

## **Servant Leadership and Job Satisfaction as Antecedents Organizational Citizenship Behavior on Educators**

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**ABSTRACT:** *The purpose of this study is to identify the factors that encourage Organizational Citizenship Behavior (OCB) educators. Two independent variables can be identified are Servant Leadership and Satisfaction. Servant Leadership contributes the most influence to Organizational Citizenship Behavior (OCB). Leaders can be role models for their followers (employees), with the attitude of serving from the leader then the OCB will be created in the college environment. Data analysis using SEM technique with WarpPLS 6.0 software. The target of this research is expected to educators able to collaborate and cooperate run to teaching, research, and community service, ultimately able to improve college performance.*

**KEYWORDS:** *Servant Leadership, Satisfaction, Organizational Citizenship Behavior, Educators.*

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### **I. INTRODUCTION**

Performance of educators (lecturers) will determine the success of a college, and ranking the position of national and international scale. Good performance is supported by the participation of faculty in it, and in relation to improving the quality of participation, the term Organizational Citizenship Behavior (OCB) is known. The OCB concept refers to (Organ,1988; Kurniawan, 2015: 95). The facts indicate that a good organization and Organizational Citizenship Behavior will be reflected in actions that exceed the standards of the institution (Darmawanti, 2013; Kurniawan, 2015).

Bambale (2014: 1-2) identifies performance into three categories: task-oriented performance, performance on additional (extra), and counterproductive responsibilities at work. The task-oriented performance focuses on the effectiveness of employees in performing their primary responsibility tasks and provides the benefit of the institution, in short task-oriented performance, the role of institution members is limited to formal job description. Performance on extra responsibilities (OCB) known as OCB (Organizational Citizenship Behavior) is a voluntary activity of institutional members with the intention of supporting the institution, a more helpful behavioral attitude expressed with selflessness and more focus on the welfare of other members (Rahmayanti, et al, 2014; Kurniawan, 2015). Counterproductive Work Behavior (CWB) is the behavior of organizational members that is destructive or detrimental to the interests of the organization (Bambale, 2014: 2). OCB and CWB are contradictory contradictory, OCB brings more improvements to institutions, while CWB dangerous for institutions.

Based on Kurniawan's literature (2015: 96) the OCB dimensions are Altruism, Conscientiousness, Sportmanship, Civic Virtue, and Courtsey. In this research, focuses on the positive concept of OCB. From some previous research it can be seen that Servant Leadership is associated with OCB (Bambale, 2014). According to other research mentions Sevant Leadership has a character will keep trying to find what information needed others, that is success. This study explains that antecedents of servant leadership have a close relationship with OCB in institutions (GÜÇEL, & BEGEÇ, 2012).

Another factor contributing to the increase in OCB is the satisfaction of institutional members. (Susanto, 2015) states the consequences of the higher satisfaction of institutional members, there is close friendship and harmonious relationships between members and the work environment, the impact is finally able to create Organizational Citizenship Behavior (OCB).

### **II. RESEARCH PROBLEM**

From the background, the researchers formulate some problems as follows:

1. Is there any influence of Servant Leadership on the Organizational Citizenship Behavior of Educators?
2. Is there any influence of Job Satisfaction on Organizational Citizenship Behavior Educators?
3. Is there any effect of Servant Leadership on Satisfaction Educators?
4. Is there an indirect effect of Servant Leadership on Organizational Citizenship Behavior mediated by the Satisfaction Educators?

### III. RESEARCH PURPOSES

This study aims to answer the formulation of problems that have been presented, to know:

1. Effect of Servant Leadership on Organizational Citizenship Behavior Educators.
2. Effect of Job Satisfaction on Organizational Citizenship Behavior Educators.
3. Effect of Servant Leadership on Job Satisfaction Satisfaction of Educators.
4. Indirect effect of Servant Leadership on Organizational Citizenship Behavior mediated Satisfaction Educators.

### IV. LITERATURE REVIEW

#### Servant Leadership

Servant Leadership argues that the leader's motivation is not to direct others but to motivate and facilitate service and organizing by followers.

Freeman (2004) in Nobari, et al (2014) Servant Leadership is a key leadership style appropriate to run in educational organizations / institutions.

Servant Leadership emphasizes that leaders are more sensitive and attentive to the issues that members of the organization have in it, have a sense of empathy and are able to develop them in a better direction (Northouse, 2013). The following main characteristics of Servant Leadership (van Dierendonck, 2011; Northouse, 2013) are as follows:

**Table 1.** Servant Leadership Theory of Experts

Wong & Davey (2007)	Sendjaya, Sarros, & Santora (2008)	Van Dierendonck & Nuijten (2011)
Serving and developing others	Influences that change	Empowerment
Consult and involve others	Voluntary reduction	Humble
Humble and unselfish	Have a sincere person	Support
Provide a role model of integrity and sincerity	Has a high spiritual spirit	Sincerity
Inspire and be able to influence others	Related to the agreement	Forgive
	Responsible morality	Have a brave soul
		Have responsibilities

Source: van Dierendonck, 2011; Northouse, 2013.

Spears (2002) reveals that 10 characteristics of serving leaders are listening, empathy, renewing, giving attention, being persuasive, conceptualizing, being able to predict, be able to organize, commit to developing / growing others, and building community.

Barbuto & Wheeler (2006) makes five categories: Altruistic Calling (has a strong desire of leaders to make a positive difference in the lives of others); Emotional Healing (describing the leader's commitment and skills to enhance and restore the spirit of the organization's members from trauma); Wisdom (describes a leader who is easy to catch signs in this environment); Persuasive Mapping (illustrates the extent to which leaders have the skills to map matters and conceptualize the highest possible opportunity to take advantage); Organizational Stewardship (describes the extent to which leaders prepare organizations to make a positive contribution to their environment through community service and community development programs).

The expectation of the leadership style that serves is to positively influence organizational citizenship behavior. This is reinforced by Walumbwa research, et al (2010). Some researchers also argue that servant leadership is more conducive to bringing leaders to focus on organizational members development, community development, authentic leadership, and leadership roles. Indirectly, leadership actions can lead to behavior that leads to the formation of organizational citizenship behavior.

Zehiri, et al (2013) found that there was a positive impact of servant leadership on faculty, OCB, and performance. Nobari, et al (2014) demonstrated the results of effective servant leadership in enhancing the role of organizational citizenship behavior of organizational members. From several previous studies, and research models that will be displayed then the researchers have a hypothesis:

#### **Hypothesis 1 (First): There is an influence of Servant Leadership on the Organizational Citizenship Behaviors of Educators.**

##### **Job Satisfaction**

Job satisfaction is an emotional outburst that has pleasant and positive attributes as a result of a person's performance appraisal and work experience, not just his job, but also the interactions formed with colleagues or members of the organization (leadership and member relations). be faithful to organizational rules, performs standards of performance established by the organization (Sopiah, 2008; Robbins & Judge, 2015: 102).

Job Satisfaction and the factors that affect it according to Luthans (2005: 212) is the Work itself; Salary; Promotion (career ladder); Supervision; Team work; and Work Condition.

Job satisfaction has many impacts on organizational sustainability, job satisfaction is not just an effort to reduce stress / work pressure, but also can help improve performance, reduce organizational member turnover, and reduce absenteeism. Knowledge continues to grow and enables many efforts from the company to increase satisfaction, including: Make the job more fun; Provide salaries, incentives, and fair treatment in terms of promotion; Customize members of the organization according to their interests, abilities, and personalities; Redesigning the work to make it more interesting and fun to do.

Furthermore, Susanto (2015) added that job satisfaction can be formed due to the role of leaders in it, which in turn impact on the occurrence of Organizational Citizenship Behavior (OCB). Next Kartikarini (2015) Servant Leadership and job satisfaction simultaneously have a positive and significant effect on Organizational Citizenship Behavior (OCB). There are different research results produced by Sedarmayanti & Kuswanto (2015); Gunawan and Masruroh (2013), and Unal (2013) stating that job satisfaction has no significant effect on organizational citizenship behavior (OCB). Luthans (2005: 220) states that the dimensions of motivation, job satisfaction, and organizational commitment are related to OCB (Organizational Citizenship Behavior).

Several studies from various industry sectors and characteristics of organization members stated that there is a significant relationship between job satisfaction with OCB (Organizational Citizenship Behavior) (Mehboob, 2012; Unal, 2013; Ibrahim, et al, 2013; and Basirudin, et al, 2015) . Servant leadership variables have a significant direct effect on job satisfaction (Avolio et al. 2009, Barbuto, Wheeler 2006; McCrimmon 2010; Alonderiene & Majauskaite, 2016).

From some literature and arising pro-contra then the researcher, take hypothesis 2 and hypothesis 3 as follows:

**Hypothesis 2 (Second): There is influence of Job Satisfaction on Organizational Citizenship Behavior Educators.**

**Hypothesis 3 (Third): There is influence Servant Leadership to Job Satisfaction Educators.**

### **Organizational Citizenship Behavior**

OCB (Organizational Citizenship Behavior) is defined as free individual behavior, no rules / command directly or explicitly stated by formal reward (Organ, 1988; Luthans, 2005; Sedarmayanti & Kuswanto, 2015; Kurniawan, 2015). In other definitions OCB can be translated as voluntary behavior undertaken by members of the organization for the sustainability of the organization becomes more maximal and effective (Kurniawan, 2015).

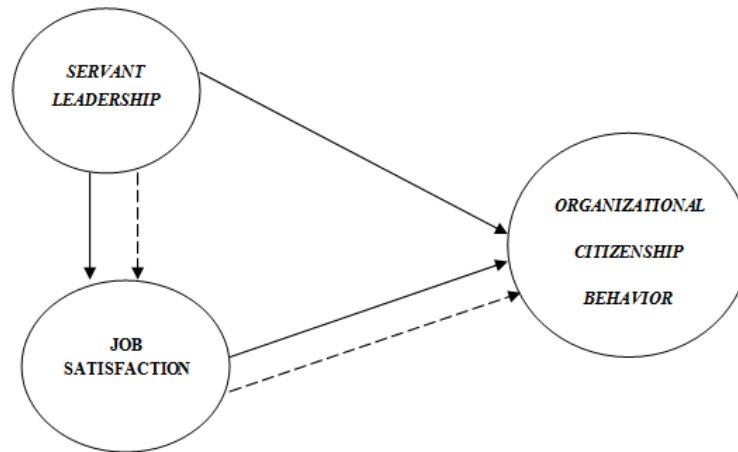
Behavior or actions OCB are characterized by traits like helping other members' work, paying attention to others (empathy), and actually doing something. There is another term OCB: extra role, which has 5 dimensions: (1) altruism (helping other colleagues when their condition is not fit); (2) consistent / with sincerity (willing overtime for certain tasks); (3) civic virtue / public interest (willing to be a company representative for a joint activity); (4) sportsmanship (willing to share the fault or failure of a project); (5) polite (will try to understand, understand, and empathy when being input or criticism) (Luthans, 2005). From the previous hypotheses the benefits of OCB have been disclosed, OCB is able to arise because of the servant leadership, organizational commitment, job satisfaction, performance of organization members. In the fourth (fourth) hypothesis the researcher makes one rare hypothesis from the previous literature.

**Hypothesis 4 (Fourth): There is indirect effect of Servant Leadership on Organizational Citizenship Behavior mediated by Satisfaction Educator.**

The literature on Job Satisfaction as an intervening / mediating Servant Leadership with Organizational Citizenship Behavior, has not been discovered, and this is a new development. The research is almost closely approached by Shin, Y, et al (2016) which is about Individual-Level Perceptions of Supportive Leadership in relation to Organizational Citizenship Behavior (OCB) mediated by Job Satisfaction and Organizational Commitment. From the results of research Shin Y, et al (2016), it was found that significantly there is indirect influence Perceived Supportive Leadership on OCB through Job Satisfaction.

## **V. RESEARCH MODEL**

From a literature review and hypothesis, it can be described in the research model as follows:



Picture 1. Research Model

### VI. RESEARCH METHOD

The research method used is a quantitative method. Quantitative method is statistical method, where the method of collecting, how to research the problem, how to process the data until the conclusion objectively, where researchers can be detached, and use the sample as a source data. Data collection using questionnaires, processed by using WarpPLS 6.0 software.

#### Population and Sample

The population of this research is educators. The sample used is educators (lecturers) who are in the scope of tertiary institutions Kopertis IV (West Java and Banten).

### VII. DATA ANALYSIS

Technique of data analysis in this research use path analysis, in which there are exogenous variable (Servant Leadership), endogen variable (Organizational Citizenship Behavior), and one intervening / mediation variable that is Job Satisfaction.

### VIII. RESULT AND DISCUSSION

Table 2. Measurement Models

Fit Indicates	Recommended Value	Value
AVIF	$\leq 3,3$	2,234
AFVIF	$\leq 3,3$	2,039
GoF	$\geq 0,36$ (large)	0,482
RSCR	$\geq 0,9$	1,000
SSR	$\geq 0,7$	1,000

Source: Data Processing with WarpPLS (2018).

Table 3. Validity Loading Faktor

	OCB	K	SL
OCB1	0,613		
OCB2	0,665		
OCB3	0,766		
OCB4	0,593		
OCB5	0,505		
JS1		0,820	
JS2		0,614	
JS3		0,733	
JS4		0,867	
JS5		0,801	
SL1			0,701
SL2			0,821
SL3			0,856
SL4			0,873
SL5			0,817
SL6			0,847
SL7			0,742
SL8			0,847
SL9			0,699
SL10			0,754

Table 4. Test result of Reliability

Variabel	Composite Reliability	Cronbach Alpha
OCB	0,768	0,621
JS	0,879	0,826
SL	0,946	0,936

Source: Data Processing with WarpPLS (2018).

Analysis of the measurement model is to use several measures to the WarpPLS software requirements, there are 5 (five) basic sizes, and all of them qualify. The next stage is a test of Loading Factor, in which the minimum requirement must have value above 0,50 (Hair, et al, 2006:795), and all indicator statements have value above the requirement. From reliability test, have a Composite Reliability requirement of at least 0,70; and Cronbach Alpha at least 0,60 (Jogiyanto & Abdillah, 2009:81), from the results of reliability test, all latent variables have minimum requirements.

### IX. TEST RESULT OF INNER MODEL

Testing the model with WarpPLS start by analyzing the R-Square for each dependent latent variable. The change of R-Square value is useful for assessing certain exogenous latent variable to endogenous variable having substantive influences.

Table 5. R-Square Value

Endogenous Variable	R Square
Job Satisfaction	0,57
Organizational Citizenship Behavior	0,28

Source: Data Processing with WarpPLS (2018).

In addition to using R-Square, goodness of fit, the model is also measured using Q-Square predicate relevance for the structural model, measuring how well the observations generated by the model and also the parameter estimation. The Q-Square value >0 indicates the model has predicate relevance, otherwise if the Q-Square value ≤0 indicates the model has no predicate relevance. The value of predicate relevance (Q<sup>2</sup>), is:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

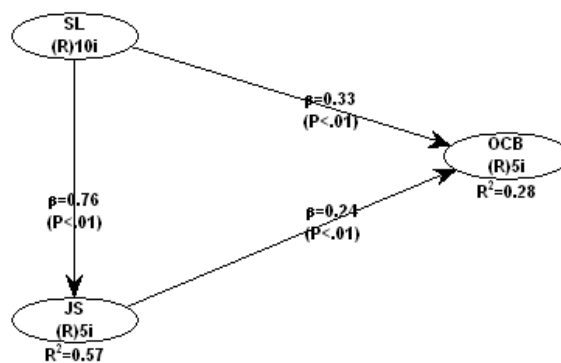
$$Q^2 = 1 - (1 - 0,57)(1 - 0,28)$$

$$Q^2 = 1 - (0,43)(0,72)$$

$$Q^2 = 1 - (0,3096)$$

$$Q^2 = 0,6904$$

The calculation show the value of Q<sup>2</sup> greater than 0 (0,6904), it can be interpreted that the model is good and feasible to use because it has relevant predictive value, that is equal to 69,04% Organizational Citizenship Behavior (OCB) can be explained by the variables used.



Picture 2: Path Analysis Servant Leadership, Job Satisfaction, and

Organizational Citizenship Behavior

Source: Data Processing with WarpPLS (2018).

Parameter measurement of the presence or absence of influence and partially significant between exogenous and endogenous variable can be know based on values with the following conditions:

Table 6. Result of testing Structure Equation Model

Hyphotesis	Impact	Coefficient	Probability	Information
H <sub>1</sub>	Servant Leadership → Organizational Citizenship Behavior	0,33	<0,001	Supported / Accepted
H <sub>2</sub>	Job Satisfaction → Organizational Citizenship Behavior	0,24	0,003	Supported / Accepted
H <sub>3</sub>	Servant Leadership → Job Satisfaction	0,76	<0,001	Supported / Accepted
H <sub>4</sub>	Servant Leadership → Job Satisfaction → Organizational Citizenship Behavior	0,18	0,002	Supported / Accepted

Source: Data Processing with WarpPLS (2018).

Table 6 describes the values that can be used to test the hypothesis in research that is as follows:

- The value of standardized regression coefficient of influence of Servant Leadership (X<sub>1</sub>) on Organizational Citizenship Behavior (Y) is 0,33, that meaning : if Servant Leadership is up then Organizational Citizenship Behavior also increase by 0,33, with probability value <0,001. So, it can be concluded that the influence of Servant Leadership (X<sub>1</sub>) on Organizational Citizenship Behavior (Y) is significant, so the first hypothesis that Servant Leadership has significant effect on Organizational Citizenship Behavior is acceptable. The result in line with research Walumbwa, et al. (2010); Zehiri, et al. (2013); and Nobari, et al. (2014), stated that Servant Leadership is able to increase the role of Organizational Citizenship Behavior in organizations.
- The value of standardized regression coefficient influence of Job Satisfaction (Z) on Organizational Citizenship Behavior (Y) is 0,24, that meaning : if Job Satisfaction increase then Organizational Citizenship Behavior also increase by 0,24, with probability value 0,003. So, it can be concluded that the influence of Job Satisfaction (Z) on Organizational Citizenship Behavior (Y) is significant, so the second hypothesis that Job Satisfaction significantly influence Organizational Citizenship Behavior is acceptable. Previous research has been done by some researchers such as Mehboob (2012); Unal (2013); Ibrahim, et al. (2013); and Basirudin, et al. (2015) stated the job satisfaction has a significant influence on Organizational Citizenship Behavior, while some other researchers stated otherwise there is no significant effect of job satisfaction on Organizational Citizenship Behavior expressed by Sedarmayanti & Kuswanto. (2015); Gunawan & Masruroh (2013); and Unal (2013).



3. The value of coefficient of standardized regression coefficient influence of Servant Leadership ( $X_1$ ) on Job Satisfaction ( $Z$ ) is 0,76, it means that if Servant Leadership increase then Job Satisfaction also increased by 0,76, probability value  $<0,001$ . So, it can be concluded that the influence Servant Leadership ( $X_1$ ) on Job Satisfaction ( $Z$ ) is significant, so the third hypothesis that stated Servant Leadership significantly affect Job Satisfaction is acceptable.  
These results are line with Avolio, et al. (2009); Barbuto, Wheeler (2006); McCrimmon (2010); and Alonderiene & Majauskaite (2016), stated that Servant Leadership is able to increase the role of Job Satisfaction.
4. The great value of mediation (indirect effect) is 0,18. Obtained from multiplication the result of standardized regression regression of Servant Leadership  $\rightarrow$  Job Satisfaction (0,76), and Job Satisfaction  $\rightarrow$  Organizational Citizenship Behavior (0,24); and test of probability 0,002. It means Job Satisfaction can mediate influence Servant Leadership to Organizational Citizenship Behavior.  
This is a new finding of model development conducted by researcher, so far researcher have not found the same literature or research.

## **X. CONCLUSION**

The result of this research can be concluded that Servant Leadership variable has an effect on Organizational Citizenship Behavior where Job Satisfaction variable as mediation.

This research yields some crucial findings, including as follows:

1. Servant Leadership is a leadership model serving in the environment of educators able to increase Organizational Citizenship Behavior.
2. If the members of the organization have satisfaction in looking at the work, it will directly increase the Organizational Citizenship Behavior.
3. Educators who are ready to provide leadership serve then unconsciously satisfaction in work will increase significantly because what will be run in accordance with the thought, and without pressure.
4. The final conclusion relates to the role of Job Satisfaction that is able to mediate / intervening the influence of Servant Leadership on Organizational Citizenship Behavior.

## **RECOMMENDATION**

Based on the findings, then some things can be recommendation to college about to increase Organizational Citizenship Behavior include:

1. From the result of the research, it is seen that Servant Leadership has an effect on Organizational Citizenship Behavior, which need to be improved is the role of organization members (educators) to develop cultivate Servant Leadership in the work environment, especially prepare the organization to make a positive contribution to the environment through community service program.
2. Relating to Job Satisfaction also influences Organizational Citizenship Behavior, which need to be improved is the atmosphere / climate of the organization, by creating conditions more comfortable and fun to work, so that members of the organization can maximize the talent.
3. From the result of the research, it can be seen that Servant Leadership has an effect on Job Satisfaction, it can be recommendation that the leadership consider the increase of salary given in accordance with the competence / skill and workload as a form of appreciation, in the end the job satisfaction more increase.
4. Researcher also advice leaders wisely, in order to encourage members to participate in activities organized by the organization; as well as creating positive behaviors that lead to the form of empathy, where leaders remind their members to help each other among colleagues whose workload is excessive.

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