

Servant Leadership, Team Member Exchange (TMX), and Foreign Ownership Life Insurance Employee Performance

Dr. Suhardi, S.E., M.M.¹, Nora Pitri Nainggolan, S.E., M.Si.²

^{1,2} *Universitas Putera Batam, R. Soeprapto Street, Tembesi, Batam, 29452, Kepulauan Riau, Indonesia*

Abstract: *The purpose of this study was to analyze how the role of Servant Leadership and the influence of Team Member Exchange (TMX) on employee performance. This research was conducted at a foreign-owned life insurance company in the Riau Islands Province of Indonesia. The sampling technique was proportional random sampling as many as 160 respondents (32 x 5) Likert interval 1 to 5. Data were collected by distributing questionnaires to 16 foreign-owned life insurance companies in the Riau Islands Province, using multiple linear analyses consisting of descriptive analysis methods and quality tests. data using SPSS version 21 program. The results of this study found that identification of Servant Leadership is an important antecedent of employee performance, servant leadership has a positive and significant effect on employee performance. Team Member Exchange (TMX) has a positive and significant effect on employee performance, Servant Leadership and Team Member Exchange (TMX) simultaneously have a positive and significant effect on employee performance. The practical implication of this research is that it is hoped that the study findings can be taken into consideration for the management of foreign-owned life insurance companies in terms of improving employee performance by paying attention to Servant Leadership: Affection, Empowerment, Vision, Modesty, Trust and Team Member Exchange (TMX) with attention to Reciprocal, Hope, Compatibility, Feedback Environment to improve employee performance.*

Keywords: *Servant Leadership, Team Member Exchange, Performance.*

Date of Submission: 07-09-2021

Date of Acceptance: 21-09-2021

I. Introduction

The level of business development that is increasingly advanced and technologically advanced at this time triggers organizations in carrying out their business activities empowering agile, skilled, and competent human resources to become important, Organizations are required to be able to translate knowledge into individuals, groups or teams, and organizations into real in the form of services (Suhardi et al., 2018). for what? Organizations cannot run without the support of reliable human resources. In addition, business competition is increasingly complex, not only competing with similar companies in its own country but also competing with companies from other countries due to globalization. To achieve the organization's goals, the company must have competent and high-performance resources, including in the life insurance business. Of the many relevant factors to achieve the goals of the organization, one of which is teamwork. If you work as a team to achieve a common goal, your goals will be more achieved than working alone (Rhee et al., 2013 in Pratiwi & Nugroho, 2014), because teamwork can produce good performance compared to working individually (Widhiastuti, 2014). 2013).

Life insurance entrepreneurs improve employee performance through their human resources. Life insurance companies realize that the investment value of employees as human resources is a top priority because until now insurance services still require human resources to market their insurance products so that human resources are seen as an important company asset (Zupri, Y, – Regional Manager Sumatra area PT. Takaful Keluarga Indonesia) during a visit to his office in Batam City Indonesia, because insurance services are still dominated by agents and marketers do not use sophisticated equipment such as robots like in other industries (Suhardi, 2018). Empirical evidence has shown that organizational identification has a significant effect on employee performance and Servant Leadership outcomes, as these results are what any modern human resources function would hope to encourage among its workforce (Edwards, 2009) Continuous research on organizational identification is essential to implement effective human resources. More and more organizations are using work teams as the main work unit (Mesmer et al. 2009), how relationships among team members can change the magnitude of the influence of organizational identification and studying the quality of relationships among colleagues into a natural and important research direction (Liu Y, 2011; Mesmer et al. 2009).

One of the main relationships that employees maintain with their work teams is the Team Member Ex-

change (TMX), which is conceptualized as reciprocity between members and their teams concerning the contribution of ideas, feedback, and member assistance to other members and, which in turn is the reception of information, assistance, and member recognition from other team members (Zhang et al. 2015; Liu Y, 2011; Mesmer et al. 2009).

The purpose of this study is to fill in the research gap above by examining how the relationship between employee performance identification may depend on Team Member Exchange (TMX). We propose identifying Team Member Exchange (TMX) and Servant Leadership (SL) as important antecedents of employee performance. Building on the theory of Servant Leadership (SL), and we further argue that Servant Leadership (SL) can strengthen the impact of organizational identification on employee performance. Building the social exchange theory, we further argue that Team Member Exchange (TMX) can amplify the impact on employee performance. This study enriches our existing knowledge of this stream of research which has accumulated mainly from studies in the West. In addition, Indonesian life insurance organizations face employee motivation challenges due to their rapid and broad economic expansion (Zhang et al. 2015; Pratiwi & Nugroho, 2014; Liu Y, 2011). For this reason, this first research was conducted with the object of research being a foreign-owned life insurance company in the Riau Islands Province of Indonesia, and in the next period, we will see how it is implemented in a nationally owned (domestic capital) life insurance company. The reason the researcher did this separation is by looking at the interesting phenomenon seen from the data collected from the Financial Services Authority (OJK) 54 Life Insurance companies are operating in Indonesia, there are 24 foreign-owned Life Insurance companies, and 30 nationally owned life insurance companies.

II. Theoretical Framework And Hypotheses

Performance

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Anjani, 2019). Meanwhile, employee performance is the level of success of an employee/group of people in carrying out a task or activity assigned to him according to his responsibility with the expected results. (Suhardi; Ratih, Ida Aju Brahma; Sari, 2018) (Suhardi et.al. 2018). But according to Setyawati et al., (2018: 136) employee performance is a comparison tool from a person's work that is adjusted to the rules that have been set by an organization.

Performance is to measure the success of an organization in achieving the goals of the organization or it can also be interpreted as a result achieved by a person in carrying out the duties and responsibilities assigned to him because it is based on the capabilities possessed (Uhing, 2018: 2400). Employee performance is the result of work given by the company where employees carry out according to the rules set by the company to achieve targets following company standards both in quality and quantity according to the responsibilities given by the company (Handayani, 2016: 44).

Based on the opinion of experts, it was concluded that employee performance is the level of success of an employee/group of people in carrying out a task or activity that is charged to him according to his responsibilities with the expected results.

Servant Leadership

From various theories regarding leadership styles, according to contemporary views, the most recent leadership style currently in great demand by researchers is the servant leadership style. According to Greenleaf (2008) in Liden et.al. (2008), Servant leadership is a leadership that starts from sincere feelings that arise from a heart that desires to serve. The orientation of servant leadership is to serve followers with spiritual-moral standards. Servant leaders usually put the needs of followers as a top priority and treat them as co-workers, so that the closeness between the two is very close because they are involved with each other. According to Spears (2010: 255); Aji, Muhammad, & Palupiningdyah. (2016) Servant Leadership is a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and prioritize service.

Based on the views of the experts mentioned above, it can be concluded that Servant Leadership is leadership that in carrying out its duties prioritizes service to its subordinates by treating it with sincere feelings that arise in its heart.

Team Member Exchange (TMX)

Team Member Exchange (TMX) assessed by Farmer, et.al. (2015); Liu, Y., Keller, R. T., & Shih, H-A. (2011) is very important in the field of organizational behavior, but this phenomenon is relatively unexplored by researchers. Meanwhile, according to Banks, G.C., et al. (2014) Team Member Exchange (TMX) wanted to assess the extent to which team members personally felt a sense of weakness in task-based interactions.

Perdana, I Komang Hady, and Surya, Ida Bagus Ketut. (2017); Seers, Petty, Cashman (in Chen, 2018) define Team Member Exchange (TMX) as a process of exchanging ideas, ideas, feedback, and assistance with team members sharing information (information sharing), sharing efforts (effort sharing) and rewards from other

members.

Based on this view, it is concluded that Team Member Exchange (TMX) is the individual perception of team members on the overall reciprocal relationship in the form of sharing information and sharing assistance among team members.

The above arguments lead to the following hypothesis:

Framework

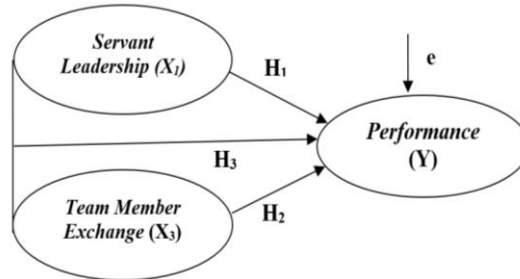


Figure 1. Framework

Hypotheses

Hypothesis 1: Servant Leadership is positively related to Employee Performance

Hypothesis 2: An employee's Team Member Exchange is positively related to his or her performance.

Hypothesis 3: Servant Leadership and Team Member Exchange are simultaneously positively related to Employee Performance

The population in this study were all foreign ownership life insurance employees in the Riau Islands Province, using 3 construct variables with 32 indicators. The sampling technique was proportional random sampling as many as 160 respondents (32 x 5) Likert interval 1 to 5.

Table 1. Variables and Indicators

Variable	Indicator	Skala
Servant Leadership (X ₁)	Affection	Skala Likert 1-5
	Empowerment	
	Vision	
	Modesty	
	Trust	
Team Member Exchange (X ₂)	Reciprocal	
	Hope	
	Compatibility	
	Feedback Environment	
Performance (Y)	Yield Quality	
	Productivity	
	Punctuality	
	Effectiveness	
	Independence	
	Work Commitment	
Responsibility		

III. Research Method

The survey package was distributed to 160 employees in 16 foreign-owned life insurance companies in the Riau Islands Province of Indonesia. The analytical method that will be used to obtain information about the magnitude of the strength of the independent variable on the dependent variable is to use the multiple linear regression method which consists of descriptive analysis method and data quality test using SPSS version 21 program, several tests of the collected data will be analyzed to provide an overview influence on the independent and dependent variables in this study.

The profiles of respondents discussed in this study include gender, age, qualification/education, length of work, income, on-duty are as follows:

IV. Data Analysis And Discussion

Profile of Respondents

Table 2. Profile of Respondents

No	Gender	Count	(%)
1	Male	68	42.5
2	Female	92	57.5
	Total	160	100.0

No	Age	Count	(%)
1	20-30 years	4	27.5
2	31-40 years	63	39.4
3	41-50 years	35	21.9
4	51-60 years	18	11.3
5	> 60 years	0	0.0
	Total	160	100.0

No	Qualification	Count	(%)
1	Elementary/Junior	1	62.0
2	High School	88	37.8
3	Diploma/S1	67	0.3
4	Master/S2	4	0.0
5	Doktor/S3	0	0.0
	Total	160	100.0

No	Length of Work	Count	(%)
1	< 5 years	32	20.0
2	5-10 years	93	58.1
3	11-15 years	11	6.9
4	15-20 years	14	8.8
5	> 20 years	10	6.3
	Total	160	100.0

No	Income	Count	(%)
1	< IDR 5 million	33	20.6
2	IDR 5-10 million	79	49.4
3	IDR 10-15 million	26	16.3
4	IDR 15-20 million	15	9.4
5	> IDR 20 million	7	4.4
	Total	160	100.0

No	On-Duty	Count	(%)
1	Non-Agent	33	20.6
2	Agency/Marketer	127	79.4
	Total	160	100.0

Research result
Data Quality Test Results

Table 3. Validity Test Results

Variable	Item	R _{count}	Validity
<i>Servant Leadership</i> (X ₁)	X1.1.1	.912	Valid
	X1.1.2	.845	Valid
	X1.2.1	.783	Valid
	X1.2.2	.821	Valid
	X1.3.1	.858	Valid
	X1.3.2	.944	Valid
	X1.4.1	.934	Valid
	X1.4.2	.916	Valid
	X1.5.1	.920	Valid
	X1.5.2	.406	Valid
<i>Team Member Exchange</i> (X ₂)	X2.1.1	.911	Valid
	X2.1.2	.927	Valid
	X2.2.1	.903	Valid
	X2.2.2	.910	Valid
	X2.3.1	.873	Valid
	X2.3.2	.837	Valid
<i>Performance</i> (Y)	X2.4.1	.890	Valid
	X2.4.2	.927	Valid
	Y.1.1	.876	Valid
	Y.1.2	.769	Valid
	Y.2.1	.706	Valid

Y.2.2	.750	Valid
Y.3.1	.937	Valid
Y.3.2	.816	Valid
Y.4.1	.893	Valid
Y.4.2	.861	Valid
Y.5.1	.931	Valid
Y.5.2	.721	Valid
Y.6.1	.926	Valid
Y.6.2	.831	Valid
Y.7.1	.916	Valid
Y.7.2	.916	Valid

Table 4. Variable Reliability Test Results

Variable	Cronbach's Alpha	N of Items
Servant Leadership	.910	10
Team Member Exchange	.957	8
Performance	.959	14

Classic assumption test

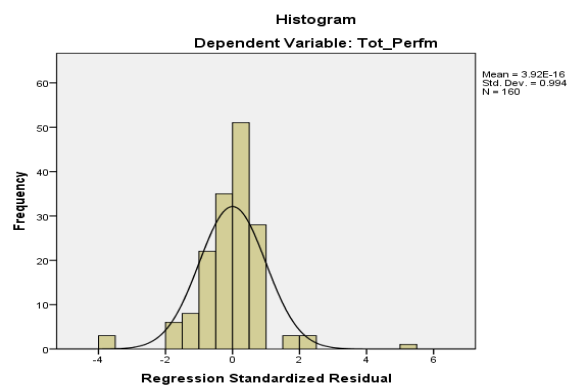


Figure 2. Normality Test (Histogram)

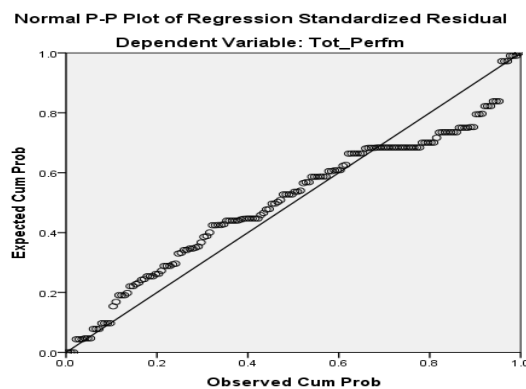


Figure 3. Normality Test Results (P-Plot)

Table 5. Multicollinearity Test Results
Coefficients^{a,b}

Model		Collinearity Statistics	
		Tolerance	VIF
1	Tot_SL	.660	1.514
	Tot_TMX	.660	1.514

a. Dependent Variable: Tot_Perfm

b. Weighted Least Squares Regression - Weighted by x1.1.1

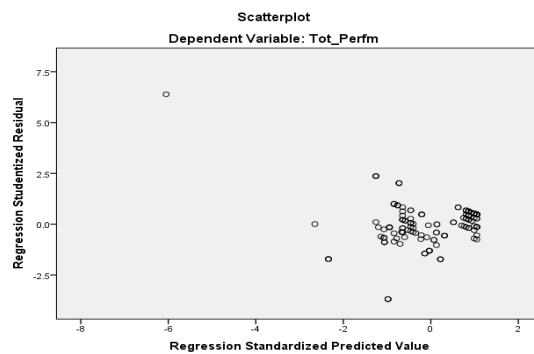


Figure 4. Results of Scatterplot Heteroscedasticity

Influence Test Results

Table 6. Analysis of Multiple Linear Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.920	4.111		5.332	.000
1 Tot_SL	.732	.102	.531	7.179	.000
Tot_TMX	.229	.107	.158	2.137	.034

a. Dependent Variable: Tot_Perfm

Obtained multiple regression equation, namely:

$$Y = 21.920 + 0.732 X_1 + 0.229 X_2 + e$$

Table 7. T-test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.920	4.111		5.332	.000
1 Tot_SL	.732	.102	.531	7.179	.000
Tot_TMX	.229	.107	.158	2.137	.034

a. Dependent Variable: Tot_Perfm

Information:

1. The constant has a value of 21,920. This shows that if Servant Leadership (X1) and Team Member Exchange (X2) are zero, then Performance has a value of 21,920.
2. Servant Leadership (X1) has a regression coefficient of 0.732, meaning that if the other independent variables have a fixed value or do not change, every 1 point or 1% increase in Servant Leadership will increase Performance by 0.732. The positive Servant Leadership coefficient means that there is a positive relationship between Servant Leadership and employee performance, which means that increasing Servant Leadership will increase employee performance.
3. Team Member Exchange (X2) has a regression coefficient of 0.229, meaning that if the other independent variables are fixed or unchanged, every 1 point or 1% increase in Team Member Exchange will increase Performance by 0.229. The coefficient of Team Member Exchange (TMX) is positive, meaning that there is a positive relationship between Team Member Exchange and Employee Performance, which means that increasing Team Member Exchange will increase Performance.

Table 8. Test Results F ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2503.203	2	1251.601	52.167	.000 ^b
Residual	3766.772	157	23.992		
Total	6269.975	159			

a. Dependent Variable: Tot_Perfm
 b. Predictors: (Constant), Tot_TMX, Tot_SL

$F_{Count} = 52.167 > F_{Table}$ and or can be seen sig = 0.000, then Servant Leadership and Team Member Exchange simultaneously affect the Performance of Foreign Ownership life insurance employees in the Riau Islands Province.

Table 9. Test Results for the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.399	.392	4.89818

a. Predictors: (Constant), Tot_TMX, Tot_SL
 b. Dependent Variable: Tot_Perfm

The R Square test results are worth 0.399, meaning that Servant Leadership and Team Member Exchange influence on Performance of 39.9% while the remaining 60.1% is influenced by other factors.

Discussion

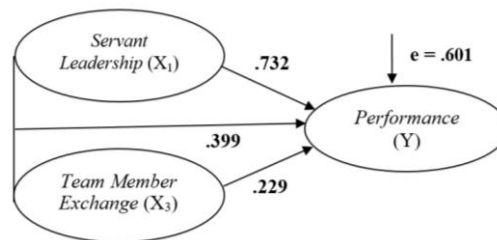


Figure 5. Research Results

1. The Influence of Servant Leadership on Performance

Based on the results of the study, it was found that Servant Leadership (X₁) had a significant effect on Performance, based on the results of the t-test for Servant Leadership (X₁) of 7.719 and a significant value of 0.000 below alpha 0.05, then Servant Leadership (X₁) had a positive and significant effect on Performance (Y), means that Servant Leadership carried out by foreign owned Life Insurance in the Riau Islands Province is able to encourage an increase in performance. Hypothesis 1 is supported. The results of this study confirm previous research conducted by Hu & Liden., 2011; Van Dierendonck, 2011; Ozyilmaz & Cicek 2015; Miao et al. 2014.

2. Influence of Team Member Exchange on Performance

Based on the results of the study, it was found that Team Member Exchange (X₂) had a significant effect on Performance, based on the results of the statistical test t-count Team Member Exchange (X₂) of 2.137, and a significant value of 0.034 which was smaller than alpha 0.05, then Team Member Exchange (X₂) had a positive effect and significant to Performance (Y), meaning that Team Member Exchange for Life Insurance employees of foreign ownership in the Riau Islands Province of Indonesia have a significant effect on increasing Performance (Y). Hypothesis 2 is supported. The results of this study confirm previous studies by Ehrhart et al., 2006; Nielsen et al., 2009; Wei et al., 2014.

3. Effect of Simultaneous Servant Leadership and Team Member Exchange on Performance

Based on the results of the study, it was found that Servant Leadership (X₁), and Team Member Exchange (X₂) simultaneously had a significant effect on Performance, based on the results of the F statistic test for Servant Leadership (X₁), and Team Member Exchange (X₂) of 52.167 and a significant 0.000 below alpha 0.05, then Servant Leadership (X₁) and Team Member Exchange (X₂) simultaneously have a positive and significant effect on performance (Y). Hypothesis 3 is supported.

V. Discussion, Conclusion, And Suggestion,

The positive relationship between Servant Leadership and Employee Performance has been well documented (Ozyilmaz & Cicek 2015; Miao et al. 2014). Our results show that an employee who has a high level of Servant Leadership shows a high level of performance. Furthermore, we find evidence that the relationship between Servant Leadership and performance is directly proportional and positive. This study concludes that Servant Leadership has a positive and significant effect on the performance of foreign-owned life insurance employees in the Riau Islands province of Indonesia.

Interestingly, Our findings have several important implications for the existing literature. First, consistent with previous research (eg Hu & Liden., 2011; Van Dierendonck, 2011), we find that identification of Servant Leadership is an important antecedent of employee performance. The results of this study provide evidence of using Servant Leadership theory to understand employee performance. In addition, our study extends the current literature on Servant Leadership. While previous research has shown that Servant Leadership identification is an important driver behind team member behavior, our research highlights that in Servant Leadership, organizational identification has its own role in influencing team member performance and should not be ignored.

The second conclusion is that Team Member Exchange (TMX) has a positive and significant effect on the performance of foreign-owned life insurance employees in the Riau Islands Province. The results of this study indicate that a high-quality Team Member Exchange (TMX) is beneficial for increasing the positive impact of employee performance. Our study complements research on the relationship between Team Member Exchange (TMX) and employee performance.

The third conclusion, Servant Leadership, and Team Member Exchange (TMX) simultaneously have a positive and significant effect on the performance of foreign-owned life insurance employees in the Riau Islands Province. Churchill, Ford, Hartley, and Walker (1985) found that selling skills were strongly related to salesperson performance, skills relevant to life insurance assignments were key to performance in Servant Leadership and Team Member Exchange (TMX). The study also offers practical insights into HR management. Company leaders often use HR practices such as reward systems to stimulate employees' high performance (Liu Y, 2011; Chiu and Tsai 2007), in addition, this study makes company leaders to facilitate the use of their Servant Leadership for higher employee performance. The results of this study indicate that managers who wish to improve the performance of their employees by using servant leadership identification as a tool should value the Team Member Exchange (TMX).

Suggestion

The suggestions that can be given in this research are:

1. Servant Leadership in foreign-owned Life Insurance companies in the Riau Islands Province of Indonesia has a positive and significant influence on Performance, the leaders of Life Insurance companies in the Riau Islands Province should continue to maintain this Servant Leadership, and if it is still possible the leaders of the life insurance companies can increase their Servant Leadership because if not, it will have an impact on decreasing Performance.
2. Team Member Exchange of foreign-owned life insurance companies in the Riau Islands Province of Indonesia has a positive and significant influence on employee performance, leaders of foreign-owned life insurance companies should continue to maintain Team Member Exchange (TMX), and if it is still possible the leaders of insurance companies souls can increase Team Member Exchange (TMX) because if not, it will have an impact on decreasing employee performance.
3. To other researchers who wish to research this matter, it is suggested to be able to complete this research with a wider scope, such as taking other variables not included in this study (60.1%) so that it can provide significant benefits and influences. even better for the development of foreign-owned life insurance in the Riau Islands, Indonesia in particular.

On this occasion we would not forget to say: Thank you to the Directorate of Research and Community Service of the Ministry of Research and Technology/National Research and Innovation Agency for providing funding to research the Research Implementation Contract with LLDIKTI Region X Number: 026/LL10/PG-TJ/2021.

References

- [1]. Aji, Muhammad, & Palupiningdyah. (2016). Pengaruh Servant Leadership terhadap Kinerja Karyawan dengan Bournut sebagai Variabel Intervening. *Management Analysis Journal* 5(3).
- [2]. Anjani, A. (2019). Pengaruh Kompetensi dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Inspirasi Bisnis Dan Manajemen*, 3(1), 1. <https://doi.org/10.33603/jibm.v3i1.2191>
- [3]. Banks, G.C., et al. (2014) What Does Team-Member Exchange Bring to the Party? A Meta-Analytic Review of Team and Leader Social Exchange. *Journal of Organizational Behavior*, 35, 273-295.
- [4]. Chen, Zheng. (2018) A Literature Review of Team-Member Exchange and Prospects. *Journal of Service Science and Management*, 11, 433-454. doi: 10.4236/jssm.2018.114030.

- [5]. Chiu, S. & Tsai, W. (2007). The Linkage Between Profit Sharing and Organizational Citizenship Behaviour. *International Journal of Human Resource Management*, 18: 1098–1115.
- [6]. Edwards, M.R. 2009. HR, Perceived Organizational Support and Organizational Identification: An Analysis After Organizational Formation. *Human Resource Management Journal*, 19: 91–115.
- [7]. Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-Level OCB and Unit Effectiveness: Examining the Incremental Effect of Helping Behavior. *Human Performance*, 19(2), 159-173. doi:10.1207/s15327043hup1902_4.
- [8]. Farmer, S.M., Van Dyne, L. and Kamdar, D. (2015) The Contextualized Self: How Team-Member Exchange Leads to Coworker Identification and Helping OCB. *Journal of Applied Psychology*, 100, 583-595.
- [9]. Ferdinand. A. 2014. *Metode Penelitian Manajemen : Pedoman penelitian untuk Skripsi, Tesis, dan Desertasi Ilmu Manajemen*, Semarang : Badan Penerbit Universitas Diponegoro. Ed.5.
- [10]. Handayani, Rina Dwi. 2016. Pengaruh Lingkungan Dan Semangat Kerja Terhadap Kinerja PNS Balista Lembang. II (1): 40– 51.
- [11]. Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. *The Journal of Applied Psychology*, 96(4), 851–62. DOI: <http://dx.doi.org/10.1037/a0022465>.
- [12]. Liden, R., Wayne, S., Zhao, H., & Henderson, D. (2008). Servant Leadership: Development of a multi-dimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177.
- [13]. Liu, Y., Keller, R. T., & Shih, H-A. (2011). The Impact of Team-Member Exchange, Differentiation, Team Commitment, and Knowledge Sharing on R&D Project Team Performance. *R&D Management*, 41, 274–287.
- [14]. Liu Y, Loi R & Lam L.W. 2011. Linking Organizational Identification and Employee Performance in Teams: The Moderating Role of Team Member Exchange. *The International Journal of Human Resource Management*. 22 (15). DOI:10.1090/09585192.2011.560875.
- [15]. Miao, Q., Newman, A., Schwarz, G., & Xu, L. (2014). Servant leadership, trust, and the organizational commitment of public sector employees in China. *Public Administration*, 92(3), 727–743.
- [16]. Nielsen, T. M., Hrivnak, G. A., & Shaw, M. (2009). Organizational Citizenship Behavior and Performance: A Meta-Analysis of Group-Level Research. *Small Group Research*, 40(5), 555-577. doi:10.1177/1046496409339630.
- [17]. Ozyilmaz, A., & Cicek, S. S. (2015). How does servant leadership affect employee attitudes, behaviors, and psychological climates in a for-profit organizational context? *Journal of Management and Organization*, 21(3), 263–290.
- [18]. Perdana, I Komang Hady, dan Surya, Ida Bagus Ketut. (2017). Pengaruh Servant Leadership dan Trust In Leadership terhadap Organizational Citizenship Behaviour. *E-Jurnal Manajemen Unud*, Vol. 6, 2017: 3225-3251.
- [19]. Pratiwi, W. K & Nugrohoseno, D. (2014). Pengaruh Kepribadian Terhadap Kerjasama Tim dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal I Bisma*. Vol. 7 (1) Agustus. DOI: 10.26740/bisma.v7n1.p63-72.
- [20]. Mesmer-Magnus, J.R., and DeChurch, L.A. 2009. Information Sharing and Team Performance: A Meta-Analysis. *Journal of Applied Psychology*, 94: 535–546.
- [21]. Setyawati, N. W., Aryani, N. A., & Ningrum, E. P. (2018). Stres Kerja Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 3(3), 405–412. <https://doi.org/10.36226/jrmb.v3i3.158>.
- [22]. Spears, Larry. 2010. Character and Servant Leadership: Ten Characteristics of Effective, Caring Leaders. *The Journal of Virtues & Leadership*. 1, 25-30.
- [23]. Suhardi, Banjarnahor, H., Adam, S., & Kuarniawan, A. D. E. (2018). The role of information technology in knowledge management in small medium enterprise. *Journal of Theoretical and Applied Information Technology*. <http://www.scopus.com/inward/record.url?eid=2-s2.0-85059478343&partnerID=MN8TOARS>
- [24]. Suhardi, Ratih, I.A.B, Sari, I.A.B. (2018). The Effect of Competence, Compensation of Organizational Citizenship Behavior And Performance of Employees In Life Insurance Companies In Batam City. *Archives of Business Research*, 6(10). <https://doi.org/10.14738/abr.610.5484>
- [25]. Uhing, Ireyn P. Dumanauw Rita N. Taroreh Yantje. 2018. “Pengaruh Manajemen Perubahan, Lingkungan Kerja Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja Kabupaten Minahasa Utara” 6 (4): 2398–2407.
- [26]. Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261. DOI: <http://dx.doi.org/10.1177/0149206310380462>.
- [27]. Wei, K., Crowston, K., Li, N. L., & Heckman, B. (2014). Understanding Group Maintenance Behavior in Free/Libre Open Source Software Projects: The Case of Fire and Gaim. *Information & Management*. doi:10.1016/j.im.2014.02.001.
- [28]. Widhiastuti, H. (2013). The Influence of Big Five Personality Traits, Work Values, and Compensation Satisfaction with the Performance of Sales Service: Employee Insurance. *International Journal of Applied Psychology* 3(3): 74-78.
- [29]. Zhang, Y., Wang, X. and Zhang, X. (2015) A Literature Review of Differentiated Transformational Leadership and Prospects. *Foreign Economics and Management*, 37, 43-53

Suhardi is a Doctor of Economics Postgraduate Lecturer at Putera Batam University, Riau Islands, Indonesia. His research has attracted a grant from the Indonesian Ministry of Research and higher education in 2017-2018-2019, 2021, and 2022, as the best poster at the 2018 Indonesia Conference. Currently, he has more than 20 years of experience in the Insurance Industry. His research interests include Human Resources Management, Organizational Behavior, Marketing, Leadership, and Management Strategy.

ORCID ID: <https://orcid.org/0000-0001-5595-8361>

Nora Pitri Nainggolan is a lecturer at Putera Batam University. She has a master's degree in management science obtained from the University of North Sumatra. She has 9 years of academic experience. She is also an editor executor at the *Journal of Scientific Management*. Her research has attracted a grant from the Indonesian Ministry of Research and higher education in 2021. Her research interests include Marketing and Human Resources Management.

ORCID ID: <https://orcid.org/0000-0002-1641-780X>