

## **ABSTRACT**

*This study aims to analyze the influence of servant leadership on employee performance with organizational citizenship behavior (OCB) as a mediating variable among employees of Telkomsel Semarang. This research employed a quantitative approach using questionnaires distributed to 120 active employees of Telkomsel Semarang as respondents. The sampling technique used in this study was purposive sampling. Data analysis was conducted using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS 4.*

*The results of the study indicate that servant leadership has a positive and significant effect on employee performance. Servant leadership also has a positive and significant effect on organizational citizenship behavior. In addition, organizational citizenship behavior has a positive and significant effect on employee performance. The findings further reveal that organizational citizenship behavior is able to mediate the relationship between servant leadership and employee performance through partial mediation. These results indicate that the implementation of servant leadership can enhance employees' extra-role behavior, which subsequently contributes to improved employee performance.*

*The implications of this study suggest that the implementation of servant leadership and the strengthening of organizational citizenship behavior are important factors in improving employee performance at Telkomsel Semarang. Therefore, the company is encouraged to maintain leadership practices that are service-oriented and foster a supportive and collaborative work environment within the organization.*

*Keywords: servant leadership, organizational citizenship behavior, employee performance*

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