

## Servant Leadership and Organizational Culture on Organizational Citizenship Behavior: The Mediation Role of Job Satisfaction

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### ABSTRACT

**Objectives:** This study aims to examine the process of forming Organizational Citizenship Behavior (OCB) in employees. This study uses job satisfaction as a mediating variable to clarify the mechanism of the influence of servant leadership and organizational culture on Organizational Citizenship Behavior (OCB).

**Methodology:** This study uses a causal type of research using a quantitative approach with a sample of 67 respondents who are employees of PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru. To evaluate the seven hypotheses put out in this study, data was collected via interviews and a list of assertions, such as questionnaires and data analysis methods employing Partial Least Square (SmartPLS).

**Findings:** The results of this study indicate that servant leadership and organizational culture have a positive and significant effect on Job Satisfaction and Organizational Citizenship Behavior. Job satisfaction also plays a role in mediating the influence of servant leadership and organizational culture on Organizational Citizenship Behavior.

**Conclusion:** This study examines how servant leadership and organizational culture influence employee job satisfaction and organizational citizenship behavior to achieve company goals. As a result, this condition is undoubtedly a source of concern for the company in terms of improving leadership and aligning all employees' perceptions of the organizational culture system that will be implemented in the company.

**Keywords:** Servant Leadership; Organizational Culture; Job Satisfaction; Organizational Citizenship Behavior

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Submitted:

2022-10-04

Revised:

2023-02-07

Accepted:

2023-02-20

**Article Doi:**

[http://dx.doi.org/10.22441/jurnal\\_mix.2023.v13i1.010](http://dx.doi.org/10.22441/jurnal_mix.2023.v13i1.010)

## INTRODUCTION

Human resources is regarded as a key repository of capabilities and behaviors that are regarded as the primary source of competitive advantage that rivals find difficult to copy or substitute (Erkutlu, 2011). Business organizations all over the world are zealous in their pursuit of the development of important behaviors for the establishment of competitive advantage. Among the many significant work habits, "organizational citizenship behavior (OCB)" has been one of the most discussed (Alshaabani et al., 2021; Bolino et al., 2010; Chou & Pearson, 2012; Cun, 2012; Alshaabani et al., 2021; Tziner & Sharoni, 2014). (Bateman & Organ, 1983) introduced the phrase Organizational Citizenship Behavior (OCB) and it was (Organ & Near, 1985) who stated that organizational citizenship behavior increases organizational effectiveness by promoting resource transformations, inventiveness, and adaptation. With the presence of extraneous individual behavior that is not directly or officially acknowledged in the formal work system and aggregate, it is possible to increase the effectiveness of organizational actions (Kurniadi et al., 2022). Along with job satisfaction and Servant Leadership, Organizational Culture is frequently a prelude to Organizational Citizenship Behavior (OCB).

The effect of leadership on follower outcomes at work has been extensively established through various research on management practices. Leaders depict several different styles and guide their followers to attain their goals (Vondey, 2010). Among the various leadership styles, servant leadership (SL) is a preferred one. A servant leader is first the servant and then conscious choice brings him to aspire to lead. A servant leader places a lot of focus on individual development and welfare as well as on the communities to which he or she belongs. Thus, SL is also viewed as a moral, practical, and consequential style of leadership (Shafi et al., 2020).

Servant leadership is a new viewpoint for extending theory in OCB research (Bilge et al., 2021). Eva et al., (2019) defined Servant leadership as "a leadership theory and practice that prioritizes the good of those led over the leader's self-interest, emphasizing leader behaviors that focus on follower growth and de-emphasizing glorification of the leader." It promotes moral behavior in leaders and protects followers from self-interested leaders who pursue aims for their selfish benefit (Saleem et al., 2020). Servant leaders also acknowledge their moral responsibility for the organization's success as well as the success of their employees, consumers, and other stakeholders. As a result, such leaders instill the value of service both within and outside of the organization. Thus, servant leaders' ubiquitous concern for developing others provides a compelling domain in which to examine the relationship between leadership and employee OCB (Elche et al., 2020).

Servant leadership is positioned as a new study in the field of leadership studies (Dierendonck, 2011). As a result, it is understandable if Servant leadership studies continue to receive less attention in the leadership literature than other leadership styles (transformational leadership) (Stone et al., 2004; Hoch et al., 2018). The issue of Servant leadership is thought to still require a lot of support for empirical investigation (Stone et al., 2004). Based on this, empirical research on the subject of Servant leadership continues to present a substantial opportunity. In addition, since SL was first introduced, Greenleaf, (1977) did not specify any of the Servant leadership standard attributes (Dierendonck, 2011). As a result, researchers develop their traits in characterizing SL (Dierendonck, 2011). Given the number of

researchers who produced the features of each SL, it is appropriate for future studies to employ instruments that have been assembled and meet the key characteristics of Servant leadership. (Dierendonck, 2011) shows how among the seven measurement dimensions assessed by Servant leadership researchers, only the measurement dimension was established (Dierendonck & Nuijten, 2010) which met the six key characteristics of Servant leadership. As a result, while prior research was not concerned with this, future studies must adopt measuring dimensions that have met the main features of Servant leadership.

Every organization must recognize the significance of organizational culture to achieve overall organizational success. As a result, every organization should determine whether or not to build an organizational culture. When organizations try to manage change within their organizations, organizational culture is crucial. This transformation affects not just the process and structure of the organization, but also the culture of the organization (Mohant & Rath, 2012). According to the findings of several studies, organizations with a good and strong organizational culture are more effective and achieve their goals than those with a weak organizational culture. (Schein, 2010) stated that culture is an abstraction, yet it is possible to develop cultural power if the organization is conscious of it. Culture is a dynamic phenomenon that is always present in our lives. It is constantly influenced by leader behavior as well as structures, routines, regulations, and conventions and it is constantly enforced and generated by our interactions with others. Furthermore (Schein, 2010) states that organizations must recognize what is best for their organizations. When an organization understands its culture well, it is better able to comprehend itself.

A study carried out by (Khan et al., 2020) discovered that even if employees have positive feelings about the organizational culture, this does not automatically inspire them to engage in corporate citizenship behavior. (Refik & Cemalettin, 2010) stated that an organization's culture can also be defined as a set of beliefs, philosophies, values, behaviors, attitudes, and shared conventions. (Rehman et al., 2019) contends that organizational culture is likewise defined by a set of traits derived from general cultural features on the one hand and administrative organizations on the other. Thus, organizational cultures can be competitive if they properly deal with external changes while retaining internal consistency (Susita et al., 2020).

Organizational Citizenship Behavior may be influenced by job satisfaction (Intaraprasong et al., 2012; Nurjanah et al., 2020; Asgari et al., 2020). Satisfied employees are more productive, wholehearted, willing to assist beyond their job duties, optimistic about their company, helpful to coworkers, and fully contribute to the company.

The phenomenon of organizational culture can be seen from the existence of employees who violate the organizational cultural values that have been set by the company, such as employees who have not implemented and do not understand the values of corporate culture. There are still employees who are not responsible for mistakes in carrying out their duties, as well as presence of employees who are still concerned with their work without the cooperation of employees with each other. For example, there are still employees who come

late, some employees leave the office during working hours without asking their superiors for permission first, and there are employees who are forced to comply with company values.

The phenomenon of job satisfaction at PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru is also seen in promotion opportunities for people closest to the leadership, this makes other co-workers not get the same opportunity so some employees feel that promotions are not measured by the employee's ability but only on the relationship factor along with the leadership. In addition, some leaders rarely communicate with subordinates, resulting in employees feeling unsupported and feeling less confident when carrying out and completing their work.

Furthermore, the phenomenon of organizational citizenship behavior at PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru shows that employee organizational citizenship behavior is still not optimal. This is due to the lack of attention from the leadership to its employees resulting in employees not understanding each other, the breakdown of communication, the lack of support from the leadership for completing the work of employees, and the lack of tolerance given if they get into trouble or make mistakes at work. In addition, the OCB phenomenon can also be seen from the lack of a sense of cooperation or mutual respect between co-workers or superiors and subordinates with the work given exceeding the ability of employees resulting in employees being lazy at work. This phenomenon shows that employee organizational citizenship behavior still needs to be improved.

## **LITERATURE REVIEW**

### **Servant Leadership**

Servant leadership or leadership that serves or protects is a type of transformational leadership. We can logically describe that a subordinate who has a superior who serves or protects will certainly feel happier in carrying out his daily work. Job satisfaction is a person's affective or emotional response toward various facets of that person's job (Kinicki & Fugate, 2018). The servant leadership conceptual model proposed by (Dierendonck & Nuijten, 2010) states that the characteristics of servant leadership will ultimately increase the self-actualization of subordinates. Self-actualization can take various forms, one of which is the work behavior of subordinates in the form of job satisfaction. Indicators of servant leadership (Dennis et al., 2010) are love, empowerment, vision, humility, and conviction.

Research conducted by (Al-Asadi et al., 2019) and (Rashid & Ilkhanizadeh, 2022) concludes that servant leadership has a positive effect on job satisfaction. The same conclusion was also stated in various other studies (Tischler et al., 2016) and (Zhang et al., 2016). Thus, based on the theory and empirical studies above, it can be concluded that subordinates who have superiors with a servant leadership style will feel more satisfied with their job.

*H1: Servant Leadership affects Job Satisfaction*

### **Organizational Culture**

Organizational culture reflects the attitudes, values, and behavior of members in the organization which describes the characteristics of the organization and makes it a differentiating factor from other organizations. This culture is important for its members to understand so they must be accepted and conveyed at the start of the recruitment process so

that prospective employees realize that they will enter a different environment with all the challenges (Sapta et al., 2021).

In a good organizational culture, the greater the values that can be accepted by employees, the stronger the organizational culture so that the influence on employee behavior becomes more visible. A strong culture is determined by equity (shared) and identity (intensity). Equity shows the extent to which each employee has the same values. Identity shows the level of employee commitment to the values applicable to the organization. A good organizational culture will cause employees to think, act, and behave following organizational ideals. The suitability of organizational culture with employees who support it will lead to job satisfaction (Meng & Berger, 2019). Indicators of organizational culture by (Robbins & Judge, 2015) include innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability.

Organizations must have a strong organizational culture to develop since it affects employee performance, job satisfaction, and overall organizational performance. To reduce extreme perception gaps among employees, a strong company culture will offer a more consistent structure and procedure for each employee. According to the results of previous research by (Fidyah & Setiawati, 2019; Soomro & Shah, 2019; Sahyoni & Supartha, 2020; Jufrizen et al., 2017; Nasir et al., 2022) concluded that there is a positive influence of organizational culture on job satisfaction.

*H2: Organizational Culture affects Job Satisfaction*

### **Organizational Citizenship Behavior**

According to (Organ, 2009), Organizational Citizenship Behavior (OCB) is defined as the behavior of employees that goes beyond what is required by their formal roles and is not directly and explicitly recognized by the official/formal compensation/reward system, thereby facilitating the functioning of the organization. Organizational Citizenship Behavior (OCB) is employee behavior that is not visible either to colleagues or to the company where this behavior exceeds the standard behavior set by the company and provides benefits for the company (Klotz et al., 2018). Organizational Citizenship Behavior is a relatively modern management concept that has received the attention of many researchers. Most of these studies show that OCB has an important effect on the organization, productivity, organizational competence, and organizational effectiveness in meeting goals and increasing employee morale (Jufrizen et al., 2020). Organizational Citizenship Behavior is also often interpreted as behavior that exceeds formal obligations (extra roles) that are not related to direct compensation (Firmansyah et al., 2022). According to (Podsakoff et al., 1990), five indicator dimensions contribute to Organizational Citizenship Behavior (OCB), namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue

Several types of research have shown that styles of leadership influence the level of workplace citizenship behaviors and involvement of employees. (Omar et al., 2009) found that OCB in an organizational work setting is impacted by leadership behavior. These researchers came up with the conclusion that the level of OCB engagement among the workforce in an organizational setting is significantly positively related to transformational leadership. The research studies carried out by (Wang et al., 2005) have confirmed the findings of (Omar et al., 2009).

(Hu & Liden, 2011) conducted an experiential research study in China. He found that servant leadership has a significant positive impact on OCB. (Jaramillo et al., 2009) with their U.S. sales force sample found that SL is positively associated with OCB. These results demonstrated empirically that servant leadership is a potential determinant of organizational citizenship behavior. (Bakar & Mccann, 2015) came up with the conclusion that servant leadership increased citizenship behaviors in the working environment as their results showed that servant leadership impacts OCB positively in the presence of a dyadic communication style of leader members as a mediating variable. Based on these findings, we propose that:

*H3: Servant Leadership affects Organizational Citizenship Behavior*

Organizational citizenship behavior is one aspect that has piqued the interest of researchers in recent decades and the relationship between these characteristics and various employment with organizations has been studied in multiple studies (Ebrahimpour et al., 2011). (Badawy et al., 2017) stated that organizational culture has an impact on various organizational characteristics, including organizational citizenship behavior. The study carried out by (Pashib et al., 2015) found data where university employees stated that there is a poor association between organizational culture and organizational citizenship behavior in the population analyzed. Several other researchers have found a link between corporate culture and organizational citizenship behavior (Mohanty & Rath, 2012; Ghashghaenia & Hafezi, 2015).

*H4: Organizational Culture affects Organizational Citizenship Behavior*

### **Job Satisfaction**

Various work-related attitudes and particular elements, such as pay, employment stability, job security, an opportunity for promotion, fair job evaluation, and workplace social interactions contribute to job satisfaction (Robbins & Judge, 2015). Toropova et al., (2021) state that job satisfaction is determined not by how hard or well a person works but by how much a person enjoys a particular job. Job satisfaction refers to one's feelings or attitude toward the work itself, compensation, possibilities for advancement or education, supervision, coworkers, workload, and other factors. According to Sutrisno (2019), job satisfaction is the attitude that a person has toward their work-to-work settings, teamwork among coworkers, rewards gained at work, and issues connected to physical and psychological elements. According to Schermerhorn et al., (2011), indicators of job satisfaction are coworkers, the work itself, pay, opportunities for promotion, and supervision.

Although OCB is defined as individual free behavior that is not directly and overtly recognized by the formal reward system, it promotes the effectiveness of organizational activities as a whole. Previous research by (Torlak et al., 2021; Mulyadi et al., 2019; Raden, 2015; Nugroho et al., 2020) concluded that job satisfaction has a positive influence on organizational citizenship behavior.

*H5: Job Satisfaction affects Organizational Citizenship Behavior*

Organizational Citizenship Conduct (OCB) is a rarely observed or recognized type of workplace behavior and a component of organizational behavior study. The presence of OCB is a result of how individual organizational beliefs and perceptions affect the fulfillment of psychological contracts and commitments (Saleem & Amin, 2013). The higher the job satisfaction achieved by the employees, the higher the Organizational Citizenship Behavior

(OCB). So, the servant leadership type will be able to provide encouragement or positive work motivation for employees. In the end, it will be able to provide good job satisfaction and have an impact on Organizational Citizenship Behavior (OCB). The results of previous research by (Harwiki, 2016) concluded that Servant leadership influences organizational citizenship behavior in a favorable and meaningful way. Job satisfaction influences organizational citizenship behavior in a favorable and meaningful way.

*H6: Servant Leadership affects Organizational Citizenship Behavior through Job Satisfaction*

A good culture will demonstrate agreement among its members, resulting in attachment, loyalty, and dedication which reduces employees' desire to quit the firm (Robbins & Judge, 2015). The study of corporate culture is not new but it remains difficult. As (Schein, 2010) said, Organizational culture evolved as a result of organizational members' efforts to adapt both outside and internally to achieve organizational goals. A study of the relationship between organizational culture and organizational citizenship behavior has also been conducted. Among these results, organizational culture is produced related to organizational citizenship behavior (Mohanty & Rath, 2012). An intriguing study is the function of job satisfaction in bridging organizational culture with organizational citizenship behavior. Employees that have a positive perception of organizational culture will feel more at ease at work and more content with their work which will motivate them to engage in corporate citizenship activity. Several studies have indicated that work satisfaction acts as a mediator between corporate culture and organizational citizenship behavior.

*H7: Organizational Culture affects Organizational Citizenship Behavior through Job Satisfaction*

Using previous research, the above explanation can be utilized to describe the impact of servant leadership and organizational culture on work satisfaction and organizational citizenship behavior in the following ways:

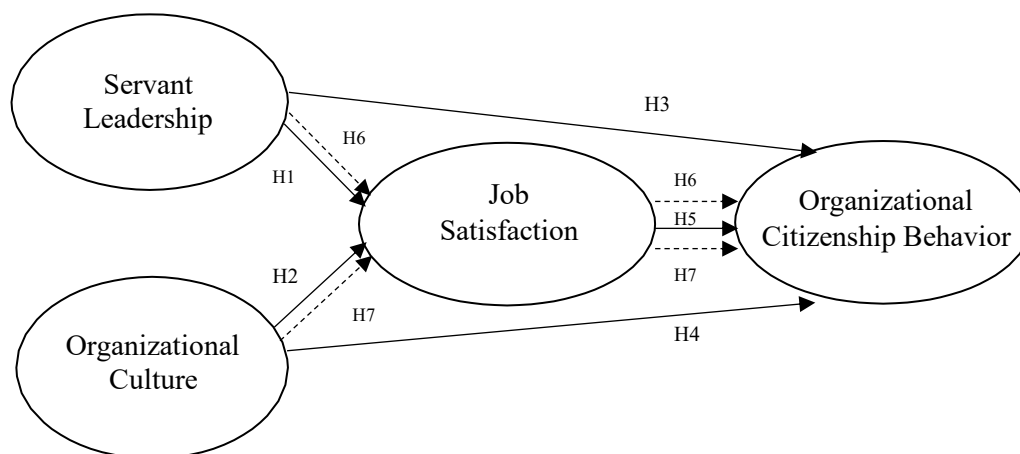


Figure 1. Conceptual Framework

## METHOD

This study uses a quantitative research approach using a survey method, namely a questionnaire in which the population is large or small in scope and the data is taken from the sample. Survey research is referred to as practical research which is intended to improve

something. This survey research method is focused on servant leadership and organizational culture that can affect employee job satisfaction and organizational citizenship behavior (OCB). The population in the study were all employees of PT Pelabuhan Indonesia (Persero) TPK Perawang Pekanbaru Branch, totaling 67 people. As for determining the number/size of the sample in this study, the saturated sample method was used where all members of the population were sampled with as many as 67 people. The data in this study employs a quantitative descriptive methodology because the data was gathered, analyzed, and presented using numbers. As a result, descriptive research is conducted to determine the presence of independent variables, either primarily on one or more variables without making comparisons or connecting with other factors (independent variables are characterized by being independent of other variables because dependent variables are always paired with other dependent variables). The data analysis method used in this study is a statistical analysis, specifically the partial least squares structural inquiry model (PLS-SEM) which tries to do route analysis utilizing latent variables.

## RESULTS AND DISCUSSION

### Analysis of the Measurement Model (*Outer Model*)

The analysis of the measurement model (outer model) determines whether the indicators used in measuring variable latent are reliable and valid.

#### 1. Validity Test

A construct's discriminant validity measures how fundamentally distinct it is from other constructs (a construct is unique). The table below shows the results of the AVE (Average Variant Extracted).

**Table 1. AVE Test Results**

	Average Variant Extracted (AVE)	Test Result
Job Satisfaction	0.619	Valid
Organizational Citizenship Behavior	0.642	Valid
Organizational Culture	0.589	Valid
Servant Leadership	0.656	Valid

Source: Smart PLS 3 Data Processing Results (2022)

According to the preceding table, each variable's AVE (Average Variant Extracted) value is larger than 0.5. So, it's clear that the variables or constructs are reliable. The results of each question's cross-loading value on the variable can also be utilized to determine the discriminant validity test. A number greater than 0.70 is selected as the reference value in this investigation. Additionally, the value of a construct's cross-loading indicator can be used to determine the discriminant validity test. A construct can be deemed to be good if the value of each indicator and construct is higher than the value of the other constructs.

**Table 2. Cross Loading Results**

	Job Satisfaction	Organizational Citizenship Behavior	Organizational Culture	Servant Leadership
X1.1	0.648	0.766	0.764	0.889
X1.10	0.624	0.685	0.681	0.694
X1.2	0.621	0.693	0.671	0.850
X1.3	0.658	0.748	0.716	0.829
X1.4	0.658	0.687	0.588	0.797



X1.5	0.640	0.726	0.652	0.822
X1.6	0.726	0.798	0.709	0.878
X1.7	0.713	0.736	0.751	0.848
X1.8	0.613	0.733	0.738	0.830
X1.9	0.629	0.605	0.728	0.623
X2.1	0.719	0.670	0.744	0.642
X2.10	0.638	0.660	0.774	0.689
X2.11	0.667	0.696	0.798	0.752
X2.12	0.570	0.638	0.763	0.624
X2.13	0.671	0.701	0.739	0.593
X2.14	0.503	0.666	0.760	0.663
X2.2	0.363	0.509	0.592	0.520
X2.3	0.587	0.664	0.767	0.623
X2.4	0.740	0.781	0.823	0.651
X2.5	0.650	0.702	0.796	0.649
X2.6	0.704	0.825	0.794	0.730
X2.7	0.666	0.684	0.806	0.795
X2.8	0.511	0.569	0.725	0.608
X2.9	0.637	0.676	0.830	0.722
Y1.1	0.664	0.833	0.753	0.735
Y1.10	0.556	0.709	0.593	0.568
Y1.2	0.802	0.857	0.772	0.811
Y1.3	0.830	0.890	0.779	0.791
Y1.4	0.764	0.818	0.804	0.737
Y1.5	0.749	0.835	0.788	0.791
Y1.6	0.722	0.743	0.603	0.704
Y1.7	0.692	0.808	0.737	0.710
Y1.8	0.741	0.849	0.744	0.690
Y1.9	0.542	0.635	0.448	0.534
Z1	0.686	0.590	0.513	0.562
Z10	0.749	0.655	0.603	0.557
Z2	0.671	0.614	0.674	0.584
Z3	0.869	0.748	0.677	0.663
Z4	0.836	0.816	0.732	0.744
Z5	0.809	0.710	0.691	0.678
Z6	0.815	0.727	0.626	0.665
Z7	0.772	0.685	0.569	0.638
Z8	0.877	0.750	0.691	0.684
Z9	0.760	0.667	0.608	0.556

Source: Smart PLS 3 Data Processing Results (2022)

Based on table 2, all variables have an average indicator value above 0.70 so each question indicator from all of these variables meets discriminant validity. In addition to seeing the cross-loading value above 0.70, discriminant validity also looks at the cross-loading value of a construct indicator that is greater than the cross-loading value of the construct indicator.

## 2. Reliability Test

The internal consistency of the measuring instrument is evaluated during reliability testing. The dependability of a measuring instrument in making measurements demonstrates its accuracy, consistency, and precision. In PLS, two approaches for measuring reliability are available: composite reliability and Cronbach's alpha. Cronbach's alpha assesses the dependability of a construct's lower bound, whereas composite reliability assesses the real value of dependability. As a general rule, the composite reliability value and Cronbach's alpha

value are both defined as greater than 0.6. With these measurements, a value of 0.60 indicates that the construct has high reliability.

**Table 3. Cronbach's Alpha and Composite Reliability**

	Cronbach's Alpha	Composite Reliability	Result
Job Satisfaction	0.931	0.942	Reliable
Organizational Citizenship Behavior	0.937	0.947	Reliable
Organizational Culture	0.946	0.952	Reliable
Servant Leadership	0.940	0.950	Reliable

Source: Smart PLS 3 Data Processing Results (2022)

As can be observed from the data shown above, each research variable has a Cronbach's alpha value and composite reliability > 0.60. The variables employed in the study can be deemed reliable based on the outcomes that were found.

### Structural Model Analysis (Inner Model)

Three tests are used in the structural model analysis: (1) R-Square; (2) F-Square; and (3) Hypothesis Test.

#### 1. R-Square

The R-Square is used to evaluate the robustness of a model. If the value is 0.75, the model is considerable (strong); by 0.50, the model is moderate (medium); and by 0.25, the model is weak (bad) (Juliandi, 2018).

**Table 4. R-Square**

	R Square	Adjusted R Square
Job Satisfaction	0.707	0.698
Organizational Citizenship Behavior	0.892	0.887

Source: Smart PLS 3 Data Processing Results (2022)

The result of the R-Square value test are as follows: Path model R-Square I = 0.89 indicates that the model is substantial (strong) because the variables servant leadership and organizational culture explain 89.2% of organizational citizenship behavior and R-Square Path II = 0.707 indicates that the model is moderate because the variables servant leadership and organizational culture explain 70.7% of job satisfaction.

#### 2. F-Square

These are the F-Square criteria: Exogenous variables have a little impact on endogenous variables if the value is 0.02; a small to moderate impact on endogenous variables if the value is 0.15; and a substantial impact on endogenous variables if the value is 0.35 (Juliandi, 2018).

**Table 5. F-Square**

	Job Satisfaction	Organizational Citizenship Behavior
Job Satisfaction		0.424
Organizational Culture	0.180	0.157
Servant Leadership	0.146	0.216

Source: Smart PLS 3 Data Processing Results (2022)

Table 5 above shows the result of the F-Square value which is as follows: The impact of exogenous variables on endogenous variables is significant as seen by the servant leadership variable's value of 0.216 on organizational citizenship behavior. The influence of varied organizational culture on organizational citizenship behavior is moderate/moderate from exogenous factors to endogenous with a value of 0.157. The exogenous variable has a significant impact on the endogenous as evidenced by the servant leadership variable's value of 0.146 on work satisfaction. The variable job satisfaction has a value of 0.424 and the variable organizational culture on job satisfaction has a value of 0,180, followed by the small effect of exogenous factors on endogenous.

### 3. Hypothesis Test

The path coefficient of the structural model was calculated via hypothesis testing. The direct and indirect consequences of the study's hypothesis testing are separated. The image of the direct and indirect influence hypothesis testing may be seen in the following route coefficients image which is based on data processing done with the help of the Smart PLS 3.0 application.

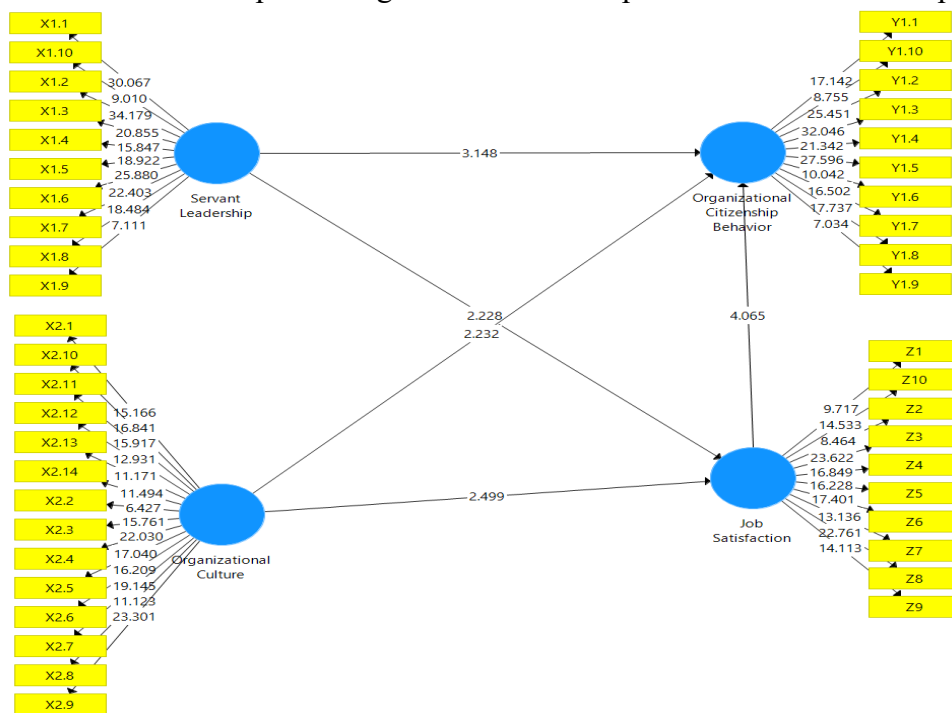


Figure 2. Path Coefficients

#### a) Direct Effect

The direct effects hypothesis will be evaluated using the path coefficients and P-values. If the path coefficients are positive, a variable's influence on other variables is unidirectional; if the value of one variable rises or falls, the value of other variables rises or falls as well. If the path coefficients are negative, a variable's influence on other variables is bidirectional; if the value of one variable rises or falls, the value of other variables rises or falls. The second effect is evaluated through significance/probability value (P-Values): P-values are significant if they are less than 0.05 and P-values are not significant if they are greater than 0.05 (Juliandi, 2018).

**Table 6. Path Coefficients**

	Original Sample	(STDEV)	( O/STDEV )	P Values	Decision
Job Satisfaction -> Organizational Citizenship Behavior	0.396	0.096	4.065	0.000	H1 Supported
Organizational Culture -> Job Satisfaction	0.458	0.161	2.499	0.005	H2 Supported
Organizational Culture -> Organizational Citizenship Behavior	0.282	0.130	2.232	0.030	H3 Supported
Servant Leadership -> Job Satisfaction	0.412	0.165	2.228	0.013	H4 Supported
Servant Leadership -> Organizational Citizenship Behavior	0.326	0.101	3.148	0.001	H5 Supported

Source: Smart PLS 3 Data Processing Results (2022)

### b) Indirect Effect

The following factors are used to determine the indirect effect: (1) The mediator variable (Z) mediates the effect of exogenous factors (X1 and X2) on endogenous variables if the P-Values are less than 0.05 (Y) which implies that the impact is indirect and (2) The mediator variable (Z) does not mediate the influence of an exogenous variable (X1 and X2) on endogenous variable if the P-Values are greater than 0.05 (Y) which implies it has a direct impact.

**Table 7. Indirect Effects**

	Original Sample	(STDEV)	( O/STDEV )	P Values	Decision
Organizational Culture -> Job Satisfaction -> Organizational Citizenship Behavior	0.181	0.090	2.024	0.043	H6 Supported
Servant Leadership -> Job Satisfaction -> Organizational Citizenship Behavior	0.163	0.062	2.623	0.009	H7 Supported

Source: Smart PLS 3 Data Processing Results (2022)

## DISCUSSION

The conclusions of this study relate to the appropriateness of the theory to research, opinions, and prior research that has been expressed by the outcomes of prior studies, as well as the behavioral patterns that must be followed to overcome these issues. The analysis of the findings from this study will be divided into seven primary components which are as follows:

### The Effect of Servant Leadership on Job Satisfaction

The Servant Leadership variable significantly affects job satisfaction with a t-test of 2.232 > T-Table 1.96 and a significance value of 0.013, (Ho is rejected and Ha is supported). As a result, employees of PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru can state that servant leadership has a positive and significant effect on job satisfaction.

Thus, the better the practice of servant leadership implemented by the company, the more employee job satisfaction will increase. This happens vice versa when the application of servant leadership is less than optimal then employee job satisfaction will decrease.

Appropriate application of the servant leadership concept will be able to provide better job satisfaction for employees. Employees will be able to feel that the leadership position needs employees as a priority and leadership can support employees in providing maximum performance.

This study supports (Zargar et al., 2019; Rashid & Ilkhanizadeh, 2022; Hasanuddin et al., 2021; Pratiwi & Nawangsari, 2021; Westbrook & Peterson, 2022) which found that Servant Leadership has a significant positive effect on Job Satisfaction. Job satisfaction is certainly one of the important indicators that are considered for employees to work for a company. The measure of success possessed by employees is not far from the impact of job satisfaction they have. In this study, giving appreciation and appreciation from the leadership is needed by employees to increase job satisfaction.

### **The Effect of Organizational Culture on Job Satisfaction**

Statistical test results show that Organizational Culture does not have a significant effect on Job Satisfaction with a t-test of  $2.499 > T\text{-Table } 1.96$  and a significance value of 0.005. Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This shows that organizational culture has a positive and significant impact on job satisfaction for PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru employees.

This means that the stronger the organizational culture in the company, the job satisfaction of employees will increase. Employees feel that the company is always under pressure to always be careful and pay attention to detail when doing work because the company is engaged in production so most of the work processes within the company are directly related to production equipment which requires accuracy in operation and attention to detail. Endangering the employee and errors in the operation of production equipment can result in the production process being hampered or stopped which makes the employee feel that the work he is doing has considerable responsibility in the running of the production process in the company. This ultimately fosters a sense of responsibility and satisfaction with the job they have. This study contradicts the findings of (Reidhead, 2020; Fidyah & Setiawati, 2019; Soomro & Shah, 2019; Prayogi et al., 2022; Muslih & Jufrizen, 2021; Nasir et al., 2022; Endrias, 2014) that organizational culture has a positive influence on job satisfaction.

### **The Effect of Servant Leadership on Organizational Citizenship Behavior**

Servant leadership as discussed in the previous section relates to the concept of knowledge-based leadership, participatory, process responsibility, ethics, and social aspects that can reduce scandal or conflict within the organization. The path analysis test results show that the Servant Leadership variable has a positive and significant effect on the Organizational Citizenship Behavior variable with a t-test of  $2.228 > T\text{-Table } 1.96$  and a significance value of 0.001. Thus,  $H_0$  is rejected and  $H_a$  is accepted. This indicates that Servant Leadership has a significant and beneficial impact on the organizational citizenship behavior of the staff at PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru.

This means that the influence of Servant Leadership on OCB is directly proportional. There is a positive influence of Servant Leadership on OCB, indicating that the better the Servant Leadership, the higher the OCB. Servant leadership behavior will create good relationships between employees that will lead to OCB in the workplace. The main priority of Servant

Leadership is to prioritize the needs and assist followers in developing the full personal capacity of their followers. Individuals who have servant leaders tend to imitate their behavior in interactions that result in high-level behavior from OCB. The findings of this study are consistent with the findings of (Harwiki, 2016) who discovered that Servant leadership has a positive and significant impact on organizational citizenship behavior. This study is also consistent with the findings of (Sedarmayanti & Kuswanto 2015) who discovered that servant leadership has a strong impact on organizational citizenship behavior (OCB).

### **The Effect of Organizational Culture on Organizational Citizenship Behavior**

Organizational culture refers to the characteristics or systems that are shared and differentiated from other organizations. Referring to the opinion of Saleem & Amin (2013), OCB is a type of workplace conduct that is frequently overlooked or ignored. The presence of OCB is caused by how individual organizational beliefs and perceptions affect the fulfillment of psychological contracts and commitments. The results of statistical tests show that organizational culture has a positive and significant effect on organizational citizenship behavior with a t-test of  $2.232 > T\text{-Table } 1.66$  and a significance value of 0.030. As a result,  $H_0$  is rejected and  $H_a$  is accepted. This means that organizational culture has a positive and significant impact on employees of PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru.

The relationship between organizational culture and Organizational Citizenship Behavior (OCB) is a one-way relationship, namely the higher the cultural value owned and developed by a company, the higher the Organizational Citizenship Behavior (OCB) of employees in that environment. This also implies vice versa, the lower the cultural values owned and developed by the company, the lower the Organizational Citizenship Behavior (OCB) of the employees. These results indicate that the values contained in an organizational culture include a culture of providing opportunities for employees to play an active role in organizational activities, organizational consistency in implementing organizational rules, organizational ability to adapt to developments that occur in society, and clarity of direction, goals, work goals, and procedures will be able to bring up the willingness of employees to do work outside of their job description.

The findings of this study are consistent with previous research (Winarsih & Riyanto, 2020) which shows that organizational culture has a positive effect on organizational citizenship behavior. This research is also in line with research conducted by (Aldrin & Yunanto, 2019; Muhdar et al., 2015; Ibrahim et al., 2021; Harwiki, 2016) which shows the influence of organizational culture on organizational citizenship behavior (OCB) is significant.

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Increasing job satisfaction is important for companies to pay attention to because it can improve organizational citizenship behavior (OCB) for employees. This is following the results of this study which showed that Job Satisfaction had a positive and significant effect on Organizational Citizenship Behavior with a t-test of  $4.140 > T\text{-Table } 1.66$  and a significance of 0.000, so  $H_0$  is rejected and  $H_a$  is accepted. This means Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior among employees of PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru. Someone who has satisfaction at work will have the will to do more outside of their formal responsibility. This

willingness is then known as organizational citizenship behavior (OCB). Thus, the higher the job satisfaction felt by employees, the higher their OCB because someone satisfied at work will have the willingness to do things that are beyond their formal responsibilities. This willingness is then known as organizational citizenship behavior (OCB). (According to Munir 2020), Organizational citizenship behavior (OCB) is extraneous individual conduct that cannot be directly or acknowledged in a formal work system but has the potential to improve the overall efficacy of organizational operations.

The results of this study are in line with research conducted by (Linda et al., 2019; Ekowati et al., 2013; Jufrizen & Hutasuhut, 2022; Mulyadi et al., 2019; Raden, 2015; Alif, 2015) which discovered that job satisfaction influences organizational citizenship behavior. Job satisfaction is defined as employees' positive attitude toward their work while remaining disciplined and well-performing. Job satisfaction or dissatisfaction is an emotional reaction to value judgments that increases the likelihood of OCB by the employee.

### **The Effect of Servant Leadership on Organizational Citizenship Behavior Through Job Satisfaction**

The preceding section demonstrated that direct servant leadership has a positive and significant effect on OCB. This is consistent with the findings of statistical tests which show that Servant Leadership has a positive and significant effect on Organizational Citizenship Behavior through Job Satisfaction with a t-test of  $2.623 > T\text{-Table } 1.66$  and a significance of  $0.009$ , implying that  $H_0$  is rejected and  $H_a$  is accepted. This means that Servant Leadership has a positive and significant effect on organizational citizenship behavior among employees of PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru through Job Satisfaction. This means that leadership with the servant leadership type will be able to provide encouragement or positive work motivation for employees which in the end, will be able to provide good job satisfaction and have an impact on Organizational Citizenship Behavior (OCB). Thus, the proper implementation of the concept of servant leadership will certainly increase OCB for employees so that employee job satisfaction will also increase by itself.

### **The Effect of Organizational Culture on Organizational Citizenship Behavior Through Job Satisfaction**

Previously, it was discovered that organizational culture has a significant and positive impact on OCB. The implementation of the appropriate organizational culture can be accepted by all parts of the organization, increasing a sense of security at work. However, the results of statistical testing indicate that Job Satisfaction and Organizational Culture have no positive and significant effect on Organizational Citizenship Behavior with a t-test of  $2.024 > T\text{-Table } 1.66$  and a significance of  $0.043$ . Therefore,  $H_0$  is rejected and  $H_a$  is accepted. This means Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior through Job Satisfaction on employees of PT Pelabuhan Indonesia (Persero) Branch TPK Perawang Pekanbaru. This means that a good and appropriate organizational culture will make employees more comfortable at work. This will also encourage better employee job satisfaction and good employee job satisfaction will have a positive impact on Organizational Citizenship Behavior (OCB).

## CONCLUSION

Based on the previously stated research and discussion results, it is possible to draw the following conclusions from the research: Servant leadership and organizational culture affect Job Satisfaction which means that increasing servant leadership and organizational culture will result in increased employee job satisfaction, Servant leadership and organizational culture and job satisfaction affect Organizational Citizenship Behavior which shows that increasing servant leadership, organizational culture good attitude in the company, and a high level of job satisfaction from employees will increase Organizational Citizenship Behavior. Job satisfaction acts as a Mediator between Servant leadership and organizational culture towards Organizational Citizenship Behavior, this implies that the role of job satisfaction is very much needed in improving the Organizational Citizenship Behavior of Employees of PT Pelindo (Persero) TPK Perawang Pekanbaru Branch both directly and as a mediator of the relationship between servant leadership and organizational culture with Organizational Citizenship Behavior.

Based on the conclusions and results of the research above, the suggestions that can be given in this study are leaders should be able to increase awareness and provide an appreciation for employees with good performance. Giving appreciation can be realized through giving motivation, praise for work, and promotion opportunities. Increased joint discussion activities in the form of team briefings can be further improved periodically so that the perception created by each team member is more harmonious in achieving common targets and goals. An even group of employees may be allowed to participate in training activities or seminars related to their duties and responsibilities. This is done to increase employee knowledge and competence in achieving work performance or productivity according to company expectations. There is a need for creativity and leadership involvement in enhancing the close relationship of employees with one another. This can be done by holding several family activities such as outbound, holidays, and other activities so that the team is more compact and solid in overcoming existing problems.

Some of the limitations of this study are in the factors influencing organizational citizenship behavior only using servant leadership, organizational culture, and job satisfaction factors. Job satisfaction variables are used as mediating variables while there are still many factors that affect organizational citizenship behavior. This research was conducted during the Covid-19 pandemic which made it difficult for researchers to obtain data from several respondents because they had to wait for circumstances that allowed the researchers to obtain the data carried out in distributing the questionnaires. In the data collection process, the information provided by respondents via surveys may not always reflect their true opinions. This is due to various thoughts, assumptions, and understandings for each responder, as well as other aspects such as the honesty element in filling out the respondents' responses in the questionnaire.

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