

The Effect of Servant Leadership and Self-Efficacy on Performance Through Organizational Citizenship Behavior (OCB) on The Elders and Deacents of The GPM Classis in Ambon City

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This study aims to analyze the influence of Servant Leadership and Self-Efficacy on Performance through Organizational Citizenship Behavior (OCB) in Elders and Deacons throughout the GPM Classis in Ambon City. This study uses a quantitative approach with a survey method. The study population was the Elders and Deacons throughout the GPM Classis in Ambon City, totaling 781 people, with a basic population for determining the sample of 225 people from four representative congregations (Bethel, Diakonos, Syaloom, and Pniel). Determination of the number of samples used the Slovin formula with a 10% error rate, resulting in a sample of 69 respondents. Data collection was carried out through a questionnaire measured using a Likert scale. Data analysis used the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS) with the help of SmartPLS software version 4 to test direct and indirect relationships between variables. The results of the study indicate that Self-Efficacy has a positive and significant effect on Performance, Organizational Citizenship Behavior (OCB) has a positive and significant effect on Performance, and Servant Leadership has a positive and significant effect on OCB. Conversely, Servant Leadership does not have a significant effect on Performance, and Self-Efficacy does not have a significant effect on OCB. The results of the mediation test indicate that OCB is able to fully mediate the effect of Servant Leadership on Performance, but is unable to mediate the effect of Self-Efficacy on Performance. This finding emphasizes the importance of strengthening service-oriented leadership through the formation of OCB behavior, as well as increasing the Self-Efficacy of Elders and Deacons to support the continuous improvement of service performance throughout the GPM Class of Ambon City.

Keywords: Servant Leadership, Self-Efficacy, Organizational Citizenship Behavior, Performance

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1. Introduction

The Ambon City GPM Classis, located in Maluku Province, is one of the classes under the auspices of the Maluku Protestant Church (GPM). This class oversees 21 congregations with a significant number of Elders and Deacons, consisting of 390 Elders and 391 Deacons. In practice, Elders and Deacons face various challenges that affect their performance, such as the increasing complexity of ministry, diverse congregation dynamics, and increasing administrative and social demands. Some demonstrate high dedication and commitment, but others still face obstacles in motivation, initiative, and collaboration among ministry colleagues. This situation indicates that improving the performance of Elders and Deacons depends not only on technical abilities or experience, but also on deeper psychological and spiritual factors.

One important factor that is believed to influence service performance is leadership. Greenleaf (1977), views *Servant Leadership* namely A true leader is a servant who places the needs of others above personal interests, cares for the spiritual and emotional growth of his followers, and prioritizes the values of love, empathy, and humility. This leadership style is relevant to the church because it reflects Gospel values and encourages the formation of a culture of service centered on love and devotion (Spears, 2010; Northouse, 2021).

Besides leadership, self-efficacy is also an important psychological factor that influences the performance of elders and deacons. According to Bandura (1997), self-efficacy is an individual's belief in their ability to plan and carry out the actions necessary to achieve certain goals. In the context of church ministry, elders and deacons with high self-efficacy will be more confident in facing ministry challenges, more persistent in their duties, and better able to adapt to changes or pressures in ministry. Conversely, servants with low self-efficacy tend to give up easily, lack confidence, and be passive in developing their ministry potential (Stajkovic & Luthans, 1998).

In addition, Organizational Citizenship Behavior (OCB) is also a factor that can bridge the influence of Servant Leadership and Self-Efficacy on performance. OCB (Organ, 1988), is voluntary behavior that goes beyond formal duties and is not directly recognized by the organization's reward system, but makes a significant contribution to organizational effectiveness. In church services, OCB is seen when servants are willing to help fellow servants, take the initiative to support the congregation's social and spiritual activities, and show concern for the spiritual and emotional well-being of others (Podsakoff et al., 2009; Organ, Podsakoff & MacKenzie, 2010).

Various studies have demonstrated a positive relationship between Servant Leadership, Self-Efficacy, OCB, and performance. For example, Walumbwa et al. (2010) found that Servant Leadership increases OCB and employee performance. Stajkovic & Luthans (1998) demonstrated that Self-Efficacy directly influences individual performance through increased motivation and persistence. Meanwhile, studies in Indonesia, such as those by Ningsih (2020) and Simanjuntak (2022), also demonstrate that Servant Leadership and Self-Efficacy influence employee performance, both directly and through OCB as a mediating variable.

An interesting phenomenon in the context of the Ambon City GPM Classis is its central location. This situation causes most of the Elders and Deacons to be active workers in various government, education, and private sectors, so that work activities often limit their time and involvement in church ministry. In this situation, fellow council members who have more free time often take the initiative to fill the gap in ministry, a phenomenon that reflects a strong spirit of volunteerism and social responsibility, a tangible form of OCB behavior in church ministry. However, this condition also indicates the need to strengthen servant leadership and increase self-efficacy so that each servant can continue to contribute effectively despite facing limited time and work responsibilities.

However, a research gap remains apparent. Most previous studies have been conducted in the context of business, education, and government bureaucracy, rather than religious organizations. Church services, however, have distinct characteristics, as spiritual motivation, faith calling, and theological values influence individual behavior at work. To date, there has been limited research specifically examining the

influence of Servant Leadership and Self-Efficacy on performance through OCB among Elders and Deacons in the Maluku Protestant Church.

This study aims to analyze the influence of Servant Leadership on Performance, the influence of Self-Efficacy on Performance, the influence of Organizational Citizenship Behavior (OCB) on Performance, the influence of Servant Leadership on OCB, the influence of Self-Efficacy on OCB, and the mediating role of OCB in the relationship between Servant Leadership and Self-Efficacy on Performance in Elders and Deacons throughout the GPM Classis in Ambon City.

2. Literature Review

Servant Leadership

Servant Leadership is a leadership approach that emphasizes service to others as a leader's top priority. Greenleaf (1977) emphasized that a true leader is one who serves first, then leads, with a primary focus on the growth, well-being, and empowerment of those they lead. Servant Leadership differs from traditional leadership approaches that often focus solely on authority, control, and the achievement of organizational goals; this theory emphasizes moral values, empathy, active listening, self-awareness, and a commitment to the development of others (van Dierendonck, 2011). According to Greenleaf (2002) and Spears (2010), indicators of Servant Leadership include listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community.

Self-Efficacy

Self-Efficacy refers to an individual's belief in their ability to carry out the actions necessary to achieve a specific goal. Bandura (1997) explains that self-efficacy influences what a person chooses to do, how much effort they expend, how resilient a person is to difficulties, and how quickly they recover from failure. According to Bandura (1997), indicators of self-efficacy consist of level (degree of difficulty), strength (strength of belief), generality (generalization of ability), persistence (perseverance), and confidence (self-confidence).

Organizational Citizenship Behavior (OCB)

According to Organ, Podsakoff, and MacKenzie (2006), OCB is an employee's willingness to carry out roles beyond their primary responsibilities within the organization, often referred to as extra-role behavior. OCB is carried out voluntarily and may not be formally rewarded, but still makes a positive contribution to the organization (Hasibuan & Wahyuni, 2022; Prayogi et al., 2021). According to Organ (1997), indicators of OCB include altruism (voluntarily helping coworkers), courtesy (being polite and respectful of others), conscientiousness (adherence to rules and procedures), civic virtue (participation in organizational activities), and sportsmanship (a positive attitude and not easily complaining).

Performance

Performance is the result of a person's work, both in terms of quality and quantity, in carrying out tasks according to assigned responsibilities (Mangkunegara, 2016). Robbins (2006) emphasized that performance is a function of ability, motivation, and opportunity. According to Mangkunegara (2016) and Wibowo (2017), performance indicators include work quality, work quantity, timeliness, work

effectiveness, responsibility, and work relationships (collaboration with the congregation and fellow ministers).

3. Method

Location and Time

This research was conducted at the 2026 Ambon City GPM Class.

Population, Sample, and Sampling Techniques

The population in this study were the Elders and Deacons of the GPM Classis in Ambon City, totaling 781 people, spread across 21 congregations. From this population, the researcher chose four congregations as representatives, namely the congregation with the largest number of members, the congregation with the smallest number of members, and two congregations with medium numbers of members, namely the GPM Bethel Congregation (102 people), the GPM Diakonos Congregation (7 people), the GPM Syaloom Congregation (66 people), and the GPM Peniel Congregation (50 people), so that the total basic population for determining the sample was 225 people. The number of samples in this study was determined as 69 respondents using the Slovin formula with an error tolerance of 10% (0.1).

Research Variables

The exogenous (independent) variables in this study include Servant Leadership (X1) and Self-Efficacy (X2). With the intervening variable being *Organizational Citizenship Behavior* (OCB) (Z). The endogenous (dependent) variable is the Performance of Elders and Deacons (Y).

Data Types and Sources

The data used in this study are quantitative and qualitative. The data sources consist of primary data obtained from in-depth interviews with elders and deacons, and secondary data obtained from books, research journals, related literature, and the internet.

Data collection technique

The data collection technique in this study used a self-report-based closed questionnaire as the main tool, supplemented by interviews to obtain additional information, as well as documentation of activity reports, organizational archives, and relevant administrative records.

Data Analysis Techniques

The data analysis in this study used descriptive and inferential statistical methods. Inferential analysis was conducted using the Partial Least Squares (PLS) method with the help of SmartPLS version 4 software. PLS was chosen because it does not require multivariate normal distribution of data, does not require a large sample size, and can be used to test the relationship between latent variables and both reflective and formative indicators.

4. Results And Discussion

Evaluation of the measurement model (outer model) was conducted through convergent validity test, discriminant validity, and reliability test. The test results showed that the Servant Leadership variable has eight indicators with outer loading 0.766–0.901, Self-Efficacy has eight indicators with outer loading 0.803–0.879, OCB has eight indicators with outer loading 0.831–0.947, and Performance has eight

indicators with outer loading 0.848–0.929 where all indicators have outer loading values above 0.70, so that all indicators are declared to meet the convergent validity criteria.

Table 1. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) Values

Variables	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Performance	0.965	0.966	0.971	0.805
Organizational Citizenship Behavior	0.966	0.967	0.971	0.809
Self-Efficacy	0.940	0.942	0.950	0.704
Servant Leadership	0.941	0.943	0.951	0.711

Source: Primary Data Processed 2026

All variables have Cronbach's Alpha and Composite Reliability values above 0.70 and AVE values above 0.50, so that all constructs are declared reliable and meet convergent validity.

Table 2. Heterotrait-Monotrait Ratio (HTMT) Values

	Performance	Organizational Citizenship Behavior	Self- Efficacy	Servant Leadership
Performance	0.897			
Organizational Citizenship Behavior	0.839	0.899		
Self-Efficacy	0.822	0.686	0.839	
Servant Leadership	0.817	0.854	0.699	0.843

Source: Primary Data Processed 2026

The discriminant validity tested using the Heterotrait-Monotrait Ratio (HTMT) method also showed that all values were below the maximum limit of 0.90, so that each construct was stated to have an adequate level of difference with other constructs.

Table 3. R-Square (R²) Test Results

Dependent Variable	R Square	R Square Adjusted
Performance	0.828	0.820
Organizational Citizenship Behavior	0.745	0.737

Source: Primary Data Processed 2026

The R Square value of Performance of 0.828 indicates that 82.8% of the variation in Performance can be explained by Servant Leadership, Self-Efficacy, and OCB, while the R Square value of OCB of 0.745 indicates that 74.5% of the variation in OCB can be explained by Servant Leadership and Self-Efficacy. Both values are classified as strong (substantial) according to the criteria of Hair et al. (2022). Therefore, the research model used has high predictive power and is able to explain the relationship between variables well, so it is suitable for use in hypothesis testing in the next stage.

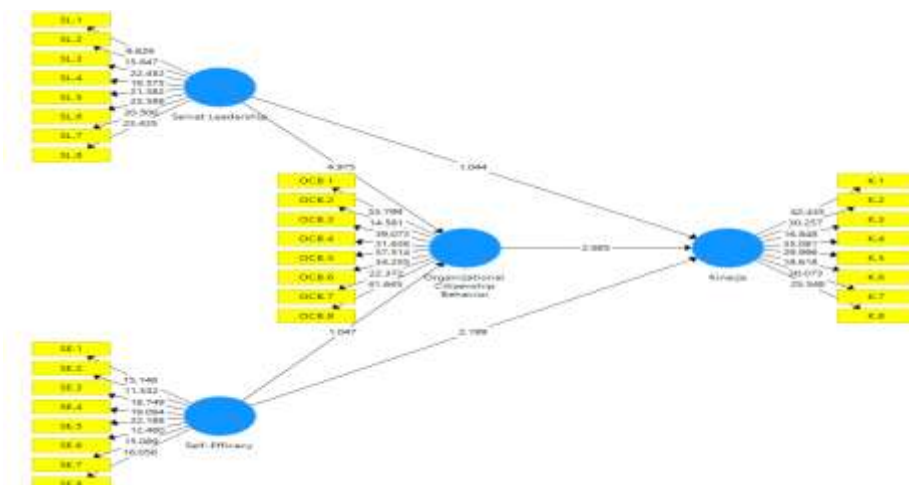


Figure 1. PLS Bootstrapping Results

To assess the significance of the relationship between variables in the structural model, the t-statistic and p-value values found in the Path Coefficient table (Table 4) are used. The test results are as follows:

Table 4. Path Coefficient Test Results

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Citizenship Behavior -> Performance	0.384	0.412	0.143	2,685	0.007
Self-Efficacy -> Performance	0.424	0.416	0.193	2,199	0.028
Self-Efficacy -> Organizational Citizenship Behavior	0.174	0.185	0.166	1,047	0.296
Servant Leadership -> Performance	0.193	0.168	0.185	1,044	0.297
Servant Leadership -> Organizational Citizenship Behavior	0.732	0.715	0.147	4,975	0,000

Source: Primary Data Processed 2026

A relationship between variables is declared significant if it has a t-statistic value ≥ 1.96 and a p-value ≤ 0.05 at a significance level of 5% (Hair et al., 2022). The test results can be seen as follows:

The effect of Servant Leadership on Performance has a coefficient value of 0.193 with a t-statistic of 1.044 (< 1.96) and a p-value of 0.297 (> 0.05). This indicates that Servant Leadership does not have a positive and significant effect on Performance, so H1 is rejected.

The effect of self-efficacy on performance has a coefficient value of 0.424 with a t-statistic of 2.199 (> 1.96) and a p-value of 0.028 (< 0.05). This indicates that self-efficacy has a positive and significant effect on performance, so H2 is accepted.

The effect of OCB on performance has a coefficient value of 0.384 with a t-statistic of 2.685 (> 1.96) and a p-value of 0.007 (< 0.05). This indicates that OCB has a positive and significant effect on performance, so H3 is accepted.

The effect of Servant Leadership on OCB has a coefficient value of 0.732 with a t-statistic of 4.975 (> 1.96) and a p-value of 0.000 (< 0.05). This indicates that Servant Leadership has a positive and significant effect on OCB, so H4 is accepted.

The effect of self-efficacy on OCB has a coefficient value of 0.174 with a t-statistic of 1.047 (< 1.96) and a p-value of 0.296 (> 0.05). This indicates that self-efficacy does not have a positive and significant effect on OCB, so H5 is rejected.

Table 4. Results of the Indirect Effect Test

Mediation Path				Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Efficacy	->	OCB	->	0.067	0.082	0.084	0.792	0.429
Performance								
Servant Leadership	->	OCB	->	0.281	0.291	0.109	2,568	0.011
Performance								

Source: Primary Data Processed 2026

The indirect effect of Servant Leadership on Performance through OCB has a coefficient value of 0.281 with a t-statistic of 2.568 (> 1.96) and a p-value of 0.011 (< 0.05), so that OCB is proven to mediate the effect of Servant Leadership on Performance and H6 is accepted. Because the direct effect of Servant Leadership on Performance is not significant while the indirect effect is significant, OCB acts as a full mediator (full mediation) in the relationship between Servant Leadership and Performance.

The indirect effect of Self-Efficacy on Performance through OCB has a coefficient value of 0.067 with a t-statistic of 0.792 (< 1.96) and a p-value of 0.429 (> 0.05), so OCB is not proven to mediate the effect of Self-Efficacy on Performance and H7 is rejected. The effect of Self-Efficacy on Performance occurs directly, not through increased OCB.

Discussion

The Influence of Servant Leadership on the Performance of Elders and Deacons in the GPM Classis of Ambon City

The test results show that Servant Leadership has not been able to provide a direct influence on the Performance of Elders and Deacons throughout the GPM Classis of Ambon City (t-statistic $1.044 < 1.96$; p-value $0.297 > 0.05$). Although leaders have implemented a service-oriented leadership style, such as providing attention, support, mentoring, and prioritizing the needs of members, these conditions have not directly improved performance in carrying out service tasks. This can occur because the increase in Elder and Deacon performance is not only influenced by leadership style, but also by Self-Efficacy, commitment to service, intrinsic motivation, and OCB behavior.

In the context of church ministry, performance is not only determined by how a leader serves his members, but also by the awareness and personal responsibility of each Elder and Deacon in carrying out the calling of service. This finding is supported by the results of the mediation analysis which shows that Servant Leadership has a significant effect on OCB, and OCB has a significant effect on Performance, so that the influence of Servant Leadership on Performance is more effective through increasing OCB than direct influence.

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The Influence of Self-Efficacy on the Performance of Elders and Deacons in the GPM Classis of Ambon City

The test results show that Self-Efficacy has a positive and significant effect on the Performance of Elders and Deacons throughout the GPM Classis of Ambon City (t-statistic $2.199 > 1.96$; p-value $0.028 < 0.05$). This means that the higher the level of Elders' and Deacons' confidence in their abilities in carrying out their service duties and responsibilities, the higher their performance will be. Confidence in one's own abilities encourages individuals to be more confident in facing service challenges, able to complete tasks well, and remain committed to achieving organizational goals.

This condition indicates that Elders and Deacons with high levels of Self-Efficacy tend to be better able to manage the various problems they encounter during their ministry. They are more resilient when faced with obstacles, have a higher motivation to complete their assigned responsibilities, and are able to maintain the quality of service despite facing various challenges. Thus, confidence in one's abilities is a crucial factor in increasing the effectiveness of task execution and performance achievement.

Theoretically, this finding is in line with the Self-Efficacy theory put forward by Bandura, which states that an individual's belief in his or her ability to carry out a task will influence the way of thinking, level of motivation, persistence, and success in achieving goals.

The Influence of Organizational Citizenship Behavior (OCB) on the Performance of Elders and Deacons in the GPM Classis of Ambon City

The test results show that OCB has a positive and significant effect on the Performance of Elders and Deacons throughout the GPM Classis of Ambon City (t-statistic $2.685 > 1.96$; p-value $0.007 < 0.05$). This means that the higher the OCB behavior shown by Elders and Deacons, such as the willingness to help fellow ministers without being asked, maintaining harmonious working relationships, and actively participating in various church activities, the higher the performance produced in carrying out ministry duties and responsibilities. Voluntary behavior carried out outside the demands of formal duties makes a real contribution to the effectiveness of ministry implementation and the achievement of organizational goals.

This condition indicates that Elders and Deacons who show a high level of concern for the organization, are willing to help fellow ministers without being asked, maintain harmonious working relationships, and actively participate in various church activities tend to be able to carry out their ministry duties more effectively. These behaviors create a conducive work environment, enhance cooperation among members, and strengthen commitment to providing service to the congregation. Thus, Organizational Citizenship Behavior is a crucial factor supporting improved performance within church organizations.

Theoretically, these results are in line with the OCB concept put forward by Dennis W. Organ, which explains that individual voluntary behavior carried out outside of formal job demands can increase organizational effectiveness and efficiency.

The Influence of Servant Leadership on Organizational Citizenship Behavior (OCB) of Elders and Deacons in the GPM Classis of Ambon City

The test results show that Servant Leadership has a positive and very significant effect on OCB in Elders and Deacons throughout the GPM Classis of Ambon City (t-statistic $4.975 > 1.96$; p-value $0.000 < 0.05$), with a path coefficient value of 0.732, which is the largest influence in the research model. This means that the better the implementation of service-oriented leadership, the higher the OCB behavior shown by Elders and Deacons. Leadership that prioritizes service, attention to the needs of members, empowerment, and role models can encourage organizational members to demonstrate voluntary behavior that supports organizational effectiveness.

This condition indicates that when leaders provide attention, trust, support, and opportunities for Elders and Deacons to develop, they will be encouraged to make greater contributions beyond their formal duties. This behavior can be manifested in the form of a willingness to help fellow ministers, maintain harmonious working relationships, actively participate in various church activities, and demonstrate concern for the organization's success without expecting direct rewards. These behaviors are the main characteristics of Organizational Citizenship Behavior, which is very necessary in increasing the effectiveness of church organizational services.

This result is in line with the concept of Servant Leadership which states that leaders who prioritize service to their members will be able to build relationships based on trust, commitment, and concern.

The Influence of Self-Efficacy on Organizational Citizenship Behavior (OCB) of Elders and Deacons in the GPM Classis of Ambon City

The test results show that Self-Efficacy has not been able to provide a direct influence on OCB in Elders and Deacons throughout the GPM Classis of Ambon City (t-statistic $1.047 < 1.96$; p-value $0.296 > 0.05$). This means that an individual's high confidence in their ability to carry out service tasks does not automatically encourage the emergence of voluntary behavior that goes beyond the demands of formal tasks.

Although Elders and Deacons have high self-confidence in carrying out their responsibilities, this does not necessarily translate into behaviors such as helping coworkers, participating voluntarily, or making additional contributions to the organization. This condition can occur because Organizational Citizenship Behavior is a behavior that is not only influenced by internal individual factors, but also influenced by various organizational factors, such as leadership style, organizational culture, organizational commitment, interpersonal relationships, and a conducive work climate. In the context of church ministry, voluntary behavior is driven more by service values, a sense of belonging to the organization, and the example of the leader rather than solely by the individual's belief in his or her own abilities.

This finding is also supported by the test results which show that Servant Leadership has a positive and significant influence on OCB, which indicates that the formation of OCB behavior in Elders and Deacons is more influenced by service-oriented leadership than by the level of individual Self-Efficacy.

The Influence of Servant Leadership on Performance through Organizational Citizenship Behavior (OCB) to the Elders and Deacons of the GPM Classis of Ambon City

The test results show that the indirect effect of Servant Leadership on Performance through OCB is significant (t-statistic $2.568 > 1.96$; p-value $0.011 < 0.05$). This means that service-oriented leadership

does not directly improve performance, but first encourages the formation of OCB behavior, which then has an impact on improving performance.

This situation demonstrates that a leader who prioritizes service, pays attention to members, empowers, guides, and serves as a role model will be able to build a sense of responsibility, concern, and commitment among members towards the organization. This attitude encourages Elders and Deacons to voluntarily assist fellow ministers, actively participate in various church activities, maintain harmonious working relationships, and prioritize the interests of the organization over personal interests. These behaviors constitute Organizational Citizenship Behavior, which ultimately contributes to improved performance in ministry.

Since the direct influence of Servant Leadership on Performance is not significant, while the influence of Servant Leadership on OCB and the influence of OCB on Performance are both significant, then OCB acts as a full mediator in the relationship between Servant Leadership and Performance. This finding indicates that improving the performance of Elders and Deacons is more effectively achieved through the formation of OCB behaviors influenced by the implementation of Servant Leadership.

The Influence of Self-Efficacy on Performance through Organizational Citizenship Behavior (OCB) on Elders and Deacons in the GPM Classis of Ambon City

The test results show that the indirect effect of Self-Efficacy on Performance through OCB is not significant (t -statistic $0.792 < 1.96$; p -value $0.429 > 0.05$). This means that even though Elders and Deacons have high confidence in their abilities in carrying out service tasks, this condition has not been able to encourage the formation of OCB behavior that ultimately improves performance.

This situation can occur because self-efficacy plays a greater role in enhancing an individual's ability to directly complete tasks and responsibilities than in encouraging voluntary behavior outside of formal duties. Elders and deacons with high levels of self-efficacy tend to be more confident, able to face ministry challenges, and strive to complete tasks well. However, this confidence in one's abilities does not necessarily translate into behaviors such as helping fellow ministers, participating voluntarily, or making additional contributions to the organization, which are characteristics of Organizational Citizenship Behavior (OCB).

These results are consistent with the results of the direct effect test, which showed that self-efficacy had no significant effect on OCB, while self-efficacy had a positive and significant effect on performance. Thus, OCB does not act as a mediating variable in the relationship between self-efficacy and performance.

4. Conclusion

1. *Servant Leadership* does not have a significant effect on the performance of elders and deacons throughout the GPM Classis in Ambon City. Service-oriented leadership has not been able to directly improve performance, so H1 is rejected.
2. *Self-Efficacy* has a positive and significant effect on the performance of elders and deacons throughout the GPM Classis in Ambon City. The higher the confidence of elders and deacons in their abilities to carry out service tasks, the higher the resulting performance, so H2 is accepted.
3. *Organizational Citizenship Behavior* has a positive and significant effect on the performance of elders and deacons throughout the GPM Classis in Ambon City. Voluntary behavior, concern, cooperation,

and contributions outside of formal duties can improve performance in implementing services, so H3 is accepted.

4. *Servant Leadership* has a positive and significant effect on Organizational Citizenship Behavior among Elders and Deacons throughout the GPM Classis in Ambon City. The better the implementation of service-oriented leadership, the higher the Organizational Citizenship Behavior demonstrated by Elders and Deacons, so H4 is accepted.
5. *Self-Efficacy* does not have a significant effect on Organizational Citizenship Behavior among Elders and Deacons in the GPM Classis of Ambon City. Individual confidence in their own abilities has not been able to directly encourage the emergence of OCB behavior, so H5 is rejected.
6. *Organizational Citizenship Behavior* able to mediate the influence of Servant Leadership on the Performance of Elders and Deacons throughout the GPM Classis of Ambon City as a full mediator (full mediation), so that H6 is accepted.
7. *Organizational Citizenship Behavior* was unable to mediate the influence of Self-Efficacy on the Performance of Elders and Deacons throughout the GPM Classis of Ambon City. The influence of Self-Efficacy on Performance occurs directly and not through Organizational Citizenship Behavior, so H7 is rejected.

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