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The Influence of Servant Leadership on Organizational Citizenship Behavior and Public Service Performance: A Study of Indonesian National Police (POLRI) Members

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Abstract

Background: The Indonesian National Police (Polri) has been mandated to transition from a command-and-control institution to a community-oriented, service-driven organization since 1999. Despite this imperative, empirical research on the leadership mechanisms that drive officer behavior and service quality remains limited.

Objectives: This study investigates the influence of servant leadership on organizational citizenship behavior (OCB) and public service performance, and tests OCB as a mediating mechanism.

Methods: A quantitative cross-sectional survey was conducted with 215 Polri members across four operational units at Polda Metro Jaya using proportional stratified random sampling. Data were collected via the Servant Leadership Questionnaire (SLQ), the OCB scale, and an adapted public service performance scale. Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0 was employed for hypothesis testing.

Results: Servant leadership positively and significantly predicted OCB ($\beta = 0.512$, $t = 8.127$, $p < .001$, $f^2 = 0.355$) and public service performance ($\beta = 0.283$, $t = 3.986$, $p < .001$, $f^2 = 0.108$). OCB significantly predicted public service performance ($\beta = 0.421$, $t = 6.191$, $p < .001$, $f^2 = 0.238$) and partially mediated the servant leadership–performance relationship (indirect $\beta = 0.215$, VAF = 43.2%, 95% CI [0.135, 0.296]). The model explained 26.2% of variance in OCB and 48.7% in public service performance.

Conclusions: Servant leadership is a significant predictor of OCB and public service performance in a paramilitary public-sector context. OCB partially mediates this relationship, indicating both direct motivational and indirect behavioral pathways. Findings extend servant leadership theory beyond Western business contexts and provide actionable guidance for leadership development within Polri.

Keywords: Servant Leadership, Organizational Citizenship Behavior, Public Service Performance, PLS-SEM, Indonesian National Police (POLRI)

1. Introduction

The concept of servant leadership — first articulated by Greenleaf [1] as a philosophy in which leaders prioritize the needs and growth of those they serve — has emerged as one of the most extensively studied leadership paradigms in organizational scholarship over the past three decades. Unlike transactional or transformational models that centre the leader's agency, servant leadership inverts the traditional power dynamic by positioning followers' development and well-being as the primary leadership objective. Van Dierendonck [2] described servant leadership as a constellation of behaviors encompassing empowerment, accountability, standing back, humility, authenticity, forgiveness, courage, and stewardship. Liden and colleagues [3] operationalized the construct into seven empirically validated dimensions: emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow, putting subordinates first, and behaving ethically. This multidimensional framework has since been applied across diverse industrial and cultural contexts, consistently demonstrating significant positive associations with follower outcomes including job satisfaction, organizational commitment, OCB, and performance [4, 5].

In the context of public sector institutions, particularly law enforcement agencies, the relevance of servant leadership assumes heightened practical significance. The Indonesian National Police (Polri), established as a civilian institution following its

separation from the Indonesian Armed Forces in 1999, [6] has been mandated to transition from a military-style, command-and-control organization to a community-oriented, service-driven institution. This transformation — encapsulated in the doctrine of Polisi Melayani Masyarakat (Police Serving the Community) — represents a fundamental reorientation of institutional identity, one that demands a corresponding shift in leadership philosophy at all levels of the organization. Despite this institutional imperative, leadership development within Polri has traditionally emphasized hierarchical obedience and procedural compliance over the empowerment and service-oriented behaviors characteristic of servant leadership [6].

Organizational citizenship behavior (OCB), defined by Organ [7] as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization," represents a critical behavioral outcome in service-intensive organizations such as policing. Officers who voluntarily assist colleagues, go beyond minimum duty requirements, proactively coordinate with peers, and engage actively in institutional activities collectively enhance unit effectiveness and service quality. Podsakoff and colleagues [8] demonstrated through meta-analysis that OCB significantly predicts unit-level productivity, quality of service, and overall organizational effectiveness. Within law enforcement, officers' willingness to engage in discretionary prosocial behaviors constitutes a key determinant of how communities experience policing services, and may be substantially shaped by the leadership climate of the unit.

Public service performance — conceptualized through the dimensions of reliability, responsiveness, assurance, empathy, and accountability [9, 10] — represents the ultimate institutional outcome for Polri. Despite its prominence as an organizational priority, empirical research investigating the leadership antecedents of public service performance among Polri members remains sparse. Existing studies on Indonesian policing have focused predominantly on structural reforms [6] rather than micro-level leadership mechanisms. This represents a significant gap, as individual-level leadership quality is widely recognized as a proximal determinant of both OCB [4, 11] and service performance [5, 15] in organizational behavior research.

The theoretical rationale for this study draws on Social Exchange Theory (SET) [12], which holds that leaders who invest in followers' welfare elicit reciprocal prosocial behaviors; Social Learning Theory [13], which argues that followers observe and emulate servant leaders' ethical and community-oriented conduct; and Stewardship Theory, [14] which frames servant leaders as institutional stewards who cultivate shared commitment to the organization's public mission. Although empirical studies have examined servant leadership in relation to OCB [3-11] and performance [5-16] in private-sector and Western contexts, three gaps persist: (1) no published study has examined the servant leadership–OCB–performance chain in Indonesian law enforcement; (2) the applicability of servant leadership theory to hierarchically structured, quasi-military institutions has yet to be rigorously tested; and (3) OCB's mediating role in transmitting servant leadership effects to public service performance has received limited attention in policing research.

The present study therefore aims to: (1) examine the direct effect of servant leadership on OCB; (2) examine the direct effect of servant leadership on public service performance; (3) examine the direct effect of OCB on public service performance; and (4) test whether OCB mediates the relationship between servant leadership and public service performance, all among Polri members at Polda Metro Jaya. Findings are expected to extend servant leadership theory to a non-Western, paramilitary public-sector context and offer actionable recommendations for leadership development within Polri.

2. Theoretical Framework and Hypothesis Development

2.1 Servant Leadership

Servant leadership was first conceptualized by Greenleaf [1] and subsequently developed into an empirically testable, multidimensional construct by Liden *et al*., [3] whose Servant Leadership Questionnaire (SLQ) remains the most widely validated measurement instrument. The seven SLQ dimensions capture a comprehensive behavioral profile: Emotional Healing (sensitivity to followers' well-being), Creating Value for Community (prioritizing community benefit), Conceptual Skills (operational and strategic acumen), Empowering (granting decision-making autonomy), Helping Subordinates Grow (investing in follower development), Putting Subordinates First (subordinating self-interest), and Behaving Ethically (integrity and ethical modeling). Van Dierendonck's review [2] synthesized these properties into a coherent leadership philosophy rooted in humility and service, arguing that servant leaders fundamentally redefine the purpose of leadership from personal advancement to collective flourishing.

2.2 Organizational Citizenship Behavior

Organ's [7] foundational conceptualization of OCB as discretionary, non-mandated prosocial behavior encompasses five dimensions validated by Podsakoff *et al*.: [17] Altruism (voluntary assistance to colleagues), Conscientiousness (performance above minimum standards), Sportsmanship (tolerance for operational constraints), Courtesy (proactive coordination to prevent problems), and Civic Virtue (active organizational participation). Meta-analytic evidence [8] confirms that OCB significantly predicts organizational productivity, service quality, and effectiveness. Borman and Motowidlo [18] conceptualized such behaviors as contextual performance — discretionary contributions to the organizational environment that amplify the impact of technical task performance — providing a theoretical bridge to service performance outcomes.

2.3 Public Service Performance

Public service performance among frontline Polri officers is operationalized through five dimensions adapted from the SERVQUAL framework [9] and Mahmudi's public sector performance model: [10] Reliability (consistent and accurate task completion), Responsiveness (speed and proactivity in serving the public), Assurance (competence and credibility in service interactions), Empathy (individualized attention to citizen needs), and Accountability (transparency and responsibility in service delivery). This operationalization replaces SERVQUAL's Tangibles dimension with Accountability, reflecting Mahmudi's [10] argument that public accountability is the defining criterion of government

service quality beyond what service marketing frameworks capture.

2.4 Underpinning Theoretical Perspectives

Three complementary theories underpin the conceptual model. Social Exchange Theory (SET) [12] holds that followers reciprocate leaders' investments in their welfare through elevated commitment and discretionary behaviors, providing the primary mechanism linking servant leadership to OCB and performance. Social Learning Theory [13] argues that officers observe and internalize the service-oriented and ethical conduct modeled by servant leaders, normalizing prosocial behaviors and a public-service orientation. Stewardship Theory [14] frames servant leaders as institutional stewards who subordinate self-interest to organizational mission, cultivating among followers a corresponding commitment to the public interest — the ultimate mission of Polri.

2.5 Hypothesis Development

Building on these theoretical perspectives and Fig 1, four hypotheses are proposed.

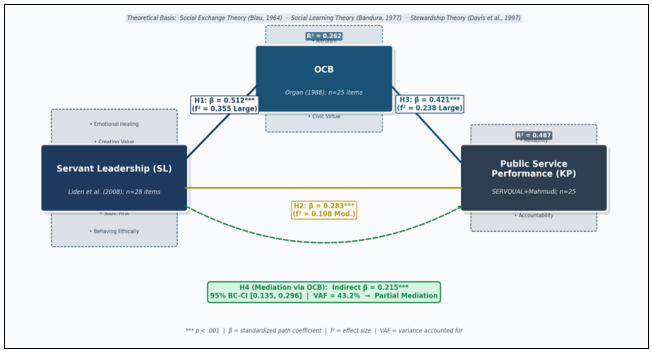

Fig 1: Conceptual research model. Solid arrows = direct effects (H1–H3); dashed arrow = mediated pathway (H4). SL = Servant Leadership (Liden *et al*., 2008); OCB = Organizational Citizenship Behavior; KP = Public Service Performance

H1	Servant leadership is positively and significantly associated with OCB among Polri members. Officers whose supervisors exhibit servant leadership are predicted to reciprocate through discretionary prosocial conduct, consistent with Social Exchange Theory.
H2	Servant leadership is positively and significantly associated with public service performance among Polri members. The Creating Value for Community and Behaving Ethically dimensions are expected to cultivate a service orientation among officers.
H3	OCB is positively and significantly associated with public service performance among Polri members. Higher OCB is predicted to enhance reliability, responsiveness, assurance, empathy, and accountability, consistent with contextual performance theory.
H4	OCB partially mediates the relationship between servant leadership and public service performance among Polri members, such that servant leadership influences performance both directly and indirectly through OCB.

Note. H1–H3 = direct effect hypotheses; H4 = mediation hypothesis. All hypotheses predict positive directional relationships.

3. Materials and Methods

3.1 Research Design

A quantitative, cross-sectional survey design was employed. The quantitative approach was selected to enable hypothesis testing through the measurement and analysis of structural relationships between constructs, [19] while the cross-sectional design allowed for data collection across multiple operational units within a defined timeframe. The unit of analysis was the individual Polri officer. Ethical approval was obtained from the institutional research ethics committee (Approval Code: [XXX/YYYY]), and written informed consent was obtained from all participants. Data were collected between [Month Year] and [Month Year].

3.2 Population and Sampling

The target population comprised all active-duty Polri members at Polda Metro Jaya (N = 4,500), distributed across four operational units. Proportional stratified random sampling was employed to ensure representativeness across units. The minimum sample size was determined via G*Power 3.1 [20] (linear multiple regression; $f^2 = 0.15$; $\alpha = .05$; power = 0.80; predictors = 2), yielding a minimum of n = 68. A target of n = 215 was set following Hair *et al*.'s [19] recommendation for PLS-SEM applications of this model complexity. Table 1 presents the sampling frame and allocation.

Table 1: Sampling Frame: Population Distribution and Proportional Sample Allocation by Operational Unit

Operational Unit	Population (N)	Pop. %	Target n	Returned	Valid n
Criminal Investigation (Reskrim)	1,100	24.4%	54	56	53
Community Policing (Binmas)	1,000	22.2%	49	50	48
Traffic (Lalu Lintas)	1,300	28.9%	63	65	62
Public Order (Sabhara)	1,100	24.4%	54	55	52
Total	**4,500**	**100%**	**220**	**226**	**215**

Note. Response rate = 90.4% (226/250 distributed). Valid rate = 95.1% (215/226 returned). Non-response bias check (early vs. late respondents) revealed no significant differences on construct scores (all $p > .05$).

3.3 Measurement Instruments

All constructs were measured using validated, multi-item scales adapted to the Polri context through a forward-backward translation protocol and expert panel review (one organizational behavior scholar, one senior Polri officer [AKBP rank], one language specialist). All items used a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Servant leadership was measured using the 28-item SLQ across seven dimensions; [3] OCB was measured using 25 items across five dimensions; [7, 17] and public service performance was measured using 25 adapted SERVQUAL items across five dimensions. [9, 10] Table 2 presents the instrument summary.

Table 2: Summary of Measurement Instruments

Construct	Scale / Source	n	Dimensions	Adaptation
Servant Leadership (SL)	SLQ; Liden *et al*. (2008) [3]	28	Emotional Healing; Creating Value for Community; Conceptual Skills; Empowering; Helping Subordinates Grow; Putting Subordinates First; Behaving Ethically	Context: police supervisory setting; "organization" → satuan; "community" → masyarakat
OCB	Organ (1988) [7]; Podsakoff *et al*. (1990) [17]	25	Altruism; Conscientiousness; Sportsmanship; Courtesy; Civic Virtue	Items adapted to Polri operational duties and institutional culture
Public Service Performance (KP)	SERVQUAL [9]; Mahmudi (2010) [10]	25	Reliability; Responsiveness; Assurance; Empathy; Accountability	Tangibles replaced by Accountability per Mahmudi (2010) public sector framework
Total	–	**78**	17 sub-dimensions	5-point Likert (1–5) throughout

Note. SLQ = Servant Leadership Questionnaire. A pilot study (n = 30) confirmed all 17 dimensions exceeded the $\alpha \geq 0.70$ reliability threshold (range: $\alpha = 0.779$–0.889) prior to main data collection.

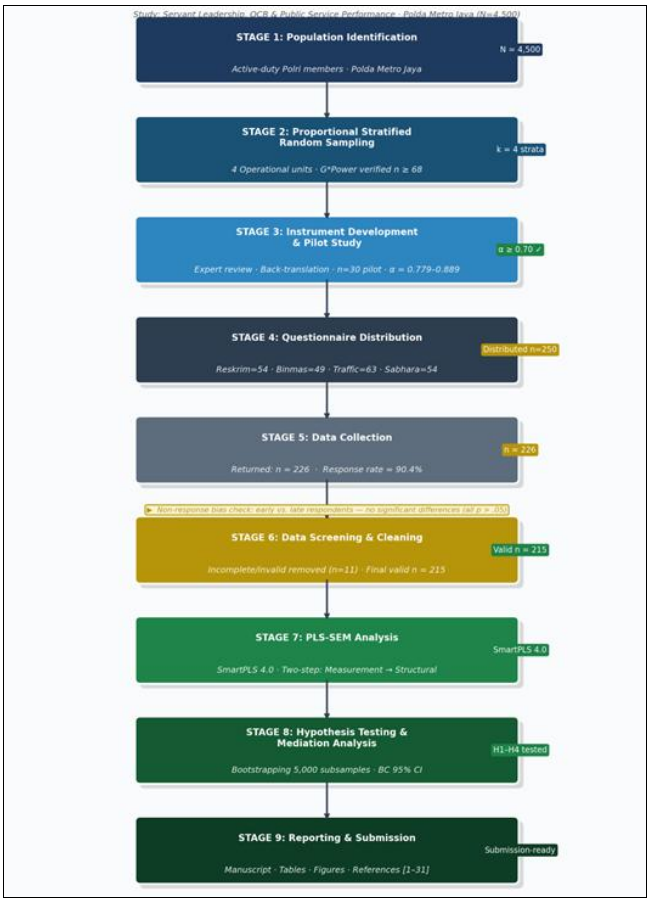

Fig 2: Data Collection Flowchart

3.4 Data Analysis: PLS-SEM

Data were analyzed using PLS-SEM via SmartPLS 4.0. [24] PLS-SEM was selected over CB-SEM due to its suitability for predictive objectives, robustness with moderate sample sizes under distributional violations, and efficiency in estimating hierarchical (second-order) component models. [19] Analysis followed the two-step procedure of Hair *et al*.: [19] (1) measurement model assessment for indicator reliability (outer loadings ≥ 0.70), internal consistency ($\alpha \geq 0.70$; CR ≥ 0.70), convergent validity (AVE ≥ 0.50), and discriminant validity (HTMT < 0.85; Fornell–Larcker criterion); [29, 30] and (2) structural model assessment for collinearity (VIF < 5.0), explanatory power (R^2), predictive relevance ($Q^2 > 0$), path coefficients, and effect sizes (f^2) [28]. Mediation was tested via bootstrapping (5,000 subsamples; bias-corrected 95% CI). [25] Common method bias was assessed using Harman's single-factor test [27] alongside procedural remedies [26].

4. Results

4.1 Respondent Profile

The effective sample comprised 215 Polri members (Table 3). The sample was predominantly male (78.1%), consistent with Polri's institutional gender composition. The largest age group was 31–40 years (38.6%), most held non-commissioned officer rank (52.6%), and nearly half held a bachelor's degree (48.8%). The most common service duration was 11–20 years (34.4%), reflecting a predominantly experienced sample.

Table 3: Demographic Profile of Respondents (N = 215)

Variable	Category	n	%
Gender	Male	168	78.1
	Female	47	21.9
Age (years)	20–30	48	22.3
	31–40	83	38.6
	41–50	67	31.2
	> 50	17	7.9
Rank	Non-commissioned officer (Bintara)	113	52.6
	Junior officer (Perwira Pertama)	68	31.6
	Mid-rank officer (Perwira Menengah)	34	15.8
Education	Senior High School	52	24.2
	Diploma (D3)	40	18.6
	Bachelor's (S1)	105	48.8
	Master's (S2)	18	8.4
Years of service	< 5 years	39	18.1
	5–10 years	68	31.6
	11–20 years	74	34.4
	> 20 years	34	15.8

Note. Total n = 215. Valid response rate = 95.1% of returned questionnaires.

Table 4: Descriptive Statistics (N = 215)

Construct	M	SD	Min	Max	Skew	Kurt	n
Servant Leadership (SL)	3.87	0.621	2.11	5.00	−0.312	−0.187	215
OCB	4.12	0.534	2.44	5.00	−0.421	0.213	215
Public Service Performance (KP)	3.96	0.589	2.20	5.00	−0.289	−0.154	215

Note. M = mean; SD = standard deviation; Skew = skewness; Kurt = kurtosis. Acceptable range: ±2.0 (George & Mallery, 2010). Scale: 1–5.

4.2 Descriptive Statistics

Descriptive statistics for all three constructs are presented in Table 4. All means exceeded the theoretical midpoint (3.0), with OCB recording the highest mean (M = 4.12, SD = 0.534), followed by public service performance (M = 3.96, SD = 0.589) and servant leadership (M = 3.87, SD = 0.621). All skewness and kurtosis values fell within the acceptable ±2.0 range, [31] indicating approximate distributional normality.

Table 5: Outer Model Assessment: Loadings, AVE, Composite Reliability, and Cronbach's Alpha

Item	Indicator (abbreviated)	Loading	AVE	CR	α	Dimension
SL1_1–4	Emotional healing items (n = 4)	0.751–0.812	0.612	0.864	0.798	SL1 – Emotional Healing
SL2_1–4	Creating value for community items (n = 4)	0.768–0.834	0.638	0.876	0.820	SL2 – Creating Value
SL3_1–4	Conceptual skills items (n = 4)	0.731–0.812	0.619	0.866	0.806	SL3 – Conceptual Skills
SL4_1–4	Empowering items (n = 4)	0.756–0.823	0.624	0.869	0.812	SL4 – Empowering
SL5_1–4	Helping subordinates grow items (n = 4)	0.783–0.836	0.652	0.881	0.833	SL5 – Helping Grow
SL6_1–4	Putting subordinates first items (n = 4)	0.743–0.812	0.621	0.868	0.808	SL6 – Subs. First
SL7_1–4	Behaving ethically items (n = 4)	0.831–0.879	0.721	0.911	0.876	SL7 – Behaving Ethically
	Servant Leadership — 2nd-order composite	–	**0.634**	**0.944**	**0.931**	**Overall SL**
OCB1–5	Altruism (n=5); Conscientiousness (n=5)	0.756–0.843	0.624–0.657	0.893–0.905	0.856–0.873	OCB1–2
OCB3–5	Sportsmanship (n=5); Courtesy (n=5); Civic Virtue (n=5)	0.756–0.843	0.621–0.661	0.891–0.906	0.852–0.874	OCB3–5
	OCB — 2nd-order composite	–	**0.641**	**0.946**	**0.934**	**Overall OCB**
KP1–5	Reliability; Responsiveness; Assurance (n=5 each)	0.756–0.878	0.621–0.716	0.891–0.930	0.852–0.906	KP1–3
KP4–5	Empathy; Accountability (n=5 each)	0.756–0.879	0.624–0.714	0.893–0.929	0.856–0.905	KP4–5
	Public Service Performance — 2nd-order composite	–	**0.671**	**0.951**	**0.939**	**Overall KP**

Note. Thresholds: Loading ≥ 0.70; AVE ≥ 0.50; CR ≥ 0.70; α ≥ 0.70. All criteria satisfied. Full item loadings available in supplementary material.

4.3 Measurement Model Assessment

4.3.1 Indicator Reliability and Internal Consistency

All 78 indicator loadings exceeded the 0.70 threshold (range: 0.731–0.879). Cronbach's alpha (α: 0.798–0.939) and composite reliability (CR: 0.864–0.951) for all constructs and dimensions surpassed the minimum of 0.70. [19, 23] Table 5 presents the outer model results. Harman's single-factor test yielded 21.3% variance for the first unrotated factor, well below the 50% threshold, [27] suggesting common method variance is not a substantive concern.

4.3.2 Discriminant Validity

Both the HTMT ratio [30] and the Fornell–Larcker criterion [29] confirmed discriminant validity. All HTMT values fell below 0.85 (SL–OCB: 0.721; SL–KP: 0.683; OCB–KP: 0.748), and the square root of each construct's AVE (SL: 0.796; OCB: 0.801; KP: 0.819) exceeded all inter-construct correlations (max = 0.634), confirming that each construct is empirically distinct.

Table 6: Discriminant Validity: HTMT Ratios (above diagonal) and Fornell–Larcker Criterion (below diagonal)

Construct	SL	OCB
Servant Leadership (SL)	**0.796***	0.721†
OCB	0.612	**0.801***
Public Service Performance (KP)	0.578	0.634

Note. Diagonal (shaded) = √AVE (Fornell–Larcker criterion). Below diagonal = inter-construct correlations. Above diagonal = HTMT ratio (†). *√AVE exceeds all correlations in its row/column ✓. †All HTMT < 0.85 ✓. KP √AVE = 0.819 (not shown — exceeds all correlations). Full 3×3 matrix available in supplementary material.

4.4 Structural Model Assessment

4.4.1 Explanatory Power and Predictive Relevance

VIF values for all predictor constructs were below 5.0 (max VIF = 1.597), ruling out collinearity concerns [19]. Servant leadership explained 26.2% of variance in OCB ($R^2 = 0.262$, moderate effect). The combined predictors explained 48.7% of variance in public service performance ($R^2 = 0.487$, approaching substantial). Stone–Geisser Q^2 values were positive for both endogenous constructs (Q^2OCB = 0.158; Q^2KP = 0.319), confirming the model's predictive accuracy (Table 7).

Table 7: Structural Model: Explanatory Power (R^2), Predictive Relevance (Q^2), and Effect Sizes (f^2)

Construct	R^2	R^2adj	Q^2	Assessment	Predictor f^2
OCB	0.262	0.258	0.158	Moderate	SL: 0.355 (Large)
Public Service Performance	0.487	0.482	0.319	Moderate–High	SL: 0.108 (Mod.) OCB: 0.238 (Large)

Note. R^2 benchmarks: 0.25 = weak; 0.50 = moderate; 0.75 = substantial. $Q^2 > 0$ = predictive relevance. f^2 benchmarks: 0.02 = small; 0.15 = moderate; 0.35 = large (Cohen, 1988).

4.4.2 Hypothesis Testing

Bootstrapping (5,000 subsamples) was used to test all hypotheses. Results are presented in Table 8 and visualized in Fig 3. H1 (SL → OCB), H2 (SL → KP), and H3 (OCB → KP) were all supported at $p < .001$.

Table 8: Path Coefficient Analysis and Hypothesis Testing Results

H	Path	β	SE	t	p	95% CI	f²	Decision
H1	SL → OCB	0.512	0.063	8.127	< .001	[0.388, 0.634]	0.355 (Large)	**Supported**
H2	SL → KP	0.283	0.071	3.986	< .001	[0.144, 0.422]	0.108 (Moderate)	**Supported**
H3	OCB → KP	0.421	0.068	6.191	< .001	[0.288, 0.554]	0.238 (Large)	**Supported**

Note. β = standardized path coefficient; SE = standard error; t = bootstrapped t-statistic (5,000 subsamples); CI = bias-corrected 95% confidence interval. SL = Servant Leadership; KP = Public Service Performance.

4.5 Mediation Analysis

H4 tested OCB as a mediator of the servant leadership–performance relationship. The indirect effect was significant (β = 0.215, t = 5.244, p < .001, 95% CI [0.135, 0.296]), with the confidence interval excluding zero, confirming mediation [25]. The VAF of 43.2% indicates partial mediation, as the direct path from servant leadership to performance remained significant after OCB was controlled (β = 0.283, p < .001). Table 9 presents the full mediation analysis.

Table 9: Mediation Analysis: Indirect Effect via OCB (H4)

Effect Type	Path	β	SE	t	95% BC–CI	Interpretation
Total effect	SL → KP	0.498	0.068	7.324	[0.364, 0.630]	p < .001
Direct effect	SL → KP (c')	0.283	0.071	3.986	[0.144, 0.422]	p < .001; direct path remains significant
Indirect effect	SL → OCB → KP	0.215	0.041	5.244	[0.135, 0.296]	p < .001; CI excludes zero ✓
VAF	–	**43.2%**				Partial mediation (20–80% range)

Note. BC–CI = bias-corrected confidence interval. VAF = 0.215/0.498 = 43.2%. Mediation type criteria: VAF < 20% = no mediation; 20–80% = partial; > 80% = full mediation (Hair *et al*., 2021).

5. Discussion

This study examined the influence of servant leadership on OCB and public service performance in a Southeast Asian paramilitary institutional context, with OCB tested as a mediating variable. All four hypotheses were supported. The following subsections interpret these findings in relation to extant theory and practice.

5.1 Servant Leadership and OCB (H1)

The strong positive effect of servant leadership on OCB (β = 0.512, f² = 0.355) is consistent with prior research across diverse contexts [3-11]. The large effect size suggests that servant leadership is a particularly potent antecedent of OCB in the Polri context — amplified by the hierarchical nature of the institution, whereby acts of servant leadership are perceived as especially meaningful by subordinates accustomed to command-and-control norms. SET [12] provides the primary explanatory mechanism: officers who perceive genuine investment and support from servant leaders are motivated to reciprocate through discretionary prosocial behaviors. Notably, the Behaving Ethically dimension recorded the highest indicator loadings (0.831–0.879), suggesting that ethical leadership modeling may be especially salient in driving OCB in an institution whose public trust is critically dependent on officer integrity.

5.2 Servant Leadership and Public Service Performance (H2)

The significant direct effect of servant leadership on public service performance (β = 0.283, f² = 0.108) corroborates findings from service-oriented and public sector research [5-16]. The moderate effect size — smaller than the servant leadership–OCB pathway — suggests that servant leadership's influence on performance is more indirect than direct, which the mediation findings corroborate. The Creating Value for Community dimension aligns directly with Polri's community policing mandate, [6] suggesting that leaders who prioritize community benefit inspire a corresponding service ethos in their officers, improving the reliability, responsiveness, assurance, empathy, and accountability dimensions of public service performance.

5.3 OCB and Public Service Performance (H3)

OCB's significant positive effect on public service performance (β = 0.421, f² = 0.238) supports Podsakoff *et al*.'s [8] meta-analytic finding that OCB substantially enhances organizational effectiveness. In the policing context, the altruism dimension (voluntary assistance to overwhelmed colleagues) and courtesy dimension (proactive coordination before action) directly improve service responsiveness and reliability, while civic virtue (voluntary unit participation) strengthens collective service capacity. Borman and Motowidlo's contextual performance framework [18] is empirically validated here: officers' discretionary prosocial behaviors amplify the impact of their technical policing skills on the quality of service delivered to citizens.

5.4 Mediating Role of OCB (H4)

The partial mediation finding (VAF = 43.2%) indicates that servant leadership influences public service performance through two complementary pathways: a behavioral pathway through OCB (indirect effect β = 0.215) and a more direct motivational–attitudinal pathway (direct effect β = 0.283). The behavioral pathway operates through the norm of reciprocity posited by SET: [12] servant leaders' investment in officers generates OCB, which in turn enhances collective service capability. The residual direct pathway likely operates through intrinsic motivation, role identification, and values alignment — mechanisms not fully captured by OCB. This partial mediation pattern also suggests the existence of additional untested mediators (e.g., trust in supervisor, psychological safety, job satisfaction) that future research should explore.

5.5 Theoretical Implications

This study extends servant leadership theory across three dimensions. First, it demonstrates the theory's generalizability to a non-Western, paramilitary public-sector institution, where hierarchical authority and rank-based obedience are institutionally embedded. The consistent support for all four hypotheses challenges the assumption that servant leadership is exclusively applicable to flat, egalitarian organizational structures. Second, by positioning OCB as a behavioral mediator within the servant leadership–performance chain, the study adds a process-level explanation for how and why servant leadership

translates into improved public service outcomes — a theoretical elaboration not previously tested in policing research. Third, the PLS-SEM hierarchical component approach applied here provides a methodological template for future researchers studying multidimensional leadership constructs in comparable institutional settings.

5.6 Practical Implications for Polri

Given that servant leadership explained 48.7% of variance in public service performance (jointly with OCB), investment in servant leadership development constitutes a high-leverage organizational intervention. Specifically, Polri's police academies (PTIK and Sespim) are encouraged to embed servant leadership — particularly the Emotional Healing, Empowering, and Behaving Ethically dimensions — into leadership curricula. Promotion criteria for unit commanders (Kapolsek, Kapolres) should incorporate 360-degree feedback on servant leadership behaviors, creating performance incentives aligned with service reform objectives [6]. The strong Behaving Ethically dimension effects also reinforce the strategic priority of integrity-based leadership as a driver of both officer behavior and public trust.

6. Conclusion

This study provides robust empirical evidence that servant leadership is a significant positive predictor of OCB ($\beta = 0.512$, $p < .001$) and public service performance ($\beta = 0.283$, $p < .001$) among Polri members, and that OCB partially mediates the servant leadership–performance relationship (indirect $\beta = 0.215$, VAF = 43.2%). The structural model demonstrated meaningful explanatory power ($R^2OCB = 0.262$; $R^2KP = 0.487$) and confirmed predictive relevance for both endogenous constructs ($Q^2 > 0$). All measurement model criteria — including indicator reliability, internal consistency, convergent validity, and discriminant validity — were satisfied.

These findings extend servant leadership theory to a paramilitary institutional context and demonstrate that OCB serves as a significant behavioral conduit through which servant leadership effects are transmitted to public service outcomes. For Polri, the results offer a theoretically grounded, empirically validated rationale for reforming leadership development programs to prioritize subordinate-first, community-oriented, and ethically exemplary leadership behaviors.

7. Limitations and Future Research Directions

Several limitations should be noted. The cross-sectional design precludes causal inference; longitudinal designs are needed to establish temporal directionality. Data were collected from a single regional police headquarters, limiting generalizability to other Polda commands or to Polri units outside metropolitan contexts. Self-report measurement raises common method variance concerns, though procedural and statistical assessments suggest this was not a major confound. Future research should: (1) employ multi-source designs using subordinate-rated OCB and citizen-reported performance; (2) test additional mediators (trust in supervisor, psychological safety, job satisfaction) and moderators (rank, organizational tenure, unit culture); (3) conduct comparative studies across different Polda regional commands or between Polri and other Southeast Asian police forces; and (4) explore whether servant leadership effects differ between the operational frontline (Polsek level) and strategic command levels (Polres and above).

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