

## THE IMPACT OF *SERVANT LEADERSHIP* ON *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* (OCB) MEDIATED BY *SATISFACTION WORK* ON EMPLOYEES OF THE PALM OIL RESEARCH CENTER

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**Abstract:** This study is a causal study with a quantitative approach. This study was conducted at the Medan Palm Oil Research Center (PPKS) with a population that became a saturated sample of 150 employees at the Medan City Palm Oil Research Center. The results of this study indicate that *servant leadership* has a positive and significant influence on OCB in employees of the Palm Oil Research Center. *Servant leadership* has a positive and significant influence on job satisfaction in employees of the Palm Oil Research Center. Job satisfaction does not affect OCB in employees of the Palm Oil Research Center. And *servant leadership* does not affect OCB through job satisfaction of employees at the Palm Oil Research Center.  
**Keywords:** *Servant Leadership* , *Job Satisfaction*, *Organizational Citizenship Behavior*  
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### INTRODUCTION

The existence of employees in an organization is the heart and even the pulse that is always considered by all managers or top leaders. An organization that pays attention to the condition of its employees is an organization that professionally understands how to manage and value human resources. According to (Gorde, 2022) that employees are the brain or an important key in achieving organizational goals so it is only natural that every leader must be able to understand employees who work well or not. If the leader cannot distinguish good employees then it is a big mistake for the organization to ignore this. As human resources, they provide added value and benefits through their work. Without full support from employees, the company will not grow.

The advantages of a company that pays attention to human resources are professional companies because the company properly monitors the increase in co-worker productivity, manager productivity and saves human resources (Kusumajati, 2014) . The concept of a company that values employees is better known as *Organizational Citizenship Behavior* (OCB), which means a behavior in the workplace that is in accordance with personal assessments that exceed a person's basic job requirements or an employee who works beyond the standards of other employees supported by his own behavior (Al, 2022) .

The Palm Oil Research Center (PPKS) is a branch or work unit of PT Riset Perkebunan Nusantara which is a subsidiary of Holding PTPN IV which focuses on

research and development of palm oil plantations, PPKS plays an important role in supporting the palm oil industry through research and innovation. To achieve this goal, the Palm Oil Research Center (PPKS) requires employees who behave well in facilitating management in achieving success, improving research quality, and providing a positive impact on the industry and the environment. Therefore, it is very reasonable if the Palm Oil Research Center (PPKS) must be supported by employees who have high work participation so that it will have an impact on work results.

*Organizational Citizenship Behavior* (OCB) in general can be influenced by various independent variables such as servant leadership, as according to (Marshanda Meiva, 2024) there is a positive relationship between Servant Leadership and Organizational Citizenship Behavior (OCB) in employees, he added the natural feeling of someone who first wants to serve, then lead. Therefore, servant leaders focus on building values that must be followed by their followers to bind their will with the will of the servant leader. For this to be effective, the targets and values of the servant leader must be related to the dreams and ideals of their followers.

Factors that influence *Organizational Citizenship Behavior* (OCB) in Human Resource Management research are quite varied, one of which is the variable of job satisfaction. According to (Lestari et al., 2018) ; (Fadillah & Nugrohoseno, 2024) that OCB has a significant positive effect on both job satisfaction and employee performance, this means that employees who work in the company are aware of their job descriptions or employee behavior in the organization spontaneously with colleagues helping each other in the company including their contributions. As a phenomenon that occurs at the Palm Oil Research Center (PPKS), especially the problem of balance between employees who respect and do not respect coworkers. From observations in the field, the level of participation in company meetings is low at 37.78 % of employees who always participate. This shows that most employees may feel uninvolved or less motivated to participate in discussions and meetings that are important for the progress of the company.

If job satisfaction is absent in a company, employees will feel unhappy and less motivated. They may feel unappreciated or unrecognized for their hard work. This can make them less enthusiastic in carrying out their daily tasks, and ultimately good organizational contribution (OCB) decreases. The work atmosphere can also be tense and unpleasant because many employees feel dissatisfied. In addition, lack of job satisfaction can lead to a decrease in supportive behavior (OCB) from employees. Dissatisfied employees tend to look for jobs elsewhere that offer a better work environment. This is detrimental to the company because it has to spend time and resources to rebuild a positive and supportive work culture, which is an important aspect in achieving optimal organizational performance.

Based on the explanation of the problems in the company from the results of the pre-survey obtained, the author is interested and wants to conduct further research with the title: " The Impact of *Servant Leadership* on OCB Mediated by Job Satisfaction on Employees of the Medan Palm Oil Research Center (PPKS).

## LITERATURE REVIEW

### *Servant Leadership*

Definition according to (Malingumu et al., 2016) namely servant leadership and aimed at fostering long-term long-term relationships with employees and focusing on recognizing the needs, goals, and abilities of employees to enable them to grow in the

best way in the organization and the best in the organization and their careers. According to (Eva et al., 2019) servant leadership is a holistic leadership approach that involves followers in various dimensions (eg, relational, ethical, emotional, spiritual), so that they are empowered to grow into themselves capable of becoming what they want to be. The following are indicators of *servant leadership* in the company (Dennis & Dennis, 2019) , namely: moral love, humility, *altruism* , trust, empowerment and service.

### Job Satisfaction

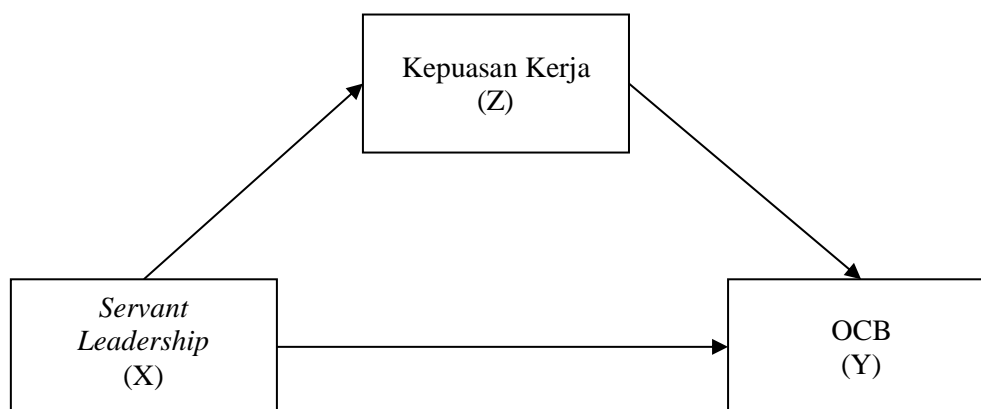
Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors (Dharma & Hady, 2023) . According to (Prilatama & Churiyah, 2023) the existence of job satisfaction is a positive attitude based on the results of an evaluation of what is expected to be obtained through efforts made in carrying out a job with the results or rewards received. Job satisfaction is a person's feeling of being happy or unhappy about the work being done. Indicators used to measure employee job satisfaction in the company (Bagus et al., 2022) are: salary, the job itself, coworkers, supervision and job promotion.

### Organizational Citizenship Behavior

Definition of *Organizational Citizenship Behavior* (OCB) as individual behavior that is free, not directly or explicitly related to the *reward system* and can improve the effective functioning of the organization (Jan, 2023) . According to (Nelwan et al., 2024) it can be said that OCB can contribute to organizational effectiveness by improving coworkers, managerial productivity, the organization's ability to adapt to environmental changes, and strengthening work group coordination within the organization. These contributions are in the form of increasing coworker productivity, increasing manager productivity, and saving resources owned by management and the organization as a whole. The following are indicators to measure OCB in a company (Chintya Ones Charli, 2022) , including: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

### Conceptual Framework

Based on the explanation of the theoretical description and explanation of the relationship between the independent variable ( *servant leadership* ) and the dependent variable (OCB) mediated by job satisfaction above, the following is a conceptual framework of the research conducted, namely:



Source: Processed data, 2024

**Figure 1. Conceptual Framework 1**

### Research Hypothesis

Hypothesis according to Sugiyono (2019:99), is a temporary answer to the formulation of research problems and is based on empirical facts obtained through data collection. The research hypotheses that can be submitted are:

- H<sub>1</sub>: *Servant leadership* has an effect on OCB of employees at the Palm Oil Research Center.
- H<sub>2</sub>: *Servant leadership* has an effect on job satisfaction of employees at the Palm Oil Research Center.
- H<sub>3</sub>: Job satisfaction has an effect on OCB of employees at the Palm Oil Research Center.
- H<sub>4</sub>: Job satisfaction mediates the influence of *servant leadership* on OCB in employees of the Palm Oil Research Center.

### RESEARCH METHODS

The research used is research causal with a quantitative approach. Sudaryono (2017), causal research is research conducted to test and determine the extent of the cause and effect between one variable and another. The study was conducted to determine how the relationship between the independent variables consisting of *servant leadership* to the dependent variable, namely OCB, which is intervened by job satisfaction. The population of this study is the total number of employees at PPKS Medan, which is around 150 employees and the determination of the sample using a census is a census sample where all populations are sampled so that the number of samples is 150 respondents. In this study, the data source uses primary data. This study describes data analysis using *smart PLS software*, which is run with computer media, PLS ( *Partial Least Square* ) is a structural equation analysis (SEM) based on variants that can simultaneously test measurement models and test Structural models.

### RESULTS AND DISCUSSION

#### Description of Respondent Characteristics

Of the 150 questionnaires that could be processed, a detailed overview of the respondents is shown in the following table:

**Table 1. Respondent Characteristics**

No	Criteria	Amount	Percentage (%)
1	Age		
	< 25 Years	15	10.00%
	25-35 Years	53	35.33%
	36-45 Years	46	30.67%
	46-55 Years	28	18.67%
	> 55 Years	8	5.33%
	<b>Total</b>	<b>150</b>	<b>100%</b>
2	Gender:		
	Man	86	57.33%
	Woman	64	42.67%
	<b>Total</b>	<b>150</b>	<b>100%</b>

3	Education:		
	High School	32	21.33%
	D3	45	30.00%
	S1	59	39.33%
	≥ S2	14	9.33%
	<b>Total</b>	<b>150</b>	<b>100%</b>
4	Years of service:		
	< 5 years	47	31.33%
	5-10 years	67	44.67%
	> 10 years	36	24.00%
	<b>Total</b>	<b>150</b>	<b>100%</b>

Source: Processed data, 2024

Based on the table above, seen from the age of the respondents, generally respondents aged between 25-35 years as many as 53 people (35.33%), followed by respondents aged 36-45 years as many as 46 people (30.67%). Respondents aged under 25 years only numbered 15 people (10.00 % ), aged 46-55 years as many as 28 people (18.67%), and over 55 years as many as 8 people (5.33%). This shows that the majority of respondents are in the productive age range , namely 25-35 years. Seen from gender, male respondents numbered 86 people (57.33 % ), while female respondents numbered 64 people (42.67%). This means that the majority of respondents in this study were men. Based on education level, the majority of respondents had a bachelor's degree as many as 59 people (39.33 % ). Respondents with D3 education numbered 45 people ( 30.00 % ), high school education numbered 32 people (21.33%), and S2 education or higher numbered 14 people (9.33%). This shows that the majority of respondents have a bachelor's degree (S1), which indicates that respondents have adequate competence to understand and answer questions in the questionnaire. In terms of work period, most respondents have a work period of between 5-10 years as many as 67 people (44.67%), followed by respondents with a work period of less than 5 years as many as 47 people (31.33%). Meanwhile, respondents who have a work period of more than 10 years numbered 36 people (24.00 % ) .

### Inner Model Analysis Results

The determination coefficient test ( $R^2$ ) is conducted to determine and predict how much or how important the influence given by the independent variables together is on the dependent variable. The determination coefficient value is between 0 and 1. If the value is close to 1, it means that the independent variables provide almost all the information needed to predict the dependent variable. The results of the determination coefficient in this study can be seen in the following table.

**Table 2. R-Square Value Results**

	<i>R Square Adjusted</i>
<b>Job satisfaction</b>	0.186
<b>OCB</b>	0.252

Source: Processed data, 2024

The presentation of data in the table above shows that the *R-Square value* obtained in this research model on job satisfaction is 0.191 . The acquisition of this value explains that the percentage of job satisfaction can be explained by *servant leadership* is 19.1 % . While the rest is explained by other variables not used in this study.

**Hypothesis Testing**

Hypothesis testing in this study was conducted by looking at the *P-Values* of each independent variable against the dependent variable. The research hypothesis can be declared accepted if the *P-Values* <0.05. The following are the results of the hypothesis test obtained in this study.

**Table 3. Hypothesis Testing Results**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
<i>Servant Leadership</i> -> OCB	0.403	4,167	0,000
<i>Servant Leadership</i> -> Job Satisfaction	0.437	5,789	0,000
Job Satisfaction -> OCB	0.186	1,745	0.082
<i>Servant Leadership</i> -> Job Satisfaction -> OCB	0.081	1,612	0.108

Source: Processed data, 2024

**Discussion**

**H 1 : The Influence of *Servant Leadership* on *Organizational Citizenship Behavior*.**

The first hypothesis in this study states that *Servant Leadership* has an effect on *Organizational Citizenship Behavior* (OCB) in employees of the Palm Oil Research Center. In accordance with the test results in this study, it was found that *Servant Leadership* was proven to have a positive and significant effect on OCB, with a P Value of 0.000 which is smaller than 0.05. Therefore, the first hypothesis is accepted. The results of this study are in line with (Marshanda Meiva, 2024) there is a positive relationship between *Servant Leadership* and *Organizational Citizenship Behavior* (OCB) in employees. Theoretically, leaders in a company are individuals who are given the authority and power to be able to manage assets and lead the company so that it can progress and develop to achieve the company's main goals. Thus, with a good and humble attitude and behavior of leaders when communicating with their subordinates by showing an attitude of respect and respect, this can provide a positive example and role model for all employees and in the eyes of employees that superiors can be positive role models for each employee in the company.

**H 2 : The influence of *Servant Leadership* on Job Satisfaction**

The second hypothesis in this study states that *Servant Leadership* has an effect on Job Satisfaction of employees of the Palm Oil Research Center. Based on the test results, it was found that *Servant Leadership* has a positive and significant effect on Job Satisfaction, with a P Value of 0.000 which is smaller than 0.05. Thus, the second hypothesis can be accepted. The results of this study are in accordance with (Eke et al., 2024) that servant leadership on job satisfaction. Theoretically, the existence of a leader in a company also determines an important role for the company in achieving its main goals. Therefore, a leader who wants to succeed in advancing the company needs to get



support from all his employees because the success of the company cannot be separated from the support of all employees to participate in achieving the company's goals for the common good. Thus, it can be said that a leader who can provide job satisfaction is expected by most employees who have worked for a long time in the company.

### **H 3 : The Influence of Job Satisfaction on *Organizational Citizenship Behavior***

The third hypothesis states that Job Satisfaction has an effect on OCB in employees of the Palm Oil Research Center. However, the test results show that the P Value is 0.082, which is greater than 0.05 . This indicates that Job Satisfaction does not have a significant effect on OCB. Therefore, the third hypothesis is rejected. The results of the study are not in line with (Robithoh, 2023) that job satisfaction had no significant effect on employee performance and OCB. Theoretically, job satisfaction shows how workers feel about their positions. Someone who is satisfied with their job will have a high obligation to their job. In other words, the satisfaction felt can reduce the urge to go further such as OCB. The results obtained in this study are in line with the results of research conducted by Maulidia, et.al. (2023) which shows that job satisfaction does not have a significant effect on *Organizational Citizenship Behavior* (OCB). These results illustrate that employees who are satisfied with their jobs do not necessarily automatically show OCB. Likewise, the results of research conducted by Sudarmo & Wibowo (2018) and Saraswati (2017) found that job satisfaction did not have a significant effect on *Organizational Citizenship Behavior*.

### **H 4 : Job Satisfaction in Mediating the Influence of *Servant Leadership* on OCB**

The fourth hypothesis states that *Servant Leadership* has a significant influence on OCB through *Job Satisfaction*. on employees of the Palm Oil Research Center . Based on the results of the mediation test, the P Value obtained was 0.108 which is greater than 0.05 indicating that *Job Satisfaction* does not significantly mediate the effect of *Servant Leadership* on OCB. Therefore, the fourth hypothesis is also rejected. The results of this study are not in line with (Puspasari, 2023) . However, the results in this study indicate that *job satisfaction* is unable to mediate the effect of *Servant Leadership* on OCB. Theoretically, this means that although *Servant Leadership* has a significant direct impact on OCB, the increase in Job Satisfaction resulting from *Servant Leadership* is not strong enough to explain the relationship indirectly through the mediation mechanism. In the mediation effect, the role of Job Satisfaction as a mediator means that *Servant Leadership* is expected to increase Job Satisfaction, which will encourage OCB behavior.

## **CONCLUSIONS AND SUGGESTIONS**

The conclusion of this study is that *Servant Leadership* has an influence on *Organizational Citizenship Behavior* (OCB) of employees at the Palm Oil Research Center, that *Servant Leadership* has a positive and significant influence on Job Satisfaction, that Job Satisfaction does not have a significant influence on OCB and that *Job Satisfaction* does not significantly mediate the influence of *Servant Leadership* on OCB. The suggestion from this study in the future is to focus on developing indicators of servant leadership and job satisfaction by selecting broad research subjects so that *Organizational Citizenship Behavior* (OCB) can develop.

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