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# Servant leadership, Organization Commitment and Job Satisfaction on Organizational Citizenship Behaviour

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This study aimed to analyze the effect of Servant leadership, Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviour. Here, the influence of Servant leadership and Organizational Commitment on Job Satisfaction need to be assessed to obtain Organizational Citizenship Behaviour. In this study, we collect the data from civil servants people with 196 respondents using the random probability sampling method. The descriptive research analysis model with Partial Least Square (PLS) using Smart PLS software was used in this study. The results show that a Servant leadership, Organizational Commitment and Job Satisfaction had a positive effect on employee organizational citizenship behaviour. It can be concluded that the better Servant Leadership, Organizational Commitment and Job Satisfaction, the greater the organizational citizenship behaviour of employees is reflected in the actions of employees with Servant Leadership on Job Satisfaction as the most significant value.

**Keywords:** servant leadership, organizational commitment, job satisfaction, organizational citizenship behavior, and civil servants.

## 1. INTRODUCTION

Organizational citizenship behavior (OCB) is receiving increasing attention by researchers, authors, public sector establishments, and corporate organizations in recent times. OCB refers to work behavior that enhances organizational efficiency by supporting social and psychological environment of task performance [1]. Effective leadership can contribute to stronger perceptions development of organizational and individual instrumentalities, and lead to greater over OCB [2]. The decisions and policies made by a leader not only affect the success of the organization, but also the behavior of all its employees or followers.

A leaders contribution is important as a role in the work environment over organization [3]. The most organizations key such as awards, deadlines, job allocation, and performance evaluation it's under the dir-

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ect control of the leaders, and one type of leadership that has a strong relationship with employee job satisfaction is servant leadership [4, 5]. A servant leadership produces subordinate reciprocal services to leaders. Organizational commitment is one of the factors that influence Organizational Citizenship Behavior [6]. The employees who have a high commitment to the organization, will do to advance the company because they believe and trust the company [7]. Organizational Commitment is influenced by the level of Employee Engagement, employee involvement in the company is directly proportional to organizational commitment [8]. Job satisfaction mediates a servant leadership relationship to employee loyal behavior. Here, job satisfaction and organizational commitment can be antecedent of OCB. Job satisfaction will mediate the relationship of servant leadership and organizational commitment with OCB while the company is unable to meet job satisfaction fact-

ors, it will lead to employee job dissatisfaction [9]. Thus, in this study the examines from preliminary research positive is influence by servant leadership on organizational citizenship behavior and dimensions [10]. A servant leadership and organizational commitment has significantly influence organizational citizenship behavior for employees [11]. This is supported by job satisfaction in mediates variable related relationship between servant leadership and organizational citizenship behavior [12].

The differences between previous research this study and, the first is that job satisfaction is placed as a mediation of the relationship between servant leadership and organizational commitment with organizational citizenship behavior [10]. Here, the mechanism did not exist in the previous research model with a research is to find out the influence of servant leadership, organizational commitment and job satisfaction on organizational citizenship behavior in the civil servants. A several previous case studies were carried out in the service and industry sectors researchers were appointed to carry out case studies in the government sector, which actually civil servants have the duty and responsibility to serve the community [11]. A research on leadership in Indonesia already exist, however many of research leads to servant leadership is still rarely done. A leadership style is considered very suitable for employees in the government environment. In addition, this concept is very different from previous studies because it adds organizational commitment as an antecedent variable and job satisfaction as a mediating variable in relation to Organizational Citizenship Behavior [12].

## 2. METHODOLOGY

### A. *Servant Leadership*

Historical researchers, politicians, scientists, and sociologists have long recognized leadership as a social relationship between leaders and followers [13]. Leadership is a skill to influence followers in an organization to work hard in order to achieve company goals for the common good [14]. A leaders are not always the most important and not always in front, but a leader must be able to be a servant serving his followers and have an interdependent role, no longer a hero or solo leader but a team leader [15]. A Servant leadership trusts sub ordinance to act in the best interests of the organization and focuses on followers rather than organizational goals [16]. Here, Leaders who serve, appreciate people, develop people, build community, open and give and share in their leadership. An important dimension of servant leadership is agape love, humility, altruism, vision, trust, empowerment, and service [15]. Servant leadership is a viable leadership theory that assists organizations and improves the well-being of followers [17, 18]. The attributes of servant leadership such as Vision, Honesty, Integrity, Service, Modeling, Pioneering, Appreciation, Empowerment [17, 18].

### B. *Organizational Commitment*

Organizational commitment is a psychological construct that is characteristic of the relationship of members of the organization with its organization and has implications for the individual's decision to continue his membership in the organization [17]. Commitment is a combination of confidence and the motivational beliefs and enthusiasm of an employee as well as the development of the employee over the tasks it handles [18]. Organizational commitment is an attitude that reflects employees' loyalty to the organization with ongoing process whereby members convey their concern to the organization, success and sustainable progress as well. The style of leadership has been found to influence the affective and normative commitment of followers [19]. The commitment to develop also measure is affective over commitment and normative commitment [20]. A servant leadership has an effect on follower commitment so that its performance is an important responsibility. There are three separate dimensions of organizational commitment such as Affective Commitment, Continuance Commitment and Normative Commitment [22, 23]. An organizational commitment is the feeling of an employee's attachment to the organization. The more an employee is satisfied with the work in the organization, the more committed and loyal to the organization. The leadership style of serving can be practiced to influence the follower's commitment to the organization [23].

### C. *Job Satisfaction*

Job satisfaction is an assessment method to obtain work satisfies value [22]. Here, job satisfaction is an employee perceptions result how to provide something with considered important. The definition of job satisfaction is also conveyed as a pleasant state or positive emotional statement, resulting from an assessment of work experience [23]. Furthermore, job satisfaction as a positive feelings about work as a result of evaluating the characteristics of the job where in the research job satisfaction variables consisting of 2 indicators namely Extrinsic and Intrinsic value [24]. Here, we use questions based on extrinsic job satisfaction. Take for example, payment salaries, financial conditions, salary amounts, and facilities provided by the organization such as insurance, benefits, and other facilities. For intrinsic satisfaction, the question items are based on pride in achievement, love of work with increased annual performance results, and satisfaction with career opportunities.

### D. *Organizational Citizenship Behavior*

Behavior is an important to determinant organizational and individual outcomes such as efficiency, profitability, innovation, and employee job satisfaction [25]. Here, the Organization Citizenship Behavior (OCB) is defined as a work related behavior aimed at individuals or organizations as a whole outside the conduct of formal

organizations to promote efficiency and effective operation of the organization. The organizational citizenship behavior influences organizational effectiveness and performance, a high level of OCB employees in organizations will reduce employee turnover and absenteeism, increase productivity, organizational efficiency and also customer satisfaction. The organization Citizenship Behavior is an action taken by members of an organization that exceeds its work [26]. Based on this opinion OCB is an extra-role behavior (not listed in the job description and not related to the reward system) by employees to improve the efficiency and effectiveness of the organization or company. There are Relationship between servant leadership and Organization Citizenship Behavior [27]. There is a positive relationship between OCB and job satisfaction [30, 31] and commitment. Satisfaction and commitment have been shown positively related to servant leadership [32].

#### E. The Relationship of servant leadership, Organizational Commitment and Job Satisfaction on Organization Citizenship Behavior

Servant leadership increases the likelihood of Organizational Citizenship Behavior [31]. Servant leadership has a positive influence on the workspace by creating a sense of shared service in the work environment to improve organizational citizenship behavior (OCB). There was a significant influence of Servant leadership on the dimensions of transforming influence, morality responsiveness, conventional relationships, Authentic self and Voluntary Subordination with organizational citizenship behavior while the transcendental spirituality dimension did not significantly influence organizational citizenship behavior. Servant leadership has an indirect effect on life satisfaction through Work engagement and Organization [32].

Besides Servant leadership, organizational commitment and job satisfaction are also a factor for the OCB. Organizational Citizenship Behavior can arise from a various factors in the organization including job satisfaction and employee commitment [35, 36]. Highly committed employees are expected to create extra roles or organizational citizenship behavior. Companies certainly need employees who can provide more performance and have extra role behaviors. Commitment as a degree to accept organizational goals and will remain or will not leave the organization. An employee who is highly committed feels bound to the organization, so this is expected to create more performance for employees. In this context, the hypotheses of research are developed as follows:

*H1 : Servant leadership has positive influence on organizational citizenship behavior*

*H2 : Servant leadership has positive influence on employee job satisfaction*

*H3 : Organizational Commitment has positive influence on organizational citizenship behavior*

*H4 : Organizational Commitment has positive influence on employee job satisfaction*

*H5 : Job satisfaction has positive influence on organizational citizenship behavior*

*H6 : Servant leadership, Organizational Commitment and Job Satisfaction have a positive influence on organizational citizenship behavior*

Based on the quantitative approach with a theoretical framework, the ideas of experts and the understanding of researchers based on experience, then developed into a problem to get justification (verification) or rejection in the form of empirical field data. There are four variables to be studied: Servant Leadership, Organizational Commitment, Job Satisfaction and Organizational Citizenship Behavior.

#### F. Population and Sampling

Data collection by distributing questionnaires with sampling technique uses probability sampling, the collected data is processed using descriptive and quantitative analysis tools. In addition, we use Partial Least Square (PLS) to analyze sampling data. The structural model to be analyzed is a recursive model and latent variables have mixed (formative and reflexive) indicators. In PLS method, the structural model of the relationship between latent variables is called the inner model while the measurement model (reflexive or formative) namely outer model. The determination of data sample from the population using statistical power and effect size determines the minimum sample size i.e. the number the largest arrow that hits a construct is 8, significance at 0.05 (5%) and minimum R2 0.50 then the minimum sample size is 54. The questionnaires distributed were 220, and returned were 202. The samples in this study were employees at the Directorate General of Land Transportation, and the measurement scale used a Likert scale consisting of a scale of one to five.

#### G. Conceptual Framework

The conceptual framework of this research based on the literature review above is presented in Figure 1.

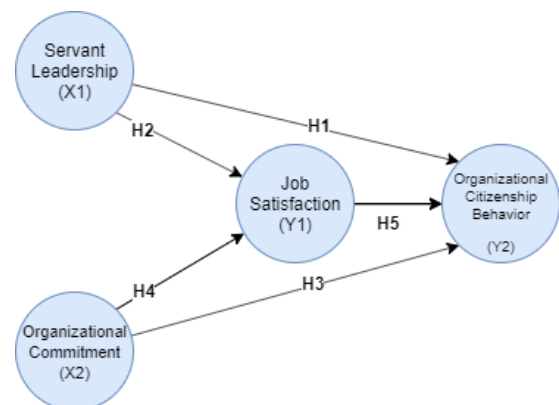


Figure 1. Research Conceptual Framework

3. RESULT AND DISCUSSION

Data processing was performed on 202 questionnaire data, Mahalanobis Distance and multicollinearity were used for data cleansing through SPSS. The result shows 6 data that are declared as outliers and cannot be used. Thus, the processing data only processed 196 to obtain the result.

A. Descriptive Analysis

To obtain the characteristics of employees to be studied (respondents), data processing is used for descriptive statistical calculations with 196 respondents. The characteristics of the respondents in this study consisted of gender, age, educational background, and years of service.

The age of employees of the Directorate General of Land Transportation of the Ministry of Transportation is at the most aged between 25 - 35, amounting to 91 employees or 46.4%. The majority of sexes are male with 105 employees or 53.5% and the rest 91 women or 46.5%. Undergraduate education 118 employees or 60.2%, with the majority of working period between 1-5 years 100 employees or 51%.

B. Construct Validity Test.

The testing phase includes using Convergent Validity (outer loading) and Discriminant Validity (cross loading). Convergent validity is intended to test each construct of the unidimensional model by looking at convergent validity (outer loading) of each construct indicator. An indicator is said to have good reliability if the value is greater than 0.70. While loading factors 0.50 to 0.60 can still be maintained for models that are still in the development stage [35]. Based on these criteria indicators with a loading factor value of less than 0.50 were excluded from the analysis.

Figure 2 shows the loading factors near 0.5 with variable servant leadership, commitment of organization, job satisfaction and organization citizenship behavior can be valid.

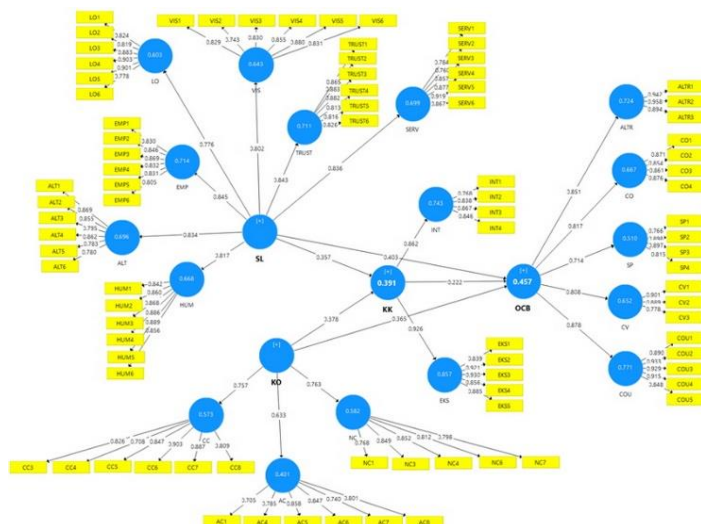


Figure. 2. Results of Constructive Validity Analysis

The second validity test uses Discriminant Validity which is an analysis to determine the construct validity by assessing the AVE Root (Average Variance Extracted), by comparing correlations between constructs with other constructs. The model has sufficient discriminant validity if the AVE roots for each construct are greater than the correlation between constructs and other constructs in the model in PLS output can be shown in the table I.

Table I. Discriminant Validity

	Job Satisfaction	Organizational Commitment	OCB	Servant Leadership
Job Satisfaction	0.775*			
Organizational Commitment	0.537	0.563*		
OCB	0.543	0.543	0.713*	
Servant Leadership	0.526	0.447	0.566	0.693*

Source: Primary Data Processed, 2019

Table 1 shows AVE roots is constructs are higher for the correlation between these variables with other variables. Take for example, the variable Job Satisfaction has a root value of AVE of 0.775 is higher than the correlation coefficient on the variable job satisfaction with other constructs (organizational commitment, OCB, and leadership) which have correlation coefficients ranging from 0.543 to 0.526, respectively. Thus, the construct of Job Satisfaction can be declared valid because the root AVE > correlation coefficient. Likewise, for other variables can be seen in the same way, so it can be stated that all of these variables have high discriminant validity.

C. Construction Reliability Test

The construct reliability test is carried out to obtain the Composite reliability of the indicator block that measures the construct. The Value of Composite Reliability and Cronbach's Alpha show that all research variables have good reliability. Based on table II, all constructs have loading composite reliability values above 0.70 and alpha Cronbach's above 0.6. it can be concluded that all constructs meet the requirements of construct reliability for further testing.

Table II. Construction Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Description
Job Satisfaction	0.916	0.931	Reliable
Organizational Commitment	0.904	0.916	Reliable
OCB	0.947	0.953	Reliable
Servant Leadership	0.973	0.975	Reliable
Servant Leadership	0.973	0.975	Reliable

Source: Primary Data Processed, 2019



D. Coefficient of Determination (R2)

R Square (Rsq) testing is the coefficient of determination on endogenous variables. The influence of exogenous variables on endogenous variables can be known through the Rsq output [36]. Table III shows the calculation of the inner model of the data obtained and used by researchers using Partial Least Square.

Table III. R-Square Test Results

Endogenous Variables	R Square	R Square Adjusted	Exogenous Variables
Jos Satisfaction	0.391	0.385	Servant Leadership, organizational commitment
OCB	0.457	0.449	Servant Leadership, organizational commitment, job satisfaction

Source: Primary Data Processed, 2019

Table 3 shows the R2 value of Job Satisfaction variable is 0.391 and Organizational Citizenship Behavior is 0.457. The higher the value of R2, the greater the ability of the exogenous variable can be explained by endogenous variables so that the better the structural equation. For the job satisfaction variable has an R2 value of 0.391 which means that 39.1% of the endogenous variable variance can be explained by the job satisfaction variable while the rest is explained by other variables outside the research model. Organizational Citizenship Behavior has an R2 of 0.457, which means that 45.7% of endogenous variables can be explained by OCB variables, while the rest is explained by other variables outside the research model. The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing hypotheses is the value contained in the output result for inner weight

E. Predictive Relevance

In addition to the R-square value, the PLS model is also evaluated by looking at the predictive Q-square relevance by the model and also its parameter estimation. Q-square value > 0 indicates the model has predictive relevance, conversely if the Q-square value ≤ 0 indicates the model lacks predictive relevance (Chin, 1998). Q-square calculation is done by the formula:

$$Q^2 = 1 - \{(1 - R_{1^2}) \times (1 - R_{2^2})\} \tag{1}$$

where:  $Q^2$  = Q-square  
 $R_{1^2}$ , = R square endogenous variables  
 $R_{2^2}$ , = R square endogenous variables

$R_{1^2}$ ,  $R_{12^2}$  are R square endogenous variables. The quantity  $Q^2$  has a value in the range  $0 < Q^2 < 1$ , where the closer to 1 means the better. This quantity of  $Q^2$  is

equivalent to the coefficient of total determination in path analysis. Based on the results of the coefficient of determination above, it can be calculated the value of Q-square as follows:

$$Q^2 = 1 - \{(1-0,391) \times (1-0,457)\}$$

$$Q^2 = 1 - 0,330$$

$$Q^2 = 0,670$$

$Q^2$  coefficient of 0.67 indicates that the magnitude of the total influence of the Organization Citizenship Behavior variable through Servant Leadership, Commitment of Organization and Job Satisfaction is 67%.  $Q^2$  value > 0 indicates the model has predictive relevance.

F. Hypothesis Testing

The hypothesis is proposed to find out the relationship of each construct being hypothesized. Decision making is based on the direction of the relationship and the significance of the inter-construct test model shown in Table 4 which is the output of inner weight with the help of Smart PLS software. The bootstrapping value with a sample of 196 produces an estimated value and probability (p-value) that can be shown in Figure 3.

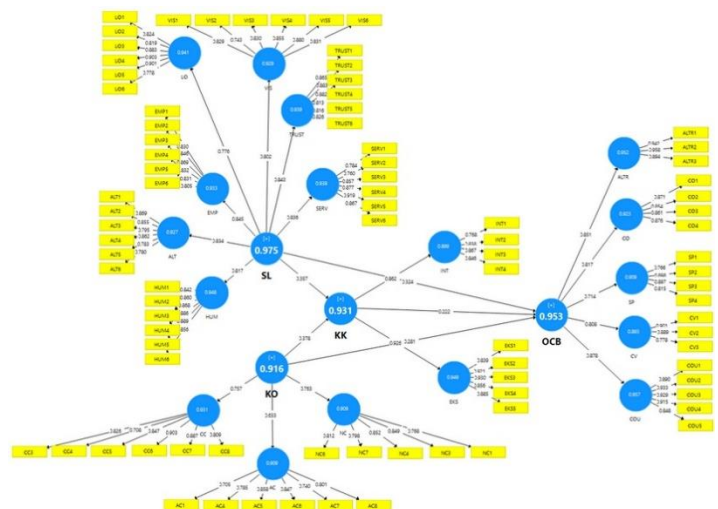


Figure 3. Structural Fit Model Path Coefficients (Smart PLS Algorithm)

Based on Table 4 hypothetical testing based on t-statistics with a value  $(4.11) \geq 1.96$ , it can be concluded "Servant leadership has a positive effect on organizational citizenship behavior of employees in the Directorate General of Land Transportation", besides that there is a "positive influence of Servant leadership on Employee Satisfaction at the Directorate General of Land Transportation "is supported by the value of t statistics  $(4.86) \geq 1.96$  with test results on the parameter coefficient between Organizational Commitment to Employee Organizational Citizenship Behavior show a positive relationship with a coefficient value of 0.281

with 4.394 t-statistic value. The statistical t value is above 1.96 thus Organizational Commitment has a positive influence on the Organizational Citizenship Behavior of employees in the Directorate General of Land Transportation ". Test results on the parameter coefficient between Organizational Commitment to Job Satisfaction showed a positive relationship with a coefficient of 0.378 with a t-statistic value of (4.472)  $\geq$  1.96. It can be concluded that there is a "Positive Effect of Organizational Commitment on Employee Job Satisfaction at the Directorate General of Land Transportation (see Tabel IV).

organizational citizenship behavior that is reflected in the actions of the employees. The fourth test on Organizational Commitment has a positive effect on employee job satisfaction at the Directorate General of Land Transportation. This proves that the higher the organizational commitment of employees, the greater the satisfaction felt by the employees. The fifth test concluded that job satisfaction has a positive effect on organizational citizenship behavior at the Directorate General of Land Transportation. This proves that the higher job satisfaction felt by employees, the greater organizational citizenship behavior and testing done sim-

Table IV. Hypothesis Testing Results

Influence Between Variables	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STRR)	P Values
Job Satisfaction → OCB	0.222	0.226	0.079	2.808	0.005
Organizational Commitment → Job Satisfaction	0.378	0.367	0.084	4.472	0.000
Organizational Commitment → OCB	0.281	0.279	0.064	4.394	0.000
Servant Leadership → Job Satisfaction	0.357	0.369	0.073	4.861	0.000
Servant Leadership → OCB	0.324	0.321	0.079	4.111	0.000
Servant Leadership → Job Satisfaction → OCB	0.079	0.083	0.036	2.459	0.020
Organizational Commitment → Job Satisfaction → OCB	0.084	0.083	0.034	2.665	0.023

Source: smart PLS output, 2019

Hypothesis testing based on t statistics has a value (2.808)  $\geq$  1.96, proving that there is a positive influence of Employee Job Satisfaction on employee organizational citizenship behavior at the Directorate General of Land Transportation " Organizational Commitment to OCB through Job Satisfaction together with the t value of 2.665 both  $\geq$  1.96, proves the positive influence of Servant leadership, Organizational Commitment and Job Satisfaction together on Organizational Citizenship Behavior of employees in the Directorate General of Land Transportation.

**4. CONCLUSIONS**

The first test results of Servant leadership have a positive effect on organizational citizenship behavior at the Directorate General of Land Transportation. It can be concluded that the better the servant leadership in the employee's environment at the Directorate General of Land Transportation, the greater the organizational citizenship behavior of the employees.

The second result of Servant leadership has a positive effect on job satisfaction of employees at the Directorate General of Land Transportation. This means that the better the leadership in the servant leadership model within the Directorate General of Land Transportation, the greater the job satisfaction of its employees.

In the third test results Organizational Commitment has a positive effect on organizational citizenship behavior at the Directorate General of Land Transportation. This means that the higher the organizational commitment of employees, the greater the

ultaneously between Servant leadership, organizational commitment and Job Satisfaction have a positive effect on employee organizational citizenship behavior in the Directorate General of Land Transportation. Resulting in conclusions the higher servant leadership, organizational commitment and job satisfaction felt by employees, the greater the organizational citizenship behavior.

The results of the study showed that Servant leadership, Organizational Commitment and Job Satisfaction positively affected the organizational citizenship behavior of the employees. Organizational Citizenship Behavior (OCB) behavior of employees in government was influenced by the leadership style applied in the organization. Leadership Style Servant Leaders or leaders who serve a major role in influencing others, so that the people they lead emerge, respect, obedience and trust in leaders so that it gives an influence on improving organizational citizenship behavior in carrying out tasks and organizational goals that are effective and efficient.

Servant Leadership has a high sense of responsibility towards his followers and prioritizes the interests and aspirations of his followers above himself, besides the leader who serves to influence employees to improve performance by respecting work and employees' ability to achieve job satisfaction and do work that exceeds standards the performance.

Civil servants who have a high commitment to the organization will be loyal to the organization and work well for the interests of the organization and ultimately lead to job satisfaction, and vice versa if employee commitment is low it will reduce job satisfaction of these

employees. Employees who have a high commitment to the organization, will do anything to advance the company because they believe and trust in the organization where they work. When employees already have a high commitment to the organization, the employee wholeheartedly works, and is willing to take actions aimed at advancing the institution where he works, and this is the nature of Organizational Citizenship Behavior. Employees who work at the organization and are satisfied with the work they do then the resulting Organizational Citizenship Behavior (OCB) is a form of individual appreciation for the organization and a positive impact on group members.

The role of servant leadership and supported by strong organizational commitment to employees will certainly be able to foster good organizational citizenship behavior (OCB), namely employee proportional behavior that contributes ideas or thoughts to improve or support the effectiveness of the organization and interests that exceed what has been recognized by the organization's formal incentive system. In addition to servant leadership and organizational commitment, job satisfaction is also a factor influencing OCB. In simple terms it can be understood that with job satisfaction possessed, employees are willing to carry out their responsibilities even exceeding the required standards. Job satisfaction felt by government employees encourages to want to work optimally, even doing some things that may be outside their duties and responsibilities. This willingness to perform extra roles is referred to as OCB and is embedded in the daily life of civil servants in government. This Research is limited to only one government agency, so for further research, can continue this research by drawing conclusions that have been generated. This research is only conducted on one government agency, it should be able to involve a wider range of respondents so that the strength of the parameter estimates is better and consistent and optimal. then in collecting data research should be supported by interviews, so that the information obtained becomes more extensive. The researcher can then add other variables that also affect the organizational citizenship behavior of the employee such as motivation, job relevance or other variables and finally evaluate the questions in the questionnaire so that the questions can accurately represent the variable to be measured, can also look for other indicators used to measure predetermined variables.

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