



## The Effect of Servant Leadership, Emotional Intelligence, and Self-Efficacy on Organizational Citizenship Behavior and Employee Performance of State-Owned Banks in Palu City

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### **Abstract**

The aim of this study was to analyze the effect of servant leadership, emotional intelligence, and self-efficacy on organizational citizenship behavior and employee performance of state-owned banks in Palu City. The research sample was 178 respondents who were employees of state-owned banks in Palu City with proportional random sampling technique consisting of Bank BNI 46, Bank Mandiri, Bank Rakyat Indonesia, Bank Tabungan Negara, as well as BNI Sharia, BTN Sharia, BRI Sharia and Bank Mandiri Sharia in the city. Hammer. Data were analyzed using structural equation modeling (SEM). The results indicated that servant leadership, emotional intelligence. Self-efficacy had a significant effect on the organizational citizenship behavior of state-owned bank employees in Palu City. Further, servant leadership, self-efficacy, organizational citizenship behavior had a significant effect on the performance of state-owned bank employees in Palu City had a significant effect on the performance of state-owned bank employees in Palu City.

**Keywords:** *Servant Leadership; Emotional Intelligence; Self-Efficacy; Organizational Citizenship Behavior; Employee Performance*

### **Introduction**

Nowadays, the banking climate is starting to improve and it has caused all banks, both conventional and Islamic banks to compete to organize their performance to become the best financial institution in order to win the competition [1]. In the banking world, employees are the spearhead of the company's progress considering that nature of its business is in the service sector [2]. The banking sector referred to in this research is State-Owned Enterprises which includes Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Tabungan Negara (BTN), and Bank Mandiri, which are banking organizations whose shares are mostly owned by the Government.

The banking has a goal that is not only dependent on good equipment, complete facilities but also more dependent on humans who carry out the work [3]. The achievement of the success of an organization is mostly influenced by individual employee performance. Employee performance in a banking system can be effectively utilized in order to mobilize employees to use their skills in maximizing work ability. The success of employee performance can be greatly influenced by several factors, namely servant leadership, emotional intelligence, and self-efficacy with organizational citizenship behaviour as an intervening variable [4].

In this study, servant leadership is assumed to be one of the factors affecting organizational citizenship behavior (OCB) and employee performance[5], [6]. Servant leadership is very suitable to be applied due to it focuses on contributions to companies that promote good service to achieve the company's mission and vision [7]. Another factor that affects organizational citizenship behavior (OCB) and employee performance is emotional intelligence (EI [8], [9]. In conducting the banking work, the role of employees must be able to manage their emotions, so then, they can realize and improve OCB behavior. The third factor that is assumed to have an influence on organizational citizenship behavior (OCB) which also has an impact on employee performance is self-efficacy[10]. Self-efficacy is an individual's belief about his or her ability to take the necessary actions to achieve the expected results [11].

Research on servant leadership, emotional intelligence, self-efficacy on organizational citizenship behavior and the performance of banking employees has never been studied, especially in Palu City, and there is a strong desire from researcher to contribute ideas to the banking world, particularly state-owned banks regarding servant leadership, emotional intelligence, self-efficacy on organizational citizenship behavior and employee performance. This research is focused on employees of state-owned banking institutions in Palu City which aims to analyze the effect of servant leadership, emotional intelligence and self-efficacy on organizational citizenship behavior and the performance of employees of state-owned banks in Palu City.

## ***Methodology***

The type of this research was descriptive. This research was undertaken at both conventional and sharia state-owned banks, namely Bank Negara Indonesia (BNI), Bank Rakyat Indonesia (BRI), Bank Tabungan Negara (BTN), Bank Mandiri, Bank Negara Indonesia (BNI) sharia, Bank Rakyat Indonesia (BRI) Sharia, Bank Tabungan Negara (BTN) Sharia and Bank Mandiri Sharia, specifically in the city of Palu. The total population was 321 people, then the sample size was 178 people. This study used a proportional random sampling technique.

Primary data were respondents' responses regarding on the servant leadership, emotional intelligence, self-efficacy, organizational citizenship behavior and performance. Then, secondary data was data taken from documents, in the form of the number of employees, a brief history of the bank, organizational structure, and duties and functions.

The data analysis technique was structural equation modeling (SEM), using the AMOS and SPSS program packages.

## Result

Table 1 Characteristics of respondents

| Characteristics        | n (178) | %     |
|------------------------|---------|-------|
| <b>Gender</b>          |         |       |
| - Male                 | 80      | 44,94 |
| - Female               | 98      | 55,06 |
| <b>Age</b>             |         |       |
| - ≤ 25 years old       | 41      | 23,03 |
| - 26 – 40 years old    | 132     | 74,15 |
| - ≥ 41 years old       | 7       | 3,92  |
| <b>Education</b>       |         |       |
| - Senior High School   | 4       | 2,24  |
| - Diploma/Bachelor     | 174     | 97,76 |
| <b>Workd Period</b>    |         |       |
| - 1 – 5 years          | 91      | 51,12 |
| - 6 – 10 years         | 66      | 37,07 |
| - 11 – 15 years        | 17      | 9,55  |
| - ≥ 16 years           | 4       | 2,24  |
| <b>Marriage Status</b> |         |       |
| - Married              | 112     | 62,92 |
| - Single               | 66      | 37,08 |

Table 1 shows that most of the respondents are women, 55.06%, with the age of 26-40 years is 74.15. The education level is mostly diploma / bachelor degree of 97.76% and the working period of 6-10 years is 37.07, and most of them have been married by 62.92%.

The results of measuring the factors / constructs with confirmatory factor analysis can be found out which variables and it can be used as indicators of a factor, then by including significant variables, a complete model test is carried out which explains the effect of servant leadership, emotional intelligence, and self-efficacy on organizational citizenship behavior and employee performance state-owned bank in Palu City. The test results using the structural equation modeling in the AMOS 20.0 program are shown in Figure 1.

The results of the proposed model are in accordance with the data. So then, this model does not need to follow the guidelines for modification indices to meet the criteria for goodness of fit indices; emotional intelligence (X2), self-efficacy (X3) and organizational citizenship behavior (Y1) on employee performance (Y2) at BUMN Banks in Palu City (Table 2).

Table 2 Evaluation Criteria for Goodness of Fit Index Measurement of Servant Leadership Variables (X1), Emotional Intelligence (X2), Self-Efficacy (X3) and Organizational Citizenship Behavior (Y1) on Employee Performance (Y2)

| Criteria           | Cut-Off Value  | Model Results | Model Evaluation |
|--------------------|----------------|---------------|------------------|
| <i>Chi-square</i>  | Small expected | 10.364        | Good             |
| <i>Probability</i> | $\geq 0,05$    | 0.068         | Good             |
| CMIN/DF            | $\leq 2,00$    | 1.894         | Good             |
| RMSEA              | $\leq 0,08$    | 0.071         | Good             |
| GFI                | $\geq 0,90$    | 0.918         | Good             |
| TLI                | $\geq 0,95$    | 0.965         | Good             |
| AGFI               | $\geq 0,90$    | 0.903         | Good             |
| CFI                | $\geq 0,95$    | 0.964         | Good             |

### Hypothesis Testing and Causal Relationship

Based on the test results and the results of the goodness of fit criteria that meet the cut off value, it indicated that the model was very good, here is a hypothesis testing and a causal relationship in the path coefficient which shows the causal relationship between these variables. These relationships are shown in Table 3.

Table 3 Hypothesis Testing for Servant Leadership (X1), Emotional Intelligence (X2), Self-Efficacy (X3) and Organizational Citizenship Behavior (Y1) on Employee Performance (Y2) at Bank BUMN City of Palu

| Hypot hesis | Path   | Regression Weight | Critical Ratio | Probability (p) | Information     |
|-------------|--|-------------------|----------------|-----------------|-----------------|
| <b>H1</b>   | Servant Leadership (X <sub>1</sub> ) → Organizational Citizenship Behavior (Y <sub>1</sub> )     | 0.649             | 2.526          | 0.012           | Significant     |
| <b>H2</b>   | Emotional intelligence (X <sub>2</sub> ) → Organizational Citizenship Behavior (Y <sub>1</sub> ) | 0.078             | 2.629          | 0.009           | Significant     |
| <b>H3</b>   | Self-Efficacy (X <sub>3</sub> ) → Organizational Citizenship Behavior (Y <sub>1</sub> )          | 0.084             | 2.397          | 0.017           | Significant     |
| <b>H4</b>   | Servant Leadership (X <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )                    | 0.437             | 2.359          | 0.018           | Significant     |
| <b>H5</b>   | Emotional intelligence (X <sub>2</sub> ) → Employee Performance (Y <sub>2</sub> )                | 0.053             | 1.357          | 0.175           | Not significant |
| <b>H6</b>   | Self-Efficacy (X <sub>3</sub> ) → Employee Performance (Y <sub>2</sub> )                         | 0.057             | 3.394          | 0,000           | Significant     |
| <b>H7</b>   | Organizational Citizenship Behavior (Y <sub>1</sub> ) → Employee Performance (Y <sub>2</sub> )   | 0.673             | 4.711          | 0,000           | Significant     |

Based on Table 3, of the seven pathways tested, there are six significant pathways, namely (1), servant leadership on organizational citizenship behavior or X1 against Y1, (2), emotional intelligence on organizational citizenship behavior or X2 against Y1, (3), self-efficacy on organizational citizenship behavior or X1 to Y1, (4), servant leadership on employee performance or X1 against Y2 and (5), self-

efficacy on employee performance or X2 to Y2, and (6), organizational citizenship behavior on employee performance or Y1 to Y2. With a significance level of 5% and a probability smaller than required, namely  $P \leq 0.05$ .

Meanwhile, the path that is not significant, namely the first is emotional intelligence on employee performance or X2 against Y2 with a level of significance and probability that does not meet the requirements.

Table 4 Hypothesis Testing for Servant Leadership (X1), Emotional Intelligence (X2), Self-Efficacy (X3) and Organizational Citizenship Behavior (Y1) on Employee Performance (Y2)

| Variable   | Dimensions                                   | Code Dimensions | Loading Factor ( $\lambda$ ) |
|--|--|-----------------|------------------------------|
| <i>Servant Leadership</i> (X <sub>1</sub> )                  | <b>Love</b>                                  | <b>X1.1</b>     | <b>0.957</b>                 |
|  | Empowerment                                  | X1.2            | 0.359                        |
|  | Vision                                       | X1.3            | 0.291                        |
|  | Humility                                     | X1.4            | 0.227                        |
|  | Trust  | X1.5            | 0.196                        |
| <i>Emotional intelligence</i> (X <sub>2</sub> )              | Introduction Self                            | X2.1            | 0.380                        |
|  | Self-regulation                              | X2.2            | 0.250                        |
|  | <b>Motivation</b>                            | <b>X2.3</b>     | <b>0.798</b>                 |
|  | Empathy                                      | X2.4            | 0.559                        |
|  | Social skills                                | X2.5            | 0.713                        |
| <i>Self-Efficacy</i> (X <sub>3</sub> )                       | <b>Magnitude</b>                             | <b>X3.1</b>     | <b>0.681</b>                 |
|  | Generality                                   | X3.2            | 0.355                        |
|  | Strength                                     | X3.3            | 0.552                        |
| <i>Organizational Citizenship Behavior</i> (Y <sub>1</sub> ) | Altruism                                     | Y1.1            | 0.652                        |
|  | <b>Civic virtue</b>                          | <b>Y1.2</b>     | <b>1.386</b>                 |
|  | Consciousness                                | Y1.3            | 0.581                        |
|  | Courtesy                                     | Y1.4            | 0.460                        |
|  | Sportsmanship                                | Y1.5            | 0.565                        |
| Employee Performance (Y <sub>2</sub> )                       | Achievement of work performance              | Y2.1            | 0.439                        |
|  | Quantity and quality of work                 | Y2.2            | 0.386                        |
|  | Willingness to cooperate                     | Y2.3            | 0.372                        |
|  | <b>Job responsibilities and work systems</b> | <b>Y2.4</b>     | <b>0.652</b>                 |

Based on Table 4, the variable that has given the biggest contribution is organizational citizenship behavior (Y1) which affects other variables, namely the dimension of caring for the organization (Y1.2) of 1.386. Then the servant leadership variable (X1) through the dimensions that affect it, namely love (X1.2) of 0.957. Furthermore, the emotional intelligence variable (X2) with the motivation dimension (X2.3) of 0.798, then the self-efficacy variable (X3) with the dimensions of the task difficulty level (magnitude) (X3.1) is 0.681 and the last one is the employee performance variable (Y2) with the dimensions of duty and work system responsibility (X2.4) consists of 0.652.

One of the capabilities of SEM analysis is to measure the direct effect and indirect effect which can be seen from the path coefficient from one variable to another as well as the path order through one or more intermediate variables. In this study, the strength of direct and indirect influence is based on a model

built on each exogenous variable (independent variable) on the endogenous variable. The direct and indirect effects between servant leadership (X1), emotional intelligence (X2), self-efficacy (X3), organizational citizenship behavior (Y1) and employee performance (Y2) can be seen in Table 5.

Table 5 Direct, Indirect and Total Influence Between Independent and Dependent Variables

| Variable  | Influence |                       |       |
|---|-----------|-----------------------|-------|
|   | Direct    | Indirect<br>(Via OCB) | Total |
| <i>Servant Leadership (X<sub>1</sub>) → Organizational Citizenship Behavior (Y<sub>1</sub>)</i>     | 0.649     |                       | 0.649 |
| <i>Emotional Intelligence (X<sub>2</sub>) → Organizational Citizenship Behavior (Y<sub>1</sub>)</i> | 0.078     |                       | 0.078 |
| <i>Self-Efficacy (X<sub>3</sub>) → Organizational Citizenship Behavior (Y<sub>1</sub>)</i>          | 0.084     |                       | 0.084 |
| <i>Servant Leadership (X<sub>1</sub>) → Employee performance (Y<sub>2</sub>)</i>                    | 0.437     | 0.508                 | 0.945 |
| <i>Emotional Intelligence (X<sub>2</sub>) → Employee performance (Y<sub>2</sub>)</i>                | 0.053     | 0.094                 | 0.147 |
| <i>Self-Efficacy (X<sub>3</sub>) → Employee performance (Y<sub>2</sub>)</i>                         | 0.057     | 0.315                 | 0.372 |
| <i>Organizational Citizenship Behavior (Y<sub>1</sub>) → Employee performance (Y<sub>2</sub>)</i>   | 0.673     |                       | 0.673 |

Based on Table 5, it shows that the strength of the direct influence of the servant leadership variable (X1) on organizational citizenship behavior (Y1) is 0.649, emotional intelligence (X2) on organizational citizenship behavior (Y1) is 0.078, while the self efficacy variable (X3) on organizational citizenship behavior (Y1) is 0.084, while the direct effect of the servant leadership variable (X1) on employee performance (Y2) is 0.437, emotional intelligence (X2) on employee performance (Y2) is 0.053, and the variable self efficacy (X3) on employee performance (Y1) is 0.057 and organizational citizenship behavior (Y1) on employee performance (Y2) is 0.673.

The indirect effect, namely through organizational citizenship behavior, it can be seen that indirectly the servant leadership variable (X1) has an influence on employee performance (Y2) through organizational citizenship behavior (Y1) and it amounts to 0.508 and the emotional intelligence variable (X2) on employee performance through organizational citizenship behavior (Y1) is 0.094 while the self efficacy variable (X3) has an effect on employee performance (Y2) through organizational citizenship behavior (Y1) and it amounts to 0.315. The results of this data analysis explain that the effect of servant leadership (X1), emotional intelligence (X2), and self efficacy (X3) on employee performance has the same effect value both indirectly through organizational citizenship behavior (Y1). However, servant leadership (X1) on employee performance has a higher effect value if it is through organizational citizenship behavior (Y1).

## Discussion

### *Servant Leadership on the Organizational Citizenship Behavior*

The dimension that contributes to explain the effect of servant leadership on organizational citizenship behavior is love. In this dimension, there are indicators that provide the largest supportive contribution, namely the leadership shows concern for their employees. Furthermore, the dimensions of the dominant servant leadership variable that have an influence on organizational citizenship behavior are

empowerment (empowerment) to delegate and involve employees. The forming indicator in this dimension is that the leader accepts suggestions or opinions from his employees. As a leader, he also needs the perspective of others to complement his perspective in dealing with problems. These actions include of the employees are given the opportunity to identify developing problems and expand worker involvement.

A servant leadership leader usually takes action that serves voluntarily [12]. This action is undertaken in order to help and contribute to its subordinates in the form of teaching, love, experience, or advice. The behavior reflected in servant leaders greatly affects organizational citizenship behavior in followers, because followers tend to imitate what their leaders do. Thus, it can be concluded that if servant leaders have the soul to serve followers with sincerity and provide examples of good organizational citizenship behavior, then this can foster organizational citizenship behavior as well in their employees.

The third dimension of the servant leadership variable that dominates organizational citizenship behavior is vision. The main measure of a leader's success is how quickly and how effectively the organization is able to achieve its vision [13]. Achieving the vision cannot possibly be done alone by the leader, so it is necessary to mobilize subordinates [14]. An employee must feel that his/her role in the company is very important. Through the way, they will feel proud of their hard work for the company so that they will do their job as well as possible in every job available. As a leader, they must provide encouragement so that they find the meaning / purpose of their work [15].

The fourth dimension of the servant leadership variable which dominantly influences organizational citizenship behavior is humility. Humble means accepting limitations and trying to make changes for the better in the environment without expecting anything in return or appreciation. A leader must have an attitude of service that radiates through humility [16]. The humility of a leader is shown in his attitude that is willing to renew oneself, acknowledge the strengths of others, is willing to admit when he has mistaken, and does not exaggerate his achievements. The most important point as an impact of humility is that humility makes a leader think of others as more important, not making himself as the center of attention but paying attention and as much as possible to serve others without considering that he is something to be reckoned with.

### ***Emotional Intelligence on Organizational Citizenship Behavior***

The dimension that contributes to explain the effect of emotional intelligence on organizational citizenship behavior is motivation. Individual with high self-motivation always has reasons that provide encouragement to always improve performance, discipline in work (conscientiousness), and has a responsibility to be involved in corporate activities (civic virtue). The next dimension of the emotional intelligence variable that contributes to the influence of organizational citizenship behavior is social skills. The ability to have social relationships can avoid interpersonal conflicts (sportsmanship) [17]. Employees who have high emotional intelligence, they will feel positive emotions and are more cooperative in working with colleagues, and are able to control emotions or have good mental health, so that this can increase OCB [18]. Guiding social relationships or skills means handling emotions well when dealing with others and carefully reading social situations and networks, interacting fluently, using these skills to influence and lead, deliberate and resolve disputes and to cooperate and work in teams.

The emotional intelligence variable with the dimension of empathy is the third dimension that contributes for explaining the effect of emotional intelligence on organizational citizenship behavior. Empathy will motivate individuals to help their colleagues (altruism) [19]. The existence of empathy allows individual to motivate others so they can work to do their best [20].

The fourth dimension that contributes in explaining the effect of emotional intelligence on organizational citizenship behavior is self-introduction. Recognizing self-emotion is self-awareness, in the sense of knowing what you are feeling at a moment and using it to guide self-decision making. This implies that employees who have self-awareness can do every job in the organization beyond the tasks assigned to them or do every job above the minimum requirements, such as behavior sincerely to want to help others, create conducive situations, avoid conflicts and tend not to complain in the face everything [21]. In this dimension, there are indicators that provide the biggest supporting contribution, namely loving yourself as you are.

Self-regulation is the last dimension that contributes in explaining the effect of emotional intelligence on organizational citizenship behavior. When an individual has good emotional intelligence, the individual will be good at knowing and managing their own emotions and reading the emotions of others, so that the individual will perform better when interacting with other people in work situations and in everyday life. Employees who can manage their self or have high self-control tend to be able to resolve conflicts (courtesy) or prevent conflicts between employees in the workplace, thus creating a conducive work atmosphere.

### ***Self-Efficacy on Organizational Citizenship Behavior***

The dimension of the self-efficacy variable that provides the greatest contribution to organizational citizenship behavior is the level of task difficulty (magnitude). The dimension of task difficulty level or magnitude has an important point, namely the effort to try to behave that is able or can be done. In this context, employees will not perform tasks beyond their ability, employees will prefer to do tasks in accordance with what can be done and completed and avoid behaviors that are difficult or difficult to complete. For employees who have never done a task before, they will start the task with the easiest level to the most difficult level. Employees will choose the easiest level, because it is to measure their ability to complete the task. Another important point is a positive view towards the task that is done, then, it will have a positive impact on the realization of a task if it is conducted with positive thinking, in addition to the effectiveness and efficiency of the completion of the task [22]. The dimensions of the level of task difficulty (magnitude) have an indicator that provides the largest supportive contribution, namely being sure that they can complete tasks in accordance with the abilities that employees have.

### ***Servant Leadership on Employee Performance***

The dimension that contributes to explain the effect of servant leadership on employee performance is love. The dimension of affection (love) is represented by several indicators, namely mutual love for fellow co-workers. Loving means having affection or love. Love itself includes several values, among others: patient, not jealousy, not selfish, respectful, forgiving, not resentful. Every employee who gets love and care from the leader, employees will be committed to carrying out their duties properly and on time [23].

Furthermore, the dimension of the servant leadership variable that has a dominant influence on employee performance is empowerment. The aim of empowerment is to bring out the potential and modalities that exist in employees and maximize them so that employees become independent and improve their performance, which in turn provides beneficial values for employees and the organization. Empowerment can affect the improvement of development and organizational effectiveness [24]. Empowerment can be undertaken through giving more responsibility and authority, which will create a desire to work and give the best for one's job. Employee empowerment provides more opportunities for employees to develop creativity, flexibility and autonomy on their own work [25].



The third dimension of servant leadership variable which dominantly influences employee performance is vision. Vision is a power or strength to make a change that encourages the creative process of the people in the organization [26]. This means that leader is not merely able to build or create a vision for an organization, but also has the ability to apply the vision to a sequence needed to achieve that vision. A leader must have a clear vision and mission to be able to bring an organization to achieve its stated goals effectively and efficiently.

The fourth dimension of the servant leadership variable which dominantly influences employee performance is humility. Leader who wants to appreciate the abilities of his employees and does not hesitate to gather with their employees, the effect on employees will be more compact and employees will understand the other skills they have. This dimension of humility is represented by several indicators, namely that the boss does not exaggerate his achievements and is willing to admit if he has mistaken. As a leader, admitting mistakes is an opportunity to learn and grow stronger [27]. Humility has a positive and significant effect on employee performance [28].

### ***Emotional Intelligence on the Performance of Female Employees***

The dimension of motivation gives the most dominant influence from emotional intelligence variables on the performance of state-owned bank employees. This motivation dimension is represented by several indicators, namely being optimistic about completing a job well, continuing to try again if they fail, and the influence of feelings and expectations on oneself. Furthermore, the dimensions of the emotional intelligence variable that dominantly influence employee performance are social skills represented by indicators, namely finding people who can be invited to work together, resolving disputes in the organizational environment, convincing others so that ideas can be accepted. The third dominant emotional intelligence variable dimension that has an influence on employee performance is empathy. This dimension of empathy is represented by several indicators, namely being responsive to coworkers' difficulties, being happy to be able to help my friends who are in trouble, working with new people. The fourth dimension of the emotional intelligence variable which dominantly influences employee performance is self-introduction which is represented by indicators, namely having self-confidence at work, self-examining, assessing self-emotions when under stress. Meanwhile, self-regulation is the last dimension of the emotional intelligence variable which has the lowest dominance in affecting the employee performance.

### ***Self-Efficacy on Employee Performance***

The dimension of magnitude or confidence in individual's ability to carry out the difficulty level of the task provides the most dominant influence of the self-efficacy variable on the performance of state-owned bank employees in Palu City. This aspect relates to choose the individual's level in believing the effort that conducted in terms of task difficulties. Magnitude relates to individual acceptance and belief in a task, or employees' perceptions of the tasks assigned by the company [29]. For some employees, the tasks have been assigned, it has different variations of difficulty, some consider that it an easy task while others find it difficult in their research to explain that this is the case with state-owned banks in Palu City, that there are variations for employees in perceiving tasks assigned by agencies.

The dimension of the self-efficacy variable that gives the greatest contribution to employee performance is strength. This is related to the resilience and resilience of employees in completing their duties. Employees with high self-efficacy-strength will have a strong and persistent belief in solving and facing problems and show resilience to job challenges [30]. Strength in employees can increase character that can direct employees to achieve their goals [31].

### ***Organizational Citizenship Behavior on Employee Performance***

Caring for the organization (civic virtue) provides the most dominant effect of the organizational citizenship behavior variable on the performance of state-owned bank employees in Palu City. Behavior shown by trying to exceed company expectations. This civic virtue dimension is represented by several indicators, namely maintaining the good name of the company / the place where I work. This indicates that overall Organizational Citizenship Behavior (OCB) employees within the state-owned bank in Palu City state that employees have behaviors that indicate responsibility for organizational life (following changes in the organization, taking the initiative to recommend how organizational operations or procedures can be improved and protect resources owned by the organization). Employees demonstrate voluntary participation and support for organizational functions both professionally and socially.

Furthermore, the dimension of the organizational citizenship behavior variable that contributes to employee performance is the behavior of helping others (altruism). The dimension of the behavior of helping others (altruism) is represented by several indicators, namely helping colleagues whose work is overloaded. In fact, employees at state-owned banks in Palu City have an altruism behavior, namely the behavior of helping other employees without forcing, such as employees who are not reluctant to help colleagues who take a rest, overload or not enter or even permit during working hours because of something. It cannot be left behind, employees are willing to help customers who are in need of assistance, and employees are willing to volunteer by teaching new employees without being asked. This implies that overall Organizational Citizenship Behavior (OCB) employees in the state-owned bank in Palu City stated that employee behavior in helping colleagues who are experiencing difficulties, it is often carried out in situations that are being faced both regarding tasks in the organization and personal problems of others. Other studies have shown that Altruism has a significant effect on performance [32].

### ***Conclusion***

Based on the finding of research and discussion, it can be concluded as follows:

1. There was a significant effect of servant leadership, emotional intelligence, self-efficacy on organizational citizenship behavior of stated-owned bank employees in Palu City.
2. There was a significant effect of servant leadership, self-efficacy, organizational citizenship behavior on the performance of state-owned bank employees in Palu City

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