





How does servant leadership foster disability-inclusive teams? The mediating role of team citizenship behavior

Saptaningsih Sumarmi^{1*} , Arif Sudaryana¹ , Pradita Nindya Aryandha¹ , Murniady Muchran² 

¹Department of Management, Universitas PGRI Yogyakarta (Indonesia)

²Department of Digital Business, Universitas PGRI Yogyakarta (Indonesia)

*Corresponding author: sapta@upy.ac.id

arifsudaryana13@gmail.com, praditanindya@upy.ac.id, murniady@upy.ac.id

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Abstract

Purpose: The purpose of this study is to examine the influence of servant leadership and team commitment on team performance, with team citizenship behavior (TCB) serving as a mediating variable. By investigating these relationships, this study addresses a critical gap in understanding how servant leadership fosters team citizenship behavior, strengthens team commitment, and ultimately enhances team performance in disability-inclusive workgroups.

Design/methodology/approach: Data were collected from 187 teams across 71 private companies in Yogyakarta and Jawa Tengah, Indonesia, using non-probability purposive sampling. Validated scales measured servant leadership, team commitment, TCB, and team performance on a 7-point Likert scale. Partial Least Squares Structural Equation Modelling (PLS-SEM) analysed relationships, with hypotheses tested using t-values (greater than 1.96) and p-values (less than 0.05).

Findings: The findings indicate that servant leadership and team commitment are directly related to team performance and TCB. Indirectly, TCB has been proven to mediate the relationship between servant leadership and both team commitment and team performance.

Research limitations/implications: The research was conducted in private companies located in Indonesia, which may limit the generalizability of the findings to other cultural contexts with different organizational norms or leadership expectations. Future research could expand the sample to include public sector organizations or cross-cultural settings to validate the model across diverse environments.

Practical implications: The findings offer practical guidance for managing disability-inclusive teams. Managers are encouraged to apply servant leadership practices, such as demonstrating empathy, active listening, and empowerment, to strengthen psychological safety and team commitment. Implementing inclusive feedback and recognition, involving all members in decision-making, and facilitating peer-support collaboration can foster team citizenship behaviours that ultimately enhance team performance.

Social implications: By promoting servant leadership and equitable participation, the findings support broader social goals of workplace inclusivity and diversity empowerment. Servant leadership can serve as a human-centered approach that not only improves performance but also enhances the dignity and social integration of employees with disabilities within organizations.

Originality/value: This study provides empirical evidence on how servant leadership and team commitment enhance team performance through TCB within the cultural context of Indonesia. It adds

value by demonstrating how leadership practices operate in diverse workgroups, including teams that involve members with disabilities. By focusing on a non-Western organizational setting, the study expands the geographical and cultural scope of leadership and inclusion research, offering insights into how servant leadership supports effective and inclusive team dynamics in Indonesian workplaces.

Keywords: Servant leadership, Team citizenship behavior, Team commitment, Team performance

Jel Codes: D23, M12

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1. Introduction

Urgency is a key factor in the inclusion of individuals with disabilities in the workforce. As a social responsibility and a legal obligation, this is underscored by data from the World Health Organization, which states that approximately 200 million people, or 2.6% of the global population, live with intellectual disabilities (Olusanya et al., 2022). The participation of people with disabilities in the labour force not only supports social sustainability through principles of wage equality (Cole et al., 2024) but also enhances team innovation and performance by leveraging diverse perspectives (Bricout et al., 2021; Erwin et al., 2020). However, despite the growing recognition of inclusive workplaces, individuals with disabilities face physical, social, and cultural barriers—such as inaccessible facilities, stigma, and lack of awareness—that hinder their productivity and team integration (Khayat-zadeh-Mahani et al., 2020; Sundar et al., 2018). A leadership approach prioritising team members’ needs is essential to empower these individuals and optimise their task performance. In this study, the terms “servant leadership” and “service-oriented leadership” are used interchangeably to refer to a leadership approach that prioritises serving, empowering, and supporting team members above personal or positional interests.

Servant leadership has been shown to build trust, psychological safety, and empowerment, which stimulate TCB and ultimately strengthen team performance (Eva et al., 2019; Sousa & Van Dierendonck, 2016). In addition, team commitment motivates members to exert greater effort, collaborate, and engage in voluntary prosocial actions that support team functioning and improve results (Geue, 2018; van der Hout et al., 2018). Clear regulations, organisational commitment, and inclusive practices such as training and stigma reduction are critical foundations for building a just and sustainable society where everyone, including those with disabilities, can contribute to their fullest potential (Jammaers, 2023).

Servant leadership, a model increasingly recognised for its effectiveness in enhancing team performance, is a key focus of this study. Unlike traditional leadership models focused on power, servant leadership emphasises serving team members, empathy, and empowerment, placing their needs above the leader’s interests (Lumpkin & Achen, 2018; Randel et al., 2017). This approach has proven effective in creating collaborative environments that elevate overall team performance (Sumarmi et al., 2022; Sumarmi, Sudaryana & Mucharan, 2024; Sumarmi, Tjahjono et al., 2024). In diverse teams, including those with members with disabilities, servant leadership can facilitate inclusivity, boost active participation, and unlock the potential of each member, regardless of physical or cognitive limitations (Bragger et al., 2021; Sims, 2018). Empirical studies, such as those by Bilal et al. (2020); Ruiz-Palomino et al. (2023); Sousa & Van Dierendonck (2016), have demonstrated a positive link between servant leadership and team performance. However, the mediating mechanisms in inclusive team contexts remain underexplored.

Beyond leadership, team commitment plays a pivotal role in achieving high performance. When team members are firmly committed to shared goals, they are more likely to invest the effort needed to overcome obstacles and achieve success (Bandura, 2017; Morrison-Smith & Ruiz, 2020). In teams that include individuals with disabilities,

such commitment becomes even more critical due to additional challenges, such as accessibility issues or social stigma. High levels of commitment ensure that team members remain aligned, motivated, and supportive of one another in pursuit of collective objectives (Gagné, 2018). Furthermore, TCB voluntary actions by team members to assist one another beyond formal duties can enhance collaboration and synergy, ultimately improving team performance (Organ, 2018; Podsakoff et al., 2000).

While research on employees with disabilities has extensively explored individual-level factors, such as adaptation, skill development, and facility provision (Blanck, 2020; Schur et al., 2017; Vornholt et al., 2018), studies on team dynamics involving members with disabilities remain scarce. Most prior research has focused on individual performance or organisational policies, with limited attention to interactions among team members, particularly in the context of leadership and collective behaviours. This study addresses this gap by examining how servant leadership and team commitment influence the performance of teams that include members with disabilities, with team citizenship behaviour as a mediating variable. The research gap lies in understanding how collective factors such as service-oriented leadership and team citizenship, can optimise performance in inclusive settings. This area has received little attention despite its growing relevance amid demands for diverse workplaces.

The novelty of this study lies in its integration of servant leadership, team commitment, and team citizenship behaviour into a single theoretical model tailored to inclusive teams with members with disabilities. Unlike prior studies that often adopt a general or homogenous team perspective, this research offers a specific lens on how service-oriented leadership can mitigate the unique challenges of heterogeneous teams while harnessing diversity for superior outcomes. This approach also provides practical contributions by offering evidence-based strategies for organisations to enhance inclusivity and team performance. Thus, this study investigates the relationship between servant leadership and team performance, mediated by team commitment and team citizenship behaviour, within the context of teams that include individuals with disabilities. The findings are expected to enrich the human resource management literature and assist organisations in designing inclusive, sustainable leadership strategies.

Based on the above background, this study has three main objectives: (1) to examine the direct effect of servant leadership on team commitment, team citizenship behavior, and team performance; (2) to investigate the effect of team commitment on team citizenship behavior and team performance; and (3) to analyze the mediating role of team commitment and team citizenship behavior in the relationship between servant leadership and team performance in inclusive work teams. This study offers three distinct contributions. First, the theoretical contribution extends the application of SET and SDT to the context of inclusive teams, demonstrating how servant leadership fosters reciprocity and fulfills intrinsic psychological needs among teams with members who have disabilities. Second, the empirical contribution provides team-level evidence from the Indonesian context, where disability-inclusive employment remains under-researched in the academic literature. Third, the practical contribution offers clear managerial guidance for organizations by identifying leadership and team-level mechanisms that can enhance the performance of teams with members who have disabilities, providing actionable strategies for inclusive workforce management that go beyond general recommendations.

2. Literature Review

The inclusion of individuals with disabilities in the workforce is a pressing organisational and social priority, particularly for those of us interested in organizational behavior and inclusivity. Approximately 2.6% of the global population lives with intellectual disabilities (Olusanya et al., 2022), making this a significant area of study. Inclusive teams enhance innovation and performance through diverse perspectives but face challenges such as accessibility barriers and social stigma (Bricout et al., 2021; Khayat-zadeh-Mahani et al., 2020). Servant leadership, which prioritises empathy, empowerment, and service to team members, offers a promising approach to fostering inclusivity and optimising team performance (Greenleaf, 1970; Lumpkin & Achen, 2018). This literature review examines servant leadership, team commitment, TCB, and team performance in inclusive teams with disabled members. Drawing on social exchange theory (SET), self-determination theory (SDT), and related

frameworks, it explores how team commitment and TCB mediate the relationship between servant leadership and team.

2.1. Social Exchange Theory as a Foundational Framework

SET provides a robust lens for understanding team interpersonal dynamics (Blau, 1964; Homans., 1961). Unlike economic exchanges, which rely on explicit contracts, social exchanges are built on trust, reciprocity, and implicit obligations that are not just established overnight but are developed through repeated interactions (Gouldner, 1960; Li & Cropanzano, 2009). This continuity in interactions is a key factor in shaping team dynamics. SET posits that high-quality relationships foster mutual commitment and discretionary behaviours, enhancing collective outcomes (Cropanzano & Mitchell, 2005). SET explains how servant leadership cultivates trust and reciprocity in inclusive teams, encouraging team members, including those with disabilities, to engage in supportive behaviours that drive performance (Colquitt et al., 2013). This study uses SET as the primary theoretical framework, complemented by SDT, which highlights how servant leadership meets intrinsic needs (autonomy, competence, relatedness), further enhancing motivation and engagement (Deci et al., 2017).

2.2. Conceptualizing Inclusive Teams

In this study, an inclusive team is defined as a work group that actively enables equitable participation, belonging, and contribution among all members, including those with disabilities. This conceptualisation goes beyond the mere representation of persons with disabilities and incorporates essential elements of an inclusion climate (Shore et al., 2018), such as: equal access to tasks, collaboration, and information; team-level accommodations, including modified workflows or additional support when needed; interpersonal respect and non-stigmatizing interactions; psychological safety, enabling members to express opinions without fear; a sense of belonging, where members perceive themselves as valued contributors.

In the sample used, 77% of teams included one team member with a disability, while 23% included two or more team members. The disabilities represented included physical impairments (62%), sensory disabilities (23%), and mild cognitive disabilities (15%). These aggregated statistics ensure confidentiality while providing contextual understanding of the inclusive teams examined.

2.3. Self-Determination Theory and Servant Leadership in Inclusive Teams

SDT, developed by Deci and Ryan (1985) and expanded by Vallerand (2000), emphasizes three psychological needs—autonomy, competence, and relatedness—that are crucial for motivating individuals. When these needs are met, people experience intrinsic motivation, which boosts engagement, well-being, and performance (Deci et al., 2017). In organisational contexts, SDT explains how leadership and team environments that support these needs foster voluntary behaviours and commitment. In this study, *inclusive teams* refer to teams that actively integrate members with disabilities by providing equal participation opportunities, adapting workflows when needed, and cultivating a climate of fairness, belonging, and psychological safety. This conceptualisation goes beyond mere presence of individuals with disabilities and emphasises supportive team dynamics and inclusion practices (Shore et al., 2018). For inclusive teams with members who have disabilities, SDT offers a valuable framework for understanding how empowerment, recognition, and belonging influence motivation and productivity (Chiniara & Bentein, 2018).

Servant leadership, introduced by Greenleaf (1970), represents a leadership philosophy that prioritises the well-being, growth, and empowerment of followers rather than exercising personal authority or organisational dominance. Unlike traditional control-oriented leadership Bass (1990), servant leadership emphasizes empathy, listening, stewardship, and community building (Sousa & Van Dierendonck, 2016; Spears, 2010; van Dierendonck & Nuijten, 2011). Through these behaviours, servant leaders foster high-quality relationships characterised by trust, reciprocity, and psychological safety, as explained by SET (Blau, 1964; Cropanzano & Mitchell, 2005). At the same time, servant leadership satisfies the SDT-identified needs of autonomy, competence, and relatedness (Buil et al., 2019; Vallerand, 2000; Vekeman et al., 2018). In inclusive teams, servant leadership helps reduce stigma-related barriers and empowers full participation from members with disabilities, thereby strengthening engagement and collaboration (Bragger et al., 2021; Sims, 2018).

Team performance in this study refers to the collective capability of a team to achieve its goals through effective coordination, innovation, and high-quality work outcomes. It is conceptualised as a multidimensional construct comprising: (1) Innovativeness, reflecting the team's ability to generate and apply new ideas; (2) Quality, referring to accuracy, reliability, and service performance; and (3) Work excellence, representing overall effectiveness and achievement of superior results. These dimensions are aligned with the measurement scale used in this study (Sumarmi, Tjahjono et al., 2024), ensuring conceptual and operational consistency. Empirical studies consistently show that servant leadership improves team performance by cultivating supportive environments that enable individual and collective success Liden et al. (2008); Ruiz-Palomino et al. (2023), mitigating barriers to participation, fostering belonging, and enabling all members, including those with disabilities to contribute fully (Chiniara & Bentein, 2018; Shore et al., 2018).

Drawing on the theoretical arguments of Self-Determination Theory and Social Exchange Theory, as well as prior empirical findings, it is reasonable to expect that servant leadership will enhance team performance in inclusive team contexts. Therefore, we hypothesize that:

Hypothesis 1: Servant leadership positively relates to team performance in inclusive teams.

2.4. Servant Leadership and Team Citizenship Behaviour

TCB encompasses voluntary, discretionary actions by team members that exceed formal job requirements to enhance team functioning and well-being (Organ, 1988; Podsakoff et al., 2000). Examples include helping colleagues, sharing knowledge, and fostering a positive team climate. TCB improves team effectiveness by enhancing collaboration and communication (Choi & Sy, 2010). In inclusive teams with members with disabilities, TCB is vital for overcoming challenges like accessibility issues or social stigma, as it promotes mutual support and strengthens interpersonal relationships (Morrison-Smith & Ruiz, 2020). Leadership styles emphasising fairness and support, such as servant leadership, are positively associated with TCB at the group level (Ehrhart, 2004).

The relationship between servant leadership and TCB is rooted in social exchange theory Blau (1964), which suggests that favourable treatment from leaders fosters reciprocal behaviours among team members. By demonstrating care, empathy, and empowerment, servant leaders create a climate of trust and mutual respect, encouraging team members to engage in TCB (Randel et al., 2017). Empirical studies support this linkage. Liden et al. (2015) found that servant leadership promotes team-level citizenship behaviours by fostering a shared sense of purpose and a supportive climate. Similarly, Sousa & Van Dierendonck (2016) showed that servant leadership enhances TCB by promoting psychological empowerment and community among team members. In teams with members with disabilities, servant leadership's focus on individualised consideration is particularly effective in addressing specific barriers, such as physical inaccessibility or social stigma, encouraging supportive behaviours aligned with TCB (Bragger et al., 2021). For instance, servant leaders may facilitate discussions about accessibility needs, prompting team members to assist colleagues voluntarily, enhancing TCB (Ruiz-Palomino et al., 2023). These dynamic underscores servant leadership's role in fostering inclusivity and motivating discretionary behaviours in diverse teams.

While research confirms a positive relationship between servant leadership and citizenship behaviours at individual and organisational levels, its impact on TCB in inclusive teams with members with disabilities remains underexplored. Existing studies often focus on homogeneous teams or individual outcomes, neglecting the unique dynamics of diverse teams facing distinct challenges (Khayatzadeh-Mahani et al., 2020; Sundar et al., 2018). The mechanisms through which servant leadership fosters TCB in such contexts, particularly how it translates into collective, voluntary actions, require further investigation. Drawing on Social Exchange Theory and prior empirical evidence suggesting that servant leadership fosters reciprocal and discretionary behaviours, it is reasonable to expect that servant leadership will positively influence team citizenship behaviour in inclusive team settings. Therefore, we hypothesize that:

Hypothesis 2: Servant leadership positively relates to team citizenship behaviour in inclusive teams.

2.5. Team Commitment and Team Performance

Team commitment, a psychological bond that team members develop toward their group, is characterised by dedication to shared goals, processes, and collective identity (Bishop & Scott, 2000). It is a multidimensional construct comprising affective commitment (emotional attachment to the team), continuance commitment (perceived costs of leaving the team), and normative commitment (a sense of obligation to stay) (Meyer et al., 2002). Unlike organisational commitment, which focuses on loyalty to the broader organisation, team commitment uniquely targets the dynamics within a smaller, interdependent work group, directly influencing collaboration and performance outcomes (Mathieu & Zajac, 1990).

Team commitment, a powerful force that drives performance, has the potential to foster inclusivity in diverse teams (Bandura, 2017). Committed team members create a synergistic environment that enhances team effectiveness by promoting active collaboration, resilience, and sustained effort toward shared goals (Salas et al., 2008). Research demonstrates that high team commitment improves task outcomes, team cohesion, and adaptability, as members align individual efforts with collective objectives (Morrison-Smith & Ruiz, 2020; Uddin et al., 2019). In diverse teams, particularly those with members with disabilities, team commitment is critical for navigating unique challenges such as accessibility barriers, varying communication needs, or societal biases (Scholz & Freund, 2021). Strong commitment fosters an inclusive climate where all members feel valued, enabling them to leverage diverse strengths for collective success.

Based on the theoretical and empirical evidence, team commitment is expected to positively influence team performance by fostering collaboration, trust, and a shared sense of purpose. In teams with disabled members, commitment is vital and potentially transformative. It can be the key to overcoming barriers and aligning diverse perspectives toward collective goals. This direct path is treated as part of the partial mediation logic where team commitment influences performance both directly and indirectly through TCB. Thus, the following hypothesis is proposed:

Hypothesis 3: Team commitment positively relates to team performance in inclusive teams.

2.6. Team Commitment and Team Citizenship Behavior

Team commitment, a potent driver of TCB, is an empowering force (Stoverink & Chiaburu, 2017). It nurtures a sense of responsibility, trust, and belonging that inspires members to go beyond their formal roles. In inclusive teams, commitment is not just important; it's transformative (Cooper et al., 2020). It fosters shared support and collaboration, enabling members to tackle unique challenges and leverage diverse strengths, thereby increasing team effectiveness. Pearce and Herbig (2004) found that high team commitment fosters cooperative behaviours, such as knowledge sharing and helping, which align with TCB and enhance team effectiveness. Similarly, Hrivnak et al. (2008) demonstrated that committed team members exhibit greater citizenship behaviours in diverse teams, as their dedication to shared goals motivates them to support colleagues voluntarily. In teams with disabled members, commitment encourages behaviours that mitigate barriers, such as adapting tasks or providing social support, strengthening TCB (Morrison-Smith & Ruiz, 2020). Podsakoff et al. (2017) further showed that TCB, driven by commitment, improves interpersonal relationships and creates a collaborative environment, particularly in heterogeneous teams.

Despite the established link between team commitment and performance outcomes, the specific relationship between team commitment and TCB in inclusive teams with members with disabilities remains underexplored. Most studies focus on homogeneous teams or individual-level citizenship behaviours, overlooking the unique dynamics of diverse teams facing distinct challenges, such as accessibility or social (Khayat-zadeh-Mahani et al., 2020; Sundar et al., 2018). The mechanisms through which team commitment fosters TCB in such teams, particularly how it translates into voluntary, supportive behaviours, require further investigation.

Based on the theoretical and empirical evidence, team commitment is expected to positively influence TCB by fostering trust, group identification, and intrinsic motivation, which encourage discretionary behaviours. In inclusive teams with disabled members, commitment will likely promote citizenship behaviours that address unique challenges, enhancing team collaboration and inclusivity. Drawing on social exchange theory and prior empirical findings suggesting that commitment strengthens prosocial and cooperative behaviours at the team

level, it is theoretically reasonable to expect that team commitment will positively influence team citizenship behaviour in inclusive teams. Therefore, we hypothesize that:

Hypothesis 4: Team commitment positively relates to team citizenship behaviour in inclusive teams.

2.7. Team Citizenship Behaviour and Team Performance

TCB, which refer to voluntary actions that go beyond formal job requirements and contribute to the team's overall well-being, are particularly critical in inclusive teams with members with disabilities. TCB mitigates challenges such as accessibility barriers or social stigma by promoting supportive behaviours that facilitate integration and collective success (Morrison-Smith & Ruiz, 2020). When team members engage in citizenship behaviours, they strengthen interpersonal relationships, facilitating resource sharing and problem-solving, ultimately improving team outcomes (Colquitt et al., 2013). Following the IPO model (Hackman, 2002) and the Group Engagement Model (Tyler & Blader, 2003), TCB is treated as a key team process that transforms leadership and commitment inputs into performance outcomes. This is particularly impactful in inclusive teams.

These frameworks are particularly relevant in inclusive teams, as TCB addresses barriers unique to diverse groups. For instance, voluntary support for disabled members can enhance team adaptability and cohesion, directly contributing to performance (Morrison-Smith & Ruiz, 2020). By promoting an inclusive climate, a work environment where all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organisation's success, TCB ensures that all members' contributions are valued, maximising the team's collective potential.

Empirical studies consistently demonstrate a positive link between TCB and team performance. Podsakoff et al. (2014) found that citizenship behaviours improve team performance by enhancing interpersonal relationships and cooperation. Similarly, Pearce & Herbik (2004) showed that TCB in diverse teams fosters collaboration, leading to higher task outcomes and group effectiveness. In the context of inclusive teams (Hrivnak et al., 2008) reported that TCB mitigates social and structural barriers by encouraging supportive behaviours, which enhance team synergy and performance. For example, in teams with disabled members, TCB, such as adapting workflows or providing peer support, has improved collective productivity and morale (Podsakoff et al., 2017). These findings underscore TCB's role in creating a productive, inclusive team environment that drives performance, instilling optimism about its potential.

While the literature establishes a positive relationship between TCB and team performance, its specific impact in inclusive teams with members with disabilities is underexplored. Most studies focus on homogeneous teams, neglecting the unique dynamics of diverse teams facing challenges like accessibility or social stigma (Khayatzadeh-Mahani et al., 2020; Sundar et al., 2018). The mechanisms through which TCB enhances performance in such teams, particularly by fostering inclusivity and collaboration, warrant further investigation. This stress on the need for further research should instil a sense of urgency about the topic. Based on the theoretical and empirical evidence, TCB is expected to positively influence team performance by promoting collaboration, trust, and an inclusive climate. In teams with disabled members, citizenship behaviours are likely to address barriers, enhance cohesion, and align diverse contributions toward shared goals, thereby improving performance. Thus, the following hypothesis is proposed:

Hypothesis 5: Team citizenship behaviour positively relates to team performance in inclusive teams.

2.8. The Mediating Effect of Team Citizenship Behaviour

The supportive climate created by servant leadership encourages team members to engage in voluntary actions, such as helping or sharing knowledge, strengthening collaboration and team outcomes (Liden et al., 2015). The input-process-output (IPO) model of team effectiveness, which outlines the stages of team development and the factors that influence each stage, positions TCB as a critical process that translates leadership inputs (e.g., servant leadership) into performance outcomes by facilitating synergy and coordination (Hackman, 2002). Additionally, the group engagement model, which focuses on the psychological processes underlying team performance, suggests that servant leadership enhances team members' sense of worth, promotes TCB, and improves performance (Tyler & Blader, 2003).

This framework is particularly relevant in inclusive teams. Servant leadership's emphasis on empathy and empowerment fosters TCB by encouraging team members to overcome disability-related barriers, such as physical or social barriers that may prevent a team member with a disability from fully participating, by adapting tasks or providing support, which improves team performance (Bragger et al., 2021). In diverse teams, servant leadership plays a significant role in fostering inclusive behaviours that align with TCB, such as accommodating the needs of members with disabilities, which enhances performance.

TCB serves as a mechanism through which the positive effects of servant leadership are realised, as it translates leadership behaviours into tangible team outcomes. Hu and Liden (2011) found that servant leadership promotes TCB by creating a supportive team climate, which enhances team performance through increased collaboration. Similarly, Sousa and Van Dierendonck (2016) showed that servant leadership fosters group citizenship behaviours, which mediate its effects on team effectiveness by promoting psychological empowerment. Podsakoff et al. (2000) further asserted that TCB mediates the relationship between supportive leadership and performance by enhancing interpersonal relationships and cooperation. More recent evidence reinforces this behavioral mechanism, Anvari and Khergiani (2025) demonstrated that voluntary prosocial actions within teams, such as task adaptation, spontaneous assistance, and knowledge sharing, enable collaborative synergy that translates leadership inputs into heightened team performance. Although their work examined human–AI collaboration, the underlying principle aligns with the present context; citizenship behaviours help team members compensate for limitations and leverage complementary strengths, strengthening the mediating role of TCB in performance outcomes.

These findings suggest that TCB channels the positive effects of servant leadership into improved team outcomes, particularly in inclusive environments. Based on theoretical and empirical evidence, servant leadership will foster TCB by creating a supportive and inclusive climate, enhancing team performance by promoting collaboration and overcoming barriers. In teams with disabled members, TCB is likely an important mechanism through which servant leadership drives performance. Therefore, we propose the following hypotheses, which have the potential to make significant contributions to our understanding of servant leadership and team performance.

Hypothesis 6: Team citizenship behaviour mediates the relationship between servant leadership and team performance in inclusive teams.

Team commitment, defined as members' emotional attachment and dedication to the team, encourages voluntary behaviours such as helping, sharing knowledge, and overcoming team challenges, which are at the heart of TCB Podsakoff et al. (2017), and encourages collaborative and supportive actions that improve group outcomes. The group engagement model suggests that committed team members engage in TCB because of a heightened sense of value and responsibility, which enhances performance through increased collaboration (Tyler & Blader, 2003). In inclusive teams with members with disabilities, TCB channels team commitment into performance by encouraging actions that address disability-related barriers, such as adapting tasks or providing support, thereby fostering inclusion and collaboration (Bragger et al., 2021). Empirical studies support this: Bishop and Scott (2000) found that team commitment drives TCB, which improves performance through better interpersonal relationships. Umar et al. (2023) showed that TCB mediates the relationship between commitment and performance by facilitating knowledge sharing and mutual support. In many situations, commitment-driven TCB improves outcomes by accommodating unique needs, such as those of members with disabilities (Bilal et al., 2020).

Based on this, TCB is an important mechanism through which team commitment improves performance, particularly in inclusive teams. Drawing on the group engagement model and prior empirical findings demonstrating that commitment-driven citizenship behaviours enhance collective outcomes, it is reasonable to expect that team citizenship behaviour functions as a mediating mechanism between team commitment and team performance in inclusive teams. Therefore, we hypothesize that:

Hypothesis 7: Team citizenship behaviour mediates the relationship between team commitment and team performance in inclusive teams.

Figure 1 explains the research model that investigates the relationships between variables in this study.

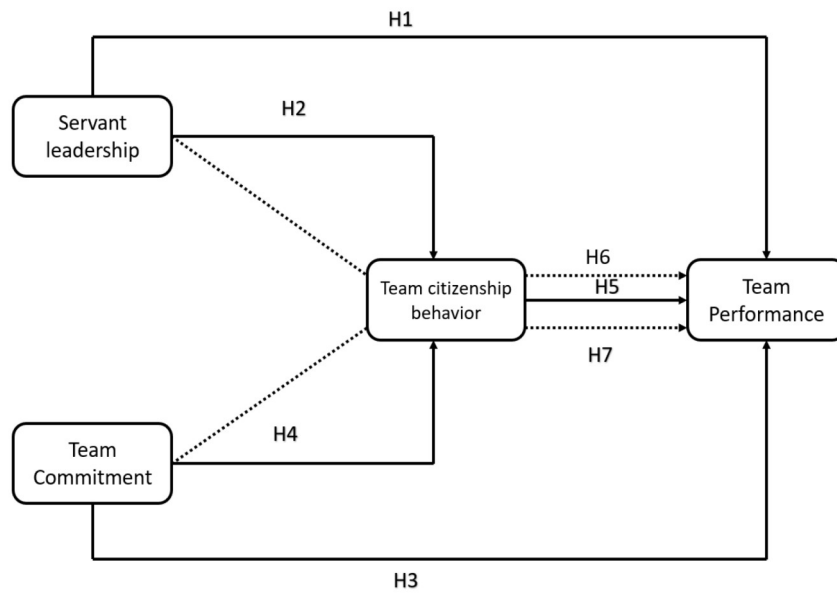


Figure 1. Research Framework

3. Methodology

3.1. Participants and Sampling Procedure

This study was conducted using private companies located in the Daerah Istimewa Yogyakarta and Jawa Tengah, Indonesia. To target teams with employees who have disabilities, non-probability purposive sampling was employed, ensuring the inclusion of relevant participants and thereby enhancing the study's validity (Creswell, 2009; Sekaran & Bougie, 2016). Purposive sampling was selected to ensure that only teams meeting the inclusion criteria were invited to participate, which underscores the careful consideration given to participant selection to build trust with the audience.

According to data from the Indonesian Ministry of Manpower, 71 private companies in the two provinces employ workers with disabilities. The authors coordinated with the human resource departments of these companies to identify teams that met the inclusion criteria: teams with at least one member with a disability; teams operating in routine operational or administrative work and; team leaders or team representatives able to provide team-level assessments. Initially, 187 teams were contacted; however, after a systematic data screening process was conducted to verify completeness and consistency, 4 cases were removed due to incomplete responses, resulting in a final sample of 183 teams used in the analysis. This process was implemented to maintain data quality and ensure the validity of the findings. A total of 183 questionnaires were distributed and collected over two months, yielding a 100% response rate. Respondents, as team leaders or designated representatives, participated voluntarily, with all responses anonymized and personal data protected, ensuring ethical integrity and respect for participants.

This study employs a team-level key informant approach, in which each team is represented by its leader or an appointed member knowledgeable about the team's functioning. This design is commonly used when team-level constructs such as team performance, team commitment, TCB, and servant leadership, can be accurately assessed by a single representative (Klein & Kozlowski, 2000). Because the data were collected from one respondent per team, no within-team aggregation indices were required. Accordingly, the team-level variables analysed reflect perceived team properties rather than statistical aggregation from multiple respondents. This clarification aligns the empirical operationalization with the theoretical positioning of the constructs at the team level.

Ethical considerations were strictly adhered to throughout the data collection process to demonstrate adherence to research standards. Ethics approval for this study was obtained from the university's Research Ethics Committee prior to data collection. All respondents were provided with a written explanation outlining the

purpose of the study, assurance of confidentiality, voluntary participation policy, and the right to withdraw at any time without consequence. Written informed consent was obtained from each respondent prior to participation. To ensure ethical sensitivity when working with populations with disabilities, the questionnaire was designed using inclusive and non-stigmatizing language. Accommodations (e.g., additional briefing time or accessible formats when needed) were also provided to ensure equal opportunity for participation. No personally identifiable information was collected, and all responses were anonymized to protect confidentiality.

3.2. Sample Characteristics

To contextualize the inclusive nature of the participating teams, relevant team-level characteristics are summarized in Table 1.

Description	Value	Notes
Number of companies	71	—
Final number of teams	183	After removing 4 incomplete cases
Average team size	7.4 members	Range 4–15
Team activity sectors	Manufacturing (32%), Services (41%), Trade (27%)	Aggregated
Teams with 1 disabled member	77% (141 teams)	—
Teams with ≥ 2 disabled members	23% (42 teams)	—
Types of disabilities (aggregated)*	Physical (62%), Sensory (23%), Mild cognitive (15%)	Confidentiality ensured

* This aggregated format protects sensitive information while providing meaningful context.

Table 1. Sample characteristics of teams

3.3. Measurement of Constructs

All constructs were measured using validated instruments with items rated on a 7-point Likert scale (1 = strongly disagree; 7 = strongly agree) (Hair, Jr. et al., 2022). To ensure construct validity and cultural relevance, these instruments were selected based on prior validation studies and adapted where necessary to fit the study context. The measurement descriptions have been streamlined for clarity. All scales were adopted from established instruments, and all items were translated and culturally adapted using a standard back-translation procedure to ensure linguistic and conceptual equivalence.

Servant leadership was measured using the multidimensional scale developed by van Dierendonck and Nuijten (2011), which covers empowerment, accountability, humility, authenticity, interpersonal acceptance, courage, and stewardship.

Team commitment was assessed using items adapted from carefully selected questionnaire items Liden et al. (2000); Meyer et al. (2002); Mowday & Steers (1979), which focus on members' shared dedication to team goals. These items, such as "The team is willing to go beyond normal expectations to ensure the success of this organization" and "The team is willing to take on almost any role to continue working in this organization," were selected for their ability to measure team commitment accurately.

Team citizenship behaviour is measured using dimensions developed by Cox (2010), Pearce and Herbig (2004): altruism, civic virtue, conscientiousness, courtesy, and teamwork. Team performance is measured using dimensions developed by Sumarmi, Tjahjono et al. (2024): Innovativeness, Quality, and Work excellence. To maintain conciseness, only construct domains and example items are described here; full item wording is available upon request.

Prior to full deployment, the questionnaire underwent face validity testing by experts in disability-inclusive work practices to ensure clarity and accessibility, making the audience feel confident in the instrument's comprehensibility. The research instrument is a questionnaire distributed using Google Forms after notifying company leaders via WhatsApp. To ensure that the instruments used for measurement are truly valid, an

instrument trial will be carried out first. The instrument trial was carried out through face validity using expertise in managing people with disabilities.

3.4. Data Analysis

To process the data, the researcher used PLS-SEM from Smart PLS 4. The measurement model demonstrated satisfactory reliability and validity, which should reassure researchers and students of its robustness. All items exceeded the recommended loading threshold of 0.70, and composite reliability (CR) values ranged from 0.89 to 0.96. Average Variance Extracted (AVE) values were above 0.50 for all constructs, indicating adequate convergent validity.

Discriminant validity was achieved based on Fornell-Larcker and HTMT criteria, reinforcing the credibility of the measurement model and fostering trust among researchers and students (Hair, Jr. et al., 2022). To streamline reporting and promote transparency, the full cross-loadings, HTMT matrix, and Fornell-Larcker table are provided in the Appendix, facilitating reproducibility and detailed review by interested readers. For testing the seven hypotheses, using criteria supported by research results, if it has a t-value > 1.96 with a p-value < 0.05.

4. Results

4.1. Descriptive Statistics

The research data was collected in March 2025 through a survey using Google Forms to distribute statement items. The author took two months to obtain responses from the respondents after the respondents filled in, with a response rate of 100% of the targeted sample. Data were collected from 183 teams across 71 private companies in Daerah Istimewa Yogyakarta and Jawa Tengah. Respondent demographic data were compiled based on the survey results, as shown in Table 2.

Description	Amount	Percentage
Gender		
Male	115	63
Female	68	47
Level of education		
High School	37	20.2
Diploma	15	8.2
Bachelor	86	47
Master	45	25.6
Years of service		
< 5 years	7	3.83
5 - 10 years	20	10.93
> 10 - 15 years	85	46.45
> 15 years	71	38.8

Table 2. Demographic Data

The research respondents were dominated by men, at 63%, with a Bachelor's degree background, at 47%, and with a length of service at the company > 10 - 15 years, at 46.45%.

Region	Population of Eligible Companies	Sampling Method	Selection Criteria	Final Sample (Companies / Teams)
Daerah Istimewa Yogyakarta	32 private companies	Purposive non-probability sampling	Companies employing at least one employee with a disability and operating team-based work structures	32 companies / 84 teams
Jawa Tengah	39 private companies	Purposive non-probability sampling	Companies employing at least one employee with a disability and operating team-based work structures	39 companies / 99 teams
Total	71 companies	—	—	71 companies / 183 teams

Table 3. Sampling Methodology by Region

Table 3 presents the sampling methodology employed in this study, including the population of eligible companies in each region and the criteria and procedures used to select the final sample. The table is intended to enhance transparency regarding the regional distribution of the population and the purposive sampling process applied.

4.2. Measurement Model

A pilot study was conducted to assess face validity, involving eight experts whose critical input on the wording and structure of the items significantly improved clarity. After the experts agreed on the appropriateness and reliability of the instrument, statistical testing was conducted with a sample of 50 participants. Reliability analysis, as measured by Cronbach's alpha, verified the internal consistency of all constructs, with values exceeding the threshold of 0.7. The pilot study also confirmed the appropriateness of the survey's length and structure, ensuring that the final instrument was well-prepared for primary data collection. The study focused on measurement modelling, which evaluates the relationship between observed variables (indicators) and their latent constructs.

This study adopts a key-informant team-level design, where a team leader or designated representative represents each team. This approach is common in team research when leaders are knowledgeable about team processes and collective behaviours (Klein & Kozlowski, 2000). Because data were collected from a single informant per team, no aggregation indices were required, and the team-level variables analysed reflect perceived team properties. This alignment with the theoretical framework aims to reinforce the study's credibility and rigor.

The instrument validity test is presented in Appendix 1, where item TP1 in the Team Performance construct had an outer loading of 0.683, which is below the rule of thumb of 0.7, and therefore, the item was declared invalid. Highlighting this process reassures the audience of the thorough validation. To ensure all items met the validity criteria, item TP1 was removed and reanalyzed. The research model, as presented after the PLS analysis with item TP1 removed, is shown in Figure 2, and the results of the construct validity test are presented in Table 3.

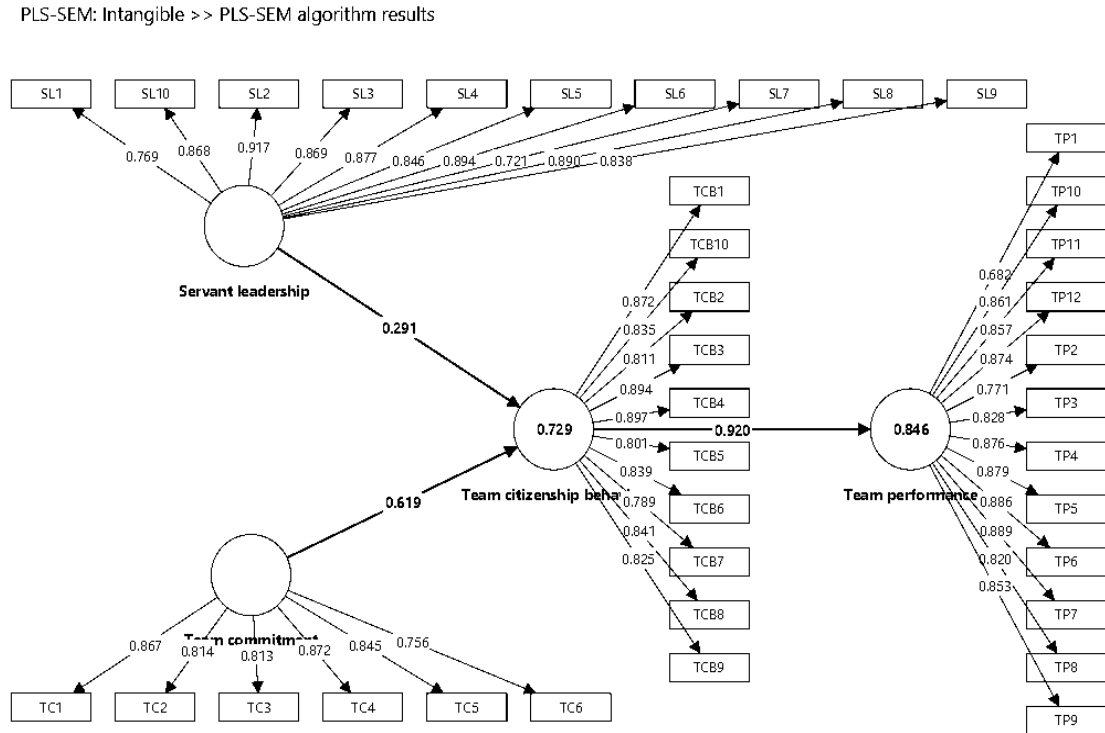


Figure 2. Structural equation modelling

After item TP1 was removed, all constructs demonstrated acceptable reliability, with Cronbach’s alpha and CR exceeding 0.70, and convergent validity, with AVE above 0.50, confirming the instrument’s robustness.

4.3. Structural Model Evaluation

The structural model was evaluated using bootstrapping with 5,000 resamples, and Table 3 presents the R² and f² effect sizes.

Endogenous Variable	Predictor	R ²	Effect Size (f ²)	Interpretation
Team Citizenship Behaviour	Servant Leadership	0.726	0.16	Moderate effect
	Team Commitment		0.28	Moderate–large effect
Team Performance	Team Citizenship Behavior	0.845	0.35	Large effect
	Servant Leadership		0.09	Small–moderate effect
	Team Commitment		0.12	Small–moderate effect

Notes: R² values indicate that the model explains **73%** of variance in TCB and **84.5%** of variance in TP.

Effect size interpretations follow Bakker (2019): 0.02 = small, 0.15 = medium, 0.35 = large.

Table numbering may be adjusted depending on manuscript structure.

Table 4. Model Predictive Power (R²) and Effect Sizes (f²)

Table 4 shows that the tested structural model demonstrated high predictive power, especially for the Team Performance variable (R² = 0.845). Team Citizenship Behavior proved to be a strong mediator, with a significant effect on team performance, while Servant Leadership and Team Commitment played significant roles as antecedents of TCB, with moderate to large effects. These findings underscore the importance of fostering team citizenship behavior as a primary mechanism for enhancing team performance, with servant leadership and team commitment serving as crucial foundations for this endeavor.

To validate the measurement model’s reliability and validity, convergent validity was assessed through factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR). All factor loadings exceeded the 0.7

threshold, and AVE and CR values met the required standards (AVE > 0.5, CR > 0.7), demonstrating robust convergent validity.

Based on table 5, all factor loadings were above the recommended threshold of 0.7, and the AVE and CR values met the criteria (AVE > 0.5 and CR > 0.7), indicating strong convergent validity.

Appendix 2 presents the Heterotrait-Monotrait Ratio (HTMT) Matrix, which assesses discriminant validity among constructs. All HTMT values, ranging from 0.766 to 0.841, fall below the 0.85 threshold, indicating that the constructs, servant leadership, TCB, team commitment, and team performance are empirically distinct (Roemer et al., 2021). This finding confirms that correlations between constructs are not inflated by common method bias (CMB), thereby ensuring the integrity of the measurement model for analysing inclusive team dynamics.

Appendix 3 illustrates the Fornell-Larcker Criterion, which evaluates discriminant validity among constructs. The square root of each construct's AVE ranging from 0.829 to 0.851 for servant leadership, TCB, team commitment, and team performance exceeds its correlations with other constructs (0.727 to 0.916). This statement confirms that each construct is empirically distinct, with no significant influence from common method effects, thereby supporting the validity of the measurement model (Fornell & Larcker, 1981).

Appendix 4 presents the cross-loading analysis, which evaluates the discriminant validity of the constructs of Servant Leadership, TCB, Team Commitment, and Team Performance. The results show that each item loads most strongly on its corresponding construct, with loadings ranging from 0.720 to 0.917 for SL, 0.789 to 0.898 for TCB, 0.756 to 0.874 for TC, and 0.748 to 0.894 for TP. Importantly, cross-loadings on non-corresponding constructs are consistently lower, indicating a clear and confident differentiation between constructs.

This pattern supports the absence of significant cross-loading, reinforcing the discriminant validity of the measurement model. Additionally, comprehensive assessments using the HTMT and Fornell-Larcker criteria further confirm the absence of CMB, providing reassurance about the reliability of the data. These findings validate the reliability of participant responses and the robustness of the study's results, ensuring that the data are free from bias and affirming the research's credibility and significance.

Constructs	Item	Loading factor	Cronbach alpha	CR	AVE
Servant leadership	SL1	0.769	0.957	0.963	0.724
	SL2	0.917			
	SL3	0.869			
	SL4	0.877			
	SL5	0.846			
	SL6	0.894			
	SL7	0.721			
	SL8	0.890			
	SL9	0.838			
	SL10	0.894			
Team commitment	TC1	0.867	0.963	0.968	0.734
	TC2	0.814			
	TC3	0.813			
	TC4	0.872			
	TC5	0.845			
	TC6	0.756			
Team citizenship behavior	TCB1	0.872	0.954	0.960	0.708
	TCB2	0.811			
	TCB3	0.894			
	TCB4	0.897			
	TCB5	0.801			

Constructs	Item	Loading factor	Cronbach alpha	CR	AVE
	TCB6	0.839			
	TCB7	0.789			
	TCB8	0.841			
	TCB9	0.825			
	TCB10	0.835			
Team performance	TP2	0.748	0.909	0.929	0.686
	TP3	0.820			
	TP4	0.872			
	TP5	0.876			
	TP6	0.894			
	TP7	0.892			
	TP8	0.832			
	TP9	0.859			
	TP10	0.864			
	TP11	0.866			
	TP12	0.888			

Table 5. Construct reliability and validity

4.4. Hypothesis Testing

The results of the hypothesis testing are presented in Table 6.

These results suggest that servant leadership and team commitment have a direct impact on team commitment and team performance. Furthermore, team citizenship behavior also mediates the relationships between servant leadership and both team commitment and team performance.

Hypothesis	Effect	Original sample	Sample mean	Standard deviation	T statistics	P values	Decision
H1	Servant leadership -> Team performance	0.409	0.403	0.089	4.592	0.000	Supported
H2	Servant leadership -> Team citizenship behavior	0.286	0.282	0.076	3.760	0.000	Supported
H3	Team commitment -> Team performance	0.491	0.497	0.084	5.828	0.000	Supported
H4	Team commitment -> Team citizenship behavior	0.623	0.627	0.062	10.120	0.000	Supported
H5	Team citizenship behavior -> Team performance	0.763	0.747	0.105	7.233	0.000	Supported
H6	Servant leadership -> Team citizenship behavior -> Team performance	0.218	0.209	0.061	3.570	0.000	Supported
H7	Team commitment -> Team citizenship behavior -> Team performance	0.475	0.468	0.076	6.220	0.000	Supported

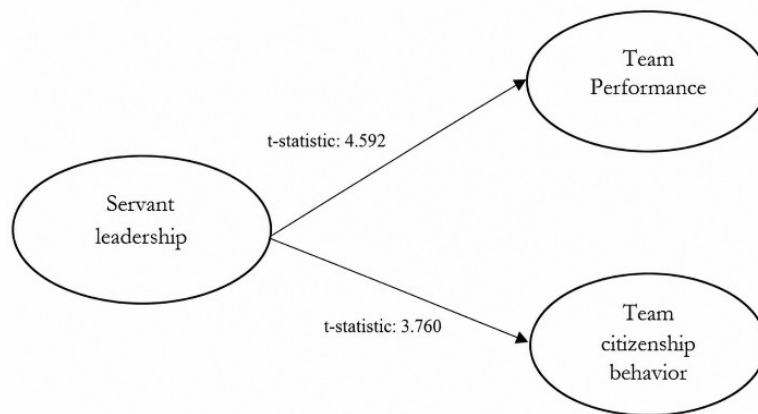
Table 6. Hypothesis analysis

The following is an explanation of the direct and mediating effects.

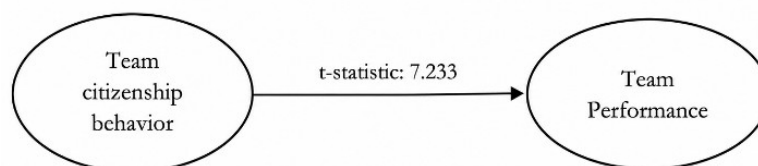
1. The influence of servant leadership on team performance. Hypothesis H1 is confirmed. The path coefficient (β) of 0.409 indicates that servant leadership has a strong and positive influence on team performance. The T-statistic of $4.592 > 1.96$ and the P-value of $0.000 < 0.05$ indicate a significant result.

2. The influence of servant leadership on team citizenship behavior. Hypothesis H2 is confirmed. Servant leadership has a small but significant positive influence on team citizenship behavior, with a path coefficient of 0.286. The T-statistic of $3.760 > 1.96$ and the P-value of $0.000 < 0.05$ confirm that this relationship is statistically significant, indicating that leadership style can meaningfully impact team behaviors.
3. The influence of team commitment on team performance. Hypothesis H3 is confirmed. Team commitment has a strong positive influence on team performance, with a high path coefficient of 0.491. This should give the audience confidence that fostering commitment can lead to better outcomes.
4. The Effect of Team Commitment on Team Citizenship Behavior. Hypothesis 4 is confirmed. Team Commitment has a strong positive effect on team citizenship behavior, with a high path coefficient of 0.623. This result is statistically significant because the P-value is $0.000 < 0.05$, and the T-statistic is $10.120 > 1.96$.
5. The Effect of Team Citizenship Behavior on Team Performance. Hypothesis 5 is confirmed. Team Citizenship Behavior has a strong positive effect on team performance, with a high path coefficient of 0.763. This result is statistically significant because the P-value is $0.000 < 0.05$, and the T-statistic is $7.233 > 1.96$.
6. The Mediating Role of Team Citizenship Behavior on the Influence of Servant Leadership and Team Performance. The original sample value was 0.218, the T-statistic was 3.570, and the P-value was 0.000, indicating strong support for this mediating effect. This suggests that fostering team citizenship behavior can amplify the positive impact of servant leadership on team performance, highlighting the importance of developing such behaviors in leadership interventions.
7. The Mediating Role of Team Citizenship Behavior on the Influence of Team Commitment and Team Performance. The original sample value was 0.475, the T-statistic was 6.220, and the P-value was 0.000, indicating strong support for hypothesis H7. This highlights the strategic importance of citizenship behavior in enhancing team performance, which should inspire confidence in the audience about the value of fostering such behaviors.

Model 1: Direct effect Servant leadership to team performance, team citizenship behavior



Model 2: Direct effect Team citizenship behavior on team performance



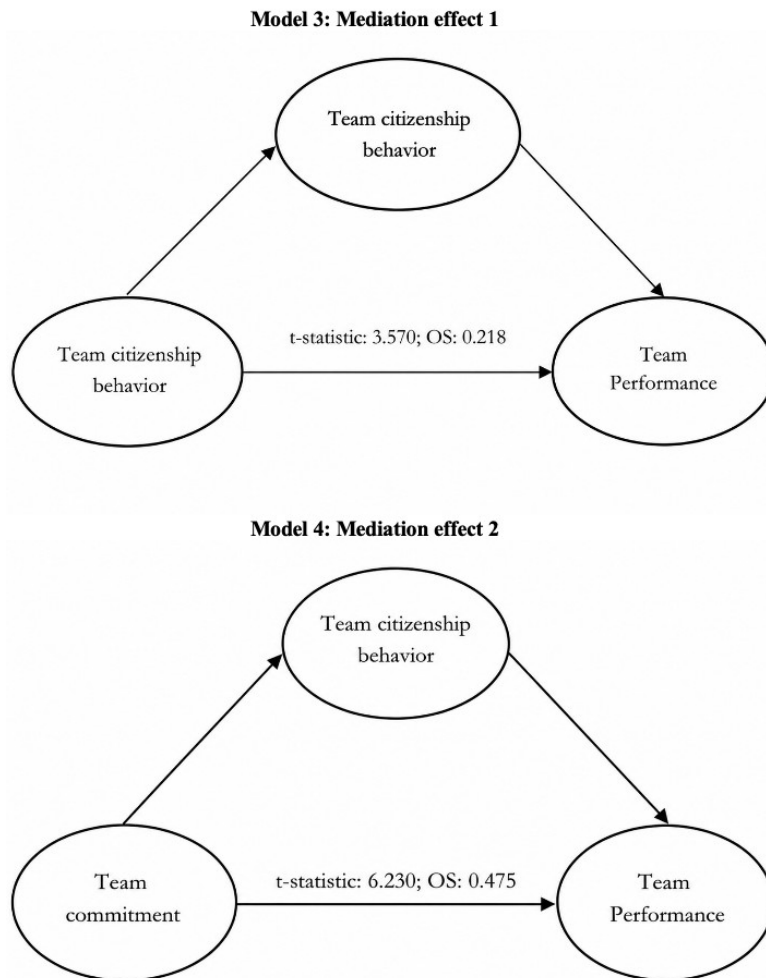


Figure 3. Structural model results

4.5. Discussion

This study provides robust empirical support for the proposed model linking servant leadership, team commitment, TCB, and team performance in inclusive teams. All direct relationships were statistically significant, confirming that both servant leadership and team commitment make meaningful contributions to team performance (Lumpkin & Achen, 2018; Ruiz-Palomino et al., 2023), both directly and indirectly through TCB. A key finding concerns the relative strength of the pathways. While servant leadership has a positive influence on both TCB and team performance, the effect of team commitment on TCB is notably stronger than that of servant leadership. This result suggests that in inclusive teams, particularly those involving members with disabilities, collective identification, shared responsibility, and emotional attachment to the team may outweigh leadership behaviour alone in stimulating discretionary, supportive actions. This pattern partially diverges from leadership centric models, indicating that once inclusive norms are internalized at the team level, peer-driven mechanisms become especially salient. This implies that leadership development and team management practices can be informed by these insights to foster inclusion effectively.

The mediation analyses further reveal that TCB partially mediates the relationships between servant leadership and team performance, as well as between team commitment and team performance. This indicates that leadership and commitment do not automatically translate into higher performance; instead, they operate by activating voluntary, prosocial behaviours that enhance coordination, mutual support, and adaptability. The substantial explanatory power of the model ($R^2 = 0.65$ for TCB; $R^2 = 0.79$ for team performance) reinforces the centrality of these behavioural processes in inclusive team effectiveness.

Importantly, these findings align with, but also extend, prior research by demonstrating that TCB is not merely an outcome of positive leadership or commitment (Chiniara & Bentein, 2018; Stoverink & Chiaburu, 2017), but

a core mechanism through which their performance effects materialise, especially in contexts characterised by functional diversity and potential work-related barriers. Moving beyond generic notions of diversity, this study highlights the specific dynamics of disability inclusion at the team level. Unlike other diversity attributes, disability may involve concrete physical, cognitive, or sensory barriers that directly affect task execution and social interaction. The strong influence of TCB on performance underscores that inclusive effectiveness depends heavily on everyday micro-behaviours, such as adapting workflows, providing informal assistance, sharing knowledge, and offering emotional reassurance. These insights can empower practitioners to foster micro-behaviours that make a real difference.

The pronounced role of team commitment suggests that when team members perceive a strong sense of belonging and shared purpose, they are more likely to engage in supportive behaviors toward colleagues with disabilities. This finding implies that inclusion is not sustained solely through formal policies or leader actions, but through collective ownership of inclusion embedded in team norms. Servant leadership appears particularly well-suited to this context, as its emphasis on empathy, individualized support, and stewardship helps reduce stigma and legitimize accommodation practices. However, the results also show that leadership alone is insufficient. Meaningful inclusion emerges when servant leadership cultivates commitment and translates inclusive values into concrete team behaviours, reinforcing the idea that inclusion is enacted relationally rather than symbolically.

Although this study explicitly measures servant leadership, its findings intersect with the broader literature on inclusive leadership. Both leadership approaches emphasize humility, openness, listening, and empowering followers. However, an important distinction remains: inclusive leadership explicitly foregrounds voice, fairness, and participation, whereas servant leadership prioritises follower growth and well-being. The results suggest that servant leadership can effectively stimulate inclusive behaviours, even when inclusion is not framed as a formal leadership agenda, particularly through its relational and service-oriented orientation. This implies that clarifying how these findings advance our understanding of the interplay between servant and inclusive leadership paradigms is necessary.

At the same time, the strong TC on the TCB path indicates that peer driven inclusion mechanisms may, in some contexts, surpass leader-driven ones. This nuance helps clarify how different leadership paradigms operate in inclusive teams and bridges fragmented discussions between servant and inclusive leadership scholarship. Several alternative explanations warrant consideration. First, the single-informant design may inflate observed relationships due to common method variance, although the use of knowledgeable team representatives mitigates this concern to some extent. Future studies employing multi-source or multi-level designs would strengthen causal inference. Second, the Indonesian cultural context, characterised by collectivist values, may amplify the effects of team commitment and TCB. Cross-cultural replication would help determine whether the observed effect magnitudes are context-specific or generalisable. Finally, the partial nature of the mediations suggests that additional mechanisms such as psychological safety, inclusive climate, or trust may further explain how leadership and commitment translate into performance, offering promising directions for future research.

From an intangible capital perspective, the findings indicate that servant leadership, team commitment, and team citizenship behaviour function as critical relational and social capital resources that enhance team-level value creation. These elements represent non-physical assets embedded in organisational relationships, trust, shared norms, and collaborative behaviours. In inclusive teams, particularly those involving members with disabilities, such intangible capital becomes a strategic source of sustainable performance, enabling the effective mobilisation of diverse human potential. Rather than relying solely on structural policies or formal accommodations, inclusive effectiveness emerges from the accumulation of social trust, collective identification, and discretionary prosocial actions that strengthen coordination and innovation.

Thus, this study contributes to the journal's focus on intangible capital by demonstrating how leadership and team-level behavioural mechanisms constitute intangible organisational resources that drive inclusive and sustainable performance outcomes. In doing so, it positions disability inclusion not merely as a compliance or ethical issue, but as a strategic process of building relational and social capital within teams.

5. Conclusion

This study makes several explicit theoretical contributions to organisational behaviour and leadership research. First, by integrating Social Exchange Theory (SET; Blau, 1964) with Self-Determination Theory (SDT; Deci & Ryan, 1985), this study demonstrates that servant leadership and team commitment influence team performance through a behavioural mechanism, namely TCB. The partial mediation results refine existing theoretical models by showing that leadership and commitment do not directly translate into performance, but require discretionary, prosocial team behaviours as a process mechanism.

Second, this study extends the application of servant leadership theory to disability-inclusive team contexts, which remain underrepresented in leadership research. While prior studies have largely focused on homogeneous teams, the findings indicate that servant leadership also operates effectively in teams comprising members with disabilities, promoting trust, reciprocity, and intrinsic motivation. This confirms that the core assumptions of SET and SDT remain valid under conditions of functional diversity.

Third, the stronger effect of team commitment on TCB compared to servant leadership offers a novel insight. This suggests that in inclusive teams, collective identification and shared responsibility may be more influential than leadership behaviour alone in activating citizenship behaviours. This finding nuances leadership centric perspectives and highlights the importance of team-level psychological bonds in inclusive performance processes.

The findings provide clear and actionable implications for organisations managing disability-inclusive teams, particularly in Indonesia. First, servant leadership emerges as a suitable leadership approach for inclusive workgroups. Leaders who demonstrate empathy, humility, and individualised support can reduce stigma, legitimise accommodations, and enhance psychological safety for employees with disabilities.

Second, organisations should prioritise strengthening team commitment, as committed teams are more likely to engage in voluntary supportive behaviours that sustain collaboration and performance. This implies that improving inclusive performance requires not only leadership training but also team-based interventions, such as shared goal setting, collective recognition, and inclusive decision-making.

Third, the strong role of TCB suggests that everyday microbehaviours such as peer assistance, task adaptation, and knowledge sharing, are crucial for overcoming disability-related barriers. Organisations in Indonesia can use these findings as evidence-based guidance to design HR practices, accessibility policies, and leadership development programmes that simultaneously support inclusion and performance. Importantly, the results demonstrate that disability inclusion and high performance are not mutually exclusive goals.

Beyond organisational outcomes, this study contributes to broader social and policy discussions on disability inclusion. By showing that inclusive teams can achieve high performance when supported by servant leadership, strong commitment, and citizenship behaviours, the findings challenge persistent assumptions that disability inclusion compromises efficiency. The results support national and global agendas promoting inclusive employment by emphasising that inclusion is enacted through relational and behavioural processes, not merely formal compliance. This insight is particularly relevant for developing economies, where organisational resources may be constrained, but social cohesion and collective norms can be leveraged to foster inclusive workplaces.

Several limitations should be acknowledged to ensure academic rigour. First, the study was conducted in private companies in DIY and Jawa Tengah, Indonesia, which may limit generalisability to other cultural or institutional settings. Cultural characteristics, such as collectivism, may have amplified the effects of commitment and citizenship behaviour (Hofstede, 2011). Second, the use of a single-informant design raises the possibility of common method bias (Podsakoff et al., 2003), although this approach is common in team-level research. Future studies should employ multi-source or multi-level designs to strengthen causal inference. Third, the study did not differentiate between types or severity of disabilities. Future research could examine disability characteristics, inclusive climate, psychological safety, or organisational culture as moderators or mediators, providing a more granular understanding of inclusive team dynamics. Extending the model to public and non-profit sectors would also enhance external validity.

Declaration of Conflicting Interests

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Authors' contributions

Saptaningsih Sumarmi: Conceptualization, methodology, supervision, formal analysis, manuscript drafting, reviewing and editing, and overall project administration.

Arif Sudaryana: Data collection, data processing, literature review, and validation.

Pradita Nindya Aryandha: Formal analysis, visualization, interpretation of results, and manuscript editing.

Murniady Muchran: Funding acquisition, research support, resources, and final review of the manuscript.

All authors contributed to the study conception and design, analysis and interpretation of results, and approved the final version of the manuscript.

Data availability

Data available upon request

Use of Artificial Intelligence

The authors declare that they used Grammarly for grammar and spelling checks. The authors reviewed and edited the output generated by the software and take full responsibility for the article's content.

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Appendix 1. Validity test

Constructs	Abbreviation	Items	Outer loadings
Team Performance	TP1	Our team collaboration streamlines internal processes.	0.683
	TP2	Our team collaboration coordinates the efforts of everyone on the team.	0.861
	TP3	Our team collaboration reduces work content redundancy.	0.857
	TP4	Our team collaboration increases team efficiency.	0.874
	TP5	Our team collaboration facilitates the innovation of new ideas	0.771
	TP6	Our team consistently generates new, creative ideas to solve work problems.	0.828
	TP7	Our team can develop innovative solutions that differ from conventional approaches.	0.876
	TP8	Our team always ensures that the work results meet the set quality standards.	0.879
	TP9	The work produced by our team is error-free and meets stakeholder expectations.	0.886
	TP10	Our team regularly evaluates and improves the quality of the work process to achieve better results.	0.889
	TP11	Our team is highly committed to achieving outstanding work results in every task.	0.820
	TP12	Team members work together efficiently to ensure excellence in every aspect of the work.	0.853
Servant leadership	SL1	The team actively supports each member's professional growth by sharing knowledge and providing development opportunities	0.772
	SL2	The team prioritises collective goals over individual recognition, allowing different members to take leadership roles as needed	0.868
	SL3	The team maintains clear accountability standards, ensuring all members take responsibility for their contributions while supporting each other's improvement	0.917
	SL4	The team demonstrates humility by openly acknowledging collective mistakes and valuing external input to enhance decision-making	0.870
	SL5	The team operates authentically, consistently aligning actions with shared values and maintaining transparency in communication	0.879
	SL6	The team fosters a culture of empathy, where members actively listen to and respect each other's perspectives and emotions	0.844
	SL7	The team shows courage by collectively addressing challenges and making difficult decisions, even in uncertainty	0.894
	SL8	The team is a responsible steward of organisational resources, ensuring sustainable practices that benefit the broader community	0.719
	SL9	The team creates an environment where members are empowered to take on meaningful roles, boosting collective confidence and capability	0.890
	SL10	The team builds trust by demonstrating mutual acceptance and openly addressing concerns without judgment to strengthen collaboration	0.835
Team Commitment	TC1	The team is willing to go beyond normal expectations to ensure the success of this organisation	0.874
	TC2	The team is willing to take on almost any role to continue working in this organisation	0.820
	TC3	The team willingly accepts diverse task assignments to ensure continued contribution to the organisation's success.	0.808
	TC4	The team's values closely align with the organisation's, fostering a shared sense of purpose	0.876
	TC5	The team collectively expresses pride in being part of the organisation, openly sharing this affiliation with others	0.837
	TC6	The organisation inspires the team to deliver exceptional performance in their collaborative efforts consistently	0.749
	TCB1	Team members consistently assist colleagues struggling with tasks, demonstrating a strong sense of altruism.	0.870

Constructs	Abbreviation	Items	Outer loadings
Team citizenship behavior	TCB2	Employees actively participate in team meetings and provide constructive feedback, exemplifying the value of civic virtue. Their engagement in these activities is crucial for the team's success.	0.835
	TCB3	Individuals adhere to deadlines and maintain high-quality work standards, reflecting conscientiousness in their team responsibilities and instilling confidence in our collective abilities.	0.810
	TCB4	Team members communicate respectfully and avoid actions that could offend others, showcasing courtesy in their interactions.	0.894
	TCB5	Colleagues collaborate seamlessly, pooling their skills to achieve shared goals, a testament to effective teamwork that inspires and motivates us all.	0.897
	TCB6	Workers voluntarily mentor new team members to help them integrate, indicating altruistic behaviour within the team.	0.802
	TCB7	Employees stay informed about organizational policies and share relevant updates with the team, displaying civic virtue.	0.841
	TCB8	Team members take the initiative to complete tasks beyond their formal roles, demonstrating conscientiousness in supporting team objectives.	0.790
	TCB9	Individuals listen attentively to others' ideas and acknowledge their contributions, fostering a courteous team environment.	0.841
	TCB10	The team coordinates efforts efficiently, ensuring equitable workload distribution and strengthening teamwork.	0.825

Appendix 2. HTMT Matrix

	Servant leadership	Team citizenship behavior	Team commitment	Team performance
Servant leadership				
Team citizenship behavior	0.770			
Team commitment	0.766	0.841		
Team performance	0.795	0.825	0.830	

Appendix 3. Fornell Larcker Criterion

	Servant leadership	Team citizenship behavior	Team commitment	Team performance
Servant leadership	0.851			
Team citizenship behavior	0.739	0.841		
Team commitment	0.727	0.831	0.829	
Team performance	0.766	0.916	0.788	0.856

Appendix 4. Cross loading

	Servant leadership	Team citizenship behavior	Team commitment	Team performance
SL1	0.770	0.484	0.546	0.537
SL10	0.868	0.637	0.670	0.681
SL2	0.917	0.665	0.666	0.703
SL3	0.870	0.605	0.592	0.663
SL4	0.878	0.623	0.662	0.662
SL5	0.844	0.661	0.627	0.626
SL6	0.894	0.670	0.637	0.676
SL7	0.720	0.566	0.501	0.572
SL8	0.890	0.641	0.676	0.655
SL9	0.837	0.702	0.592	0.709
TC1	0.728	0.782	0.869	0.760

	Servant leadership	Team citizenship behavior	Team commitment	Team performance
TC2	0.609	0.626	0.815	0.609
TC3	0.506	0.589	0.810	0.522
TC4	0.722	0.801	0.874	0.772
TC5	0.492	0.647	0.842	0.554
TC6	0.498	0.638	0.756	0.639
TCB1	0.587	0.872	0.727	0.768
TCB10	0.613	0.835	0.694	0.738
TCB2	0.581	0.811	0.668	0.767
TCB3	0.626	0.894	0.700	0.820
TCB4	0.636	0.898	0.747	0.843
TCB5	0.732	0.802	0.764	0.759
TCB6	0.642	0.840	0.689	0.799
TCB7	0.597	0.789	0.624	0.736
TCB8	0.608	0.841	0.694	0.761
TCB9	0.586	0.824	0.673	0.705
TP10	0.700	0.793	0.692	0.864
TP11	0.691	0.790	0.620	0.866
TP12	0.670	0.813	0.695	0.888
TP2	0.605	0.714	0.676	0.748
TP3	0.598	0.723	0.665	0.820
TP4	0.619	0.820	0.746	0.871
TP5	0.629	0.816	0.665	0.876
TP6	0.683	0.788	0.703	0.894
TP7	0.704	0.833	0.684	0.892
TP8	0.614	0.743	0.616	0.832
TP9	0.691	0.789	0.663	0.860

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