

THE EFFECT OF SERVANT LEADERSHIP, WORKLOAD AND ORGANIZATIONAL CULTURE ON EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT THE SECRETARIAT OF THE DPRD OF TANAH BUMBU REGENCY

Prapti Nurani¹, Abdul Kadir²

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

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ABSTRACT

Keywords:

Servant Leadership, Workload, Organizational Culture, Organizational Citizenship Behavior

This study aims to examine and analyze the influence of Servant Leadership, Workload and Organizational Culture on the Organizational Citizenship Behavior of Employees at the DPRD Secretariat of Tanah Bumbu Regency . This study uses quantitative data analysis methods, namely grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, performing calculations to answer the problem formulation, and performing calculations to test the hypothesis that has been proposed. For research that does not formulate a hypothesis, the last step is not carried out . The results of the study show that servant leadership partially has a significant effect on the Organizational Citizenship Behavior variable. Thus it can be concluded that increasing Servant Leadership also increases Organizational Citizenship Behavior. This implies that the better the implementation of servant leadership in the organization by the leadership, the better the tendency for the implementation of Organizational Citizenship Behavior by employees. Workload partially has a significant effect on Organizational Citizenship Behavior variables. There is a significant influence of the workload variable due to the target that must be achieved in terms of how much work an employee must complete

E-mail:

praptinurani85@gmail.com,
audahkadir63@gmail.com

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1. INTRODUCTION

The development of organizations in this era of globalization has been increasingly rapid, so that human resources (HR) are required to continuously be able to develop themselves proactively. Human resources in an organization are the most important assets that play a role in achieving organizational goals. Human resources in an organization must be utilized as much as possible so that they become elements of development, not vice versa, elements that destroy the organization.

On the other hand, every organization certainly wants to achieve its goals. To achieve these goals, the role of human resources involved in it is very important. The success of an institution or organization is determined by two main factors, namely human resources, employees or workers, supporting facilities and infrastructure or work facilities. Of the two main factors, human resources or employees are more important than supporting facilities and infrastructure. No matter how sophisticated and complete the supporting facilities owned by a work organization, without adequate resources, the organization cannot succeed in realizing its vision, mission and organizational goals. The quality of human resources is measured by its performance or productivity.

Various leadership characters are reflected in this organization to encourage increased employee performance. It is not uncommon for leadership to be quite harsh and intimidate employees who are not disciplined in working. Then employees argue that they do work outside of working hours, even working more than 10 hours . This indicates that excessive workload conditions will result in bad impacts, namely it will cause fatigue both physically and then will cause boredom and result in a decrease in Organizational Citizenship Behavior in employees .

One of the factors that influences Organizational Citizenship Behavior in employees Servant leadership or servant leadership is an ethical leadership concept introduced by Robert K. Greenleaf (1904-1990) in 1970 with his book entitled *The Servant as Leader* . Greenleaf was Vice President of the

The Effect Of Servant Leadership, Workload And Organizational Culture On Employees' Organizational Citizenship Behavior At The Secretariat Of The DPRD Of Tanah Bumbu Regency.

Prapti Nurani, et.al

2246

American Telephone and Telegraph Company (AT&T). 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. This difference is evident from the attitude that brought by the servant, first is to feel confident that the highest needs of others are met. The main goal of a servant leader is to serve and meet the needs of others, which optimally should be the main motivation of leadership (Russell & Stone, 2002:11). A leader who Serving will ultimately develop the attitudes of individuals around him with the hope of having the same attitude to serve well.

Apart from Servant Leadership, factors that influence the occurrence of Organizational Citizenship Behavior is workload. Everly and Girdano in (Munandar, 2001, p. 45) stated that workload is a condition where workers are faced with tasks that must be completed at a certain time. Then according to Gibson and Ivancevich, (1993, p. 163) Workload is a pressure as a response that cannot be adjusted, which is influenced by individual differences or psychological processes, namely a consequence of any external action (environment, situation, event that places too many psychological or physical demands) on a person.

Apart from workload, factors that influence Organizational Citizenship Behavior is organizational culture. The culture that exists in an organization will affect the way work is done and the way employees or members in the organization behave and cause employees or members to have the same perspective in carrying out work activities. Behavior that is in line with company policy will be able to create job satisfaction for employees so that job satisfaction can be a trigger for quality employee performance according to company expectations. Employees who already understand the overall values of the organization will make these values the personality of the organization. These values and beliefs will be manifested into their daily behavior at work, so that organizational culture will also have an impact on the efficiency and effectiveness of the organization.

A strong culture means that all employees have the same perception in achieving organizational goals. The unity of perception is based on the same values that are believed in, norms that are upheld, and behavioral patterns that are adhered to. (Darsono, 2010:262) In addition to the organizational culture that the author explained above, according to Robbins (2010:50) the quality of human resources that has a strong influence on organizational performance is organizational commitment.

Based on observations and interviews conducted by researchers found problematic phenomena in Employees at the Tanah Bumbu Regency DPRD Secretariat, for example, such as work given by superiors to employees is not immediately done by employees but rather does other things first. Because according to him the work given is not too difficult to do so that it causes the work not to be completed on time.

The phenomenon of problems concerning low organizational citizenship behavior of employees is indicated by the attitude of employees who leave the workplace without permission, use cell phones during working hours, and play games during working hours. In addition, employees often chat about things unrelated to work during working hours. Employees also have a low sense of concern for coworkers who need help. These behaviors are actions that do not support effectiveness and efficiency in working. Based on this, the title of this research is *The Influence of Servant Leadership, Workload and Organizational Culture on Organizational Citizenship Behavior of Employees at the DPRD Secretariat of Tanah Bumbu Regency*

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.

Workload (X2)

Workload is a pressure as a response that cannot be adjusted, which is influenced by individual differences or psychological processes, namely a consequence of any external action (environment, situation, event that places too many psychological or physical demands) on a person. The indicators according to Eva Kyndt et al., (2010, p. 18) are as follows:

1. External factors

Tasks, including physical tasks such as, work stations, workplace layout, work space conditions, work environment conditions, work attitudes, transport methods, lifted loads. While mental tasks

The Effect Of Servant Leadership, Workload And Organizational Culture On Employees' Organizational Citizenship Behavior At The Secretariat Of The DPRD Of Tanah Bumbu Regency.

Prapti Nurani, et.al

include, responsibility, work complexity, worker emotions and so on. Work organization, including length of work hours, break times, work shifts, work systems and so on. Work environment, this work environment can provide additional burdens that include, physical work environment, chemical work environment, biological work environment and psychological work environment.

2. Internal factors

Internal factors are factors that originate from within the body as a result of reactions to external workloads that have the potential to be stressors, including somatic factors (gender, age, body size, nutritional status, health conditions, and so on), and psychological factors (motivation, perception, beliefs, desires, satisfaction, and so on).

Organizational Citizenship Behavior (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 : shows a behavior of helping others voluntarily and not as a duty and obligation. This dimension shows employee helping behavior related to problems faced by other employees, for example helping in using certain equipment.
2. Sportsmanship : showing a willingness or tolerance to stay in an organization without complaining if the situation in the company is not pleasant. This behavior shows a high tolerance for an environment that is less or even unpleasant.
3. Organizational loyalty : Individual behavior related to efforts to promote the image of the organization to external parties and individuals try to protect the organization from external threats, individuals will continue to work in the organization even though the organizational situation is less favorable and full of risks.
4. Organizational compliance : shows an individual's attitude of accepting regulations and procedures that have been implemented in an organization. This can be seen from the behavior of the individual who never violates the rules. companies even without supervision or sanctions.
5. *Individual initiative* : an individual behavior that shows his efforts in increasing the productivity of the company by carrying out his duties creatively. This behavior involves creative and innovative actions voluntarily to improve his ability in carrying out duties for the sake of improving organizational performance, for example taking the initiative to increase his competence and voluntarily taking responsibility.
6. *Civic virtue* : individual involvement in an organizational activity and concern for the organization's survival. Voluntarily participating, being responsible and involved in overcoming problems faced by the organization for the sake of the organization's survival.
7. *Self-development* : an individual behavior related to efforts to improve knowledge, skills, and abilities without being asked. For example, taking courses or training so as not to be left behind from progress in their field. Even more than that, employees learn from knowledge or new skills to contribute more to the organization

2. METHODS

explanatory research, science can be classified into the 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 or several strategies developed in management and directed to describe the cause and effect between several situations described in the variables and on that basis a general conclusion is drawn. Population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn Sugiyono (2016). Thus it can be concluded that the Population is the total number of all members studied. The population in this study were ASN Employees at the Tanah Bumbu Regency DPRD Secretariat totaling 24 people, then non-ASN employees totaling 31 people. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2014, p. 116). The sample selection method used in this study is *Non-Probability* with the technique used by researchers in drawing samples from respondents, namely saturated sampling. The number of samples in this study was 55 people

This study uses quantitative data analysis methods, namely grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each

The Effect Of Servant Leadership, Workload And Organizational Culture On Employees' Organizational Citizenship Behavior At The Secretariat Of The DPRD Of Tanah Bumbu Regency.

Prapti Nurani, et.al

2248

variable studied, performing calculations to answer the problem formulation, and performing calculations to test the hypotheses that have been proposed . The multiple linear regression model is a model used to analyze the influence of various independent variables on one dependent variable .

3. RESULTS AND DISCUSSION

Results

Hypothesis analysis

The output results from SPSS 2.1 on the score data that has been created based on the respondents' answers to the questionnaire that has been distributed, are then summarized into discussions as shown in the table below :

Tabel 1
Hasil Pengolahan Data

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.861	5.109		.952	.346
SERVANT LEADERSHIP	1.330	.244	.501	5.453	.000
BEBAN KERJA	-.551	.093	-.543	-5.908	.000

Sumber: Pengolahan Data Primer

Mathematically, the multiple linear regression function model can be expressed as follows: $Y = 4.861 + 1.330 \cdot x_1 + -0.551 \cdot x_2$

The interpretation of the equation is as follows:

1. Increase in the Servant Leadership variable (X_1) 1.330 is positive , which means that there is a unidirectional relationship between the independent variable and the dependent variable, the higher the value of Servant Leadership , the higher the relationship between *Organizational Citizenship Behavior* by 1,330 .
2. Increase in Workload variable (X_2) -0.551 is negative , which means that there is no unidirectional relationship between the independent variable and the dependent variable, the higher the value of the workload , the greater the relationship between *Organizational Citizenship Behavior* will also decrease by -0.551 .

Test of Determination Coefficient

The coefficient of determination is described in the statistical summary model, which includes the following:

Table 2 Coefficient of Determination Test

Model	R	R Square
1	.749 ^a	.561

Source: Primary Data Processing

1. The R value with a value of 0.749 or 74.9% is a correlation coefficient that shows the level of relationship between the variables Servant Leadership (X_1) , Workload (X_2) with the variable *Organizational Citizenship Behavior* (Y). The correlation value shows a strong level of relationship because it is between 0.000 to 0.199 .
2. *Adjusted Value R The square of* this regression model is 0.561, which shows that the variation or rise and fall of the Dependent Variable (Y) is influenced by the Independent Variable (X) by 56.1%.

Hypothesis Testing Results

F-Test

The F statistical test basically shows whether all independent or free variables included in the model have a joint influence on the dependent or bound variable. The F test testing criteria are as follows: The test uses a significance of less than 0.05 and compares the critical value of the F table with the calculated F. The results of the significance value of the test are as follows:

Table 3 F-Test Results

Model	F	Sig.
1 Regression	33,239	.000 ^b
Residual		
Total		

Source: Processed Primary Data (2020)

The Effect Of Servant Leadership, Workload And Organizational Culture On Employees' Organizational Citizenship Behavior At The Secretariat Of The DPRD Of Tanah Bumbu Regency.

Prapti Nurani, et.al

From the Anova test or F test, the significance level of the sig. value is obtained = 0.000 (Sig. Value < 0.05) Because the sig value of 0.000 is smaller than 0.05, it can be concluded that variables X1 and X2 have a significant effect together on variable Y.

t-test

The t-statistic test basically shows how far the influence of one explanatory/independent variable individually in explaining the variation of the dependent variable. The purpose of this test is to find out whether each independent variable significantly affects the dependent variable. Testing can be done through observation of the significance of t at the level α used (this study uses $\alpha 5\%$). The analysis is based on a comparison between the significant value of t and the significance value of 0.05 where the requirements are as follows:

1. If the significance of $t < 0.05$ then H_0 is rejected. This means that the independent variable has a significant effect on the dependent variable.
2. If the significance of $t > 0.05$ then H_0 is accepted. This means that the independent variable does not have a significant effect on the dependent variable.

In this study, the t-table is 1.65550. 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 >) thus it can be seen that the Servant Leadership variable partially has a significant effect on the dependent variable *Organizational Citizenship Behavior*.
2. Variable X 2 Workload obtained a sig. value = 0.000 (Sig. Value >) thus it can be seen that the Workload variable partially has a significant effect on the dependent variable *Organizational Citizenship Behavior*.

Discussion

Servant Leadership Influences *Organizational Citizenship Behavior* of Employees at the Banjar Regency DPRD Secretariat

Servant Leadership obtained a sig. value = 0.000 (Sig. Value >) thus it can be seen that the Servant Leadership variable partially has a significant effect on the dependent variable *Organizational Citizenship Behavior*. This means that Servant Leadership is the main variable in determining employee *Organizational Citizenship Behavior*. This study supports the research conducted by Muji Rahayu, 2019, with the results of the study Servant leadership has a positive and significant effect on *Organizational Citizenship Behavior*. This means that the better the implementation of *servant leadership* in the organization by the leader, the tendency for the implementation of performance will be better by employees. Servant leaders serve not only their organization but also their followers. According to Greenleaf (1997; in Vondey, 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 grow, 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.

Workload Influences *Organizational Citizenship Behavior* of Employees at the Banjar Regency DPRD Secretariat

Workload obtained a sig. value = 0.000 (Sig. Value >) thus it can be seen that the Workload variable partially has a significant effect on the dependent variable *Organizational Citizenship Behavior*. This means that workload is the main variable in determining employee *Organizational Citizenship Behavior*. This study supports the research conducted by Iwan Fauzi, 2017, with the results of the study Workload significantly influences the *Organizational Citizenship Behavior* of the Banjar Regency DPRD Secretariat. The significant influence of the workload variable is caused by the target that must be achieved in the sense of how much work must be completed by an employee of the South Kalimantan Regional Police within a certain period of time. In addition, work conditions, use of working hours, and work standards.

4. CONCLUSION

Based on the description presented in chapter 5, the results of this study can be concluded as follows: Servant Leadership partially has a significant effect on the *Organizational Citizenship Behavior* variable. Thus, it can be concluded that increasing Servant Leadership also increases *Organizational Citizenship Behavior*. 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. Workload partially has a significant effect on the *Organizational Citizenship Behavior*.

The Effect Of Servant Leadership, Workload And Organizational Culture On Employees' Organizational Citizenship Behavior At The Secretariat Of The DPRD Of Tanah Bumbu Regency.

Prapti Nurani, et.al

2250

Behavior variable. The significant effect of the workload variable is caused by the target that must be achieved in the sense of how much work an employee must complete.

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The Effect Of Servant Leadership, Workload And Organizational Culture On Employees' Organizational Citizenship Behavior At The Secretariat Of The DPRD Of Tanah Bumbu Regency.

Prapti Nurani, et.al

2251