THE ROLE OF SERVANT LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE EMPLOYEES

Agus Kusmana[1], Endah Andriani Pratiwi[2], Iwan Kresna Setiadi[3]
[1,3]UPN "Veteran" Jakarta
[2]Universitas Jenderal Achmad Yani, Cimahi
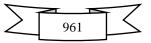Email: aguskusmana@upnvj.ac.id,

ABSTRACT

The Role of Servant Leadership on Organizational Citizenship Behavior (OCB) on the employees. This causality study between Servant Leadership and Organizational Citizenship Behavior (OCB) was conducted to analyze the role of Servant Leadership to OCB on the employees. This study used a theoretical approach from Greenleaf (1999) with 8 dimensions that proposed by Barbuto (2006), namely the Altruistic calling, the Emotional healing, the Wisdom, the Persuasive mapping, the Organizational stewardship, and the Humility; and theory by Organ(1988) for the OCB. Total sampling technique was used in collecting the research sample of 50 employees of Company X consisted by the employee from IT Department, Operators and the Agency. The measurement tool of Servant Leadership is a standard measuring tool that was adapted into Indonesia version by Seger Handoyo (2010) which consist 38 question items. The measuring instruments of this research is made by the author, with the validity of measuring instruments of 0.298 to 0.665, and the reliability of α = 0.809 based on Cronbach's.The results showed that the Servant Leadership has the influence on Organizational Citizenship Behavior with an R Square of 0.910 with a high level of Servant Leadership and Organizational Citizenship Behavior.

Keywords : Servant Leadership, Organizational Citizenship Behavior

INTRODUCTION

An organization can be declared successful if all individuals are actively involved in developing and maximizing the ability of employees to achieve goals in the organization. In an organization requires the role of individuals to work optimally so that the company will become more productive, because the growth of the company is influenced by the performance of individuals or groups. *Organizational Citizenship Behavior (OCB)* according to Greenberg &; Baron (Sumiyarsih, Mujiasih, &; Ariati, 2012) is informal behavior that exceeds normal expectations in order to achieve organizational welfare. In achieving the welfare of *Organizational Citizenship Behavior (OCB) itself, it is very important for companies to know what factors can influence the emergence and increase the* Organizational Citizenship Behavior (OCB) of employees in a company. One of the things that affect *Organizational Citizenship Behavior* (OCB) is the behavior of leaders. Leadership has a strong influence on employees to behave *Organizational Citizenship Behavior* (OCB). (Haq, Jahangir, & Akbar, 2004)

Leader behavior has a significant relationship with *Organizational Citizenship Behavior* (OCB) (Posdsakoff, et al in Burton, 2003). One leadership style that can foster *Organizational Citizenship Behavior* (OCB) in employees is the *Servant Leadership* leadership style.A leader himself has a great impact in creating *Organizational Citizenship Behavior (OCB)* in employees. Because leaders can influence employees. Leader characteristics are also important to influence

Organizational Citizenship Behavior (OCB). Company leaders direct employee behavior to demonstrate *Organizational Citizenship Behavior (OCB)* in various ways, depending on the type of leadership used.

According to Greenleaf (1999: 16) *Servant Leadership* is a leadership that uses sincere feelings from the heart to be the first person to serve and the choice comes from his heart which then arises the desire to become a servant leader. (Mulyadi, 2018). A leader himself has a great impact in creating *Organizational Citizenship Behavior (OCB)* in employees. Because leaders can influence employees. Leader characteristics are also important to influence *Organizational Citizenship Behavior (OCB).* Company leaders direct employee behavior to demonstrate *Organizational Citizenship Behavior (OCB)* in various ways, depending on the type of leadership used.
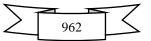
The influence of the leadership style of a leader who loves and serves is important for employees to foster *Organizational Citizenship Behavior (OCB)* behavior by all employees. When employees establish *Organizational Citizenship Behavior (OCB)* behavior when working, it can improve work ability and feel comfortable in employees while working. Based on several studies, it is suggested that *Servant Leadership* has a relationship with *Organizational Citizenship Behavior (OCB).*

Several studies on both variables were conducted in several countries, one of which was in Indonesia at Sunan Ampel State Islamic University Surabaya, this research was conducted by Debi Wahyudi in 2019 which discussed the relationship between *servant leadership* and *organizational citizenship behavior (OCB)* involving 54 employees of CV.Berkah Guna Plastik (BGP) Pasuruan where 100% participants were men. The results of the study stated that the two variables have a significant relationship, if high *Servant Leadership* behavior will create a high level *of Organizational Citizenship Behavior (OCB).* The next study conducted by Luu Trong Tuan in 2017 entitled *Knowledge Sharing in Public Organizations: The Roles of Servant Leadership and Organizational Citizenship Behavior* was conducted on 562 employees and 197 department managers in public organizations electricity, telephone and water industries in Vietnam. The results of this study stated that there was a positive relationship between *Servant Leadership* and *Organizational Citizenship Behavior* by 36%. When the leader implements *Servant Leadership*, the higher the leader's concern for employees, the higher the *Organizational Citizenship Behavior* shown by employees to the organization.

Company X has tried to implement its own *Servant Leadership* system since the last year, it can be seen how leaders help employees when they have difficulty doing their duties and provide solutions when employees are struggling when facing a job. When in a team there is a bad situation and the leader can catch it. Leaders work closely with employees in carrying out the company's vision and mission.

Servant leadership itself gives influence to employees which can eliminate the stratum between superiors and subordinates, because *servant leadership* makes superiors become facilitators. This makes employees work better, feel more trusted and care more about the work they do, because they feel fully trusted in the work they do and makes them more trust in their superiors so that employees will feel more comfortable at work. Therefore, communication can run well and employees can work effectively and efficiently.

The attitude of leaders who apply their own *Servant Leadership* leadership style has a good impact on employees. Where makes employees become more *Self-Organized* in doing each job.

According to some employees themselves, they say that leaders and employees feel like friends both in the office and out of the office. Because the culture in the company that does not have too much distance between superiors and subordinates, it can make it easier for employees to chat and exchange ideas and make communication lines between superiors and subordinates easy and reduce communication errors.

Like the current pandemic, what leader X does is trust employees even though they don't meet in person because they work at home. Provide confidence to employees that employees continue to carry out their duties as they should even though there is no direct supervision from their superiors. During the current pandemic, leaders care more about employees such as asking for news, asking about the progress of the work done, asking whether the environmental conditions at home employees are okay. Here superiors tend to be more active in communication even though only through social media so as to make employees feel cared for by their superiors.

METHOD

The type of research used is a type of quantitative research. Quantitative research is the systematic scientific study of parts and phenomena and their relationships. *Servant Leadership* measuring instrument made This study uses Handoyo's scale (2010) where his measuring instrument is the result of adaptation of Barbuto and Wheeler's (2006) instrument or scale. This instrument or scale consists of 5 dimensions, namely *alturistic calling, emotional healing, wisdom, persuasive mapping,* and *organizational stewardship.*

In addition to using the 5 dimensions proposed by Barbuto and Wheeler, Handoyo also added 3 other dimensions, namely *vision, service, and* humality from Wong and Page (2003). He did this because these dimensions were mentioned by Handoyo and also previous researchers as dimensions in servant leadership.

Measurement *of Organizational Citizenship Behavior (OCB)* using questionnaires made by researchers as many as 16 items. Each component, represented by these 5 dimensions put forward by the Organ namely *Altruism, Courtesy, Sportmanship, Conscientiousness* and *civic virtue.*

RESULTS AND DISCUSSION

Table 1. Model Summary

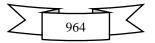| Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954a	.910	.892	1.627

Based on the results of research on the influence *of servant leadership* on organizational citizenship behavior (OCB) using path analysis, on 50 respondents of Insurance Company X employees, a significance result of 0.000 was obtained. This means that 0.000 < 0.05 shows that the results of the study are significant, with it can be concluded that Ho was rejected and Ha was accepted which means that there is a significant role of Servant Leadership in *Organizational Citizenship Behavior* in Company X employees based on the Squaer R value of 0.910 which shows that *the Servant Leadership* variable *gives a role of 91% to the variable Organizational Citizenship Behavior*, while 9% is the role of other variables that were not included in the study. Based on the results of statistical analysis, it shows the hypothesis proposed by the researcher which states "*Servant Leadership* plays a significant role in the *Organizational Citizenship Behavior of* company X employees". From the results of the study, the better the leader of company X implements *Servant Leadership* in the company, the tendency to implement *Organizational Citizenship Behavior* will be better by employees. It can be seen when implementing *servant leadership* such as leaders who have *Altruistic Calling, Emotional Healing, Wisdom, Persuasive Mapping, Organizational Stewardship, Humility, Vision* and *Service*, it will make employees bring up *Organizational Citizenship Behavior (OCB)* while at work.

Table 2.

Latent Variables Exogenous → Endogenous	Path Coefficient	t count	t table	Pvalue	Information
Altruistic calling (X1) to *Organizational Citizenship Behavior* (Y)	0,730	3,256	2,019	0,002	Significant
Emotional healing (X2) to *Organizational Citizenship Behavior* (Y)	0,903	2,048	2,019	0,047	Significant
Wisdom (X3) on *Organizational Citizenship Behavior* (Y)	0,898	0,852	2,019	0,399	Insignificant
Persuasive mapping (X4) of *Organizational Citizenship Behavior* (Y)	0,855	2,560	2,019	0,014	Significant
Organizational stewardship (X5) to Organizational	0,840	2,040	2,019	0,048	Significant

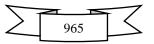|					
Citizenship Behavior *(Y)*					
Humility (X6) to *Organizational Citizenship Behavior* (Y)	0,893	0,923	2,019	0,361	Insignificant
Vision (X7) of Organizational Citizenship Behavior *(Y)*	0,835	2,256	2,019	0,029	Significant
Service (X8) to Organizational Citizenship Behavior *(Y)*	0,865	0,718	2,019	0,477	Insignificant

The results of this study show that the factors in *Servant Leadership* can play a role in the high and low *Organizational Citizenship Behaviour.* The first dimension of *Servant Leadership* that is *Altruistic Calling*, where there is a role *Altruistic calling* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 3.256 (> t table) and a Pvalue of 0.002 < α (0,05). From the results of the research, the more the leader of company X applies *Altruistic calling* In the company, it can make a positive difference to the lives of others. In addition, by putting the interests of employees above their own interests and will work hard to meet the needs of employees, it will affect *Organizational Citizenship Behaviour (OCB)* that employees own.

The second dimension of *Servant Leadership* that is *Emotional healing,* where there is role *Emotional healing* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 2.048 (> t table) and a Pvalue of 0.047 < α (0,05). When leaders do *emotional healing* In employees, employees will feel that their company leaders can help employees when they are facing emotional problems, such as when employees are experiencing emotional problems they feel that their leaders can help solve their problems.

The third dimension of *Servant Leadership* that is *Wisdom,* where there is none Role on *Wisdom* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 0.852 (< t table) and a Pvalue of 0.399 > α (0,05). When leaders bring up behaviors *Wisdom* It does not make employees feel that the leader can anticipate the consequences of the decisions he or she makes, and the employee is not sure that the leader knows and is directly involved in what is happening.

The fourth dimension of *Servant Leadership* that is *Persuasive mapping,* where there is role *Persuasive mapping* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 2.560 (> t table) and a Pvalue of 0.014 < α (0.05). When the leader performs *Persuasive mapping* Where when leaders motivate employees to have big dreams in the company, it will have a strong influence on employees to do something so that employees are able to do their duties well.

The fifth dimension of *Servant Leadership* that is *Organizational stewardship,* where there is role *Organizational stewardship* towards *Organizational Citizenship*

Behaviour indicated by the value of t $_{count}$ for a path coefficient of 2.040 (> t table) and a Pvalue of 0.048 < α (0.05). When the leader performs *Organizational stewardship* Where when leaders make the interests of their employees a priority, and put the interests of employees above their personal interests and do whatever can be given to their employees.

The sixth dimension of *Servant Leadership* that is *Humility* where there is none role *Humility* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 0.923 (< t table) and a Pvalue of 0.361 > α (0.05). When the leader brings up behavior *Humility* It does not make employees feel that the leader shows humility, and talks more about employee achievements than his own achievements.

The seventh dimension of *Servant Leadership* that is *Vision,* where there is role *Vision* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 2.256 (> t table) and a Pvalue of 0.029 < α (0.05). When the leader performs *Vision* As well as trying to make employees to have a commitment to a shared vision and encourage employees to participate in defining and developing a shared vision.

The eighth dimension of *Servant Leadership* that is *Service* where there is none Role on *Service* towards *Organizational Citizenship Behaviour* indicated by the value of t $_{count}$ for a path coefficient of 0.781 (< t table) and a Pvalue of 0.477 > α (0.05). When the leader brings up behavior *Service* Does not make employees feel that the leader is able to understand that service is the core of leadership and the leader views that being a facilitator is the responsibility of a leader.

CONCLUSION

The results of the study on the role of *Servant Leadership* on *Organizational Citizenship Behavior (OCB) in Employees in Company X can be concluded that there* is a role between servant leadership *and* Organizational Citizenship Behavior with a coefficient of determination value of 91%, while 9% is the role of other variables that were not included in the study. This explains that most employees assess that *servant leadership* will improve employee *organizational citizenship behavior* towards the organization. Where it turns out that the role of *servant leadership* is 91%, which means that its role becomes very large in the emergence of *organizational citizenship behavior.* While the remaining 9% is another variable that can give rise to *organizational citizenship behavior.* There are factors that have a major role in the emergence of organizational citizenship behavior. The *Altruistic calling* dimension gives a significant role to *Organizational Citizenship Behavior. Emotional healing* plays a significant role in *Organizational Citizenship Behaviour. Wisdom* has no effect on *Organizational Citizenship Behavior. Persuasive mapping* has a significant influence on *Organizational Citizenship Behavior. Organizational stewardship* exerts a significant influence on *Organizational Citizenship Behavior. Humility* has no effect on *Organizational Citizenship Behaviour. Vision* exerts a significant influence on *Organizational Citizenship Behaviour. Service* has no effect on *Organizational Citizenship Behavior.*

REFERENCES

C.MAXWELL, F. B. (2018). Servant Leadership in Action. In F. b. Broadwell, *Servant Leadership in Action How You can Achieve Great Relationship and Result* (pp. 28-40). United Kingdom: Berrett-Koehler Publishers, Inc. Copyright © 2018 by Polvera Publishing.

Dancey, C. P., & Reidy, J. (2011). *Statistics Without Maths for Psychology 6th Edition.* Prentice Hall; 6 edition (August 19, 2011).

Desy Pradita Putri, d. (2018). Pengaruh Servant Leadership Dan Organizational Citizenship Behaviour Terhadap Kinerja Karyawa. *Jurnal Administrasi Bisnis (JAB).*

Haq, M., Jahangir, N., & Akbar , M. M. (2004). Organizational Citizenship Behavior: Its Nature And Antecedents . *BRAC University Journal*, 75-85.

Handoyo, S. (2011). Pengukuran Servant Leadership Sebagai Alternatif Kepemimpinan Di Institusi Pendidikan Tinggi Pada Masa Perubahan Organisai. *Hubs-Asia, 10 (1).*

http://repository.usu.ac.id/bitstream/handle/123456789/49315/Chapter%20II.pdf?seq uence=3&isAllowed=y. (2019, 11 07). pp. 17-20.

Jewell, L. (1998). Contemporary Industrial/Organizational Psychology. *California: Cole Publishing Company*, 224.

Kartikarini, M. (2015). Pengaruh Servant Leadership Dan Kepuasan Kerja Terhadap Organizational Citizenship Behaviour Karyawan Hotel Bintang-2 Di Yogyakarta. *Fakultas Ekonomi Universitas Negeri Yogyakarta.*

Marchelle, dkk 2013. (2019). *Hubungan Antara Servant Leadership Dengan Organizational Citizenship Behavior (Ocb) Pada Karyawan*, 1.

Mira, W. S., & Margaretha, M. (2012). Pengaruh Servant Leadershup Terhadap Komitmen Organisasi dan Organization Citizenship Behaviour. *Jurnal Manajemen* , 2.

Mulyadi, D. (2018). *Perilaku organisasi dan Kepemimpinan Pelayanan.* Bandung: Alfabeta.

Musakabe, H. (2004). *MENCARI KEPEMIMPINAN SEJATI DI TENGAH KRISIS DAN REFORMASI.* Jakarta: Citra Insan Pembaru.

Octiana, R. (2017). Peran Servant Leadership Terhadap Organizational Citizenship Behavior Yang Dimediasi Oleh Kepuasan Kerja. *Tesis Fakultas Psikologi, Universitas Gadjah Mada, Yogyakarta.*

Rahayunita, R. (2013). Pengaruh Efisiensi Modal Kerja Terhadap Rentabilitas Pada Koperasi Pegawai Republik Indonesia(KPRI). *Universitas Pendidikan Indonesia.*

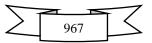Saifuddin Azwar, M. (2005). *Metode Penelitian.* Yogyakarta: PUSTAKA PELAJAR.

Sigittriadi A. Ajis, D. (2017). Pengaruh Servant Leadership Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Kantor Pelayanan Pajak Pratama Palu (Kpp Pratama Palu). *Jurnal Ilmu Manajemen Universitas Tadulako*, 213.

Silalahi, U. (2012). *Metode Penelitian Sosial.* Bandung: PT Refika Aditama.

Sloat, 1999, Dalam Marchelle, dkk 2013. (2019). *HUBUNGAN ANTARA SERVANT LEADERSHIP DENGAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) PADA KARYAWAN*, 1.

Steven L McShane and Mary Ann Von Glinow. (2005). *Organizational Behaviour.* Americas, New York: M C Graw Hill.

Sugiyono. (2008). *Metode Penelitian Kuantitatif Kualitatif Dan R&DA.* Bandung: Alfabeta.

Sumiyarsih, W., Mujiasih, E., & Ariati, J. (2012). Hubungan Antara Kecerdasan Emosional Dengan Organizational Citizenship Behavior (OCB) Pada Karyawan CV. Aneka Ilmu Semarang. *Jurnal Psikologi Undip* .

Tuan, L. T. (2016). Knowledge Sharing in Public Organizations: The Roles of Servant Leadership and OrganizationalCitizenship Behavior. *International Journal of Public Administration*, 40(4), 361-373.

Wahyudi, D. (2019). HUBUNGAN ANTARA SERVANT LEADERSHIP DENGAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) PADA Karyawan. *Doctoral dissertation,UIN Sunan Ampel Surabaya*.