

DAFTAR PUSTAKA

- Abubakar, R. (2021). *Pengantar metodologi penelitian*. Yogyakarta: SUKA-Press UIN Sunan Kalijaga.
- Ahmad, S., Islam, T., & Noronha, P. (2022). Caring for those in your charge : the role of servant leadership and compassion in managing bullying in the workplace. *International Journal of Conflict Management*, 34(1), 125–149. <https://doi.org/10.1108/IJCMA-05-2022-0098>
- Alshihabat, K., & Atan, T. (2020). The mediating effect of organizational citizenship behavior in the relationship between transformational leadership and corporate social responsibility practices: Middle eastern example/Jordan. *Sustainability (Switzerland)*, 12(10). <https://doi.org/10.3390/su12104248>
- Amanda, N. R., Kurnianingrum, D., Fakhri, M., & Saragih, R. (2024). How does servant leadership impact employee performance in a state- owned construction company ? An analysis with organizational citizenship behavior as an intervening variable. *Environment and Social Psychology*, 9(8). <https://doi.org/10.59429/esp.v9i8.2799>
- Amir, D. A. (2019). The Effect Of Servant Leadership On Organizational Citizenship Behavior : The Role Of Trust In Leader. *Journal of Leadership in Organizations*, 1(1), 1–16.
- Arghode, V., Lathan, A., & Mclean, G. N. (2021). Empathic organizational culture and leadership : conceptualizing the framework. *European Journal of Training and Development*, 239–256. <https://doi.org/10.1108/EJTD-09-2020-0139>
- Armstrong, S. (2014). *Handbook Of Human Resource Management*. Kogan Page Limited.
- Asif, M., Shao, Z., Naeem, M., & Mowafaq, S. (2025). Acta Psychologica Feeling empowered , acting beyond duty : A moderated-mediation model linking transformational leadership to organizational citizenship behavior. *Acta Psychologica*, 260(August), 105642.

<https://doi.org/10.1016/j.actpsy.2025.105642>

- Azim, M. M. (2019). The Effect of Servant Leadership, Organizational Culture in Employee Performance Mediated by Job Satisfaction. *Quality Festival*, 143–162.
- Bausch, A., & Schwenker, B. (2009). Handbook utility management. *Handbook Utility Management*, 1–808. <https://doi.org/10.1007/978-3-540-79349-6>
- Bilal, A., Al-habib, B., Siddiquei, A., & Asadullah, M. A. (2020). Servant leadership : a new perspective to explore project leadership and team e f f ectiveness. *International Journal of Organizational Analysis*, 29(3), 699–715. <https://doi.org/10.1108/IJOA-12-2019-1975>
- Eva, N., Robin, M., Sendjaya, S., Dierendonck, D. Van, & Liden, R. C. (2019). Servant Leadership : A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Gnankob, R. I., Ansong, A., & Issau, K. (2022). Servant leadership and organisational citizenship behaviour: The role of public service motivation and length of time spent with the leader. *International Journal of Public Sector Management*, 35(2), 236–253. <https://doi.org/10.1108/IJPSM-04-2021-0108>.
- Greenleaf, R. K. (2008). *The Servant as Leader The Servant as Leader*. Paulist Press.
- Grego-planer, D. (2019). The Relationship between Organizational Commitment and Organizational Citizenship Behaviors in the Public and Private Sectors. *Sustainability*, 11(22), 6395. <https://doi.org/10.3390/su11226395>
- Gupta, A., Chadha, A., Kumar, M., Tewari, V., & Varma, A. (2025). Predicting employees ' organizational citizenship behavior : A comparative study using artificial intelligence techniques. *Acta Psychologica*, 262(December 2025), 106032. <https://doi.org/10.1016/j.actpsy.2025.106032>
- Hair, J., & Alamer, A. (2022). Partial least squares structural equation modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027.

<https://doi.org/10.1016/j.rmal.2022.100027>.

Handayani, R. N., Indrayanto, A., Arif, A., & Suandika, M. (2025). The benefit and impact of servant leadership on organizational culture, rewards, job satisfaction, and employee performance. *BIO Web of Conferences*, 152, 01021. <https://doi.org/10.1051/bioconf/202515201021>.

Harwiki, W. (2016). The Impact of Servant Leadership on Organization Culture, Organizational Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives. *Procedia - Social and Behavioral Sciences*, 219, 283–290. <https://doi.org/10.1016/j.sbspro.2016.04.032>

Inayah, M. I., Moku, B. J., & Kandongwangko, N. (2022). Adaptasi Sosial SDN 1 Pineleng Menghadapi Dampak Covid-19 Di Desa Pineleng 1 Kecamatan Pineleng Kabupaten Minahasa. *Journal Ilmiah Society*, 2(4), 2. <https://journal.unpas.ac.id/index.php/pendas/article/view/8077>

Issa, A., Al, A., Al, A., Rahman, A., Senathirajah, S., & Rahman, T. (2024). Journal of Open Innovation : Technology , Market , and Complexity The relationship between CRM , knowledge management , organization commitment , customer profitability and customer loyalty in telecommunication industry : The mediating role of customer sa. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(1), 100227. <https://doi.org/10.1016/j.joitmc.2024.100227>

Jaime, G., Beatriz, P., & Salazar, I. (2022). How to beat early movers : The role of competitive strategy and industry dynamism on followers ' performance in the telecommunications industry. *Long Range Planning*, 55(5), 102244. <https://doi.org/10.1016/j.lrp.2022.102244>.

Jehanzeb, K., & Ahmed, S. (2025). Well-being HRM and organizational citizenship behavior: The roles of employee happiness and engaging leadership. South Asian Journal of Business Studies. *Advance online publication*. <https://doi.org/10.1108/SAJBS-07-2023-0255>.

Jimoh, A. L. (2025). The impact of human capital development on organizational citizenship behavior and organizational culture. *Industrial and Commercial*

Training, 58(1), 63–75. <https://doi.org/10.1108/ICT-08-2025-0109>

Jimoh, A. L., & Lawal, I. O. (2025). Leadership style and organizational performance: The role of job satisfaction. *Evidence-based HRM. Advance online publication*. <https://doi.org/10.1108/EBHRM-08-2025-0331>

Kader, T., Eyupoglu, S. Z., & Tashtoush, L. (2025). Unveiling the impact of servant leadership on employee performance: The role of organizational trust in mobile telecom providers in Iraq. *Sustainability*, 17(19), 8958. <https://doi.org/10.3390/su17198958>

Kim, H., Chen, Y., & Kong, H. (2020). Abusive supervision and organizational citizenship behavior: The mediating role of networking behavior. *Sustainability*, 12(1), 288. <https://doi.org/10.3390/su12010288>.

Kizil, S., & Demir, R. N. (2025). The Effect of Person-Organization Fit on Job Performance in the Context of Organizational Citizenship Behavior. *Asia Pacific Journal of Health Management*, 20(3), 1–9. <https://doi.org/10.24083/apjhm.v20i3.4487>

Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servant leadership : Validation of a short form of the SL-28. *The Leadership Quarterly*, 26(2), 254–269. <https://doi.org/10.1016/j.leaqua.2014.12.002>

Mangkunegara, A. P., & Agustine, R. (2016). Effect of training, motivation and work environment on physicians' performance. *Academic Journal of Interdisciplinary Studies*, 5(1), 173–188. <https://doi.org/10.5901/ajis.2016.v5n1p173>

Margaretha, M. (2012). Pengaruh Servant Leadership Terhadap Komitmen Organisasi dan Organizational Citizenship Behavior. *Jurnal Manajemen*, 11(2), 189–206.

Marsal, D., Pratama, Y., Fernando, V., Wahyudi, E., & Sutami, T. (2025). Peran budaya organisasi, gaya kepemimpinan, dan keadilan organisasi dalam meningkatkan kinerja karyawan. *EBIMA (Jurnal Ekonomi Bisnis dan Manajemen)*, 2(1), 25–35.

- Melhem, Y. S. B. (2023). Servant Leadership And Job Performance : Evidence From Airline Companies In Jordan. *International Journal of Business and Society*, 24(1), 523–542.
- Muhtasom, A., Abdul, H., Mus, R., Bijang, J., & Latief, B. (2017). Influence of Servant Leadership, Organizational Citizenship Behaviour on Organizational Culture and Employee Performance at Star Hotel in Makassar. *International Journal of Education and Research*, 5(10), 71–88. www.ijern.com
- Palomino, P. R., Langreo, J. L., & Elche, D. (2021). Team-level servant leadership and team performance: The mediating roles of organizational citizenship behavior and internal social capital. *Business Ethics, the Environment & Responsibility*, 32(S2), 127–144. <https://doi.org/10.1111/beer.12390>.
- Paramita, R. W. D., Rizal, N., & Sulistyan, R. B. (2021). *Metode Penelitian Kuantitatif*. Lumajang: Widya Gama Press.
- Putri, D. O., Triatmanto, B., & Setiyadi, S. (2018). The effect of occupational health and safety, work environment and discipline on employee performance in a consumer goods company. *IOP Conference Series: Materials Science and Engineering*, 337(1). <https://doi.org/10.1088/1757-899X/337/1/012036>
- Qalati, S. A., Zafar, Z., Fan, M., Limon, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. <https://doi.org/10.1016/j.heliyon.2022.e11374>.
- Qiu, S., & Dooley, L. (2022). How servant leadership affects organizational citizenship behavior: The mediating roles of perceived procedural justice and trust. *Leadership & Organization Development Journal*, 43(3), 350–369. <https://doi.org/10.1108/LODJ-04-2021-0146>.
- Ratnasari, S. L., Sutjahjo, G., & Adam. (2019). The Employee Performance : Career Development , Work Motivation , And Job Satisfaction. *Advances in Economics, Business and Management Research*, 100, 583–589.
- Razzaque, A., Lee, I., & Mangalaraj, G. (2023). The effect of entrepreneurial

leadership traits on corporate sustainable development and firm performance: A resource-based view. *European Business Review*, 36(2), 177–200. <https://doi.org/10.1108/EBR-03-2023-0076>

Rita, M., Payangan, O. R., & Erari, A. (2017). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60(4), 953–964. <https://doi.org/10.1108/IJLMA-03-2017-0026>

Robbins, S. P., & Judge, T. A. (2018). *Organizational behavior (18th ed.)*. New York: Pearson.

Saleem, F., Zhang, Y. Z., Gopinath, C., & Adeel, A. (2020). Impact of servant leadership on performance: The mediating role of affective and cognitive trust. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019900562>.

Sana, J. K., Rahman, M. S., & Rahman, M. S. (2025). Engineering Applications of Artificial Intelligence Privacy-preserving customer churn prediction model in the context of telecommunication industry. *Engineering Applications of Artificial Intelligence*, 162(PD), 112514. <https://doi.org/10.1016/j.engappai.2025.112514>

Santos, R. S., Lousa, E. P., Sa, M. M., & Cordeiro, J. A. (2023). First, be a good citizen: Organizational citizenship behaviors, well-being at work and the moderating role of leadership styles. *Behavioral Sciences*, 13(11), 928. <https://doi.org/10.3390/bs13110928>.

Sekaran, U., & Bougie, R. (2017). *Metode penelitian untuk bisnis: Pendekatan pengembangan-keahlian (Edisi 6, Buku 1)*. Jakarta: Salemba Empat.

Shmailan, A. S. Bin. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8.

Si, W., Shi, S., Zhou, M., & Cai, Z. (2023). Taken for granted : When servant leadership may be negatively related to OCB via psychological entitlement. *Journal of Business Research*, 166(11), 114122.

<https://doi.org/10.1016/j.jbusres.2023.114122>

- Siddiquei, A. N., Ahmad, S., & Asmi, F. (2025). Acta Psychologica Fostering team resilience with servant leadership: A multi-level study of the construction industry. *Acta Psychologica*, 253(February), 104732. <https://doi.org/10.1016/j.actpsy.2025.104732>
- Spears, L., Robert, T., Greenleaf, R. K., Greenleaf, R., & Spears, L. (1996). Reflections on Robert K. Greenleaf and servant-leadership. *Leadership & Organization Development Journal*, 17(7), 33–35. <https://doi.org/10.1108/01437739610148367>
- Stollberger, J., Las, M., Rofcanin, Y., & José, M. (2019). Serving followers and family? A trickle-down model of how servant leadership shapes employee work performance. *Journal of Vocational Behavior*, 112(July 2018), 158–171. <https://doi.org/10.1016/j.jvb.2019.02.003>
- Sugiyono. (2016). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Sutanto, E. M., & Hoo, V. R. B. S. (2025). Jurnal Manajemen Indonesia Servant Leadership: Its Role on Organizational Citizenship Behavior through Job Satisfaction and Organizational Commitment. *Jurnal Manajemen Indonesia*, 24(1), 267–283.
- Tegor, Johannes, Amin, S., & Rosita, S. (2025). Employee engagement as a driver of performance improvement: A case study of foreign companies in Indonesia. *Multidisciplinary Science Journal*, 8(2). <https://doi.org/10.31893/multiscience.2026044>
- Thi, Q., & Hoang, K. (2025). The impact of servant leadership and transformational leadership on employees' service recovery performance: a comparative analysis. *December*. <https://doi.org/10.1108/TLO-10-2024-0326>
- Waqiah, Firdaus, M., & Agustin. (2021). Effect Of Organizational Citizenship Behavior (Ocb) On Employee Performance Through Job Satisfaction. *International Journal of Administration, Business and Management*, 3(1), 13–27.

Yoopetch, C. (2021). The Effects of Employee Learning , Knowledge , Benefits , and Satisfaction on Employee Performance and Career Growth in the Hospitality Industry. *Sustainability*.

Yuniarto, P. (2018). Effect Of Organizational Citizenship Behaviors As A Moderation Between Servant Leadership On Employee. *Journal of Applied Management (JAM)*, 16(2), 264–270.

Zada, M., Saeed, I., & Zada, S. (2024). Examining the nexus between servant leadership and employee task performance: the moderation mediation model. *Humanities and Social Sciences Communications*, 1–12. <https://doi.org/10.1057/s41599-024-04052-8>

