

# Pengaruh Servant Leadership dan Symmetrical Communication Terhadap Employee Advocacy yang Dimediasi oleh Employee Empowerment dan Organizational Citizenship Behavior pada Pegawai Negeri Sipil di Direktorat Jenderal Pajak = The Effect of Servant Leadership and Symmetrical Communication on Employee Advocacy Mediated by Employee Empowerment and Organizational Citizenship Behavior of Civil Servants at the Directorate General of Taxes

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## Abstrak

Penelitian ini dilakukan untuk menganalisis dan menguji pengaruh servant leadership dan symmetrical communication terhadap employee advocacy dengan mempertimbangkan faktor mediasi oleh employee empowerment dan organizational citizenship behavior pada Pegawai Negeri Sipil di Direktorat Jenderal Pajak. Pengumpulan data dilakukan melalui kuesioner online dan dikumpulkan sejumlah 418 responden dari jenjang jabatan tertentu. Aplikasi SPSS dan metode Structural Equation Modelling dengan aplikasi LISREL digunakan dalam analisis statistik data penelitian. Hasil penelitian menunjukkan bahwa terdapat pengaruh yang signifikan dan positif dari employee empowerment dan organizational citizenship behavior dalam memediasi pengaruh servant leadership dan symmetrical communication terhadap employee advocacy. Organisasi disarankan untuk meningkatkan pengembangan servant leadership dan mempertahankan komunikasi yang efektif dalam membangun aktivasi employee advocacy yang positif dan terlaksana oleh seluruh pegawai. Kemudian, implikasi manajerial dalam penelitian ini menggarisbawahi pentingnya peningkatan servant leadership dan symmetrical communication dalam meningkatkan dan memfasilitasi employee advocacy melalui peningkatan peran employee empowerment dan organizational citizenship behavior.

.....This research was conducted to analyze and test the effect of servant leadership and symmetrical communication on employee advocacy by considering the mediating factors by employee empowerment and organizational citizenship behavior of the Civil Servants at the Directorate General of Taxes. Data collection was carried out through online questionnaires and managed to collect as many as 418 respondents from certain positions. The SPSS application and the Structural Equation Modeling method with the LISREL application are used in the statistical analysis of research data. The results of the study show that there is a significant and positive effect of employee empowerment and organizational citizenship behavior in mediating the effect of servant leadership and symmetrical communication on employee advocacy. Organizations are advised to improve servant leadership development and maintain effective communication in building positive employee advocacy activation and carried out by all employees. Then, the managerial implications in this study underscore the importance of increasing servant leadership and symmetrical communication in enhancing and facilitating employee advocacy through increasing the role of employee empowerment and organizational citizenship behavior.