Meta-analytic review of servant leadership and team member exchange (TMX) theory

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Article Info

ABSTRACT

Research on the relationship between Servant Leadership (SL) and Team Member Exchange (TMX) has been carried out. At the same time, the basis for this relationship and the mechanism and conditions are still minimal and poorly understood by many people. The methodology that we use in this study is a meta-analysis method by searching for empirical research with the help of Google and also Researchgate through the keyword Leadership that was selected at first. Then, sort out the discussion that focuses on Servant Leadership and Team Member Exchange (TMX) research as concepts and the relationship between variables, and then summarise them. This summary describes the importance of Servant Leadership and Team Member Exchange (TMX) mechanisms in improving Performance. By providing a nuance of understanding about how Servant Leadership (SL) and Team Member Exchange (TMX) can play a role in one's work so that they can help the company or organization in its development so that it can make decisions that are beneficial to the performance of employees and their organization. In the end, we provide some interesting views and suggestions for further research.

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Introduction

The development of information technology today impacts on competition between companies that have become increasingly tight and complex. Not only a leader but also employees, are required to be more agile in following the adjustment of these changes. One management technique to increase competitive advantage that has developed in recent years is to highlight leadership, such as Shared Leadership (Bunderson & Boumgarden, 2010): and Servant Leadership (Robin et al., (2013).

Leadership is defined as the ability to influence the group to achieve a goal (Robbins et al., 2013). Because leaders can influence constructive forces in organizations and are influenced by followers and Servant Leadership (Rowe & Gurero, 2013). Servant Leadership's approach is to put personal interests aside, and he works altruistically to put the benefits of his followers first (Ozyilmaz and Cicek, 2015; Miao et al., 2014; Parris and Peachey, 2013; Hu & Liden, 2011). Servant Leadership emphasizes the importance of serving followers (community) wherever they are, acting as a supportive role model, and involving followers in

decision-making (Reed et al. 2011). Servant Leadership focuses on providing services, both within and outside the organization. With Servant Leadership, the work environment can be more conducive because it prioritizes the interests of others (he focuses on his subordinates/employees) so that the organization he leads will be easy to grow and develop (Malingumu, W. et al. (2016); Hu & Liden., 2011; Van Dierendonck, 2011).

At the same time, other empirical research has gradually designed the dynamic and complex tasks and jobs, and teamwork can also be a driver of innovation and knowledge creation and fast decision-making flexibility (George et al., 2016; Chae et al., 2015). In a team, the interaction between team members is a crucial factor in determining team performance. However, in this section, the role of the leader becomes relatively weak (Herdman et al., 2014); however, research regarding this team is not yet complete, although there have been highlights such as Leadership Member Exchange (LMX), Self-Managed Team (Carson & Marrone, (2007), and other empirical research teams such as Team Bucket Exchange (TMX). Team Member Exchange? How could Team Member Exchange be affected? And when will Team Member Exchange (TMX) be involved, and other questions still need to be asked.

Members, ranging from remuneration to promotion opportunities to occupy certain strategic positions, largely depend on good relations between subordinates and superiors (Brances et al., 2004). Seers (1995) argues that Team Member Exchange (TMX) has a relationship with performance that reflects an individual's overall perception of the quality of working relationships with teams and is different from the Leadership Member Exchange (LMX), which focuses on the vertical relationship between superiors (leaders) and their subordinates (Leadership). Still, according to Seers (1995): The higher the quality of the Team Member Exchange (TMX), the stronger the reciprocal relationship between fellow members, and if members are valued and recognized by others from a team, they will be more willing to contribute more to the achievement shared team goals. However, on the other hand, the lower the Team Member Exchange (TMX), the less likely the effort and effort of members to commit and contribute to the team; they even tend to deviate from the team's goals (Tse and Dasborough, 2008; Chae et al. 2015). To take a deeper look and attract the interest of other researchers regarding Servant Leadership (SL) and Team Member Exchange (TMX), we summarize this article starting from the concept, structure and relationship between each variable, which is, of course, based on empirical research evidence. Previously, and at the end, we provide some interesting insights and suggestions for future studies.

Method

The methodology used in this study is a meta-analysis method by searching for empirical research search and was selected with the theme of leadership in peer-reviewed journals and had discussions and conclusions through a Google search and Researchgate through the keywords Leadership chosen at first. Then, sorting out the debate, the focus of research on Servant Leadership theory and Team Member Exchange in English. The meta-analysis used data contained in published studies. Samples suitable for the meta-analysis were collected through studies based on the results of a literature review of pre-existing studies using 39 publications. The reference procedure can be detailed as shown in Figure 1.
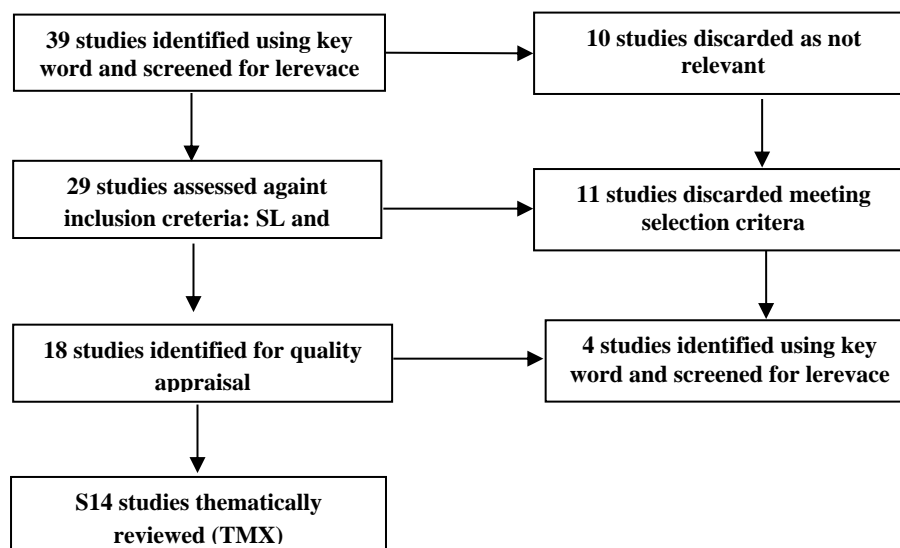

Figure 1. Summary Detail of the Search Procedures

Based on Figure 1 of a summary of the search and assessment process, journal sources found studies that could be identified using keywords and filtered on Servant Leadership, then Team Member Exchange (TMX), for a total of 39 lessons. Ten were discarded as irrelevant, while the other 29 were assessed against the total inclusion criteria. 11 lessons were discarded to meet the selection criteria. Meanwhile, another 18 lessons were identified for quality assessment. A total of 4 studies were identified using keywords and filtered their relevance until finally using 14 thematic studies reviewed. The studies are summarized and placed in Mapping Journals, as shown in Table 1.

Table1. Summary Mapping Journal

No	Author(s)	Title	Key Findings	Publisher	Links
1	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
2	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
3	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
4	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.or g/10.5539/ibr.v 9n2p19
5	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 /10.1177/0091 026018816340
6	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, Transformational Leadership	The Leadership Quarterly, 19, 2, 161-177	https://doi.org /10.1016/j.leaq ua.2008.01.006

No	Author(s)	Title	Key Findings	Publisher	Links
7	Barbuto, JR, J & Wheeler, D.W (2006)	Scale Development and Construct Clarification of Servant Leadership	Servant Leadership, Scale Development, Construct Clarification	Group & Organization Management, 31 (3), 300-326	https://doi.org/10.1177/1059601106287091
8	Amah, Okechukwu Ethelbert (2016).	Servant Leadership Relationship with LeaderMember 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/10.5334/pb.326
9	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
10	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.
11	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
12	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	
13	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 Satisfaction, Organizational Commitment, Organizational Citizenship Behavior	International Journal of Psychology Vol. 12, No. 2, Summer & Fall 2018, 169-196.	https://doi.org/10.24200/ijpb.2018.115440

No	Author(s)	Title	Key Findings	Publisher	Links
14	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/admsci 7010005
15	Verdorfer, A.P & Peus, C (2016).	The Measurement of Servant Leadership	Servant Leadership, Measurement Adaption, Validity, Servant Leadership Survey	Zeitschrift für Arbeits- und Organisationsps ychologie, 60 (3), 1-17	https://doi.org/ 10.1026/0932- 4089/a000133.
16	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/oxford hb/9780199755 615.013.018
17	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
18	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/Journa l of Hunan University Natural Sciences, 49 (5), 90-101	https://doi.org/ 10.55463/issn.1 674- 2974.49.5.11
19	Suhardi & Nainggola n, 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
20	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

No	Author(s)	Title	Key Findings	Publisher	Links
21	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
22	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
23	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
24	Farmer, S. M., (2015)	The Contextualized Self: How Team-Member Exchange Leads to Coworker Identification and Helping OCB	Team-Member Exchange, Coworker Identification, OCB	Journal of Applied Psychology, 100 (2), 583–595	https://doi.org/10.1037/a0037660
25	Handoyo, S. 2010	Pengukuran Servant Leadership sebagai Alternatif Kepemimpinan di Institusi Pendidikan Tinggi pada Masa Perubahan Organisasi	Servant Leadership, Kepemimpinan	Jurnal Makara, Sosial Humaniora, 14 (2), 130-140.	https://media.neliti.com/media/publications/4289-ID-
26	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
27	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
28	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

No	Author(s)	Title	Key Findings	Publisher	Links
29	Mustamil, N. and Najam, U. (2020).	Servant Leadership: A bibliometric Review	Servant Leadership	International Journal of Organiztional Leadership, 9, 138-155	http://doi.org/ 10.33844/ijol.2 020.60501.
30	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
31	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
32	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
33	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 Citizenship Behaviors, 9-1-1 Emergency Communications, Executive Servant Leadership Scale, Implicit Followership Scales	Servant Leadership: Theory and Practice, 2 (1), 71–94	https://core.ac. uk/download/p df/147512254.p df
34	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.or g/10.1177/1059 601195201003
35	Van Dierendo nck, D. (2011).	Servant Leadership: A Review and Synthesis	Servant Leadership	Journal of Management, 37(4), 1228–1261.	http://dx.doi.or g/10.1177/0149 206310380462

No	Author(s)	Title	Key Findings	Publisher	Links
36	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
37	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
38	Zheng Chen (2018).	A Literature Review of Team-Member Exchange and Prospects	Team-Member Exchange, Social Exchange Theory, Reciprocal Theory, Role Theory	Journal of Service Science and Management, 11, 433-454.	https://doi.org/10.4236/jssm.2018.114030
39	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

Results and Discussions

Table 2. Studies Thematically Reviewed Team Member Exchange

No	Author(s)	Title	Key Findings	Publisher	Links
1	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
2	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

No	Author(s)	Title	Key Findings	Publisher	Links
3	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
4	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
5	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
6	(Suhardi; Nainggolan, Nora, (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
7	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
8	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
9	Farmer, S. M., (2015)	The Contextualized Self: How Team-Member Exchange Leads to Coworker Identification and Helping OCB	Team-Member Exchange, Coworker Identification, OCB	Journal of Applied Psychology, 100 (2), 583–595	https://doi.org/10.1037/a0037660

No	Author(s)	Title	Key Findings	Publisher	Links
10	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
11	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
12	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
13	Zheng Chen (2018).	A Literature Review of Team-Member Exchange and Prospects	Team-Member Exchange, Social Exchange Theory, Reciprocal Theory, Role Theory	Journal of Service Science and Management, 11, 433-454.	https://doi.org/10.4236/jssm.2018.114030
14	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

Based on the 14 topics published, the articles can be summarized in the form of Conceptual Team Member Exchange (TMX) and Servant Leadership which are detailed as follows:

Literature reviewer on Team Member Exchange (TMX), Servant Leadership concerning Performance.
Conceptual TMX (Team Member Exchange)
The concept of TMX (Team Member Exchange) was developed by Seer (1989) to measure the level of knowledge, skills and information as well as the exchange of ideas to the existence of measurement from other colleagues, whose emphasis is based on the role theory: the importance of interaction among members in an organization/company as a way of achieving organizational/company effectiveness (Broderick, 1998), and Haynie's view, (2012) with social exchange theory. Then, in 1995 Seer et al. re- defining Team Member Exchange (TMX) as a member's perception of the quality of reciprocal relationships between fellow members of a team regarding the assistance and contributions of other members so that in the end he feels motivated to help and provide information and contribute to other members.

Team Member Exchange (TMX) focuses on the quality of social relationships between individuals in a work team that emphasizes the assistance of information, ideas, and feedback on work problems faced by other co-workers (Mustamil & Najam, 2020; Eva et al., 2019; Chae et al., 2015; Zhang et al., 2015; Dierdorff & Belohlav, 2011; Tse and Dasborough, 2008). A person's role will be meaningful and have high quality for his group if he tends to value good relations with his co-workers, can create a conducive work atmosphere, develop mutual trust with fellow members, can support each other, give ideas and the ability to help, are more willing to work together reciprocally towards colleagues and other parties for the betterment of their work

team (Mustamil & Najam, 2020; Newman et al., 2017; Chiaburu et al., 2013; Dierdorff & Belohlav, 2011; Seer, 1989).

There are at least two reasons why the Team Member Exchange (TMX) concept has attracted the attention of academics as well as researchers, namely: (a) Team Member Exchange (TMX) can provide a comprehensive understanding of the internal relationships of team exchanges when compared to the Leadership Member Exchange (LMX) or Self-Managed Team (SMT), which can only reflect the vertical relationship between superiors (leaders) and subordinates (members) just. In other words, the Team Member Exchange variable can provide an additional role. Besides vertical relationships, such as the Leadership Member Exchange (LMX) variable, it can also reflect horizontal reciprocal relationships with other members and colleagues (Banks et al., 2018). The stronger the mutual relationships of members in a team, the higher the quality level of the Team Member Exchange (Dierdorff & Belohlav, 2011; Chiaburu et al., 2013; Newman et al., 2017; Mustamil & Najam, 2020). As an illustration, everyone recognizes the salary he receives as an award given by the organization/company to his team; thus, they will be more willing to contribute together to achieve the team's goals. And vice versa, the lower the quality of Team Member Exchange, the less likely members are to make and respect/appreciate efforts, and they will be less willing or even not to make any effort/effort (Eva et al. 2019; Zou & Liu, 2015; Zhou & Liu, 2011). (b) The increasing number of output-based work designs Teams, such as team effectiveness, team innovation, team creativity, and team performance, will increasingly become the centre of attention of experts and researchers, especially in the academic field. They are also not left behind in the area of practitioners, and they hope to receive theoretical guidance from academics and researchers.

Based on the brief description above accompanied by empirical evidence that experts have done, it is stated that Team Member Exchange reflects the spirit of self-respect and cooperation and altruism between others in a work team, with the theoretical basis:

Role Theory
How the attitudes and behaviour of members are influenced by their role in the community, both status and identity. A person's position in society will determine a person's social behaviour. Role theory includes learning, cognition, and expectations. When someone is in organizational activities, he will always want to interact with others. In an organization, a person may be given different tasks and rights so that team members will strive to continue to learn according to their respective roles in their respective fields by expecting them to achieve in the organization. In a team, someone will get expectations if they respond positively and meet their expectations. They will help each other, provide information, share resources, and provide feedback, eventually building a high-quality Team Member Exchange.

Social Exchange Theory
Re-conceptualizing interpersonal communication. The Social Exchange Theory refers to the model of interpersonal interaction that contains responsibility, a sense of obligation, and commitment to individual needs that generate trust. Personal interests drive interpersonal communication. People tend to give help, provide feedback and are willing to socialize with each other because of the perceived social exchange. The higher the perceived quality of social interaction in the workplace, the greater their willingness to act altruistically in this relationship.

Theory of Reciprocity
Theory of Reciprocity: people tend to respond with the same treatment they have received from others. This high level of consistency from reciprocity can motivate better behaviour in improving team performance. A member can perform altruistic behaviour to participate in cooperation if he feels he gets the positive support behaviour he gets. And conversely, when there is no attention at all, knowing it is only for their own sake, it can even harm the interests of others, then that person will not participate to be able to cooperate, even he can give negative responsibility.

Thus, it is predicted that Team Member Exchange will be able to increase commitment, job satisfaction and performance. Employees who have a high Team Member Exchange are less likely to move to another heart (to another organization) (Banks et al. 2014).

Dimensions of Team Member Exchange (TMX)
What are the dimensions of this Team Member Exchange (TMX)? If referring to the definition that has been put forward by Seers (1989), Love & Forret, 2008; Tse & Dasborough (2008) with a qualitative method, Team Member Exchange (TMX) was identified into 2 (two) types, namely: (a) Task Oriented Exchanges, in task oriented exchanges, each member is oriented to the exchange of tasks, include sharing information, ideas, and knowledge. (b) Relationship Oriented Exchanges, in relationship oriented exchanges, members want a relationship of intimacy, friendship, help, support, and attention to share personal things.

However, based on the view of Seer (1989); and the definition of Seers (1995) identifies Team Member Exchange (TMX) into 3 (three) types, namely: (a) Meeting, members want effective team meetings to share information, suggestions, ideas and problem-solving. The team is considered successful if, after the session, it can motivate people to work harder, encourage members to share opportunities, and solve problems, disputes, and conflicts. (b) Exchange, the exchange reflects reciprocal behaviour among members of a work team. Team members voluntarily support other members and communicate freely, both feelings and other personal things. (Seers & Cashman, 1995; Chiaburu et al., 2013). (c) Cohesion, cohesion reflects the level of intimacy between members, their sense of belonging and their desire to be part of the team. This can be characterized by cohesiveness in working together and having positive interdependence among each member (Wang et al., 2006; Tse & Dasborough, 2008; Bakar & Sheer, 2013). This cohesion is divided into 2 (two) parts (Tziner & Vardi, 1982), namely: (a) Sexual Emotional Cohesion with emotional satisfaction, and (b) Goal Oriented Tool Cohesion.

TMX (Team Member Exchange) is Influenced by Several Factors
Factors that can affect TMX (Team Member Exchange) include: (a) Workplace friendship, the purpose of workplace friendship here is the establishment of a close relationship in the place where he works so that the employee will create his willingness to spend time working with other team members as co-workers (Sias et al., 2012; Sias & Avdeyeva, 2009). Empirically found: If a person can develop friendships with others beyond formal relationships, they will help and support each other. This will be very effective in increasing high-quality Team Member Exchange (TMX) with other members. (b) Emotional intelligence, according to palmer et al. (2012); Mayer et al. (2012), Emotional Intelligence is a person's ability to control emotions, starting from thinking and reflecting to being able to understand the feelings of others. High Emotional Intelligence can control and manage their feelings better to maintain good relationships with each other and other colleagues. With Emotional Intelligence, he will be more likely to leverage high-quality Team Member Exchange (TMX) with other teammates. (c) Team orientation, the purpose of team orientation here is a person's willingness to remain on the team. according to the research of Chen et al. (2015), Wang et al. (2014), and Mohamed & Angell (2004), Team-oriented members tend to work better in a team and can effectively facilitate teamwork. (d) Leadership style, several views on leadership style include research conducted by Duan Jinyun & Huang Caiyun (2014); Zau et al. (2015) on change leadership. They say that change leadership focuses on increasing subordinate engagement with team goals, inspiring employee creativity, hard work and team satisfaction. Meanwhile, transformational leadership is more conducive to Team Member Exchange (Xie Yizhong & Wu Ping, 2017). (e) Organizational justice, the concept of Organizational Justice in question is that everyone hopes that the organization where they are or where they work can treat them fairly, which is, of course, following the abilities of each member or following the experience they have, as well as the contributions of each of its members (Bjerkness & Cheng, 2014). A good sense of organizational justice will improve the quality of relationships between co-workers, which in turn can encourage optimistic Team Member Exchange (TMX) relationships. (f) Task characteristics, members are required to exchange information and knowledge and often communicate to complete the task correctly. According to Chae et al. (2015), Gerorge et al. (2016) can perform complex and innovative schemes. The higher the task complexity and innovation, the higher the quality of the Team Member Exchange (TMX) relationship.

Statement/Question Team Member Exchange
Team Member Exchange (TMX) questions or statements that researchers often use are: (a) How often do you advise other team members on suitable work methods? (b) When you do some work (work that makes it easier for them or difficult) do team members turn to you for help? (c) When they have done something, the job is more accessible (or harder). How often do your team members tell you? (d) How well do other team members on your team recognize your potential? (e) How well do the other team members understand your problems and needs (f) How flexible are you in shifting work responsibilities to make it easier for other team members? (g) How often do other team members ask you to help in complicated situations? (h) In complex situations, how often do you volunteer to put in the effort to help others on your team? (i) How willing are you to help complete the work that has been assigned to you? (j) How helpful are the other team members to help meet your trusted work?

Conceptual Servant Leadership
Leadership is still considered an essential factor in improving employee performance, but there has been a shift along the way. Initially process-oriented and result-oriented, it has changed to human and future-oriented (Wong & Davey, 2007; Handoyo, 2010). The big challenge in the concept of leadership is developing it and empowering human beings under its coordination in a company/organization to improve their performance continuously. According to Bass (2000); Handoyo (2010), Characteristics of Servant Leadership have several similarities with transformational leadership, namely: Trust; Credibility; Influences; and Services; and Visionary: commitment to determine 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 is a difference. Servant leadership has additional predictive validity over the exchange of leader members than transformational leadership. (Schnerder & George (2011); Liden et al., (2008); Peterson et al., (2012); Ehrhard (2014); Van Dierendonck (2011); Schaubroeck et al., (2011); Parolini et al. , (2009); Buluh (2015).

The theory of Servant Leadership is often used by researchers adopted from the view of Greenleaf (1977), who has been recognized as one of the revolutionary pioneers of new leadership thinking; Greenleaf said Servant Leadership as a form of charismatic leadership is influenced by morals. , the focus is on developing and empowering followers and encouraging them to become Servant Leadership in the future. Not much different from Graham's (1991) view that Servant Leadership has the characteristics of humility, which is synonymous with a humble attitude. When leading its members, A Servant Leadership always appreciates and places the achievements of others higher than his achievements; oriented to relational power and b. Introduced to the moral development of members.

Characteristics and Dimensions of Servant Leadership
To empower followers, a Servant Leadership has the following characteristics; (a) Laub, (1999); Senjaya et al., (2008). empowering followers by engaging in co-leadership: Putting subordinates first, helping subordinates to develop and succeed, have conceptual skills, empowering subordinates, behave ethically, and creating value for society. (b) Dannis & Winston (2003) divide it into 4 (four) dimensions of Servant Leadership, namely: voluntary subordinate position, contractual relationship, transformational influence, and moral responsibility creates value for society. (c) Ehrhard (2004) highlights through Servant Leadership behaviour: prioritize subordinates, establish a good relationship with subordinates, helping associates to grow and succeed, have conceptual skills, empowering subordinates, behave ethically, and create value for those outside the organization. (d) Barbuto & Wheeler (2006) divides Servant Leadership into 5 (five) parts, namely: (1) Altrusitic calling, servant Leadership always pays attention to the welfare of its members by having a strong desire to make positive changes in others by putting self-interest under the interests of others. He always works for the interests and needs of his subordinates. (2) Emotional healing, servant leadership is an emotional healer who can help others get excited about suffering or trauma experienced in the past. (3) Wisdom (Wise), servant leadership is a wise and clever person who uses reason to capture signs of situations in his environment to understand the implications of existing problems and conditions. (4) Persuasive mapping, servant leadership can map problems persuasively, conceptualize possibilities, and persuade subtly so that other people feel confident doing the job because there is an opportunity. (5) Organizational stewardship, servant leadership can prepare his organization/company to contribute positively to its environment through community service programs such as encouraging education and developing communities. (e) Liden et al. (2008) divide it into 7 (seven) dimensions of Servant Leadership, namely: emotional healing, creating community value, conceptual skills, empowerment, helping subordinates to grow and succeed, prioritize subordinates, and behave ethically. (f) Spears (2002: 27-29) expands by dividing the characteristics of Servant Leadership into 10 (ten), namely: (1) Listening, in addition to hearing his inner voice, Servant Leadership can also identify, listen to, and help explain the wishes of others/groups attentively. (2) Empathy, servant leadership can empathize with other people who understand the condition of their subordinates/coworkers. Still, more than that, he can feel more deeply about the suffering or problems of his members. (3) Healing, servant Leadership can create emotional healing and relationships with himself or others because these relationships are an integrative and transformational force. (4) Awareness, servant leadership can see the issue situation from a more balanced position by involving ethics. (5) Persuasion (Persuasive), servant leadership always tries to convince others rather than force personal will to obey what the leader says. These characteristics distinguish the Servant Leadership model from the authoritarian leadership model. (6) Conceptualization, servant leadership with a visionary mindset, far-sighted conceptually as reflected in his conceptualization perspective. (7) Foresight (Jelly), servant leadership is very observant and thorough in deciding for the future, with full consequences, and understands a problem from his experience and current reality. (8) Stewardship (Open), servant Leadership is more open and persuasive in building trust in others. (9) Commitment to the growth of people, servant leadership is committed to growing and can be responsible for increasing growth, both for the professional development of employees and the company/organization. (10) Building community, Servant Leadership can build his community, starting with identifying and creating values for the community as his focus on service provision within the organization/company and outside the organization/company (Van Dierendonck, 2011).

Van Dierendonck (2011); Liden et al. (2008); Greenleaf (1977) highlighted subordinate empowerment as a critical characteristic of Servant Leadership, whereas Laub (1999) argued that Servant Leadership empowers followers by engaging in shared leadership. Van Dierendonck, (2011); Liden et al., (2008); Greenleaf's (1977) Servant Leadership is expected to lead to feelings of greater follower empowerment for several reasons: (a) Taking into account the needs of followers and providing development opportunities. Servant leadership

considers followers' work to be meaningful and valuable. In addition, Servant Leadership treats their followers with respect, not only using followers for personal gain but Servant Leadership fostering followers to have a high sense of love for (the importance of) a job. (b) Treat followers with kindness and follow the development needs of each member. Servant Leadership must increase followers' confidence that he knows and has skills and always plays a role in paying attention to conditions in meeting job needs. (c) Always provide opportunities for followers to learn new things and new skills and get training. Servant Leadership also tends to grow the competence of its followers to improve the job skills of its members. (d) Servant leadership always provides opportunities for followers to participate in decision-making and lead together, so this is one of the critical characteristics of Servant Leadership itself. (e) Always involve followers to be involved in decision making. Servant Leadership provides opportunities for followers to be directly involved in their work. It is easy to understand the impact they feel on their work and the organization in general.

The explanations that have been found show that Servant Leadership is viewed in various ways. Still, the principle is the same, namely in the interests and primary responsibilities of serving subordinates. Based on some of the views of these experts, it can say that the emphasis of Servant Leadership is the extent to which leaders value and prioritize their subordinates and empower them to be more advanced and successful, share leadership by treating followers with respect and consider their work very meaningful and of high value, not just for profit. Seek personal gain.

Relationship between Team Member Exchange (TMX) and Servant Leadership

Empirical evidence shows Servant Leadership fosters followers who are more satisfied, committed, engaged, and better performing (Carter & Baghurst. 2013; Mayer et al., 2008; Van Dierendonck, (2011); Liden et al., (2008); Greenleaf (1977); Neubert et al., 2008). There are several reasons Servant Leadership can produce a high level of Team Member Exchange (TMX), namely: (a) By focusing on developing members (followers) under their coordination and providing opportunities for members to learn new skills (Smith et al., 2004), Servant Leadership can develop strong relationships with each of its followers. Indeed, many measures can be used many measure Servant Leadership: highlighting the development of relationships with subordinates and providing support to members so that they are more developed and prosperous as crucial behaviours exhibited by Servant Leadership (Ehrhart 2004; Laub 1999; Liden et al. 2008). (b) By pooling members' ideas to encourage them to be more involved in decision-making (Hunter et al., 2013), Servant Leadership can build high-quality Team Member Exchange (TMX) relationships with its members that transcend certain economic exchange boundaries. (c) By emphasizing to team members the importance of contributing to the community and following through on promises (Walumbwa et al., 2010), Servant Leadership is seen as a decision-maker with the principle of caring for other members. This will lead members to see that these leaders can act in the best interests of their members, resulting in better Team Member Exchange (TMX) with higher levels of loyalty and emotional dependence. However, several studies have suggested that leaders can develop different Team Member Exchange (TMX) relationships with their members. Servant Leadership cares about development and involves all members of its followers Henderson et al., (2009). By establishing high-quality working relationships with all subordinate members, Servant Leadership can minimize Team Member Exchange (TMX) differentiation within the team.

As a literature review provides several critical theoretical implications, namely:

Servant Leadership focuses on the development and interests of followers above personal interests. Followers who work under Servant Leadership can develop strong emotional bonds. This is characterized by the values of togetherness, commitment, mutual openness and trust, and care for the welfare of others. In the same way, members will reciprocate by behaving the same way, which will ultimately benefit the leader. The empirical findings align with the social exchange theory of reciprocal nature: servant behaviour tends to voluntarily return the favour, not done as a predetermined obligation but done out of gratitude to the leader (organization). Although the results cannot be generalized and still depend on the cultural context and also the object of the research, employees are more likely to take on roles beyond their jobs and engage in Team Member Exchange (TMX) if they already have high-quality (reciprocal) social exchange relationships with members of their workgroups, especially their own supervisors (Lin 2010).

Then, there is a positive relationship between superior-subordinate social strength of the Team Member Exchange (TMX) relationship of subordinates (Chou et al. 2014; Liu and Wang 2013). Empowerment only mediates the relationship between participatory leadership and Team Member Exchange (TMX) for managerial employees who have a higher level of autonomy in their work than non-managerial employees, who have no mediating effect. Moreover, their followers are non-managerial employees who usually show a greater need for affiliation with others. This indicates that non-managerial employees are only likely to be involved in Team Member Exchange (TMX) if they have good relationship skills with other members of the workgroup, especially their supervisors.

Servant Leadership can effectively develop high-quality Team Member Exchange (TMX) followers, indicating that followers value the quality of their relationship with the leader in terms of the depth and purity of feeling empowered by the leader. Therefore, it is recommended that leaders prioritize interpersonal building, strong relationships with followers, and the development of members. Although this is mutually understandable, it is often found that leaders always ignore it because it is not urgent or that the leaders are too preoccupied with the short-term goals of the company/organization. For this reason, leaders should show concern and respect for their followers and be able to treat followers as equal partners with themselves in the organization/company.

Limitations

As a literature review has limitations that need to be considered, namely when researchers summarize their findings. The summary used in the literature review as a literature review is that it comes from companies/organizations on particular objects only so that it can be generalized to other companies/organizations in the context of industry and culture and society in other areas still need to be considered again. Winning Servant Leadership on the relationship between Team Member Exchange (TMX) may be expected to have a more substantial effect on particular objects due to collective culture and high power distance, where subordinates are more likely to reciprocate favourable treatment to their superiors in the form of behaviour such as Team Member Exchange (TMX), in more individualistic and low power distance cultures there may also be less expectation that the employee/follower will reciprocate favourable treatment (Westwood et al. 2004).

Suggestions for Future Research

Leadership on certain outcome variables. The same can be seen in different industrial sectors and cultural contexts to generalise from this summary. In addition, to strengthen causal conclusions, future research should adopt a design of whether Servant Leadership can improve Team Member Exchange (TMX) development over time. Since the studies carried out so far did not look at the possible effects of other leadership approaches, such as transformational leadership (Choudhary et al. 2013), it would be wise to conduct future studies by incorporating other leadership approaches to ensure further that additional variants can be explained finally while studying other things (Ehrhart 2004; Hunter et al. 2013; Walumbwa et al. 2010) who have analyzed the mechanisms at the mediating level of Servant Leadership and Organizational Citizenship Behavior (OCB) (Raver et al. 2012).

Conclusions

As a literature review can contribute to the development of Servant Leadership with Team Member Exchange (TMX) concerning employee performance of an organization/company that underlies linking Servant Leadership and Team Member Exchange (TMX) in line with social exchange theory, this study finds that Servant Leadership directs followers to engage in Team Member Exchange (TMX) by improving the quality of their relationship with their supervisor. In addition, we found followers with strong proactive personalities responded more positively to Servant Leadership than those with low visionary characters. As well as helping us understand why Servant Leadership engages in behaviours that are more likely to benefit the organization, this literature review identifies which followers may respond more positively to Servant Leadership. This allows us to address future researchers to add to their study of how individual differences among followers affect and react to different leadership styles (Antonakis et al., 2012; Zaccaro, 2012). We hope this literature review can provide a basis for understanding Human Resources management, such as selection methods and reward systems to stimulate high employee performance (Horgan and Mühlau 2006; Chiu and Tsai 2007). Such an approach may not last long in companies/organizations at the competitive advantage level because these Human Resources practices can also be applied to other companies/organizations (Benkhoff 1996). This review suggests that managers who wish to motivate their Team Member Exchange (TMX) employees by using organizational identification as a tool should value Servant Leadership. To achieve the maximum effect of corporate identification on Servant Leadership, managers should help their employees build a good Team Member Exchange (TMX) with other team members.

Acknowledgments

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