

Extra Role Behavior as Mediation of the Influence of Superiors and Empowerment Interactions on the Performance of Police Members (Study on the Covid-19 Handling Task Force North Sulawesi Regional Police)

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Abstract

This study aims to examine the effect of superior-subordinate interaction, empowerment on extra-role behavior (OCB), and extra-role behavior on the performance of members of the North Sulawesi Regional Police Covid-19 task force. The population in this study was the entire Sulawesi Regional Police Covid-19 task force. North, totaling 60 people, with the sampling technique used is saturated sampling (census). Data collection was carried out by survey method using questionnaires. Data analysis technique used path analysis.

The results showed that the better the interaction between superiors and subordinates, the extra role behavior (OCB) would increase. The better the empowerment is carried out, the more extra role behavior (OCB) will be shown. Furthermore, the extra role behavior (OCB) which increases will be followed by an increase in performance as well.

Therefore, to achieve high performance, achieve work targets according to the time set, the North Sulawesi Regional Police need to improve the formation of OCB behavior for members of the Covid-19 Task Force by paying attention to the quality of superior and subordinate interaction and empowerment for members.

Keyword: Superior-Subordinate Interaction, Empowerment, Extra Role Behavior, Performance, Covid-19 Task Force

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I. Introduction

The police are a state instrument that has the main task of maintaining public security and order. In Article 5 paragraph (1) of Law Number 2 of 2002 concerning the Indonesian National Police it is stated that the Indonesian National Police (Polri) is an executive agency in the context of maintaining state security, as well as a state instrument. which plays a role in maintaining security and public order, law enforcement and providing protection, protection, and services to the community in the context of maintaining domestic security.

The main task of the National Police based on Article 13 of the Police Law is to maintain public security and order, enforce the law, and provide protection, shelter, and services to the community. However, since Indonesia experienced the Covid-19 Pandemic, the task of the National Police has increased, namely as a tracer implementer in an effort to stop the transmission of Covid-19. The National Police also has a crucial role, especially in the implementation of health protocols, because the community's low discipline in implementing health protocols and restrictions on community movement during the pandemic also require the role of the Police in its implementation. Police as an instrument of public education, namely providing knowledge to the public about the Covid-19 virus. Thus, the role of the National Police is expected to be able to help suppress the spread of COVID-19 so that Indonesia can return to normal as before before Covid-19.

The existence of the main tasks of the Indonesian National Police and additional duties as the front line in dealing with Covid-19 such as accelerating vaccines, distributing aid, and playing a role in the implementation of public health protocols, of course, really require qualified, professional, dedicated and loyal police personnel. For this reason, personnel with a high level of extra role behavior or Organizational Citizenship Behavior (OCB) are needed. In this case, it is very appropriate if this OCB is applied to the personnel of the Covid-19 handling task force.

However, data related to the achievement of vaccination by the Covid-19 task force of the North Sulawesi Regional Police until May 2022 shows that the achievements have not met expectations, as shown in Table 1 below:

Table 1 Performance of the Poda North Sulawesi Covid-19 Task Force

NO	POLRES	TARGET HARIAN VAKSINASI	% CAPAIAN TARGET HARIAN
1	RS BHAYANGKARA	2.000	1%
2	POLIKLINIK POLDA	1.500	0%
3	SAT BRIMOB	550	0%
4	DIT POLAIRUD	550	0%
5	POLRESTA MANADO	700	4%
6	POLRES BITUNG	650	0%
7	POLRES MINUT	650	0%
8	POLRES MINAHASA	650	14%
9	POLRES TOMOHON	650	3%
10	POLRES MENSEL	650	8%
11	POLRES MITRA	350	0%
12	POLRES KOTAMOBAGU	600	0%
13	POLRES BOLMONG	600	0%
14	POLRES BOLMUT	350	0%
15	POLRES BOLTIM	300	0%
16	POLRES BOLSEL	300	0%
17	POLRES KEP. SANGIHE	350	5%
18	POLRES KEP. TALAUD	300	0%
19	POLRES KEP. SITARO	300	0%
	JUMLAH	12.000	2%

Source: North Sulawesi Police Covid-19 Task Force (2022)

This is of course an interesting phenomenon to be investigated further, because apart from being an organization with a stick of command (semi-militaristic in nature), but more importantly, in accordance with Law No. 2/2002, the police are a public organization, which serves as a protector, protector and public servant. In this case, the North Sulawesi Regional Police Covid-19 Task Force personnel are tasked with doing more than their usual job responsibilities but not maximally.

OCB is an extra-role behavior that is initiated by employees to be willing to do various jobs outside their job descriptions to make a greater contribution to the company (Podsakoff & MacKenzie, 1997). Employees who have good OCB will greatly assist the company in achieving its goals. According to Amir and Santoso (2019) and Yuan et al. (2020), minimal employee OCB behavior is the result of various antecedents related to trust in superiors, level of job satisfaction, workload undertaken, perception of tasks and work and various personal problems that surround it. So there are indeed many factors that can actually influence and be influenced by extra-role behavior (OCB). Meanwhile, in this study, the factors determined were the interaction between superiors and subordinates and empowerment that influenced extra role behavior (OCB) and performance as factors influenced by extra role behavior (OCB).

Employee empowerment is an effective way to leverage employee extra role behavior (OCB) in terms of ability, creativity, and extra motivation to complete the various tasks they carry out even outside of the task demands in their job descriptions (Catherine et al., 2012). Even in the long term, employee empowerment practices can improve organizational performance (Pigeon et al., 2017). The interaction of superiors and subordinates reflects the social exchange relationship between leaders and members. Employees who have good quality relationships with leaders will show responsibility and contribution to work and high performance, and conversely, poor quality relationships will trigger low performance and high resignation rates. Newman et al. (2017) prove that servant leadership has an impact on OCB through superior-subordinate interactions, but not significantly through worker empowerment mediators, especially for supervisors as research respondents.

Referring to previous related research, many have used the concept of transformational leadership associated with extra role behavior (OCB) such as (Choi et al., 2016; Curukovic, 2019). Then previous research confirmed that servant leadership had an impact on employee work attitudes and behavior both directly and involving mediating variables (Kiker et al., 2019; Ozyilmaz & Cicek, 2015; Amir & Santoso, 2019), but related to employee empowerment as an important variable in the banking sector (Sarkar, 2009) which acts as a mediator in the relationship between service leadership and OCB found inconsistencies in the impact (Maynard et al., 2012; Boudrias et al., 2014; Newman et al., 2017; Pigeon et al., 2017). The inconsistency of the findings of the previous research became the basis for conducting this research, where in this study developed an extra role behavior research model (OCB) positioned as a mediating variable for the influence between superior-subordinate interactions and empowerment on performance with the following problem formulation:

1. Is there an effect of superior-subordinate interaction on extra-role behavior (OCB) in the North Sulawesi Regional Police Covid-19 Task Force?

2. Is there any influence of empowerment on extra role behavior (OCB) in the Covid-19 Task Force of the North Sulawesi Regional Police?

3. Is there an effect of extra role behavior (OCB) on the performance of the North Sulawesi Regional Police Covid-19 Task Force?

Meanwhile, the objectives of this research are:

1. Analyzing the effect of superior-subordinate interaction on extra-role behavior (OCB) in the North Sulawesi Regional Police Covid-19 Task Force.

2. Analyze the influence of empowerment on extra-role behavior (OCB) in the Covid-19 Task Force of the North Sulawesi Regional Police?

3. Analyzing the effect of extra-role behavior (OCB) on the performance of the North Sulawesi Regional Police Covid-19 Task Force?

Kajian Teori

Extra Role Behavior (*Organizational Citizenship Behavior*)

Extra role behavior is an employee's initiative to behave outside of their main responsibilities in certain job descriptions that are carried out to contribute to organizational success (Podsakoff & MacKenzie, 1997; Hendri & Devie, 2015; Robbins & Judge, 2017). According to Amir & Santoso (2019), OCB is manifested in the behavior of being easy to provide assistance to others and obeying the rules and norms of work in the organization.

Organs et al. (2006) suggested five dimensions of OCB including helpful behavior (altruism), extra effort (conscientiousness), tolerance for circumstances (sportsmanship), good relations (courtesy), and responsibility (civic virtue). However, in its development, the concept of OCB is used specifically in the service industry which is more service-oriented and has different dimensions from those previously stated (Organ et al., 2006), namely Service-Oriented Organizational Citizenship Behavior (OCBS). The OCBS concept (Bettencourt, 1998; Bettencourt et al. 2001) as a form of development of the OCB concept (Podsakoff & MacKenzie, 1997) has important value to be used primarily in service companies that prioritize services in business processes, including banking (Junita et al., 2019 ; Liao & Chuang, 2004). The dimensions of OCBS include indicators of loyalty, service quality and participation (Bettencourt, 1998; Bettencourt et al., 2001; Junita et al., 2019).

Superiors And Subordinates Interaction (*Leader-Member Exchange/LMX*)

The interaction between superiors and subordinates is a reciprocal relationship in the context of organizational interests between leaders and members of the organization (Graen & Uhl-Bien, 1995; Robbins & Judge, 2017; Yukl, 2010). The interaction between superiors and subordinates is a specific approach from superiors to each of their subordinates because the characteristics of subordinates are different from one another (Ivancevich et al., 2006). LMX can be measured with three dimensions (Graen & Uhl-Bien, 1995): (1) Respect, the superior's appreciation for the ability of subordinates; (2) Trust, trust between superiors and subordinates and vice versa; (3) Obligations, the working relationship between superiors and subordinates as obligations.

Empowerment

Employee empowerment refers to the delegation of authority and obligations from superiors to subordinates to make decisions and complete their work in their own way (Conger & Kanungo, 1988; Pigeon et al., 2017). The level of employee empowerment in the banking sector is measured from the following aspects (Sarkar, 2009): (1) Power, including autonomy, authority and delegation; (2) Information, including feedback, role clarity, and motivational participation; (3) Knowledge, including training, counseling, and assessment; (4) Rewards, including compensation, career planning, and job enrichment.

Employee Performance

Dessler (1998) reveals that performance is work performance, namely the comparison between work results and predetermined standards. Meanwhile, Mangkunegara (2002) says that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Organizations or companies that will assess employee performance must have basic criteria or company performance standards that are set and known by employees or individuals who work within the organization or company.

Mangkunegara (2004) says that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Mangkunegara, the factors that can affect employee performance are individual factors and organizational environmental factors. Meanwhile, according to Armstrong and Baron (1998, in Wibowo 2012) several factors that can improve a person's performance are personal factors, leadership factors, team factors, system factors and situational factors.

Hypothesis Development

The Effect of Superior-Subordinate Interaction on *Organizational Citizenship Behavior (OCB)*

Work interactions between superiors and subordinates that are conditioned well are able to raise the willingness of employees to make greater efforts for the company. Research conducted by Newman et al. (2017) stated that superior-subordinate interactions mediate the relationship of servant leadership to OCB. High relationship quality causes positive treatment by leaders who are able to arouse a sense of responsibility from subordinates to reciprocate positive treatment from leaders by providing OCB behavior (Wherry, 2012). Schein in Yang (2015) states that the high quality of superior-subordinate interaction, employees benefit from superiors, so that it can increase OCB because a superior is generally seen as a representative of the organization. Research conducted by Wee and Ahmad (2011) also states that the quality of superior-subordinate interactions has a significant effect on OCB.

Based on this description, the hypotheses proposed in this study are:

H₁ : There is a positive and significant influence of superior-subordinate interaction on *Organizational Citizenship Behavior (OCB)*.

The Effect of Empowerment on *Organizational Citizenship Behavior (OCB)*

According to Seibert et al. (2011), employees who feel a sense of empowerment tend to take an active orientation to their work and do work "above and beyond" their obligations. Employees who consider their work meaningful, will show independent work behavior and lead to employee motivation to take more actions in the most appropriate and positive way to influence organizational results (Singh & Singh, 2019), such as OCB behavior. Efforts to empower workers in organizations can lead to empowered behavior, namely OCB behavior (Pigeon et al., 2017; Ying et al., 2020). The results of Zaigham's research (2010) show that empowerment has a positive relationship with organizational citizenship behavior. In addition, organizations should design better policies to promote OCB. The research results of Jin-Liang and Hai-Zhen (2012) explain that psychological empowerment has a significant influence on OCB. Based on this description, the hypotheses proposed in this study are:

H₂ : There is a positive and significant influence of Empowerment on *Organizational Citizenship Behavior (OCB)*

Effect of *Organizational Citizenship Behavior (OCB)* on Performance

Oemar (2013) states that OCB is related to the manifestation of individuals or employees as social beings. When an individual or employee does a job that exceeds the responsibilities that have been assigned to him, then indirectly or directly it can improve the employee's performance in the company where he works. In the research of Sukamawati, et.al (2011) it was found that OCB has a positive effect on employee performance where the employee's performance can also increase organizational effectiveness. The results of research by Maulani, et.al (2015) state that organizational culture and OCB have an effect on employee performance. The results of research by Kalsum, et.al (2017) state that organizational culture has an effect on nurse performance. The results of the research by Dharmayanthi et.al (2016) stated that OCB had an effect on employee performance.

Based on this description, the hypotheses proposed in this study are:

H₃ : There is a positive and significant influence of *Organizational Citizenship Behavior (OCB)* on performance

The research hypotheses above that explain the relationship between research variables are made in the form of a hypothetical model image in Figure 1 below:

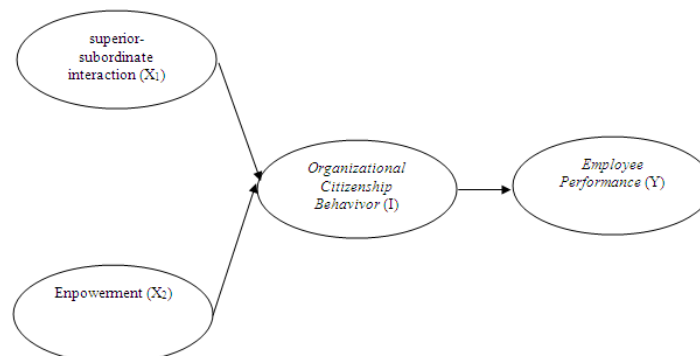


Figure 1. Hypothesis Model

II. Research Methods

Type of Research, Population and Sampling

This research is a quantitative research, with the aim of testing the influence between variables (Sugiyono, 2016). The population in this study was 60 members of the North Sulawesi Regional Police Covid-19 Task Force. The sampling technique used is saturated sampling, which is a sampling method where all members of the population become the research sample (Sugiyono, 2016).

Data collection technique

The data collection technique used is a questionnaire (questionnaire) given to respondents who are sampled. The trick is to distribute it directly to the respondents. The questionnaire used was compiled using a five-point Likert scale.

Research Instrument Testing.

Testing of research instruments was carried out by testing the validity and testing the reliability. The validity test uses Pearson correlation analysis, with a significance level of 5% if p value <0.05, it can be concluded that the instrument items are valid. The reliability test uses the Cronbach Alpha formula, where the Cronbach Alpha coefficient which is strong enough to be accepted (acceptable/reliable) is worth between 0.6 or more (Sugiyono, 2016).

Data analysis technique

Data analysis using Statistical Package for Social Sciences (SPSS) Version 26 for Windows software, with the following stages:

1. Classical Assumption Test

The classical assumption test of the regression research model includes normality, multicollinearity, and heteroscedasticity tests performed on the first equation.

2. Path Analysis Test

Path analysis aims to determine the effect of superior-subordinate interaction (X1) and Empowerment (X2) on Extra Role Behavior (I) and their impact on performance (Y) which is expressed by the following two equations:

$$I = \beta_1 X_1 + \beta_2 X_2 + e_1 \dots\dots\dots \text{Equality 1}$$

$$Y = \beta_1 I + e_2 \dots\dots\dots \text{Equality 2}$$

Keterangan:

- Y = Performance
- I = *Organizational Citizenship Behavior (OCB)*
- X₁ = Superior-Subordinate Interaction
- X₂ = Empowerment
- β₁, β₂ = Path Coefficient
- e = Residual

Research Variable

Organizational Citizenship Behavior

It is an extra individual role in an organization, in this case the North Sulawesi Regional Police Covid-19 Task Force, where the individual does work outside of his main duties and functions. The indicators used to measure this variable were developed from Organ (1988), namely: altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

Leader-Member Exchange/LMX

The interaction between superiors and subordinates is a reciprocal relationship in the context of organizational interests between leaders and members of the organization, in this case the leaders and members of the Covid-19 Task Force of the North Sulawesi Regional Police. The indicators used to measure this variable were developed from Graen & Uhl-Bien, (1995) in Sari et.al (2021), namely: respect, trust, and obligation.

Empowerment

It is a delegation of authority and obligations from superiors to subordinates to make decisions and complete their work in a different way. The indicators used to measure this variable were developed from (Sarkar, 2009) in Sari et.al (2021), namely: power, information, knowledge, reward.

Employee Performance

The results of work in quality and quantity achieved by members of the Covid-19 Task Force of the North Sulawesi Regional Police in carrying out their duties are in accordance with the responsibilities given to them. The indicators used are adapted from Robbins (2016), namely: quality, quantity, timeline.

III. Research Result

Instrument Validity and Reliability Test Results

The results of the validity test of all questionnaire items for the Superior and Subordinate Interaction variables (X1), Empowerment (X2), Extra Role Behavior (I) and Performance (Y) have a value if p value <0.05 so it is stated that all questionnaire items are valid. In the results of the variable reliability test, it was found that the Cronbach's Alpha value of all variables was > 0.60 so that it was declared reliable (Sugiyono, 2016).

Classic Assumption Test Results

The results of the normality test for the distribution of research data using the Kolmogorov-Smirnov Test found the Asymp value. Sig. (2-tailed) KS-Test is 0.20 Thus the Asymp value. Sig. (2-tailed) KS-Test research model is greater than the significance level of 0.05 so it is stated that the assumption of data normality is fulfilled (Ghozali, 2013).

The multicollinearity test of the research model was carried out to assess whether there was a strong correlation between the independent research variables that were disturbing. The results of the multicollinearity test obtained the Variance Inflation Factor (VIF) value of 1.080 and Tolerance of 0.926. Thus the research model has a value of VIF < 10 and Tolerance > 0.10 so that it is stated that there is no multicollinearity between the independent variables of the study in each model (Ghozali, 2013).

Heteroscedasticity test was carried out to determine the similarity or dissimilarity of variance from the residuals of one observation to another observation (Ghozali, 2013). Based on the test results using the Glejser method, it is known that the regression model does not have heteroscedasticity symptoms. This is because the significance of the Superior Subordinate Interaction variable (X1) on the residual is 0.713 > 0.05. Meanwhile, the significance of the Empowerment variable (X2) on the residual is 0.802 > 0.05 (Ghozali, 2013).

Path Analysis Results

Test the First Hypothesis and Second Hypothesis (Equation 1)

The results of the path analysis for Equation 1 are shown in Table 2 below:

Table 2 Results of Path Analysis Equation 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.780	2.901		1.648	.105
	Leader-Member Exchange	.436	.141	.307	3.086	.003
	Empowerment	.625	.114	.542	5.457	.000

a. Dependent Variable: OCB
Fhitung = 26.161
Sig F = 0,000

Source: Results of data analysis, processed (2022)

Based on the results of the path analysis test in Table 2 above, the following results are obtained:

1. The first equation that is formed mathematically is:

$$I = 0.307 X_1 + 0.542X_2 + e_1$$

2. Simultaneously the first equation model meets the model feasibility element (F test) because the significance value of F = 0.000 <0.05. This means that the Superior Subordinate Interaction Variable and the Empowerment Variable are variables that can predict the Extra Role Behavior Variable (OCB).

3. Partially (t test) it was found that the significance value of the Superior and Subordinate Interaction variable on the Extra Role Behavior Variable (OCB) was 0.003. Meanwhile, the significance value of the Empowerment variable on the Extra Role Behavior Variable (OCB) is 0.000. These significance values are smaller than 0.05, meaning that partially the effect of Superior and Subordinate Interaction and the influence of Empowerment is positive and significant on Extra Role Behavior (OCB). Thus the first hypothesis and the second hypothesis are accepted.

Third Hypothesis Test (Equation 2)

The results of the path analysis for Equation 2 are shown in Table 3 below:

Table 3 Results of Path Analysis Equation 2

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.596	2.214		2.528	.014
	OCB	.742	.091	.731	8.151	.000

a. Dependent Variable: Performance

Source: Results of data analysis, processed (2022)

Based on the results of the path analysis test in Table 3 above, the following results are obtained:

1. The second equation that is formed mathematically is:
2. $Y = 0.731I + e_2$
3. Partially (t test) it was found that the significance value of the Extra Role Behavior (OCB) variable on the Covid-19 Task Force Member Performance Variable was 0.000. This significance value is smaller than 0.05, meaning that partially the effect of Extra Role Behavior (OCB) on the Covid-19 Task Force Member Performance Variable is positive and significant. Thus the third hypothesis is accepted.

Thus, the empirical model of the path analysis results for the hypothesis model of this study is shown in Figure 2 below:

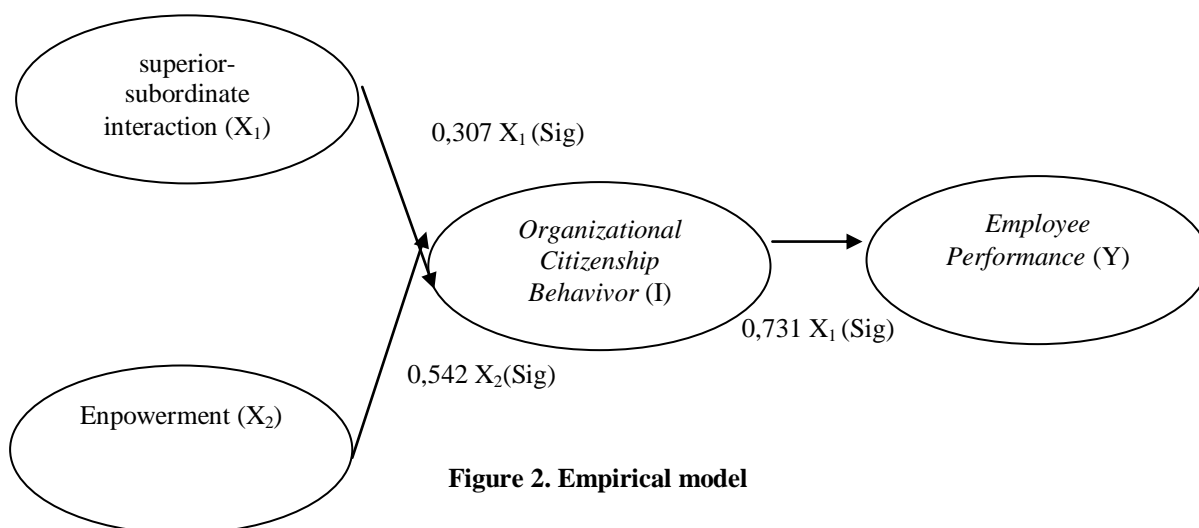


Figure 2. Empirical model

Source: Results of data analysis, processed (2022)

IV. Discussion

The Effect of Superior-Subordinate Interaction on Organizational Citizenship Behavior (OCB)

The results showed that the interaction between superiors and subordinates had a positive and significant influence on the behavior of the extra role of members of the Covid-19 task force of the North Sulawesi Regional Police. This study is in accordance with the research conducted by Newman et al. (2017), (Wherry, 2012). Schein in Yang (2015), Wee and Ahmad (2011).

The results of this study indicate that the quality of superior-subordinate interaction is perceived as good by the respondents and will make them "feel obliged" to give reciprocity. Moreover, as a member of the police force, they are obliged to fulfill the duties and orders of their superiors, even if it is not their duty. principal and main function in his work. They will reciprocate by working "more than" they should or showing an extra high role in the work.

ualitas interaksi atasan-bawahan dan dukungan organisasional yang dipersepsikan level tinggi oleh karyawan akan membuat mereka "merasa berkewajiban" untuk memberi imbal baliknya (reciprocity). Ada perasaan "hutang budi" kepada organisasi ataupun atasannya yang harus dibalas.

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The Effect of Empowerment on Organizational Citizenship Behavior (OCB)

The results showed that empowerment had a positive and significant influence on the behavior of the extra role of members of the Covid-19 task force of the North Sulawesi Police. This study is in accordance with the research conducted by Seibert et al. (2011), (Singh & Singh, 2019), (Pigeon et al., 2017; Ying et al., 2020), Zaigham (2010), Jin-Liang and Hai-Zhen (2012). Empowerment has a significant and positive effect on extra role behavior (OCB) because empowerment is an effort that can significantly strengthen individuals' belief in their own abilities by delegating greater authority and responsibility in decision making. Empowerment can encourage employees to be more creative and dare to take risks, which is a key component that can give companies a competitive advantage in a rapidly changing environment. Individuals who have extra-role behavior, not only perform duties and obligations but are willing to put forth great efforts in helping others.

Effect of Organizational Citizenship Behavior (OCB) on Performance

The results showed that extra-role behavior (OCB) had a positive and significant impact on the performance of the members of the Covid-19 task force of the North Sulawesi Police. This study is in accordance with research conducted by Oemar (2013), Sukamawati, et.al (2011), Maulani, et.al (2015), Kalsum, et.al (2017), Dharmayanthi et.al (2016). The success of a job is not only determined by the behavior of individuals who are determined according to the job description, but also the behavior of individuals who are outside the job description. Extra Role Behavior (OCB) is an individual's behavior that is free and explicitly rewarded by the formal reward system, and overall encourages the effectiveness of organizational functions. Generally, organizations that want their employees to do things or work beyond the job description have proven to have advantages over other organizations.

V. Conclusions And Recommendations

The results of this study conclude that the better the interaction between superiors and subordinates, the extra role behavior (OCB) will increase. And vice versa. The better the empowerment is carried out, the more Extra Role Behavior (OCB) will be shown. Furthermore, the increase in Extra Role Behavior (OCB) will be followed by an increase in performance as well. Thus, to achieve high performance, the achievement of work targets according to the time set by the North Sulawesi Regional Police needs to increase the formation of OCB behavior for members of the Covid-19 Task Force by paying attention to the quality of interaction between superiors and subordinates as well as empowerment for members.

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