

The Influence of Servant Leadership and Compensation on Organizational Citizenship Behaviour (OCB) with Job Satisfaction as a Mediation Variable

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Abstract

This research was conducted to determine and analyze the influence of servant leadership and compensation on organizational citizenship behavior, with job satisfaction as a mediating variable. This type of research uses explanatory research with a quantitative approach. The data collection technique in this research uses a questionnaire. This study's population consisted of contractor PT Ometraco Arya Samanta employees, totaling 75 employees. The data analysis method used is path analysis assisted by SmartPLS 4.0 software. The research results found that servant leadership influences job satisfaction. Compensation influences job satisfaction. Servant leadership influences organizational citizenship behavior. Compensation does not affect organizational citizenship behavior. Job satisfaction influences organizational citizenship behavior. Servant leadership affects organizational citizenship behavior with job satisfaction as a mediating variable, and compensation does not affect organizational citizenship behavior with job satisfaction as a mediating variable.

Keywords: *servant leadership, compensation, organizational citizenship behavior, job satisfaction*

Abstrak

Studi ini dilakukan untuk mengetahui dan menganalisis pengaruh kepemimpinan pelayan (servant leadership) dan kompensasi terhadap perilaku kewargaan organisasi (organizational citizenship behavior) dengan kepuasan kerja sebagai variabel mediasi. Jenis penelitian ini menggunakan penelitian eksplanatori dengan pendekatan kuantitatif. Teknik pengumpulan data dalam penelitian ini menggunakan kuesioner. Populasi dalam penelitian ini adalah karyawan PT Ometraco Arya Samanta kontraktor, yang berjumlah 75 karyawan. Metode analisis data yang digunakan adalah analisis jalur yang dibantu dengan software SmartPLS 4.0. Hasil penelitian menemukan bahwa kepemimpinan pelayan berpengaruh terhadap kepuasan kerja. Kompensasi berpengaruh terhadap kepuasan kerja. Kepemimpinan pelayan berpengaruh terhadap perilaku kewargaan organisasi. Kompensasi tidak berpengaruh terhadap perilaku kewargaan organisasi. Kepuasan kerja berpengaruh terhadap perilaku kewargaan organisasi. Kepemimpinan pelayan berpengaruh terhadap perilaku kewargaan organisasi dengan kepuasan kerja sebagai variabel mediasi, dan kompensasi tidak berpengaruh terhadap perilaku kewargaan organisasi dengan kepuasan kerja sebagai variabel mediasi.

Kata kunci: kepemimpinan pelayan, kompensasi, perilaku kewargaan organisasi, kepuasan kerja

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INTRODUCTION

With the development of time, the more proceed, without realized influence For think about return, the importance of loyalty employee to the organization as function base company. Involvement with an organization can produce individual and individual guidelines and actions that influence the message of an organization (Prasetyo & Mas'ud, 2021). Because the side man is important for the organization's business, the role of a manager becomes important. Of course, to mobilize followers, leaders must play a role. The directors have the authority to direct the various activities of their members. Each leader certainly has their own leadership style, and it is not certain that this type of leader will be better or worse.

In non-profit organizations, servant leaders tend to try to do things that motivate their subordinates to remain committed to their organization which can encourage Organizational Citizenship Behavior. Meanwhile, according to Tania Priyadi et al., (2020) explain that job satisfaction felt by employees has an impact on the level of OCB. Employees who feel satisfaction with their work have a stronger will to care about organizational goals by helping the company achieve its goals. Employees who feel satisfied have the desire to reciprocate the kindness of the company by working extra so that the company can achieve its goals. There are several results studies so there is a research gap in research.

PT. Ometraco Arya Samanta is a subsidiary of the Ometraco Group which focuses on providing various equipment for various industries. Researchers conducted research studies through interviews with several company managers and used pre-questionnaires as additional data. Based on the results of the research study, several interesting things and phenomena were obtained related to human resources or employees who work at PT Ometraco Arya Samanta.

Regarding the organizational citizenship behavior of PT Ometraco Arya Samanta employees, it is known that the leadership makes regulations for employees to help each other between employees and other employees when the main work is finished. In accordance with the reality in the field, there are employees who help other employees (altruistic behavior) and moreover there is compatibility with these employees (high levels of courtesy behavior). Employees like to help other employees when they have completed their tasks. So the feeling of helping employees without paying attention to their main duties is still high, in the explanation above it can be seen that there is voluntary behavior at work and behavior of helping others.

The results of a pre-questionnaire using the Gutman Scale regarding OCB of PT Ometraco Arya Samanta employees, which was answered by 32 respondents, showed that several OCB indicator items still showed that some employees showed OCB behavior. For example, in the OCB item on the altruism dimension, some respondents stated that many employees replaced their colleagues who were absent. Then the dimension of conscientiousness, there were respondents who stated that there were employees who exceeded the main tasks (job description) given by the company. Apart from OCB, it was found that the nominal compensation in the form of salaries given to employees was maximum, and was above the UMK/UMR and could be seen from the needs of the PT Ometraco Arya Samanta contractor employees who had filled out the questionnaire.

Not only compensation, Servant Leadership was also found from the results of the pre-questionnaire which showed that employees stated that they were leaders in terms of serving, listening, helping, and empathizing which were high. Several employees stated that they felt job satisfaction. Job satisfaction is influenced by several factors such as satisfaction with salary, promotions, coworkers, and many more.

Based on the description above and the empirical findings of previous research which created a research gap, researchers are interested in reconfirming previous findings regarding servant leadership, compensation, OCB, and job satisfaction. So it needs to be reviewed again and the author is interested in conducting research with the title "The Influence of Servant Leadership and Compensation on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable at PT. Ometraco Arya Samanta".

LITERATURE REVIEW

Behavior citizenship in the organization is draft essence citizenship as philosophy politics Van Dyne and Ang (1994:204). OCB is a behavior-emotional employee outside tasks that have been done given, done in a way free or No as well as valued with formal awards in organization and contribution to performance organization. Johns (1996) explains that OCB has characteristics like behavior voluntary / not playing a role that is not listed in the description work of a person, behavior spontaneous or imperative. Organ (1988) identifies the existence of OCB as follows: Altruism, Courtesy, Sportsmanship, Conscientiousness, and civic virtue.

Leadership theory serves there is When Greenleaf (1977) explains that the role leader waiter. Servant leadership is leaders who can surpass interests personalize them and focus on opportunities To help followers grow and thrive (Robbins & Judge, 2019). Dennis & Bocarnea (2005) provide indicators as follows: love affection, empowerment, vision, humility heart, trust.

An appreciation or gifts are given to employees as reciprocity from the Company to employees, in the form of services, money, or goods as a form of value performance employees Sulastri et al., (2018). According to Sudirman Manik (2016), namely is an objective For effective acquisition, fulfillment of the needs of employees, and intertwined connection cooperation between employees with the company concerned. According to Afandi (2018:194) defines that the indicator is in compensation including incentives, wages and salaries, facilities, and allowances.

Job Satisfaction According to Hasibuan (2008:202) explain that job satisfaction is circumstances emotional fun or No how the employees look work they. Robbins & Judge (2008:98) explain job satisfaction is something feeling positive about work someone who results from An evaluation of its characteristics. Job satisfaction indicator according to Robbins & Judge (2008:98) divided become a number of parts, including satisfaction to work, satisfaction to reward, satisfaction towards supervisors, satisfaction with colleague work, and opportunity promotion.

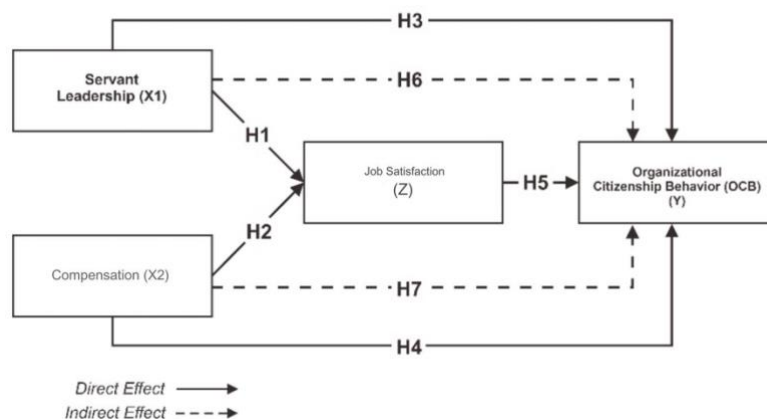


Figure 1. Conceptual Framework

H1: Servant Leadership Affects to Job Satisfaction

H2: Compensation Influential Affect Job Satisfaction

H3: Servant Leadership Affects Organizational Citizenship Behaviour

H4: Compensation Influential Affect to Organizational Citizenship Behaviour

H5: Job satisfaction Influential Affect organizational Citizenship Behaviour

H6: Job Satisfaction mediates the relationship between servant leadership and Organizational Citizenship Behaviour

H7: Job Satisfaction mediates the relationship between compensation and Organizational Citizenship Behaviour

RESEARCH METHOD

In this final research, researchers used quantitative methods. The type of approach that researchers use is quantitative descriptive analysis research with explanatory research. This research uses research with an explanation of the survey method, using questionnaires and interviews to collect data. Researchers took the location at PT Ometraco Arya Samanta. The population used by researchers is PT contractor employees. Ometraco Arya Samanta, totaling 75 employees. Because the number of employees in this study was less than 100 people, the sample used was the entire population, namely all employees of PT contractors. Ometraco Arya Samanta Surabaya. This shows that this research used a probability sampling technique with total sampling. The data sources used by researchers in this research are primary and secondary data.

RESULTS AND DISCUSSION

Table 1. Characteristics Respondent

Gender	Amount Respondent	Percentage (%)
Man	42	56
Woman	33	44
Age	Amount Respondent	Percentage (%)
20 - 30	24	32
31 - 40	47	62
41 - 50	4	6
Years of service	Amount Respondent	Percentage (%)
≤ 2 years	25	33.3
≥ 2 years	50	66.7
Last education	Amount Respondent	Percentage (%)
SMA/SMK	15	20
Diploma	25	33.3
Bachelor	35	46.7

Source: *Primary data processed (2024)*

Based on table 1 the majority of employees man with a percentage by 56%. This matters because respondents used employee contractors Where work more use required energy working in two places namely in the office and in the field. Age over 30 years dominates with a percentage of 62% so age the Still including category age productive. Years of service PT Ometraco employee Arya Samanta works ≥ 2 years significant employee each other know between One with the others so that can increase OCB behavior and recent education employee majority undergraduate, so matter the can create criteria quality employees To use reach Company goals.

Table 2. Description Variable Research at PT. Ometraco Arya Samanta

Variable	Frequency					Score	Category
	1	2	3	4	5		
Servant Leadership	2	3	6	30	34	316	Very strong

Compensation	2	2	5	31	35	320	Very high
Organizational Citizenship Behavior	2	3	8	27	35	315	Very high
Job Satisfaction	1	3	7	28	36	317	Very satisfied

Source: *Primary data processed (2024)*

Based on table 2, servant leadership at PT Ometraco Arya Samanta is classified as very strong with a score 316. That is that exists role of always a leader put forward honesty and discipline in Work. Compensation belongs to the very high category with a score 320, p This means compensation is provided to employees Already in accordance with the desired employee. Organizational citizenship behavior belongs to the very high category with a score 315, p this is what it means that PT Ometraco employee Arya Samanta has high organizational citizenship behavior. Job Satisfaction is classified in a very satisfied category with a score 317, p This shows that the employee feels very satisfied to His company.

Table 3. Convergent validity

Item Code	Variable	Question Items	Outer Loading Results	Validity
SL	Servant Leadership	SL.1	0.859	Valid
		SL.2	0.851	Valid
		SL.3	0.880	Valid
		SL.4	0.869	Valid
		SL.5	0.866	Valid
		SL.6	0.890	Valid
		SL.7	0.858	Valid
		SL.8	0.811	Valid
		SL.9	0.847	Valid
		SL.10	0.864	Valid
C	Compensation	KS.1	0.874	Valid
		KS.2	0.868	Valid
		KS.3	0.880	Valid
		KS.4	0.833	Valid
		KS.5	0.835	Valid
		KS.6	0.870	Valid
		KS.7	0.852	Valid
		KS.8	0.839	Valid
		KS.9	0.855	Valid
OCB	Organizational Citizenship Behavior	OCB.1	0.816	Valid
		OCB.2	0.830	Valid
		OCB.3	0.839	Valid
		OCB.4	0.838	Valid
		OCB.5	0.876	Valid
		OCB.6	0.831	Valid
		OCB.7	0.841	Valid
		OCB.8	0.841	Valid
		OCB.9	0.855	Valid
		OCB.10	0.834	Valid
		OCB.11	0.831	Valid
JS	Job Satisfaction	KK.1	0.852	Valid
		KK.2	0.861	Valid
		KK.3	0.876	Valid
		KK.4	0.857	Valid
		KK.5	0.851	Valid
		KK.6	0.873	Valid

	KK.7	0.866	Valid
	KK.8	0.875	Valid
	KK.9	0.870	Valid

Source: *Primary data processed (2024)*

Based on table 3 state that all statement items in 4 variables seen mark of the loading factor meets criteria so that can stated of 39 statement items with 4 variables stated reliable and valid.

Table 4. Cross Loading Values

Item Code	Servant Leadership	Compensation	Organizational Citizenship Behavior	Job satisfaction
SL.1	0.859			
SL.2	0.851			
SL.3	0.880			
SL.4	0.869			
SL.5	0.866			
SL.6	0.890			
SL.7	0.858			
SL.8	0.811			
SL.9	0.847			
SL.10	0.864			
C.1		0.874		
C.2		0.868		
C.3		0.880		
C.4		0.833		
C.5		0.835		
C.6		0.870		
C.7		0.852		
C.8		0.839		
C.9		0.855		
OCB.1			0.816	
OCB.2			0.830	
OCB.3			0.839	
OCB.4			0.838	
OCB.5			0.876	
OCB.6			0.831	
OCB.7			0.841	
OCB.8			0.841	
OCB.9			0.855	
OCB.10			0.834	
OCB.11			0.831	
JS.1				0.852
JS.2				0.861
JS.3				0.876
JS.4				0.857
JS.5				0.851
JS.6				0.873
JS.7				0.866
JS.8				0.875
JS.9				0.870

Source: *Primary data processed (2024)*

Based on table 4 , it shows that mark correlation between construct with construct other more big . Therefore that , all over mark construct or latent variable is said validity good discriminant with

value > 0.70

Table 5. Composite Reliability Value

Variable	Cronbach's alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Servant Leadership	0.961	0.961	0.966
Compensation	0.955	0.955	0.961
Organizational Citizenship Behavior	0.958	0.958	0.963
Job Satisfaction	0.958	0.958	0.964

Source : data processing

From table 5 show mark *composite reliability* and *Cronbach alpha* For all construct is at on value 0.7. With mark that, all construct own good reliability in accordance with value limits the minimum has been required .

Table 6. R-squares

Variable	R-square	R-Square Adjusted
<i>Organizational Citizenship Behavior</i>	0.950	0.948
Job Satisfaction	0.958	0.957

Source: *Primary data processed (2024)*

Based on table 6 can concluded from Adjusted R-Square testing for path models using variable mediation is 0.957. In the meaning of that ability, servant leadership and compensation variables on organizational citizenship behavior with value 0.948 or 94.8% with that's the model belongs to the category strong. Whereas R-Square testing on job satisfaction Adjusted R-Square for path models that use mediating variables is 0.957 or 95.7% which can categorized into groups strong.

Table 7. Hypothesis Testing

Hypothesis	Variable	T-Statistics	P-Values	Information
1	SL → JS	5,478	0,000	Significant
2	C → JS	2,789	0,005	Significant
3	SL → OCB	3,910	0,000	Significant
4	C → OCB	1,582	0,114	Not significant
5	C → OCB	2,765	0,006	Significant
6	SL → JS → OCB	2,652	0,008	Significant
7	C → JS → OCB	1,775	0,076	Not significant

Source: *Primary data processed (2024)*

From table it can be concluded that the influence of servant leadership on organizational citizenship behavior can be said to be significant as seen from the results of the T-statistic of 3.910 and P-values of 0.000. Servant leadership on job satisfaction can be said to be significant seen from the T-statistics of 5.478 and P-values of 0.000. Compensation for organizational citizenship behavior can be

said to be insignificant seen from the results of the T-statistic of 1.582 and P-values of 0.114. Compensation for job satisfaction can be said to be significant seen from the results of the T-statistic of 2.789 and P-values of 0.005.

Servant leadership has a significant effect on organizational citizenship behavior with job satisfaction as a mediating variable seen from the T-statistic value of 2.652 and P-values 0.008 and compensation has no effect on organizational citizenship behavior with job satisfaction as a mediating variable seen from the T-statistic value of 1.775 and P- values 0.076.

Based on the test results, servant leadership has a significant effect on job satisfaction as seen in the T-statistics value of $5,478 > 1.96$ and the P-values of $0.000 < 0.05$. Thus it can be stated that H1 is accepted. So it can be concluded that servant leadership has a significant effect on job satisfaction. Based on the test results, the construct variable compensation for job satisfaction has a T-statistic value of $2,789 > 1.96$ and a P-value of $0.005 < 0.05$. Thus it can be stated that H2 is accepted, so it can be concluded that compensation has a significant effect on job satisfaction.

Servant leadership on organizational citizenship behavior has a significant effect, which can be seen in the T-statistics value of $3,910 > 1.96$ and the P-values of $0.000 < 0.05$. Thus it can be stated that H3 is accepted. So it can be concluded that servant leadership has a significant effect on organizational citizenship behavior. Based on the test results, the compensation variable for organizational citizenship behavior has a T-statistic value of $1.582 < 1.96$ and a P-value of $0.114 > 0.05$. Thus it can be stated that H4 is rejected, so it can be concluded that compensation has no significant effect on organizational citizenship behavior.

The variable job satisfaction on organizational citizenship behavior has a significant effect, which can be seen in the T-statistic value of $2,765 > 1.96$ and P-values of $0.006 < 0.05$. Thus it can be stated that H5 is accepted, so it can be concluded that job satisfaction has a significant effect on organizational citizenship behavior. Based on the test results, the servant leadership variable on organizational citizenship behavior with job satisfaction as a mediating variable has a T-statistic value of $2,652 > 1.96$ and a P-value of $0.008 < 0.05$. Thus it can be stated that H6 is accepted, so it can be concluded that servant leadership has a significant effect on organizational citizenship behavior with job satisfaction as a mediating variable.

The compensation construct variable for organizational citizenship behavior with job satisfaction as a mediating variable has a T-statistic value of $1.775 < 1.96$ and a P-value of $0.076 > 0.05$. Thus it can be stated that H7 is rejected, so it can be concluded that compensation has no significant effect on organizational citizenship behavior with job satisfaction as a mediating variable.

DISCUSSION

Servant leadership has a significant effect on job satisfaction, thus the hypothesis in this research is accepted. The results of this research can strengthen the findings of previous research conducted by (Fatril *et al.*, 2022); (Puspasari, 2023) which states that servant leadership has a significant effect on job satisfaction. Having a good servant leadership role can increase job satisfaction. These findings interpret that the good and bad of servant leadership will contribute to increasing an employee's job satisfaction. This certainly affects employee job satisfaction. This means that leaders who have a

servant leadership spirit will certainly increase job satisfaction for their employees.

Compensation has a significant effect on job satisfaction, thus the hypothesis in this research is accepted. The results of this research can strengthen the findings of previous research conducted by (Utami et al., 2022); (Fadila et al., 2023) which state that compensation has a significant effect on job satisfaction. The existence of compensation is a variable that can increase job satisfaction. The results of this research show that high compensation can have an impact on employee job satisfaction, and that employees have demonstrated a sense of their needs being met by the compensation they receive. So, these results indicate that compensation has a significant effect on job satisfaction.

Based on the results of hypothesis testing that servant leadership has a significant effect on organizational citizenship behavior, thus the hypothesis in this study is accepted. The results of this research strengthen the findings of previous research, which was conducted by (Fatril et al., 2022); (Kumari et al., 2022); (Gunawarman & Priyono, 2022); (Kristianti et al., 2021) which states that servant leadership has a significant effect on organizational citizenship behavior. These findings show that leaders have encouraged their employees to be active in carrying out their work and helping each other between employees. This shows that employees already feel that the role of servant leadership in leadership has an impact on employee OCB. These results indicate that servant leadership has a significant effect on organizational citizenship behavior.

This research was found that compensation had no significant effect on organizational citizenship behavior, thus the hypothesis in this study was rejected. Thus, the results of this study strengthen the findings of previous research, which was conducted by (Utami et al., 2022) showing that compensation does not have a significant effect on organizational citizenship behavior. This means that the level of compensation will not have an influence on the level of individual OCB behavior. These findings support the results of research conducted by The results of these findings are in accordance with the OCB theory which states Organ (1988) that OCB is individual behavior that is free and is not recognized by the formal reward system. So, because it is free, making compensation is not a factor that influences OCB behavior. The size of compensation has no influence on employee OCB behavior. The theory expressed Organ (1988) is very relevant to the results of this research, that OCB is formed voluntarily in excess of its main obligations and is not related to compensation. These results indicate that compensation has no significant effect on organizational citizenship behavior.

Hypothesis testing carried out shows that job satisfaction has a significant effect on organizational citizenship behavior, thus the hypothesis in this research is accepted. Thus, this research strengthens the findings of previous research, which was conducted by (Fatril et al., 2022); (Utami et al., 2022); (Wicaksono & Gazali, 2021) found that job satisfaction has a significant effect on OCB. This means that when employee job satisfaction increases and they feel satisfied, it will increase employee OCB behavior at work. This empirical evidence shows that higher job satisfaction will result in higher employee OCB behavior. The findings of this research are relevant to what was stated (Robbins & Judge, 2019) that "job satisfaction is the main thing in determining organizational citizenship behavior, it is said that job satisfaction is correlated with OCB. Individuals who are more satisfied with their work will more easily engage in OCB behavior. Individuals with high job satisfaction will contribute maximally to achieving the Company's targets. These results indicate that job satisfaction has a

significant effect on employee organizational citizenship behavior.

Servant leadership has a significant effect on organizational citizenship behavior with job satisfaction as a mediating variable, thus the hypothesis in this study is accepted. Thus, the results of this research strengthen the findings of previous research, which was conducted by (Fatril *et al.*, 2022); (Puspasari, 2023) that Servant Leadership has a positive and significant effect on OCB through job satisfaction. These results interpret that job satisfaction is *full mediation* because Servant Leadership must go through job satisfaction in influencing OCB behavior. The self-confidence that is built can make a positive contribution voluntarily. This is in line with what was stated Luthans (2011), supervision is a fairly important source of job satisfaction, this is measured by the extent to which superiors take a personal interest and care about employees. Servant leadership behavior that is implemented by leaders will fulfill employee job satisfaction because employees feel cared for and their relationship with superiors is well maintained. So, this will have an impact on increasing employee OCB, because job satisfaction is fulfilled due to leaders serving their subordinates.

Based on the results of hypothesis testing, it was found that compensation had no significant effect on OCB through job satisfaction, thus the hypothesis in this study was rejected. From the results of direct influence testing, it was also found that compensation does not have a significant effect on employee OCB. This means that it directly shows that compensation is not a variable that shapes and impacts OCB behavior. This finding contradicts the research results Utami *et al.*, (2022) which show that job satisfaction can provide mediation between compensation variables and OCB. These findings show that high or low compensation does not have an impact on OCB, even through job satisfaction indirectly. The results of the hypothesis show that there is a direct effect of compensation to OCB is not significant, just as the effect of compensation on OCB with job satisfaction as a mediating variable does not have a significant effect. These results indicate that job satisfaction is not a mediator between compensation and employee OCB.

CONCLUSION

Servant Leadership has a significant effect on Job Satisfaction. This means that the higher the level of servant leadership carried out by the leader, the greater the job satisfaction of employees. Compensation has a significant effect on Job Satisfaction. This means the higher the compensation given, the more job satisfaction the employee can increase. Servant Leadership influences Organizational Citizenship Behavior (OCB). This means that the higher the servant leadership carried out by the leader, the higher the OCB behavior among employees. Compensation does not have a significant effect on Organizational Citizenship Behavior (OCB). Which means that the high compensation given may not necessarily increase OCB behavior in employees. Job Satisfaction has a significant effect on Organizational Citizenship Behavior (OCB). Where if employee job satisfaction is high, it can increase OCB behavior in employees. Servant Leadership has a significant effect on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a mediating variable. This means that if servant leadership is higher, job satisfaction will be higher and this will have an impact on employee OCB behavior. Compensation does not have a significant effect on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a mediating variable. This means that the high compensation given may not necessarily increase employee job satisfaction or increase employee OCB behavior.

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