Perceived Organizational Support with a T-value of 6.201. Additionally, Servant Leadership has a direct positive effect on SCM with a T-value of 4.336. Servant Leadership has a positive effect on SCM mediated by OCB with a T-value of 4.007. Furthermore, Servant Leadership has a positive effect on SCM mediated by Perceived Organizational Support with a T-value of 4.898.

3.2. Discussion

The results showed that the indirect relationship between Servant Leadership and Strategic Change Management through Perceived Organizational Support has a positive effect and a high T-value. The direct relationship between Servant Leadership and Strategic Change Management also has a positive effect, although the T-value is not as large as that of the indirect relationship between Servant Leadership and Strategic Change Management through Perceived Organizational Support. This proves that employees in distributor companies who feel that the company cares about their welfare are more likely to have their contributions appreciated, and the company can assist employees who are experiencing problems in their work.

The second study shows that Servant Leadership has a positive effect on Organizational Citizenship Behavior. A leader who gives his attention and can communicate well with employees and strives to foster and encourage the growth of his employees will make employees feel more trusted. When employees are given the opportunity to learn and develop, they will feel comfortable with their work. Thus, Servant Leadership can increase employee growth. This is supported by previous research, which indicates that Servant Leadership has a positive effect on Organizational Citizenship Behavior [9].

The third study shows that Servant Leadership has a positive effect on Perceived Organizational Support. Servant Leadership is considered a form of support in organizations. In the role of Servant Leadership, one always puts followers and relationships above tasks and results. Organizational support is also needed to change negative employee perceptions to positive ones. By serving the best for the organization, followers are trusted, developed, and cared for in their well-being. In addition, Servant Leadership inspires followers to help others by changing their behavior. This is in line with previous research, where a leader with the Servant Leadership type can make employees feel comfortable in performing their daily tasks at work by increasing Perceived Organizational Support in employees [18].

In the fourth study, Servant Leadership has a positive effect on Strategic Change Management, which is mediated by Organizational Citizenship Behavior indirectly. Given the risks experienced by every employee who is worried and pressured in both work and personal aspects, when Servant Leadership is practiced, employees feel comfortable developing their knowledge and can increase their experience at work. Employees do not feel burdened by the work and problems they encounter because they indirectly realize that the organization prioritizes their welfare. As explained in previous research [9], it has a positive impact and can enhance employee growth and well-being.

In the fifth study, Servant Leadership has a positive effect on Strategic Change Management, mediated by Perceived Organizational Support. A leader who always gives full support and attention to employees above his interests, prioritizes the career development of employees in his team, and consistently tries to help solve problems faced by his employees, both personal and work-related, ensures that employees feel the company is genuinely concerned about their welfare, appreciates their contributions, and is willing to assist them specifically in dealing with work-related issues. This is in line with previous research, which indicates that Servant Leadership must be able to improve employee welfare with the support of the company [18, 57, 58].

4. Conclusions

Based on the results of research, it has been proven that all hypothesis data support the research. This study proves that Servant Leadership is positively related to Organizational Citizenship Behavior, Strategic Change Management, and Perceived Organizational Support. In Organizational Citizenship Behavior and Perceived Organizational Support, variables mediate between Servant Leadership and Strategic Change Management. The role of Servant Leadership can change employee perceptions of the company and can provide support for employees to grow and develop, prioritizing employee welfare effectively. This ensures that employees feel cared for and can make maximum contributions to the company.

4.1. Future Work
Based on the limitations of this study, some directions for improvement or future work are:

First, the research is limited to companies in the Jakarta area of Indonesia; therefore, in the future, it can test distributor companies spread across cities throughout Indonesia. Furthermore, research can be carried out to improve the model and research framework by using a different variable framework, such as adding customer satisfaction, employee performance, and good corporate governance variables.

Second, the limitation of the study is that respondents have limited time to fill out the questionnaire. This is because the respondents are still working. Third, the number of respondents was 140 people and did not cover everything. In this case, it still cannot be asked in detail compared to the interview method.

Future research should expand the scope of the study, specifically by using samples from several distributor companies throughout Indonesia and increasing the number of samples to be analyzed.

4.2. Managerial Implications

This study contains findings for management that have strong relationship implications for management.

First, a leader must strengthen their Servant Leadership style. A leader can pay attention to employee welfare by providing operational allowances, annual leave, and giving bonuses to employees as appreciation. This implies that in the future, the company can pay attention to employees in fostering a sense of responsibility in carrying out work, and employees will provide the best possible results to achieve achievements at work.

Second, in the managerial ranks, leaders must be able to communicate well and pay more attention so that employees feel cared for by the company, both from a personal and work perspective. For employees, having a servant leader can also increase their growth. This implies that in the future, the company can provide support for employees to focus more on their interests and talents in their personal growth.

Third, managerial ranks or a leader can increase the sense of responsibility of employees in carrying out their work by providing clear instructions and directions to their work team so that they can perform their tasks in a directed manner and as expected by the company. This implies that in the future, the company will provide full support in caring about employee opinions because it can improve quality for the long-term sustainability of the company by providing a conducive environment for the employees involved. This ensures that employees feel protected by the company and can work comfortably and safely.

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