Team Member Exchange Leadership Model To Improve Company Strategy Development

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Team member exchange leadership model to improve company strategy development

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Article Info

ABSTRACT

Company leaders have different potential and planning strategies. To develop a company requires leadership and team support. Many of the work teams do not experience positions alternately so that it affects the company's performance commitment. the research method uses library research by collecting several leadership theories and company The purpose of this study is to analyze the leadership model of the exchange of working team members to develop private companies in Indonesia. The results of the study explain that a company led by an entrepreneurial spirit, charismatic, democratic model is able to improve team performance so that the company can develop quickly through planning strategies and periodic evaluations from leaders and members of the work team. To thrive in the future and be profitable, teams and organizations can work alternately in a job title in a team member exchange leadership system.

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Introduction

Current technological developments trigger increasingly fierce and complex competition between companies. Competition does not only occur between similar companies in the country but also competes with foreign companies entering the country with the term globalization. Currently, the development of industry 4.0 is also supported by very rapid technological advances. The development of this technology allows automation in almost all fields. (Aldianto et al., 2018; Simanjuntak, 2022). Therefore, whether as a leader in an organization or business company, or as an employee in a company, you are always required to be more multitasking and competent in behavior, acting superior to other companies. Events that often occur in a system and human resource management in several companies are how the employees themselves behave (Dewi & Subudi, 2015).

The development of human resources can affect various aspects of the company, including an increased sense of responsibility, high work commitment, the value of honesty and motivation. Some of these things can improve the quality of human resources for the company. The changes in the conditions mentioned above can certainly open up new business opportunities and markets for technology providers and developers, such as sensors, robotics, 3D printing or inter-machine communication technology. (Aldianto et al., 2018). The

development of technology-based business can increase business development quickly and facilitate the formulation of strategies, systems and opportunities to compete more.

To develop a company is important in planning strategy. Among them is that service motivation not only encourages employees to make efforts toward interesting and enjoyable tasks with prosocial consequences, but also helps explain why employees put extra effort into tasks that are inherently unpleasant or do not incentivize in exchange for money, making them all the more important. for business leaders to know how to stimulate this motivation. On the other hand, the practice of transformational leadership requires behaviors that aim to direct and inspire efforts to meet organizational goals by articulating a vision that increases employee awareness (Fikri et al., 2021).

Some of the management strategies and techniques to increase competitive advantage that have begun to develop in recent years, highlighting leadership, such as Servant Leadership can be developed with progress in the economic field as large and strong as progress in the political and military fields (Dixit et al., 2018; (Suhardi; Nainggolan, Nora, 2021). Human resources can determine the progress of a company. To realize quality human resources, it is necessary to pay attention to the leadership model. Among them Servant Leadership is someone who becomes a servant first. It starts with the natural feeling that someone who wants to serve must first serve. Then conscious choice brings someone to lead by placing the needs of employees as a priority, recognizing the honor and importance of values for each individual, and helping others in achieving a common goal (Rachman et al., 2021; Suhardi, 2018).

Leadership is defined as the ability to achieve goals by influencing people or members in an organizational group. the importance of serving followers (communities) wherever they are and acting as role models who provide support, and involve followers in decision making. the work environment becomes more conducive because it prioritizes the interests of others (focusing on subordinates or employees themselves) so that the organization/company will easily grow and develop. Conceptual Servant Leadership (SL) Until now leadership is still considered an important factor in improving performance, but along the way, there has been a shift that was initially process-oriented and result-oriented, then turned into people (people) and oriented to the future. The main challenge in the concept of leadership is how to develop and empower the people under its coordination in a company/organization. (Rachman et al., 2021) A good leader is highly expected by many people. When someone is appointed as a leader, everyone will expect that the leader is a good leader and can protect anyone under his leadership.

To lead a company, it is necessary to pay attention to the mechanisms and strategies that are the main action patterns chosen to realize the organization's vision through mission (Ramdhani, 2018). It should be noted that servant leadership has several similarities with transformational leadership, including trust, value credibility, influence and motivation of leaders and visionary services committed to determining the future vision of the company/organization by involving all members to determine the direction of a better organization together, but if viewed conceptually there are differences and have additional predictive validity on the exchange of leader members and transformational leadership.

The theory of Servant Leadership that is always used by researchers is adopted from the view that he is one of the revolutionary pioneers of new leadership thinking, he said, Servant Leadership is a form of charismatic leadership that is influenced by morals. Then, looking at Servant Leadership as having the characteristics of humility, Servant Leadership in leading its members always respects and places other people's achievements higher than theirs; oriented to the relational strength and moral development of members.(Suhardi et al., 2022). There are several companies that have obstacles to fully develop. Greiner explained that there is still a crisis, namely a return to the first crisis (leadership crisis), or the second (autonomy crisis), or the third (control crisis), or the fourth (red-tape), or all crises can occur simultaneously. what we often call multi-crisis. From Greiner's concept, it can be concluded that every organization cannot be separated from the problems (crises) it faces, there is no apparent death that will happen to the organization, and there is only a crisis (Armanu Thoyib, 2005).

The company when the owner as the founder of the organization (company) has been preoccupied with other matters that have resulted in the founder being unable to concentrate his company which is being faced with a very serious competitive phenomenon, or the succession of the organization has failed (unsuccessfully) because no founding family member continues to replace seniors control the company. When (Armanu Thoyib, 2005). The correlation of variables with previous research on the findings of Valdiseri et al. (2010) also found a relationship between transformational leadership on the effectiveness and job satisfaction of employees. Job satisfaction is a condition related to the emotional reaction of the perception of someone who has received the needs and demands he wants from the work he does (Dewi & Subudi, 2015).

Maulizar (2012) states that transformational leaders are leaders who motivate their subordinates to work to achieve organizational goals and satisfy their needs at a higher level. Hughes et al. (2012:542) suggest that a transformational leader can encourage employee motivation in realizing the leader's vision, because he has rhetorical skills, and good impression management. Ping & Yue (2010) define leader-member exchange or leader-member exchange (LMX) as an interpersonal exchange relationship between subordinates and their leaders. Wijayanto and Susanto (2013) stated that the LMX theory found differences in attitudes received by subordinates from their superiors. These differences form separate groups that explain the relationship between superiors and subordinates called in-group and out-group.

Charismatic leadership model In this component the leader will act as a model who is admired, respected and trusted by subordinates so that the subordinate will be on the side of the leader and even want to be like his leader. This component is also known as the Idealized Influence component (Dewi & Subudi, 2015) Characteristics and Dimensions of Servant Leadership (SL) In empowering followers who are the key characteristics of Servant Leadership, researchers view it in several different ways, among others. Initially, the concept of TMX (Team Member Exchange) was developed with the aim of measuring the level of skills, information knowledge, and exchange of ideas with measurements from other colleagues.

Emphasis on Team Member Exchange (TMX) based on role theory is the importance of interaction between members in an organization/company as a way to achieve company effectiveness but another view of social exchange theory.(Suhardi; et al, 2022) redefined Team Member Exchange (TMX) as a member's perception of the quality of reciprocal relationships between team members with respect to the help and contributions of other members, so that he or she is ultimately motivated to help and provide information to provide mutual support between members. Team Member Exchange focuses on the quality of relationships Social interaction between someone in a work team that emphasizes providing information, and problem solving on work problems faced by work members. The influence of the leader on one's role will be meaningful and quality for the work team. if he tends to value good relations with his co-workers, and can create a conducive work atmosphere, mutual trust and mutual support in providing ideas and ideas.

There are at least two reasons why the concept of Team Member Exchange (TMX) has attracted the attention of academics and researchers, namely: a. Team Member Exchange (TMX) can provide a comprehensive understanding of the internal team exchange relationships, whereas when compared to The Leadership Member Exchange (LMX) or Self-Managed Team (SMT) can only reflect the vertical relationship between superiors (leaders) and subordinates (members). In other words, the Team Member Exchange (TMX) variable can provide additional roles, apart from vertical relationships such as the Leadership Member Exchange (LMX) variable, it can also reflect horizontal reciprocal relationships with other members and co-workers. The stronger the reciprocity of members in a team, the higher the TMX (Team Member Exchange) quality level. As an illustration, everyone recognizes the salary they receive as an award given by the company/organization to their team, so they will be more willing to contribute together to achieve common goals with their team. Vice versa, the lower the quality of TMX (Team Member Exchange), the less likely members are to make an effort and be respected and appreciated, they are less willing or even not to make any effort.

With the increasing number of work designs based on team output, such as team effectiveness, team innovation, as well as team creativity, and team performance, it will increasingly become the center of attention of experts and researchers, especially in academics and in practice as well, they really hope to receive theoretical guidance. from academics and researchers. Based on the brief description above and also from empirical evidence that has been carried out by experts, it is stated that Team Member Exchange (TMX) reflects the spirit of self-respect with cooperation and altruism, among others in a work team, with a theoretical basis.

This Role Theory includes learning, cognition, and expectation. How the attitudes and behavior of members are influenced by their role in society, both status and identity. A person's position in society will determine a person's social behavior. When someone is in community organization activities, he will always want to interact with each other. In an organization, a person can be given different tasks and rights so that team members will try to continue to learn according to the cognition of their respective roles in their respective fields, with the hope that they will be achieved in the organization. In a team too, someone will get hope, if it is responded positively and will live up to their expectations, and they will help each other, provide information, share resources, provide feedback, which in the end will build Team Member Exchange (TMX) high quality. Based on the phenomena and problems stated above, this study aims to analyze the Team Member Exchange (TMX) leadership model to develop private companies in Indonesia with a meta-analysis method using literature studies by collecting several leadership and corporate theories.

Method

The procedure in this research is to examine several sources related to the strategic management of leadership models in Indonesia, then select and link these sources to serve as new arguments from the arguments that already exist. This paper uses the method of library research (library research). Literature study is a study that is used to collect information and data with the help of various materials in the library such as documents, books, magazines, and historical stories (Creswell, 2015). The literature study analyzes reference books, the results of previous similar studies that are useful for obtaining a theoretical basis on the problem to be studied. Literature study means data collection techniques by reviewing books, literature and various reports related to the problem to be solved. Meanwhile, according to other experts, literature study is a theoretical study, references and other scientific literature related to culture, values and norms that developed in the social situation under study (Budiman & Suparjo, 2021). This study uses a meta-analysis using published studies' data as a sample. Samples suitable for meta-analysis were collected through studies based on the results of a literature review of pre-existing studies using 101 publications. The reference procedure can be detailed as shown in Figure 1.
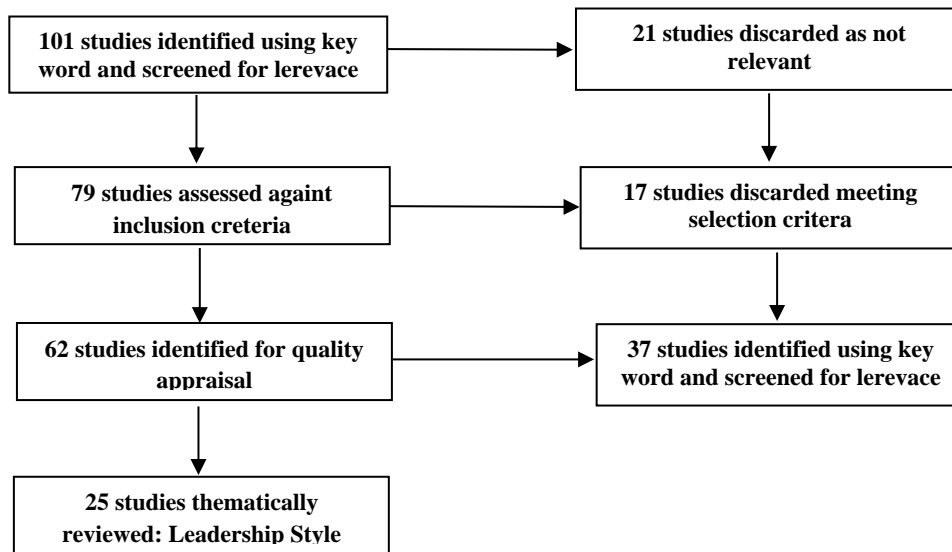

Figure 1. Summary Detail of the Search Procedures

Based on Figure 1 summary of the search and assessment process, journal sources found studies that could be identified using keywords and filtered on Leadership: Leader-Member Exchange, Team Member Exchange (TMX), and Leadership Style with a total of 101 lessons. Twenty-one were discarded as irrelevant, while the other 79 were assessed based on the total inclusion criteria. 17 lessons were discarded to meet the selection criteria. Meanwhile, another 62 lessons were identified for quality assessment. A total of 37 studies were identified using keywords and filtered for relevance until finally using 25 thematic studies reviewed. The studies are summarized and placed in the Mapping Journal, as shown in Table 1.

Table1. Summary Mapping Journal Leadership

No	Author(s)	Title(s)	Key Findings	Publisher	Links
1	Amah, Okechukwu Ethelbert (2016).	Servant Leadership Relationship with Leader Member Exchange: The Moderating Role of Motivation-to-Serve and Motivation-to-Lead	Servant Leadership, Motivation-to-Serve, Motivationto-Lead, Leader-Member Exchange, Cross-Cultural	International Journal of Management, Economics and Social Sciences, Vol. 4(3).108 – 127	http://dx.doi.org/10.53 34/pb.326
2	Anand, S, et al. (2011).	Leader–Member Exchange: Recent Research Findings and Prospects for the Future	Leader Member Exchange	The Sage Handbook of Leadership, 311-325	

No	Author(s)	Title(s)	Key Findings	Publisher	Links
3	Angela J. Xu. Lei Wang (2019)	How and When Servant Leaders Enable Collective Thriving: The Role of Team–Member Exchange and Political Climate	Servant Leaders, Team Member Exchange, Political Climate	British Journal of Management, 31, Issue 2, 274-288	https://doi.org/10.1111/1467-8551.12358
4	Bank, G.C., et al (2018)	Construct redundancy in leader behaviors: A review and agenda for the future. Leadership Quarterly	Leader Behaviors, Leadership Quarterly	The Leadership Quarterly Volume 29, Issue 1, 236-251	https://doi.org/10.1016/j.leaqua.2017.12.005
5	Banks, G.C., et al (2014)	What Does Team-Member Exchange Bring to the Party? A Meta-Analytic Review of Team and Leader Social Exchange	Team-Member Exchange, Team and Leader Social Exchange	Journal of Organizational Behavior, 35, 273-295	https://doi.org/10.1002/job.1885
6	Beshlideh, K, et al. (2018).	Testing a Model of Perceived Organizational Support, Citizenship Behavior, Commitment, Job Satisfaction and Leader-Member Exchange as Concequences of Servant Leadership in Cement Factory Employees in Kermanshah	Servant Leadership, Perceived Organizational Support, Leader-Member Exchange, Job Satis-faction, Organizational Commitment, Organiza-tional Citizenship Behavior	International Journal of Psychology Vol. 12, No. 2, Summer & Fall 2018, 169-196.	https://doi.org/10.24200/ijpb.2018.115440
7	Canavesi, A & Minelli, E. (2022).	Servant Leadership: a Systematic Literature Review and Network Analysis	Servant Leadership, Systematic Literature Review, Bibliographic Network Analysis, SNLA	Employee Responsibilities and Rights Journal, 34:267–289	https://doi.org/10.1007/s10672-021-09381-3
8	Coetzer, M, F, et al. (2015).	The Functions of a Servant Leader	Servant Leadership; Practice; Organisational Development; Systematic Literature Review	Administrative Sciences, 7 (5), 1–32	https://doi.org/10.3390/admsci7010005
9	Dierendonck, D, V. (2011).	Servant Leadership: A Review and Synthesis	Servant Leadership; Review; Positive Organizational Behavior	Journal of Management, Vol. 37 No. 4, 1228-1261	http://doi.org/10.1177/0149206310380462.
10	Eva, N., et al (2019)	Servant Leadership: A systematic review and call for future research. Leadership Quarterly	Servant Leadership, Leadership, Leader, Systematic Literature, Review, Literature review	The Leadership Quarterly, 30 (1), 111–132	https://doi.org/10.1016/j.leaqua.2018.07.004
11	Farmer, S. M., (2015)	The Contextualized Self: How Team-Member Exchange	Team-Member Exchange, Coworker Identification, OCB	Journal of Applied Psychology, 100 (2), 583–595	https://doi.org/10.1037/a0037660

No	Author(s)	Title(s)	Key Findings	Publisher	Links
		Leads to Coworker Identification and Helping OCB			
12	Hanse, J.J, et al (2015)	The impact of Servant Leadership Dimensions on Leader–Member Exchange among Health Care Professionals	Servant Leadership, Leader Member Exchange	Journal of Nursing ManagementVolume 24, Issue 2 p. 228-234	https://doi.org/10.1111/jonm.12304
13	Haynie, J.J. (2012)	Core-Self Evaluations and Team Performance: The Role of Team-Member Exchange	Core-Self Evaluations, Team Performance, Team-Member Exchange	Small Group Research, 43, 315-329	https://doi.org/10.1177/1046496411428357
14	Liden, R, C, et al. (2008)	Servant Leadership: Development of a Multidimensional Measure and Multi-Level Assessment	Servant Leadership, Community Citizenship, Scale Development, Multi-level Analysis, Leader Member Exchange, Trans-formational Leadership	The Leadership Quarterly, 19, 2, 161-177	https://doi.org/10.1016/j.leaqua.2008.01.006
15	Liden, R, C, et al. (2014)	Servant Leadership: Antecedents, Processes, and Outcomes	Servant Leadership	The Oxford Handbook of Leadership and Organizations, 1–26	https://doi.org/10.1093/oxfordhb/9780199755615.013.018
16	Liden, R. C., et. al (2014)	Servant Leadership and Serving Culture: Influence on Individual and Unit Performance	Servant Leadership, Serving Culture, Individual and Unit Performance	Academy of Management Journal, 57(5), 1434–1452.	https://doi.org/10.5465/amj.2013.0034
17	Malingumu W, et al (2016)	Servant Leadership, Organisational Citizenship Behavior and Creativity: The Mediating Role of Team-Member Exchange	Servant Leadership, OCB, Creativity, TMX	Psychologica Belgica, 56 (4), 342-356	https://doi.org/10.5334/pb.326
18	Miao, Q., et al (2014)	Servant Leadership, Trust, and the Organizational Commitment of Public Sector Employees in China	Servant Leadership, Trust, Organizational Commitment, Public Sector Employees	Public Administration, 92(3), 727–743.	https://doi.org/10.1111/padm.12091
19	Mostafa, A, M, S & El-Motalib, E, A, A,. 2018	Servant Leadership, Leader–Member Exchange and Proactive Behavior in the Public Health Sector	Servant Leadership, Leader–Member Exchange, Proactive Behavior	Public Personnel Management, 48 (3)	https://doi.org/10.1177/0091026018816340
20	Mustamil, N. and Najam, U. (2020).	Servant Leadership: A bibliometric	Servant Leadership	International Journal of Organiztional Leadership, 9, 138-155	http://doi.org/10.33844/ijol.2020.60501.

No	Author(s)	Title(s)	Key Findings	Publisher	Links
		Review			
21	Newman, A., et al (2017)	How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality	Servant Leadership, Organizational Citizenship Behavior, LMX, Empowerment, Proactive Personality	Journal of Business Ethics, 145(1), 49–62.	http://doi.org/10.1007/s10551-015-2827-6
22	Parris, D. L., & Peachey, J. W. (2013).	A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts.	Servant Leadership	Journal of Business Ethics, 113(3), 377–393.	https://doi.org/10.1007/s10551-012-1322-6
23	Reed, L. L. (2015).	Servant Leadership, Followership, and Organizational Citizenship Behaviors in 9-1-1 Emergency Communications centers: Implications of a National Study. Servant Leadership Theory and Practice	Servant Leadership, Followership, Organizational Citizen-ship Behaviors, 9-1-1 Emergency Communicati-ons, Executive Servant Leadership Scale, Implicit Followership Scales	Servant Leadership: Theory and Practice, 2 (1), 71–94	https://core.ac.uk/download/pdf/147512254.pdf
24	Seer, A., Petty, M.M., & Cashmand, J. (1995)	Team-Member Exchange under Team and Traditional Management.	Team-Member Exchange, Team, Traditional Management.	Group and Organization Management, 20, 18–38	http://dx.doi.org/10.1177/1059601195201003
25	Suhardi & Nainggolan, N, P. (2021)	Servant Leadership, Procedural Justice Climate, Service Climate, Employee Attitudes, and Organizational Citizenship Behavior: A Cross-Level Investigation	Servant Leadership, Team Member Exchange, Performance	Journal of Business and Management (IOSR-JBM), 23, Issue 9. Ser. IV, 12-20	https://doi.org/10.9790/487X-2309041220
26	Suhardi, et al. (2022)	The Effect of Servant Leadership and Team Member Exchange (TMX) on Employee Performance of Foreign-owned Life Insurance: The Mediating Role of Organizational Citizenship Behavior.	Servant Leadership, Team Member Exchange (TMX), Employee Performance.	Journal of Economics Business and Accountancy Ventura 24(3)	https://doi.org/10.14414/jebav.v24i3.2785

No	Author(s)	Title(s)	Key Findings	Publisher	Links
27	Suhardi, et al. (2022)	Impact of Team Member Exchange and Servant Leadership on Employee Performance with Organizational Citizenship Behavior	Servant Leadership, Team Member Exchange, Organizational Citizenship Behavior, Employee Performance	Hunan Daxue Xuebao/Journal of Hunan University Natural Sciences, 49 (5), 90-101	https://doi.org/10.55463/issn.1674-2974.49.5.11
28	Van Dierendonck, D. (2011).	Servant Leadership: A Review and Synthesis	Servant Leadership	Journal of Management, 37(4), 1228–1261.	http://dx.doi.org/10.1177/0149206310380462
29	Verdorfer, A.P & Peus, C (2016).	The Measurement of Servant Leadership	Servant Leadership, Measurement Adaption, Validity, Servant Leadership Survey	Zeitschrift für Arbeits- und Organisationspsychologie, 60 (3), 1-17	https://doi.org/10.1026/0932-4089/a000133.
30	Walumbwa, F.O., et al (2010)	Servant Leadership, Procedural Justice Climate, Service Climate, Employee Attitudes, and Organizational Citizenship Behavior: A Cross-Level Investigation	Servant Leadership, Procedural Justice Climate, Service Climate, Employee Attitudes, Organizational Citizenship Behavior	Journal of Applied Psychology, 95, 517-529	https://doi.org/10.1037/a0018867
31	Wang, Z., et al (2014)	The Mediating Effect of Cooperative Goals on the Relationship between Team Orientation and Team Member Exchange.	Cooperative Goals, Team Orientation, Team Member Exchange	Social Behavior and Personality: An International Journal, 42, 685-693.	https://doi.org/10.2224/sbp.2014.42.4.685
32	Xu, A& Wang, L, (2019)	How and When Servant Leaders Enable Collective Thriving: The Role of Team–Member Exchange and Political Climate	Servant Leaders, Team–Member Exchange, Political Climate	British Journal of Management, 31(2)	https://doi.org/10.1111/1467-8551.12358
33	Yıldız, H & Yıldız, B (2016)	The Effects of Ethical Leadership, Servant Leadership and Leader-Member Exchange on Compulsory Citizenship Behaviors	Compulsory Citizenship Behavior, Ethical Leadership, Leader-Member Exchange, Servant Leadership	International Business Research; Vol. 9, No. 2, 19-33	http://dx.doi.org/10.5539/ibr.v9n2p19
34	Zhang, Y, et al (2017)	A Meta-Analytic Review of Servant Leadership Consequences: The Moderating Roles of Cultural Factors	Servant Leadership; Meta-Analysis; Social Exchange Theory; Cultural Factors; Incremental Validity	Asia Pacific journal of management, 38 . pp. 371-400	https://doi.org/10.1007/s10490-018-9639-z
35	Zheng Chen (2018).	A Literature Review of Team-Member Exchange and Prospects	Team-Member Exchange, Social Exchange Theory, Reciprocal Theory, Role Theory	Jurournal of Service Science and Management, 11, 433-454.	https://doi.org/10.4236/jssm.2018.114030

No	Author(s)	Title(s)	Key Findings	Publisher	Links
36	Zhou, W. and Liu, J. (2011)	One for All, All for One: Review of Research on Team-Member Exchange.	Team-Member Exchange, Social Identity Theory, Social Exchange Theory, Reciprocity, Role Theory	Advances in Psychological Science, 19 (8), 1193-1204.	https://journal.psych.ac.cn/adps/EN/Y2011/V19/I8/1193
37	Zou, W, C, et al (2015)	Servant Leadership, Social Exchange Relationships, and Follower's Helping Behavior: Positive Reciprocity Belief Matters	Servant Leadership, Positive Reciprocity Belief, LMX, TMX, Helping Behavior	International Journal of Hospitality Management 51, 147–156.	http://dx.doi.org/10.1016/j.ijhm.2015.08.012

Results and Discussions

Literature on Social Exchange theory refers to a model of interpersonal interaction that contains responsibility, a sense of obligation, and a commitment to individual needs that generate trust. Reconceptualize interpersonal communication. Interpersonal communication is driven by self-interest. People tend to lend a helping hand, provide feedback, and are willing to socialize with one another because of perceived social exchanges. The higher the perceived quality of social exchange in the workplace, the more they (in this relationship) will be more willing to act altruistically.

Based on the results of the analysis of scientific studies, it is known that the company needs to pay attention to the expertise possessed by its employees so that they are able to provide tasks that are in accordance with their fields. Satisfied employees will give positive replies to the company and employees tend to want to maintain the company and the desire to leave the company decreases (Dewi & Subudi, 2015). Introducing basic need fulfillment as a mediating mechanism between transformational leadership and various types of self-employment motivation is important for several reasons: First, understanding the psychological mechanisms through which organizational leadership can enhance or thwart employee motivation is very important for managers. Ideally, managers can use this information in decisions about how to motivate employees to achieve organizational goals (Fikri et al., 2021).

Frost 2003 emphasizes that due to the leadership crisis, many people suffer, who experience burn-out, who cannot enjoy life in their work, as well as a lot of costs incurred to treat emotional pain in the workplace (Handoyo, 2010). Regarding transformational leadership with other forms of leadership, it is stated that there are many similarities between servant leadership and transformational leadership. The similarity is related to the characteristics of vision, influence, credibility, trust, and service. However, servant leadership has a higher level than transformational leadership because there is an alignment of the motives of the leader and subordinates (Handoyo, 2010). Based on these data, researchers understand the role of feelings and the conduciveness of the work environment can play an important role in improving performance and reducing the risk of burn out.

The servant leadership construct is unidimensional, which means that this construct is a complete construct (Handoyo, 2010). Everyone in the world will definitely be involved in the decision-making process. This decision making can occur in any situation, from the simplest to the most complex. Decision making can occur in situations where a person predicts future outcomes from alternatives, and then chooses one of two or more options, and estimates the likelihood of those outcomes based on mostly limited evidence (Hartono et al., 2020).

Competitive advantage factors that must be owned by every company to be able to compete in the world market, especially: mastery of technology, human resources (workers, managers) with quality and have a work ethic, creativity and high motivation; a high level of efficiency and productivity in the production process; good quality and quality of the goods produced, a good management system and organizational structure; high level of entrepreneurship (Soleh, 2008). Leaders who have an entrepreneurial spirit are able to plan traditional and modern business development concepts. In the context of the wider community, the role of traditional markets is still needed. Seeing this opportunity as a leader, he can create employment opportunities through the development of the concept of traditional markets, there are still many enthusiasts among the wider community.

Market structure shows market characteristics, such as elements of the number of buyers and sellers, state of the product, state of knowledge of sellers and buyers, and state of market barriers. Difference(Anonymous, 2019). Human behavior in economic activity (as consumers and producers) is generally influenced by three forces in society, namely: the market, the organization where the community is located and the print and electronic media (Toyibah et al., 2018) In theory, people tend to respond with favorable treatment. the same as what they receive from others. A member can perform altruistic behavior to participate in cooperation if he feels he gets positive support behavior as well. And vice versa if there is no attention at all, knowing that it is only for his own interests, and can even harm the interests of others, then that person will not participate to be able to cooperate, and can even give negative responsibility. The high level of consistency of this reciprocity theory can motivate better behavior in improving team performance.

The other leadership models in Team Member Exchange (TMX) are predicted to be able to increase commitment, job satisfaction, and performance. Employees who have high Team Member Exchange (TMX) are less likely to turn to heart training. Team Member Exchange Dimensions (TMX). When referring to the definition put forward by Team Member Exchange (TMX), it is divided into 2 (two) types, namely: In this Task-Oriented Exchange, each member is oriented towards the exchange of tasks which include: Sharing information, ideas, and knowledge. This initial idea of transformational and transactional leadership styles was developed by James MacFregor Gurns who applied it in a political context (Arifudin, 2020). develop the concept of transformational and transactional leadership based on Maslow's opinion about the hierarchy of human needs (Arifudin, 2020).

A leader's ability can be seen from the high and low ability of the leader in developing employee rationality and creativity, appreciating employee ideas, and the leader's ability to involve employees in problem solving (Arifudin, 2020). The growth and development of business organizations is always overshadowed by intense business competition so that business organizations require concentration and seriousness on the part of the founders/owners/leaders of the business journey (Armanu Thoyib, 2005).

The condition of the company still tends to be volatile, as illustrated when the economic conditions are less supportive during the pandemic vovid 19 phase. As a leader who is able to compete in every situation and condition, it is necessary to pay attention to the risk of loss. Examples of corporate arrangements that have experienced a crisis include the banking sector when facing the COVID-19 pandemic, various policies including limiting services through direct face-to-face, providing restructuring policies to affected customers and utilizing digital applications. (Azhari & Wahyudi, 2020). The ease of access to digitization provides a great opportunity for the banking business, without digital applications and transactions, private and public companies will experience setbacks and other obstacles.

Table2. Summary Mapping Journal Leadership Style in Indonesia

No	Author(s)	Title(s)	Publisher	Research Result
1	Adhitama N (2014)	Leadership Style Analysis at PT Ast Jakarta Utara Didasarkan Pada Path-Goal Theory	Thesis Unika Soegijapranata.	Achievement-oriented leadership style is the most dominant
2	Anthony, F. (2019)	Situational Leadership Style Analysis PT Futurefood Wahana Industri	AGORA, 7 (1)	The situational leadership style in PT Futurefood Wahana Industri is Delegating.
3	Budiarso, D, J. (2016)	Leadership Style Analysis at PT Jaya Mulia Perkasa	AGORA, 4 (2), 345-349	PT Jaya Mulia Perkasa applies a transformational leadership style. The leader of PT Jaya Mulia Perkasa is proven to have charisma, inspiration, individual consideration, and intellectual stimulation which are dimensions of transformational leadership.
4	Dadang, M (2015)	Analysis of Democratic Leadership Style At PT.	Thesis UIN Maulana Malik	the democratic leadership in PT. Artha Surya Jaya Bojonegoro

No	Author(s)	Title(s)	Publisher	Research Result
		Artha Surya Jaya Bojonegoro	Ibrahim	had democratic leadership style dimensions proposed by Kadrisman, democratic type of leadership, namely: Social Participation, Social Responsibility, Social Support, and the Social Control.
5	Darmawan, R & Susanto, S, Y. (2009)	Analysis of Leadership Style at PT Sinar Garuda Makmurindo Gresik		PT Sinar Garuda Makmurindo Gresik's leadership style is participatory.
6	Dhaviyanti, A, F. & Musadieq M. (2017)	South Korean Expatriate Cross-Cultural Leadership Style Analysis (Study on PT Cheil Jedang Indonesia, Pasuruan Expatriates)	Jurnal Administrasi Bisnis (JAB) 51 (2), 100-	The cross-cultural leadership style applied by expatriates PT Cheil Jedang Indonesia Pasuruan is a democratic leadership style. The expatriate democratic leadership style can be seen from the company's decision-making which is carried out in consultation with local employees, the existence of efforts to empower local employees, and interpersonal communication that takes place formally and informally, either from the bottom up or from the top down.
7	Fanny, S. (2015)	Leadership Style Descriptive Study PT. X Surabaya	AGORA, 3 (2), 112-114.	Leadership style at PT. X Surabaya in terms of delegation of authority is an authoritarian leadership style. While receiving complaints and suggestions, discussing problems, giving tolerance and making decisions, including participatory leadership styles
8	Handojo, W et al. (2021)	Analysis of Types of Leadership Styles That Affect Employee Performance at PT AyoMedia Network	Jurnal Manajemen Maranatha, 20 (2) 145-158.	PT AyoMedia Network leadership style: participation and delegation
9	Hartanto, A. (2016)	Analysis of Leadership Style at PT. Sinar Sarana Sukses	AGORA, 4 (2), 140-145	The leadership style applied at PT. Sinar Sarana Sukses is dominated by a participatory leadership style, but in certain situations, directors also use an authoritarian leadership style.
10	Hasan, S, M, S.(2008)	Leadership Style Analysis at PT. Netania Kasih Karunia Pier Rembang Pasuruan		The leadership style of PT. Netania Kasih Karunia PIER Rembang Pasuruan is located in the second quadrant with a leadership style of consulting.
11	Johnathan, H, M.	Descriptive Study of Leadership Style at PT Cat	AGORA, 5 (1)	The leadership style of PT Cat Company uses a

No	Author(s)	Title(s)	Publisher	Research Result
	(2017)	Company		transformational leadership style.
12	Karyawati, D. (2019)	Analysis of the Leadership Style of the President Director of PT IMSC (Inka Multi Solusi Consulting)	Jurnal EKOMAKS, 8 (2), 64-70	The leadership style of PT. IMSC is dominated by the Supportive and Participative leadership styles, but in certain situations the directors also use the Directive leadership style.
13	Kurniawan, E. (2018)	Analysis of Leadership Style and Leadership Values of PT Media Rajawali Indonesia Director	AGORA, 6 (2)	PT Media Rajawali Indonesia's leadership style: transformational, situational and authentic leadership style. While the leadership values applied are intelligence, self-confidence, perseverance, integrity, and social skills.
14	Kurniawan, W (2003)	Leadership Style of Construction Project Managers in Surabaya		The leadership style of construction project managers in Surabaya: task oriented, and task and relationship oriented.
15	Limantara, F. (2016)	Situational Leadership Style On CV. Sumber Makmur	AGORA 4 (2)	Leadership style The director uses the selling leadership style that is applied to his employees. This is deemed inappropriate because employees with a very high level of readiness should apply a delegating leadership style.
16	Maria Imakulata (2018)	Application of Transformational Leadership Style At Alex`Salon Darmo Park Surabaya	AGORA, 6 (2)	CEO Alex`s Salon Darmo Park has applied a transformational leadership style well and in accordance with the ideal influence factors, inspirational motivation, intellectual stimulation, and individual considerations.
17	Putra, A, P et al (2022)	Implementation of Transformational Leadership Style At Bapelkes Krakatau Steel		The President Director of Bapelkes Krakatau Steel applies a transformational leadership style.
18	Rasyid, H, A. (2018)	Leadership Style At Best Western Surabaya Hotel		Leadership style of Best Western Surabaya Hotel: democratic leadership style.
19	Rosintan, M,(2014)	Analysis of Women's Leadership Styles in PT. Ruci Gas Surabaya	AGORA, 2 (2), 140-145	Feminine-masculine leadership style, the dominant leader in the feminine leadership style. Among the transactional-transformational leadership styles, the dominant leader is the transformational leadership style. However, the leader is more dominant in using a feminine leadership style. This is because the leader is a person-oriented or team-oriented leader and a charismatic leader.

No	Author(s)	Title(s)	Publisher	Research Result
20	Santoso, P, S (2013)	Descriptive Study of Leadership Style and Employee Performance at PT. Galang Buana Sentosa	AGORA, 1 (3), 140-145	Leadership style at PT. Galang Buana Sentosa: democratic leadership style.
21	Saputro & Cahyo, R.R. (2020)	Leadership Style Analysis in Improving Employee Performance Effectiveness at Doremi Home Music Course Ponorogo	Electronic Thesie IAIN Ponorogo	The leadership style at Doremi Home Music Course Ponorogo applies a mixed leadership style, namely autocratic, participatory and transactional styles.
22	Silvandi, A, S. et al. (2022)	Leadership Style Analysis of PT. Bank Rakyat Indonesia (Persero) Tbk. Payakumbuh Market Unit		The leadership style of PT. Bank BRI Pasar Payakumbuh Unit previously only used an autocratic leadership style, but the current leader uses a mixed leadership style between autocratic and participatory
23	Utami, A, P, T et al (2022)	Leadership Analysis at PT. Tida Solusi Indonesia	Lensa Ilmiah: Jurnal Manajemen dan Sumberdaya, 1 (2)	PT Tida Solusi Indonesia Telling leadership style: task clarity
24	Wibisono, M, F & Setiawan, R. (2014)	Descriptive Study of Transformational Leadership at PT Lima Benua Koneksindo in Surabaya	AGORA, 2 (1)	PT Lima Benua Connectionsdo owns and carries out the attributes of transformational leadership, in the form of charismatic (idealized influence), intellectual stimulation, individualized consideration, and inspirational motivation.
25	Wijaya, M, W. (2016)	Analysis of Leadership Style At PT. Wijaya Makmur Sentosa	AGORA, 4 (2), 399-405	Leadership style at PT. Wijaya Makmur Sentosa there are three: Charismatic Leadership Style, Transactional Leadership, and Transformational Leadership Styles. But the most dominant is the transactional leadership style.

There are several models and relationships between producer actors as leaders and employees on the development of private companies in Indonesia. It can be observed through the table 3 below.

Table 3. Company Leadership Model In Indonesia

No	Leadership Type	Company Role	Correlation Results
1	Charismatic	Provide motivation, positive modeling, appreciation of rewards, bonuses and promotions	The company has more value and high work authority and the influence of leadership on employees is high because it has different values of charismatic excellence, respect for respect, ethics can be realized.
2	Authoritarian	Giving high targets without any rewards, wages not commensurate with the workload, lack of understanding of employee conditions.	The company has a value that is less impressive and worries employees or the work team, causing discomfort at work and decreasing employee motivation.
3	Team Member Exchange	Loyalty and transparency. There is a change of position.	Through this leadership system, the leadership attitude can serve employees because they are aware that employees can serve/work more optimally in the company. The existence of opportunities and high performance in the position shift system between team members is

			able to improve the development and progress of the company.
4	Democratic	Providing rules with high discipline values to improve the quality of employees and the progress of the company as well as feedback from the company to employees. Mutually beneficial relationship between management and employees	This leadership model can provide benefits for both, the company and employees. Regulations are made for employees, carried out consciously and the results of the company's progress can be felt by employees through increased wages.
5	Javanese cultural group	Prioritizing the family system, welfare and social care.	In the cultural influence model, it tends to be traditional and generally in Javanese society, which is still thick with the name deposit system, this can affect the performance and progress of the company. If the human resources are qualified and competent, the company will develop and vice versa. Need to be more selective in accepting employees.

Based on the table of literature analysis data, it is found that the correlation between the company's role and the type of leadership that is formed and developed greatly affects the performance and progress of a company. In addition to the cognitive abilities that a leader needs to have, it is necessary to pay attention to the cultural elements and characteristics of the team. Because by understanding the culture and differences in characteristics that can affect the level of success of the company, it is known from the instincts, perceptions, and behavior of the team that they can work with high morale and totality because there is a feeling of being valued and being in the company is considered important by the leader.

Various leadership models have shown that the relationship between the leader's emotional closeness to the team can affect commitment and reduce anxiety. Apart from that, it is necessary to review for a leader to pay attention to the facilities, benefits, bonuses and rewards of employees in the team so that they are more compact and help each other. Leaders can set an example for employees to be able to work with teams in an effort to minimize individuality behavior. There are several phenomena of employee performance and how it is influenced by their different leadership styles such as participatory, autocratic, democratic, transactional, transformational, charismatic, paternalistic and servant leadership. Several researchers have proven that no particular leadership style is universally effective. Leaders should adopt the best leadership style for their organization that can stimulate employee performance. (Yang, 2018; (Sulastri, 2017)).

The performance produced by employees has an important role for the company to create a competitive advantage and set high standards for the company. (Yang, 2018). Modeling for a leader can affect employee performance. Appreciation and continuous motivation are able to minimize employees' careless actions at work. Providing motivation through moral support is very influential in increasing awareness at work and the sensitivity of the leader to the work team. Through the transfer system or change of tenure of employees in the team, it is possible to make the highest target for each individual to have a free career and continue to improve performance.

Realizing the impossibility of having a high position creates a healthy competitive working atmosphere and helping each other. For a leader who is able to apply the values and characteristics of the leadership style with the right pattern, he will get great opportunities to always progress and develop as part of a systematic and planned development strategy. All of these things do not exist by chance but can be planned, agreed upon, and implemented in achieving the targets and progress of a company. In an organizational environment, awareness of a leader's leadership style is critical to its success, at least for those in decision-making positions. Companies in facing the era of globalization must continue to improve the appropriate and more effective leadership system, which guides members of the organization in making decisions and actions, so that employee performance increases. (Yang, 2018; (Hermanto; Suhardi, 2021)).

This type of charismatic leader will act as a model who is admired, respected and trusted by his subordinates so that the subordinate will be on the side of the leader and even want to be like his leader. This component is also known as the Idealized Influence component. (Dewi & Subudi, 2015). Basically, the concept of transformational leadership focuses on providing inspirational motivation, giving a leader the influence of his employees, providing intellectual stimulus, (Dewi & Subudi, 2015). Maslow's motivational terminology, humans in this era are humans who have a desire to actualize themselves, which has implications

for the form of service and respect for humans themselves. Transformational leadership is not only based on the need for self-esteem, but also fosters awareness in leaders to do their best in accordance with studies that view management and leadership developments that view people, performance, and organizational growth as mutually influencing sides. (Diamond Faculty of Tarbiyah IAIN Raden Fatah Palembang Jl Zainal Abidin Fikri No, 2012). The hierarchy of needs theory reflects a need that must be passed gradually to optimize the role and function of the individual as a whole. Through the concept of self-actualization, individuals are able to think creatively, innovatively, dynamically, and independently in making decisions wisely.

This type of authoritarian leader in particular has what personality he wants to be desired, so he does it arbitrarily, this assumes that the authority is entirely on the leader. Every leader has a leadership style, there are times when the leader does not give his subordinates the opportunity to ask questions or ask for an explanation (Authoritarian), there are times when the leader gives his subordinates the opportunity to discuss, ask questions (Democratic), and there are times when the leader leaves the conditions up to the subordinates (Laissez -fair) (The (Armanu Thoyib, 2005) This type of leader can make the work atmosphere uncomfortable, lack enthusiasm and unstable performance so that it can affect the company's performance. A leader is required to be able to control emotions. as an opportunity to be more successful. This statement is supported by Kahar (2008:22) that leadership can encourage and support creativity to help followers and organizations to be more accepting and ready to change. Leaders can be both motivators and inhibitors of organizational development, especially in dealing with the phenomenon of change that occurs. Leaders who have the ability to become good motivators when the leader has adequate emotional intelligence (Titimaea (2006) in Labbaf, 2011:537). The emotional intelligence ability of the leader has an important role for organizations and people who work in the organization as stated by Goleman, et al., (2002) in Nordstrom (2010:11): "The leader has always acted as the group's emotional guide" that a leader guides the emotions of people in the organization. Emotional intelligence possessed by leaders.

Employee organizational commitment. This is based on the results of research by Nowack (2007:9) that the emotional intelligence of leaders has an impact on employee organizational commitment. When employees have high organizational commitment, employees feel they are an important part of the organization and there is no tendency for employees to leave the organization. Employee organizational commitment is an important factor that affects performance, so that an evaluation of employee organizational commitment will be able to improve employee performance (Efendi & Sutanto, 2013). Emotional intelligence is a person's ability to control emotions, from thinking, contemplating to being able to understand the emotions of others. High Emotional Intelligence can control and be able to manage their emotions better, so they can maintain good interpersonal relationships with other co-workers. With Emotional Intelligence, they are likely to be able to take advantage of high-quality Team Member Exchange (TMX) with other team members. The purpose of Team Orientation here is the willingness of a person to remain on the team. According to research conducted by Team-oriented members tend to work better in teams and can facilitate team work effectively.

Another opinion reveals that emotional intelligence is a person's ability to be able to know himself better and know others so that he will be able to establish a harmonious relationship with others. This self-introduction as well as the introduction to others is an introduction to the potentials and weaknesses in oneself that causes a person to be able to place oneself when dealing with other people (Efendi & Sutanto, 2013). Leadership styles There are several views on leadership styles, such as research conducted by on change leaders. They say that change leaders focus on increasing subordinate engagement with team goals, inspiring employee creativity, hard work, and team satisfaction. Meanwhile, transformative leadership is more conducive to Team Member Exchange.

Servant Leadership model places the development and interests of followers above their organization, followers working under Servant Leadership can develop strong personal bonds characterized by shared values, open commitment, mutual trust, and concern for the welfare of others. The same will make them reciprocate in behaving the same way which will ultimately benefit the leader as well. Empirical findings are in line with social exchange theory, the reciprocal nature of service behavior tends to voluntarily return the favor, not because of a prescribed obligation, but out of gratitude to the leader and the organization. Although the results are not generalizable and depend on the cultural context and the object of research, employees are more likely to take on roles outside of their job and engage in TMX (Team Member Exchange) if they have high-quality social exchange relationships with members. their work groups, especially their supervisors.

Several discussions from previous research revealed in Chiang CF's research (2012) found that transactional leadership has a negative effect on cognitive trust, cognitive trust has a positive effect on continuance commitment, while transformational leadership has a positive effect on cognitive and affective trust. Research on service leadership styles that can give members confidence in their organizations has been investigated by several researchers such as Senjaya and Sarros (2002), Hale and Field's (2007), Ghana et al.

Bud West and Bocarnea (2008), Senjaya and Pekerti (2010), Ambali et al. (2011), Van Dierendonck (2011), Mittal and Dorfan (2012). Wong and Page (2003) research, found that servant leadership is able to build confidence in members to have organizational trust.

Then, there is a positive relationship between social power, namely the TMX (Team Member Exchange) superior-subordinate relationship and subordinates. In addition, the followers are non-managerial employees, who usually show a greater need for affiliation with others. Empowerment only mediates the relationship between participatory leadership and TMX (Team Member Exchange) for managerial employees who have a higher level of autonomy in their work, in contrast to non-managerial employees who do not have a mediating effect. This shows that non-managerial employees are only likely to be involved in TMX (Team Member Exchange) if they have good relationship skills with other members of the work group, especially their superiors.

Economics is all activities carried out by humans in an effort to meet needs and wants. Economy is an important factor for every human being, (Hafizd, 2020). Development must be accompanied by knowledge of classical and modern development concepts, as well as the experience of countries that have succeeded in carrying out development efforts (Fitria, 2016). Traditional markets are markets built and managed by the government or the private sector in the form of booths, stalls, shops, or kiosks where bargaining activities occur in trading activities between sellers and buyers. The sources used include the following: 1) According to Presidential Regulation no. 112 of 2007, traditional markets are markets built and managed by the central government, regional governments, BUMN, BUMD and private parties whose places of business are kiosks, shops, tents, and stalls owned or managed by small, medium, cooperative, self-help traders. community whose buying and selling process is carried out through a bargaining process. 2) (Fitria, 2013).

Ratio in the sense of standard financial statements is a number that shows the relationship between one element and another in the financial statements. Financial ratios are used to evaluate the company's financial condition and performance. The results of the financial ratios indicate the health condition of the company concerned. The financial performance of a company can be assessed based on the analysis of financial statements and analysis of the financial ratios of the company concerned. Analysis (Diana et al., 2021). BI defines the Money Supply in a narrow sense (M1) and in a broad sense (M2). M1 includes currency held by the public and demand deposits (current accounts denominated in Rupiah), while M2 includes M1, quasi-money (covering savings, time deposits in rupiah and foreign currency, and demand deposits denominated in foreign currencies), and securities issued by the monetary system owned by the domestic private sector with a remaining term of up to one year. (Junaedi et al., 2020).

Koesmono (2014) has examined the effect of servant leadership on organizational commitment and employee performance, the results show that servant leadership has an impact on employee performance. Yeh et al. (2012) in his research found that organizational commitment has a partial mediating effect on the relationship between leadership type and work performance. Servant Leadership (SL) can be effective in developing high-quality TMX (Team Member Exchange) followers, indicating that followers value the quality of their relationship with the leader in terms of depth and authenticity because they feel empowered by the leader. It is therefore suggested that leaders prioritize building strong interpersonal relationships with followers and their development. Although this is clearly understood, it is often found that leaders always ignore it because it is not urgent, or leaders are too busy with the short-term goals of the organization. For this reason, leaders must show concern and respect for their followers and be able to treat their followers as equal partners in the company/organization.

In principle, cultural leadership has a function as a role for self-identity - in the "tradition" group which is a very important treasure trove of identity. The welfare of the "cultural" group is obtained in the processing and cultivation of its world. Togetherness in things that are more abstract in Javanese society when interpreted and revitalized is a source of knowledge that can enrich the insight of Nusantara philosophy. Studies on Javanese society have indeed been carried out by scientists (mainly in the perspective of cultural science and sociology), but studies in particular from the point of view of social philosophy are still very rarely carried out (INFLUENCE OF JAVA COMMUNITY VIEWS ON LEADERSHIP MODEL (Review of Social Philosophy) By: Dwi Siswanto 1, nd). Javanese philosophy leadership model refers more to the preservation of the culture adopted and self-consistency in attitude. Leaders are increasingly providing traditional discourse so that leaders apply more in the traditional market development process and the development system tends to be conventional.

The leadership system in Java prefers the opinion of their leader, the Javanese want to always be protected by their leader or by their fathers. They respect and obey the leader not as a compulsion, as if their leader has a certain great charisma. Abstract ideals and ideologies do not have a high motivational value, but people and

their ranks motivate, they motivate. Belief in people and rank is more important than interest in their ideals or in objective achievements. (INFLUENCE OF JAVANIC COMMUNITY VIEWS ON LEADERSHIP MODEL (Overview of Social Philosophy) By: Dwi Siswanto 1, n.d.).

Conclusions

The pattern of company development can be seen from the leadership spirit of a leader. The mechanism that is built can determine the development of progress or setbacks in a company. The results of research with literature analyzes different types of leadership. Each charismatic model In principle the Development of Team Member Exchange (TMX) with SL (Team Member Exchange) with employee performance of an underlying organization / company linking Servant Leadership and Team Member Exchange (TMX) is in line with social exchange theory, our findings find that Servant Leadership directs followers to engage in strategic development of the Team Member Exchange (TMX) leadership model by improving the quality of their relationship with their supervisors, as recorded in Team Member Exchange (TMX), not only the psychological empowerment aspect found followers who are high in proactive personality respond more positive towards Servant Leadership who is low in proactive personality. The Servant Leadership model engages in greater discretionary behavior that benefits the organization, this study identifies which followers can respond more positively to the charismatic, democratic, and cultural model of leadership that emphasizes the value of the element of morality. What is interesting in this research is Javanese cultural group: Prioritizing the family system, welfare and social care, which is still thick with the name deposit system, and the results of the study explain that a company led by an entrepreneurial spirit, charismatic, democratic model is able to improve team performance so that the company can develop quickly through planning strategies and periodic evaluations from leaders and members of the work team. To thrive in the future and be profitable, teams and organizations can work alternately in a job title in a team member exchange leadership system. This literature has several limitations that need to be considered when summarizing its findings. The influence of Servant Leadership on Team Member Exchange (TMX) relationships is expected to be stronger in certain objects because of the collective culture and high power distance where subordinates are more likely to reciprocate positive treatment from their superiors in the form of discretionary behavior such as Team Member Exchange (TMX) than in other cultures. more individualistic and lower power distance. Suggestions for Further Research To determine generalizations can be made in different industrial sectors and cultural contexts. In addition, to strengthen causal conclusions, future research should adopt a longitudinal design to determine whether SL (Servant Leadership) can enhance TMX (Team Member Exchange) development over time.

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