

THE EFFECT OF SERVANT LEADERSHIP, ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND MOTIVATION AS A MEDIATING VARIABLE IN HKBP JAKARTA DISTRICT

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Abstract. This study aims to test the direct and indirect effects of Servant Leadership, Organizational Culture on Organizational Citizenship Behavior in HKBP Jakarta District. In addition, this study also aims to examine the influence of motivational mediation variables on the relationship between servant leadership and organizational culture with organizational citizenship behavior. This research was conducted on 436 church elders consisting of (treasurer, secretary and elders) in the Jakarta District HKBP. Research sampling using cluster random sampling method with data collection method using questionnaires. Data analysis was conducted using structural equation modeling (SEM) and using the SmartPLS 3.3.9 data processing program. The results showed that servant leadership and organizational culture have a direct and significant effect on organizational citizenship behavior. And through motivation is also able to mediate servant leadership and organizational culture on organizational citizenship behavior and has a significant influence

Keywords: servant leadership; organizational culture; motivation; organizational citizenship behavior

I. INTRODUCTION

In organizations, work dynamics require individuals who work effectively and efficiently, both independently and in teams. Individuals who are able to work well can increase the value of the organization. Human Resources (HR) is an important factor in increasing organizational value. The required individual behavior is the interpersonal ability included in Organizational Citizenship Behaviour (OCB). OCB refers to work behaviors that increase organizational efficiency and support the social and psychological environment in work tasks. It is important for organizations to be supported by productive and highly committed employees to achieve goals effectively and efficiently. An attitude of responsibility and care for the company or organization is important to form employee loyalty. Employees are also expected to be active in expressing opinions or ideas to achieve the vision and mission of the organization. A caring attitude towards coworkers and an attitude of tolerance are also needed to create a conducive work atmosphere. OCB has become an important concern in various sectors lately. Effective leadership can contribute to the development of strong perceptions. Employees' behavior should not only be in accordance with their role (in-role), but also expected to perform extra behavior or OCB [1]. OCB is particularly important in non-profit church organizations, where good service to the congregation and community is the main focus. OCB is extra behavior that is done voluntarily, selflessly, and is not included in the job description. Examples of OCB behaviors include helping co-workers without

instruction, doing extra activities outside the workplace, avoiding conflicts with co-workers, protecting the organization, respecting rules, and being tolerant and not wasting time [2].

Employee volunteerism and motivation have an impact on the level of OCB [3]. Highly motivated employees have a strong desire to contribute to organizational goals by performing OCB. High motivation will encourage employees to give back for the kindness received from the organization [4]. Based on observations over several years, the low OCB among church elders within the HKBP Church is due to the low service attitude of the church leader (resort pastor). This causes elders to lose motivation to perform their duties in accordance with organizational goals. Some elders also lack understanding of their duties and responsibilities [5]. This phenomenon of low OCB has an impact on the reduction of members of youth organizations, the small number of Sunday school children, the cancellation of activities that should have been carried out, and a decrease in the number of applicants to become elders [6]. With the phenomenon of low OCB and the level of motivation of workers, this is a very crucial thing needed from HKBP Jakarta District because the church should be able to provide good services, both to its own members and to the wider community.

OCB (Organizational Citizenship Behavior) is considered very important for the continuity of an organization. OCB can maximize the efficiency and productivity of employees and organizations, which in turn contributes to the effective functioning of an organization [7]. Such contributions can be in the form of increased

productivity of colleagues, increased productivity of managers, and saving resources owned by management and the organization as a whole. OCB can also help maintain an organization and improve the organization's ability to retain the best employees. In addition, OCB also increases the stability of organizational work and the organization's ability to adapt to environmental changes [8]. Leadership also affects OCB and the performance of an employee [9]. Servant leadership is a leadership approach that focuses on a leader's ability to lead and serve, and through that service can have a positive influence on its members [10]. Servant leadership is rarely applied in the organizational leadership system in Indonesia, but this leadership model can be a major highlight in developing an organization through servant leadership. Motivation is also an important factor in OCB and employee performance. Motivation is the factor that drives a person to act, occurring in two stages: creating an imbalance that encourages individuals to correct it, and individuals believe that certain actions can correct the imbalance. Extrinsic motivation comes from external forces, while intrinsic motivation is behavior that occurs without external control. Motivation is indispensable for workers/elder in the church to perform services willingly [11].

In addition to motivation and leadership, organizational culture is also influential in building OCB behavior. Organizational culture is the values or morals shared by members of the organization and expressed in attitudes and behaviors in the organization [12]. A strong organizational culture that matches the organization's strategy can improve performance. In the church, values such as responsibility, integrity, adjustment to the environment, friendliness, and fairness must be embedded in the elders/servants in order to create OCB behavior and outstanding service.

The church is an organization that serves with sincerity. The task of a church leader, such as a pastor, is to motivate his followers or workers to continue serving the congregation and fellow human beings. The Jakarta District HKBP Church has an organizational culture that is formed through the example and attention provided by managers and colleagues in a family manner.

II. RESEARCH METHODS

This research was conducted at HKBP Jakarta District for a period of approximately three months, starting from March - May 2023. With coverage areas of North Jakarta, Central Jakarta, West Jakarta, East Jakarta and South Jakarta. This research uses three types of variables, namely exogenous, mediating, and endogenous variables. Exogenous variables are variables that influence or cause changes in the dependent variable. In this study, the exogenous variables are servant leadership and organizational culture. Endogenous variables are variables that are affected by the existence of independent variables. In this study, the endogenous variable is Organizational Citizenship Behaviorn (OCB). Furthermore, there are mediating variables that can affect the relationship

between exogenous variables and endogenous variables. In this study, the mediating variable is the motivation variable.

Data processing carried out in this study using smartPLS SEM (Partial Least Squares - Structural Equation Modeling) software. SmartPLS has a system capability that can explain the relationship between variables and can also perform the necessary analyses in research in just one test. The purpose of SmartPLS is to be able to assist researchers in confirming the theories used and to be able to explain the relationship between variables. According to [13] the SmartPLS method is able to describe latent variables (not directly measurable) using indicators. The author uses SmartPLS because this research is a latent variable that can be measured based on the indicators that have been selected by the author. So that researchers can analyze these indicators with detailed and clear calculations.

III. RESULTS AND DISCUSSION

Servant leadership towards motivation

Servant leadership is a leadership style in which the leader puts the needs of others before their own. Servant leaders are motivated by a desire to help others and make a positive difference in the world. They are usually humble, compassionate, and selfless. Motivation is the willingness to exert effort to achieve a goal. Based on the direct effect test, first on servant leadership on motivation, the p-value of 0.000 <0.05 or T count of 5.501> 1.96 is obtained. This means that there is a significant influence of Servant leadership on Motivation on elders / elders of HKBP Jakarta District. This study shows that servant leadership can be an effective way to motivate the organization. The results in this study support the results in previous studies that servant leadership has a direct effect on motivation, where leaders put the needs of others before their own needs, it creates a positive work environment conducive to motivation. Organizational members feel valued and lead to increased motivation and performance. As well as, research by [14] states that servant leadership has a positive effect on motivation. The role of Servant leadership The principal turned out to be able to increase the motivation possessed by the teachers at SMK Ma'arif Kebumen. In the context of Jakarta District HKBP elders, servant leadership can be one of the causes in increasing motivation. HKBP elders are motivated by the desire to serve God and their community. When they are led by a servant leader who prioritizes their needs, providing a tangible example of a servant leader, they will be more motivated to do their best work or service. This can lead to increased ministry productivity, improved morale, and a stronger sense of community.

Organizational Culture on Motivation

Organizational culture is the shared beliefs, values, and norms that shape the way people behave in an organization. It can have a significant influence on employee motivation, because it can create a sense of belonging, purpose, and meaning at work. In hypothesis testing, there are results, namely organizational culture on motivation, obtained

a p-value of $0.000 < 0.05$ or T count of $6.408 > 1.96$. This means that in this study H2 is accepted or has the conclusion that there is a significant influence of organizational culture on motivation in the elders of HKBP Jakarta District. In the case of Jakarta District HKBP elders, organizational culture tends to be a strong motivator. The organization is a religious institution with a long and rich history. It is also a large and complex organization with a diverse workforce. This diversity can be a challenge, but it can also be a source of strength. When elders from different backgrounds share a common set of beliefs and values, it can create a strong sense of community. This sense of community can make employees feel more connected to their work and more motivated to do their best. In addition to creating a sense of community, organizational culture can also give elders a sense of purpose. HKBP Jakarta district is a mission-driven organization that is committed to serving the needs of its people. This sense of purpose can give employees a reason to get up in the morning and go to work. Organizational culture can also influence worker motivation by providing a sense of meaning. When elders believe that their work is important and makes a difference, they will be more motivated to do their best. This sense of meaning can be a powerful motivator for workers.

Overall, organizational culture is likely to be a significant motivator for Jakarta District HKBP elders. A strong sense of community, purpose, and organizational meaning can all contribute to worker motivation. When workers feel part of a community, that their work matters, and that they make a difference, they will be more motivated to do their best.

Motivation to Organizational Citizenship Behavior

According to the results of hypothesis testing, namely motivation on organizational citizenship behavior, the p-value is $0.000 < 0.05$ or T count of $6.187 > 1.96$. This means that there is a significant effect of motivation on organizational citizenship behavior (OCB) in the elders of HKBP Jakarta District. Motivated elders are more likely to engage in OCB because they care more about the organization and its goals. They also tend to believe that their efforts will make a difference. The results of this study have been supported by previous research from [15] which states that motivation has a positive influence on OCB. This means that high motivation can increase extra ordinary behavior, serve and give full commitment to their company to work increasingly. Furthermore, another study, namely [16] also states that increasing extrinsic motivation can lead to their commitment to increase OCB of their employees. In this study of Jakarta District HKBP elders, motivation tends to be a significant factor in OCB. The organization is a religious institution with a strong focus on community service. This focus on community service can give elders a sense of purpose and meaning, which can increase motivation. In addition, the organization's positive environment and opportunities for growth and development may also contribute to increased motivation. As a result, it is likely that more motivated HKBP Jakarta elders are also more likely to engage in OCB. A motivated elder is more likely to volunteer for extra work, even if it is not required. Motivated elders are more likely to

go the extra mile to serve their congregation and contribute well to their organization.

Servant leadership on Organizational Citizenship Behavior

According to the results of hypothesis testing on servant leadership on organizational citizenship behavior, the p-value of $0.018 < 0.05$ or T count of $3.731 > 1.96$ was obtained. This means that in this study there is a significant effect of servant leadership on organizational citizenship behavior in Jakarta District HKBP elders. There are a number of reasons why servant leadership can lead to increased OCB. First, servant leaders create a positive work environment that is conducive to OCB. They are supportive, encouraging, and fair, and they create a sense of community among their followers. Second, servant leaders focus on the development of their followers. They provide opportunities to learn and grow, and they empower their followers to take on new challenges. Third, servant leaders are role models for OCB. They are always willing to help others, and they go the extra mile to get the job done. This research has been supported by previous research by [17] which states that servant leadership has a positive effect on OCB which improves the performance of volunteers in non-profit organizations. It can be understood that the behavior of a leader who works to serve employees or followers, and upholds values such as empowerment, humility and empathy, will make volunteer workers who do not receive payment loyal to the organization so that they can produce service behavior to others to the maximum. Another study also [5] which examined 30 employees and 10 managers in Women's Cooperatives in East Java also stated that servant leadership has a positive effect on OCB.

Servant leadership and OCB show that servant leaders can have a positive impact in the workplace. They can create a positive work environment, develop their workers/followers, and model OCB. As a result, servant leaders can help improve the overall performance of their organizations. In this study of Jakarta District HKBP elders, servant leadership can be a valuable tool to enhance their OCB spirit. By creating a positive work environment, developing their followers, and modeling OCB, servant leaders can help increase satisfaction, productivity, and innovation and enable elders to serve the congregation and perform their duties and responsibilities by giving their best, even volunteering for unpaid work.

Organizational Culture on Organizational Citizenship Behavior

Based on the results of the organizational culture hypothesis test on organizational citizenship behavior, the p-value is $0.000 < 0.05$ or T count of $5.423 > 1.96$. This means that in this study there is a significant influence of organizational culture on organizational citizenship behavior in Jakarta District HKBP elders. There are a number of reasons why organizational culture can lead to increased OCB. First, a strong organizational culture can create a sense of belonging and commitment among employees. Elders who feel part of the team and committed to the organization are more likely to go above and beyond for their colleagues and the organization as a whole. Secondly, a strong organizational culture can give elders a clear sense of what is expected of them. Elders who know what is expected of them are more

likely to engage in OCB. Third, a strong organizational culture can create a positive work environment. Elders who work in a positive work environment are more likely to be happy and satisfied with their jobs, which can increase OCB. In this study of HKBP Jakarta elders, organizational culture can be a valuable tool to increase OCB behavior. By creating a strong organizational culture of HKBP Jakarta District, it can help to increase the OCB behavior of elders in performing their services and responsibilities in the Jakarta District HKBP Church.

Servant leadership on OCB through motivation

Based on the results of the indirect effect test, the servant leadership variable on organizational citizenship behavior mediated by motivation obtained a p-value of 0.000 <0.05 or T count of 4.044> 1.96. This means that in research servant leadership has a positive influence on OCB through motivation in elders in the Jakarta District HKBP. The motivation of elders in HKBP Jakarta District can also mediate the relationship between servant leadership and OCB. Motivated elders are more likely to be engaged in their work and see their work as meaningful. They are also more likely to be satisfied with their work and have positive relationships with their coworkers and superiors. As a result, motivated elders are more likely to engage in OCB. Examples of how motivation can be applied in the workplace include that organizations can provide opportunities for elders to grow and develop. This can help elders feel more challenged and motivated in their work. Organizations can create a positive work environment. This can include providing elders with a safe and comfortable workspace, as well as opportunities to socialize with their co-workers. Organizations can recognize and reward elders for their efforts. This can help motivate elders to keep going further. Applying such principles, organizations can help create a more motivated workforce, which can increase OCB and improve organizational performance.

In conclusion, there is a significant influence of servant leadership on organizational member behavior (OCB) through elder motivation in HKBP Jakarta District. Creating a positive work environment, developing their followers, and modeling OCB, servant leadership can help increase employee satisfaction, productivity, and innovation.

Organizational Culture on OCB Through Motivation

Based on the test results on the organizational culture variable on organizational citizenship behavior mediated by motivation, the p-value of 0.000 <0.05 or T count of 4.575> 1.96 is obtained. This means that in this study organizational culture has a positive influence on OCB through motivation in elders in the Jakarta District HKBP. This is different from previous research by [18] which states that organizational culture does not directly and positively influence Organizational Citizenship Behavior (OCB) through motivation as a mediating variable. In this study, it turns out that the motivation of elders in the Jakarta District HKBP can also mediate the relationship between organizational culture and OCB. It turns out that the HKBP organizational culture of fellowship, witness and service can increase the motivation of elders to have OCB behavior, namely unselfishness,

caution, sportsmanship, courtesy, a sense of caring and humility in serving others and the community. With the same understanding of organizational culture among elders, they tend to motivate each other to have positive relationships with colleagues and HKB leaders. In conclusion, there is a significant influence of organizational culture on Organizational Citizenship Behavior (OCB) through elder motivation in HKBP Jakarta District. By creating a strong organizational culture, HKBP Jakarta District can motivate its elders to produce OCB behavior in order to serve the organization.

IV. CONCLUSION

The following are the conclusions in this study 1. There is a significant and positive direct and indirect effect of variables X1, X2 on variable Y through motivation as a mediating variable. Therefore, this research is good enough to be researched and can be applied to the management of Non Profit Organizations or Church Management in the future. The results of this study can already represent the Jakarta District HKBP Church as a whole. 2. The results of the overall mean score on servant leadership, it can be seen that what needs to be improved from this variable is the humility dimension, which emphasizes the awareness of providing positive changes to society and the environment. While what is already good in this variable according to respondents is altruism, namely leaders are able to carry out behavior that puts the interests of others first, helps others selflessly, and is able to make personal sacrifices even though there is no personal gain. 3. The results of the overall mean score on organizational culture that needs to be improved from this variable is the stability dimension, namely the form of company appreciation in maintaining the potential and performance of its subordinates remains good. While what is already good in this variable is the Creativity dimension, this shows that in the midst of the many churches that have grown, and even though HKBP is a long-established church and is a Batak Church, it is still able to be creative and innovative without changing the teachings and procedures of worship according to HKBP Regulations and the Bible. 4. The results of the overall mean score on OCB that needs to be improved from this variable is the Unselfish dimension, namely the attitude to be willing to sacrifice, not selfish, willing to help each other selflessly. While what is already good in this variable is the Careful dimension, this shows that the attitude of prudence, thoroughness and making work plans is already well adopted in Church management by elders. 5. While at this time according to the results of the study, the biggest motivation of the elders to continue to serve and produce high OCB attitudes is because they realize the values and understanding of helping fellow humans, serving, and by serving they get a new perspective on life.

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