

THE EFFECT OF SERVANT LEADERSHIP, ORGANIZATIONAL CULTURE AND COMPENSATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) OF TRANSPORTATION SERVICE EMPLOYEES OF BARITO KUALA REGENCY IN MARABAHAN

Muhammad Abduh¹, Rediyono²

^{1,2}Sekolah Tinggi Ilmu Ekonomi Pancasetia Banjarmasin

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ABSTRACT

Keywords:

Servant Leadership , Organizational Culture, Compensation, Organizational Citizenship Behavior

This study aims to determine and analyze the influence of Servant Leadership , Organizational Culture and Compensation simultaneously on Organizational Citizenship Behavior (OCB) of Employees of the Barito Kuala Regency Transportation Agency in Marabahan. To determine and analyze the influence of Servant Leadership , Organizational Culture and Compensation partially on Organizational Citizenship Behavior (OCB) of Employees of the Barito Kuala Regency Transportation Agency in Marabahan. To determine the variables of Servant Leadership , Organizational Culture and Compensation that have a dominant influence on Organizational Citizenship Behavior (OCB) of Employees of the Barito Kuala Regency Transportation Agency in Marabahan. The data analysis method uses a quantitative method , this type of research is included in the type of explanatory research, science can be classified as a type of causal research, namely research that wants to find an explanation in the form of a cause-effect relationship between several concepts or several variables. The results of the study show that Servant Leadership has a partial significant effect on the Organizational Citizenship Behavior (OCB) variable. Culture Organization partially has a significant influence on the Organizational Citizenship Behavior variable (OCB). Compensation partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable. Servant Leadership , Organizational Culture and Compensation have a significant effect simultaneously on the Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Agency in Marabahan. Variables that have an effect dominant towards Organizational Citizenship Behavior (OCB) is variable Servant Leadership. This means that the better the implementation of servant leadership in the organization by the leaders, the better the tendency for the implementation of organizational citizenship behavior by employees.

E-mail:

abduh48@gmail.com,
rediyono@stiepancasetia.ac.id

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1. INTRODUCTION

Employees are one of the resources that play a more important and active role in an organization, through employees the organization can realize all plans that have been prepared until the organization's goals can be achieved. Every organization that wants to develop and survive in tight competition, is required to make a change in order to maintain the continuity and progress of the organization in the future. Human resources are a very crucial factor in creating benefits that are difficult to imitate by rivals and other organizations (Erkutlu, 2011, p. 533).

Therefore, managing the organization's human resources needs to pay attention to things that can maintain and preserve their behaviors so that they can contribute to achieving organizational goals. Organizations really need to pay attention to employee behavior in the workplace. When employees do something beyond what they should do in the workplace, and do it voluntarily with the aim of supporting the improvement of the effectiveness and survival of the organization, then this behavior is called organizational citizenship behavior or better known as Organizational Citizenship Behavior (OCB). One of the factors that influence Organizational Citizenship Behavior (OCB) is leadership. Leadership that can

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help followers to be able to give meaning to life in their work and life. Kelleher (2002) also stated clearly and firmly that a good leader is the best servant. This leadership approach is called servant leadership.

Servant leadership has become a leadership theory that shows moral values, ethics and focuses on development, community building, authentic leadership, and shared leadership (Graham, 1991, Sauser, 2005, Laub, 2003, Sendjaya, Saros & Santora, 2008, in Vondey 2011). According to Greenleaf (in Vondey, 2011) the best indicator in servant leadership is when followers are happy to make themselves servants. But if asked what kind of service can be done by followers in the organization, while in organizational behavior a voluntary behavior that provides benefits to all members of the organization is called *organizational citizenship behavior* (OCB). This shows that the behavior of *servant leaders* will create OCB behavior from followers.

In addition to *Servant leadership*, factors that influence *organizational citizenship behavior* (OCB) are organizational culture. Schein (1985) defines organizational culture as a pattern of basic assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. While Brown (1998) as quoted by Kenneth et al., (2007) defines organizational culture as a pattern of beliefs, values, and ways of learning to deal with experiences that have been developed throughout the history of the organization that manifest in the arrangement of material and organizational behavior. Several research results were conducted by researchers related to organizational culture variables on OCB, as follows: Research conducted by Yohanes Robert Pratama Husodo, 2018 and Dea Satya, Putra Heru Susilo, Edlyn Khurotul Aini, 2018 with the results of research on organizational culture influencing Organizational Citizenship Behavior (OCB).

The next factor that influences *Organizational Citizenship Behavior* (OCB) is Compensation. According to Sutrisno (2014:183) compensation is all rewards received by an employee from his company as a result of the services or energy he has provided to the company. Compensation includes direct cash payments, indirect rewards in the form of benefits and services, and incentives to motivate employees to have a higher level of productivity and this is a very determining component in the employment relationship (Tan and Taragan, 2017). According to Fitrianasari et al., (2010), there are factors that support the creation of OCB, namely compensation. Furthermore, they found that this relationship has a positive direction where the higher the compensation received, the stronger the employee's Organizational Citizenship Behavior (OCB).

This research was conducted at the Barito Kuala Regency Transportation Agency in Marabahan, based on observations and initial interviews, employees of the Barito Kuala Regency Transportation Agency in Marabahan revealed phenomena that occurred at the Barito Kuala Regency Transportation Agency in Marabahan, for example there are still employees who talk unimportantly (gossiping or talking outside of work), more active on social media, doing activities outside of work, often coming in and out during working hours. And from the results of the interview, employees said that they often found their coworkers who seemed indifferent or did not care about the work of other coworkers even though they were in the same field of work as them.

Their co-workers prefer to do their own work rather than helping other employees. In addition, employees feel unfairly treated by their co-workers, especially when they have to work as a team. For example, a team consists of five employees, but only 3-4 employees work on the team's work, while the team's work is a shared responsibility. Another thing is that there is competition between employees of the Barito Kuala Regency Transportation Service in Marabahan, such as competition to achieve a position or to achieve a certain position in an unhealthy way. Examples of such behavior, if not considered, can be triggers that can cause ineffectiveness in the Barito Kuala Regency Transportation Service in Marabahan.

Based on the description, the researcher is interested in conducting a study entitled, *The Influence of Servant Leadership, Organizational Culture and Compensation on Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan. Based on the background of the problem. The formulation of the problem in this study is as follows:

1. Do *Servant Leadership*, Organizational Culture and Compensation have a simultaneous effect on *the Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan?
2. Do *Servant Leadership*, Organizational Culture and Compensation have a partial effect on *the Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan?

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3. Among the variables of *Servant Leadership* , Organizational Culture and Compensation, which one has the dominant influence on *the Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan?

Based on the formulation of the problem, the objectives of this study are as follows:

1. To find out and analyze the influence of *Servant Leadership* , Organizational Culture and Compensation simultaneously on *the Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan.
2. To find out and analyze the influence of *Servant Leadership* , Organizational Culture and Compensation partially on *the Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan.
3. To find out the variables of *Servant Leadership* , Organizational Culture and Compensation which have a dominant influence on *the Organizational Citizenship Behavior* (OCB) of Employees of the Barito Kuala Regency Transportation Service in Marabahan.

Literature Review

Servant Leadership (X1)

Servant leadership. According to Spears (2002:255) said that a servant leader is a leader who prioritizes service, starting with a person's natural feeling of wanting to serve and to prioritize service. Furthermore, consciously, this choice brings aspirations and encouragement in leading others. Servant leaders will eventually develop the attitudes of individuals around them with the hope of having the same attitude to serve well. The dimensions or indicators of Servant Leadership use (Jacobs, GA, 2006 in Kartikarini 2015: 44):

1. Love
2. Empowerment
3. Vision
4. Modesty
5. Trust

Organizational Culture (X 2)

Schein (1985) defines organizational culture as a pattern of basic assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. While Brown (1998) as quoted by Kenneth et al., (2007) defines organizational culture as a pattern of beliefs, values, and ways of learning to deal with experiences that have been developed throughout the history of the organization that manifest in the material and behavioral arrangements of the organization. Dimensions of Organizational Culture. The study of organizational culture that there are four integrative principles regarding the reciprocal relationship between organizational culture and organizational work effectiveness. These four principles are named the four main cultural traits concerning involvement , consistency, adaptability , and *mission*.

- a. Involvement
Involvement is a key factor in organizational culture. High involvement of organizational members affects organizational performance, especially regarding management, organizational strategy, organizational structure, transaction costs and so on. Involvement Every worker prioritizes work over personal/group interests.
- b. Consistency
Consistency concerns beliefs, values, symbols and regulations that have an influence on organizational performance, especially regarding methods of doing business, employee behavior and other business actions. Consistency theory says that shared meaning has a positive impact because members of the organization work based on a shared framework of values and beliefs that form the basis for their communication, Consistency with the Company where they work appreciates every individual who is responsible for expressing their ideas for the progress of the organization/company, so that when given a task they try to complete it on time
- c. Adaptability
There are three aspects of adaptability that have an impact on organizational effectiveness, namely the ability to recognize and react to the external environment, the ability to react to the internal environment, and the ability to react to internal and external customers. Such a culture is called an adaptive culture that helps organizations with changing environments by enabling them to identify and exploit new opportunities.
- d. Mission (*Mission*)

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Mission realization has two major influences on organizational function. The company will explain the organization's goals to employees to help achieve the company's vision/organization in order to improve the company's performance. The company where you work encourages organizational units to work in a coordinated manner to improve the quality of work produced.

Compensation (X 3)

According to (Hasibuan, 2010: 118), compensation is all income in the form of money, goods directly or indirectly received by employees as compensation for services provided to the company. The compensation indicators put forward by Husein Umar (2007: 16) are:

1. Wages
Benefits given by employers to employees, which are received regularly and regularly every month, even if they do not come to work, will still receive their salary in full.
2. Incentive
Awards or rewards given to motivate workers to have high work productivity, are not permanent or occur at any time.
3. Wages
Payments given to employees based on the number of hours worked.
4. Premium
A premium is something given as a gift or donation or something paid extra as an inducement or designer or something additional payment on top of the normal payment.
5. Treatment
Treatment in compensation is the provision of services in dealing with risks associated with employee health.
6. Insurance
Insurance is a form of risk management for losses, loss of benefits and legal liability to third parties arising from uncertain events.

Organizational Citizenship Behavior (OCB) (Y)

The Organizational Citizenship Behavior (OCB) variables in question in this study, namely as a series of behaviors employees who exceed the requirements of their job role they do. In this study, the author uses the *Organizational dimension Citizenship Behavior (OCB)* proposed (Podsakoff, Mackenzie, Paine, & Bachrach, 2000) as an indicator to measure *Organizational Citizenship Behavior (OCB)*. Indicators This consists of 7 items, namely:

1. Helping behavior
2. Sportsmanship
3. Organizational loyalty
4. Organizational compliance
5. Individual initiative
6. Civic virtue
7. Self development

2. METHOD

Types of research

This type of research is included in the type of explanatory research, science can be classified as a type of causal research, namely research that seeks to find an explanation in the form of a cause-effect relationship *between* several concepts or several variables or several strategies developed in management and is directed to describe the existence of cause and effect between several situations described in the variables, and on that basis a general conclusion is drawn.

Data Analysis Techniques

Result data questionnaire from Respondent will analyzed use technique multiple linear regression. In addition, the reason for choosing to use the engineering method multiple linear regression This is adjusted to the research objectives. The multiple linear regression model is a model used to analyze the influence of various independent variables on one dependent variable.

3. RESEARCH RESULT

F-Test

The F statistical test is intended to test whether the independent variables X1, X2 and X3 simultaneously have an influence on the dependent variable Y. The results of the significance value of the test (Sig.F) are as follows:

Table 1 F-Test Results

Model	F	Sig.
1 Regression	41.586	.000 ^b
Residual		
Total		

Source: Data Processed by Researchers (2021)

From the Anova test or F test, the Sig. F value is obtained smaller than α ($0.000 < 0.05$) so the regression model can be used to determine the joint influence on Organizational Citizenship Behavior (OCB).

t-test

This t-test aims to determine whether or not there is a partial influence of X1, X2 and X3 on pY. Decision making is done based on the comparison of the calculated t value of each coefficient with the t table, with a significance level of 5%. If the calculated $t < t$ table then H_0 is accepted, this means that the independent variable does not affect the value of the dependent variable. While if the calculated $t > t$ table then H_0 is rejected and accepts H_a , this means that the independent variable affects the dependent variable.

Table 2 t-Test Results

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	0.566	2.354
	SERVANT LEADERSHIP	0.570	.144
	ORGANIZATIONAL CULTURE	0.480	.177
	COMPENSATION	0.352	.098

Source: Processed Primary Data (2021)

Regression Equation

$$Y = 0.566 + 0.570 X1 + 0.480 X2 + - 0.352 X3 + e$$

Where

1. The regression coefficient value of the Servant Leadership variable (X1) 0.570 is positive, which means that there is a unidirectional relationship between Servant Leadership and the Organizational Citizenship Behavior (OCB) variable. This means that if the Servant Leadership variable increases, then the Organizational Citizenship Behavior (OCB) will also increase.
2. Regression coefficient value of Culture variable Organization (X2) 0.480 is positive, which means that there is a unidirectional relationship between the Culture variables. Organization and Organizational Citizenship Behavior (OCB) variables. This means that if the Culture variable Organization increases, then Organizational Citizenship Behavior (OCB) will also increase
3. The regression coefficient value of the Compensation variable (X3) 0.352 is negative, which means that there is an inverse relationship between the Compensation variable and the Organizational Citizenship Behavior (OCB) variable. This means that if the Compensation variable increases, then Organizational Citizenship Behavior (OCB) will also decrease.

In this study, the t-table was 1.67591. Based on the results of the t-test listed in the table above, it can be seen that:

1. The variable X1 Servant Leadership obtained a sig. value = 0.000 (Sig. Value > 0.05) and also had a t-count value of 3.969 which was greater than the t-table value, thus it can be seen that the Servant Leadership variable partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable.
2. Variable X 2 Culture Organization obtained sig. value = 0.0 09 (Sig. Value < 0.05) and also has a t-count value of 2,712 which is greater than the t-table value, thus it can be seen that the Culture variable Organization partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable.

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3. Variable X 3 Compensation obtained sig. value = 0.0 01 (Sig. Value < 0.05) and also has a t-count value of 3.596 greater than the t-table value, thus the Compensation variable can be identified partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable.

Discussion

Servant Leadership , Organizational Culture and Compensation have a significant partial influence on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan

1. *Servant Leadership* has a significant partial influence on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan
Servant Leadership obtained a sig. value = 0.000 (Sig. Value > 0.05) and also has a t-count value of 3.969 which is greater than the t-table value, thus it can be seen that the Servant Leadership variable partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable. This means that the better the implementation of *servant leadership* in the organization by the leader, the tendency for the implementation of *organizational citizenship behavior* will be better by employees.

From the results of the study, it can be assumed that servant leadership has a positive effect on OCB. Servant leaders serve not only their organization but also their followers. According to Greenleaf (1997; in Vondy, 2011) if leaders serve their followers, this will inspire followers to serve others. Organ et al. (2006) added that if followers see their leaders helping subordinates develop, providing personal encouragement to followers and showing interest in followers, this can make followers more motivated to imitate the behavior of the leader and have an impact on others.

2. Organizational Culture Has a Significant Partial Influence on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan
Culture Organization obtained a sig. value = 0.0 09 (Sig. Value < 0.05) and also has a t-count value of 2,712 which is greater than the t-table value, thus it can be seen that the Culture variable Organization partially has a significant effect on the *Organizational Citizenship Behavior variable* (OCB). The results of this study indicate that the better the organizational culture in the Barito Kuala Regency Transportation Agency in Marabahan will affect *the Organizational Citizenship Behavior* of employees. In the Barito Kuala Regency Transportation Agency in Marabahan, the implementation of organizational culture is in the form of behavior, employee behavior that is in accordance with organizational culture. This will have an effect on increasing employee *Organizational Citizenship Behavior* , because the organizational culture is established in order to realize organizational goals.

The results of the study stated that employees of the Barito Kuala Regency Transportation Agency in Marabahan felt a strong organizational culture. Research i this implies management The Barito Kuala Regency Transportation Agency in Marabahan must be able to provide solutions when employees are faced with related issues. with culture organization. Organizational success is greatly influenced by various factors, one of which is the organizational culture factor which functions as a strength, a driver in achieving goals, and a differentiator between one organization and another. If an organization has employees who are still active, then it can be indicated as evidence that the organization has been able and successful in functioning the organizational culture as a glue in the organization's daily activities and as a binder of solidarity between individuals in the organization.

3. Compensation has a significant partial effect on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan
Compensation obtained sig. value = 0.0 01 (Sig. Value < 0.05) and also has a t-count value of 3.596 greater than the t-table value, thus the Compensation variable can be identified partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable. This shows that the better the compensation, the higher the OCB of employees will be. Compensation is given to employees, so they will give more effort in the form of OCB in their work. Thus, compensation is an important driving factor to create higher OCB behavior in employees. This means that the perception of compensation related to the suitability of financial and non-financial rewards that receive positive responses will be a driving factor for increasing performance.

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Servant Leadership , Organizational Culture and Compensation have a significant simultaneous influence on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan

From the Anova test or F test, the Sig. value is obtained. 0.000 is smaller than 0.05, so the regression model can be used to determine the influence simultaneously on Organizational Citizenship Behavior (OCB). Thus, *Servant Leadership* , Organizational Culture and Compensation have a significant influence simultaneously on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Agency in Marabahan. This shows that the better the compensation, motivation, and job satisfaction, the higher the OCB of employees will be.

Dominant Influence on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan

Testing of independent variables that dominantly influence the dependent variable in a multiple linear regression model using the Standardized Coefficients Beta value. With determination results , the more tall Beta value , then the more big its influence to variable bound. Based on table above , can known that variable X1 has mark standardized coefficient of 0.462, variable X2 has value 0.300, and variable X3 has mark of 0.298 with thus influential variables dominant towards Organizational Citizenship Behavior (OCB) is variable *Servant Leadership*. This means that the better the implementation of *servant leadership* in the organization by the leader, the better the tendency for the implementation of *organizational citizenship behavior* by employees. One of the dominant influencing factors is, if employees see their leaders helping subordinates, this can make employees more motivated to imitate the behavior of the leader and have an impact on others.

4. CONCLUSION

Based on the description that has been presented in chapter 5, then results study This can concluded as following: *Servant Leadership* has a partial significant influence on the Organizational Citizenship Behavior (OCB) variable. Culture Organization partially has a significant effect on the *Organizational Citizenship Behavior variable* (OCB). Compensation partially has a significant effect on the Organizational Citizenship Behavior (OCB) variable. *Servant Leadership* , Organizational Culture and Compensation have a significant simultaneous influence on Organizational Citizenship Behavior (OCB) of the Barito Kuala Regency Transportation Service in Marabahan. Influential variables dominant towards Organizational Citizenship Behavior (OCB) is variable *Servant Leadership*. This means that the better the implementation of *servant leadership* in the organization by the leader, the better the tendency for the implementation of *organizational citizenship behavior* by employees.

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