Article

Job Satisfaction as a Mediator between Servant Leadership, Organizational Culture, and Organizational Citizenship Behavior in Non-Medical Staff

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Abstract: This study examines the mediating role of job satisfaction in the relationship between servant leadership, organizational culture, and organizational citizenship behavior (OCB) among non-medical employees of RSD dr. Soebandi. Despite extensive research on leadership, culture, and OCB, the mediating effect of job satisfaction remains underexplored in this context. Using a census approach with 68 employees and analyzing data through SEM-PLS with the pls 8.0 wrap program, the findings reveal that servant leadership positively affects job satisfaction, while organizational culture does not. Organizational culture significantly influences OCB, whereas servant leadership does not. Job satisfaction positively affects OCB but fails to mediate the relationships between servant leadership, organizational culture, and OCB. These results highlight the complexity of enhancing OCB, suggesting that fostering a supportive organizational culture and improving job satisfaction are essential for better employee performance.

Keywords: Servant leadership, Organizational culture, OCB, Job satisfaction

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1. Introduction

In the current global era, the progress of science and technology is increasing very rapidly so that it requires companies to increase work productivity. Productivity has an impact on other activities. Productivi-ty is able to increase job satisfaction, accelerate work simplification, increase integration, and work special-ization [1]. An organization always has a goal that must be achieved, one of the factors that supports the achievement of these goals is the human resources in the organization itself. Human resources are the most valuable asset in an organization because the success of an organization is mainly determined by its human elements. Every organization in a company always has a goal and wants to succeed in business.

Human resources is the science and art of managing employee relationships and roles effectively and efficiently to contribute to the achievement of the goals of the company, employees, and society [2]. Human resources in an organization are not only positioned as production assets but more as assets that must be managed and developed. One of the labor-intensive organizations is a hospital with all kinds of human re-sources in it. A hospital is a health service institution that is a service center for the community. The suc-cess of an organization is highly dependent on the human resources in it. The attitude of employees in an organization determines whether the organization can achieve its vision, mission, and goals. Today, organi-zations demand that their employees not

only have the ability to work individually, but also work in teams.

According to [3] organizational priority behavior (OCB) is voluntary behavior towards things that pri-oritize the interests of the organization and positive treatment of individuals that deeply exceeds the high demands of roles in the workplace [4]. An employee can implement OCB by helping colleagues to practice additional roles and show their contribution to the organization beyond their obligations at work. The will-ingness and participation of employees to make efforts that exceed formal responsibilities in the organiza-tion is something effective to improve the functioning of an organization. There are several efforts that can be made by an organization to form an employee OCB, including servant leadership and organizational cul-ture.

According to [5] servant leadership is a leadership theory and practice that prioritizes the goodness of the person being led over the leader's personal interests, emphasizes the behavior of the leader who focuses on the growth of followers and does not emphasize the glorification of the leader. According to [6] Serving leaders also recognize their moral responsibility for the success of the organ-ization as well as the success of employees, consumers, and other stakeholders. As a result, such leaders instill the value of service both inside and outside the organization. According to [7] servant leadership is a new perspective to expand the theory in OCB research. Therefore, the concern of leaders who serve to de-velop others provides an interesting domain for testing the relationship between leadership and employee OCB. Employee job satisfaction can be created well through the role of servant leadership [8].

According to [9] employee relationships and roles can create a culture in an organization. Organiza-tional culture is defined in three ways. First, culture is a perception not something that can be touched or seen physically, but employees accept and understand it through what they experience in the organization. Second, organizational culture is descriptive, which is related to how members accept and interpret the cul-ture. Third, even though individuals in the organization have different backgrounds and different levels of organization, employees tend to interpret and express organizational culture in the same way.

According to [10] job satisfaction is one of the factors that can form OCB. An employee's job satis-faction is determined by the difference between what is expected and what is received in the job. Satisfied employees are more likely to speak positively about the company, help colleagues, and exceed normal ex-pectations in their work performance. High employee job satisfaction can improve employee performance. Meanwhile, according to [11] job satisfaction is a description of an employee's happy or unhappy feelings about what they do or do. Employees who experience satisfaction with the work they are undertaking, until employees want to work as much as possible [12].

2. Materials and Methods

The data in this study was collected using research instruments and analyzed quantitatively or statisti-cally to test the hypothesis that had been established. The population in this study is all non-medical em-ployees of Dr. Soebandi Jember Hospital with a total of 68 employees. The sampling technique in this study is a saturated sample method where all members of the population are sampled. According to [13] the satu-rated sampling technique is a sampling technique when all members of the population are used as samples. So that the number of samples in this study is as many as 68 people as respondents. Non-health workers (non-medical) are health workers who are not directly related to patients, such as the general department, administration department, HR department, etc. This study uses descriptive analysis, hypothesis testing, outer mode testing, and inner model testing using the SEM model with the Warp PLS 8.0 program.

3. Results and Discussion

In this section, each path in the model section is described using Path Analysis. Where the direct influence is given by each independent variable on the dependent variable and the intervening variable. Knowing whether each of these paths is significant or not will answer whether the hypothesis proposed is accepted or rejected. The values of the path coefficients can be seen in the following table:

Table 1. Value of direct influence path coefficient

Path coefficients				
	X1	X2	Z	Y
X1				
X2				
Z	0.211	-0.118		
Y	-0.084	0.221	0.278	
P Values				
	X1	X2	Z	Y
X1				
X2				
Z	0.033	0.158		
Y	0.239	0.027	0.007	

Source: Test Results, 2024

The effect of servant leadership (X1) on job satisfaction (Z)

The effect of servant leadership (X1) on job satisfaction (Z) resulted in a path coefficient value of 0.211 with a p-value of 0.033. Because the p-value is lower than the α significance level (0.033 < 0.05). Thus, it can be stated that there is a positive and significant influence between servant leadership (X1) and job satis-faction (Z).

The Influence of Organizational Culture (X2) on Job Satisfaction (Z)

The influence of organizational culture (X2) on job satisfaction (Z) resulted in a path coefficient value of -0.188 with a p-value of 0.158. Because the p-value is higher than the α significance level (0.158 > 0.05). Thus, it can be stated that there is a negative or inversely proportional and insignificant influence between organizational culture (X2) and job satisfaction (Z).

The influence of OCB's servant leadership (X1) on (Y)

The influence of servant leadership (X1) on OCB (Y) resulted in a path coefficient value of -0.084 with a p-value of 0.239. Because the p-value is higher than the α significance rate (0.239 > 0.05). Thus, it can be stated that there is a negative or inversely proportional and insignificant influence between servant leader-ship (X1) and OCB (Y).

Influence of Organizational Culture (X2) on OCB (Y)

The influence of Organizational Culture (X2) on OCB (Y) resulted in a path coefficient value of 0.221 with a p-value of 0.027. Because the p-value is lower than the α significance level (0.027 < 0.05). Thus, it can be stated that there is a positive and significant influence between Organizational Culture (X2) and OCB (Y)

Effect of Job Satisfaction (Z) on OCB (Y)

The effect of job satisfaction (Z) on OCB (Y) resulted in a path coefficient value of 0.278 with a p-value of 0.007. Because the p-value is lower than the α significance level (0.007 < 0.05). Thus, it can be stated that there is a positive and significant influence between job satisfaction (Z) and OCB (Y)

Path Coeffiecient Indirect Influence

The indirect influence test is carried out by looking at the results of the path tested, if all the paths passed are significant, the indirect influence is also significant, and if there are non-significant paths, the indirect influence is said to be non-significant. The coefficients of indirect influence paths are presented as follows:

Table 2. Indirect influence path coefficient value

Indirect effects for paths with 2 segments				
	X1	X2	Z	Y
X1				
X2				
Z				
Y	0.059	-0.033		
P values of indirect effects for paths with 2 segments				
	X1	X2	Z	Y
X1				
X2				
Z				
Y	0.244	0.350		

Source: Test Results, 2024

Based on the table above, the internment that can be given is:

Indirect influence from X1 (Servant Leadership) to Y (OCB)

The indirect influence from X1 (Servant Leadership) to Y (OCB) has a path coefficient of 0.059 with a p-value of 0.244. Because the p-value is greater than the α significance level (0.244 > 0.05). This indicates that there is an insignificant positive influence of Servant Leadership (X1) on OCB (Y) through a path in-volving the Z variable (Job Satisfaction)

Indirect influence from X2 (Organizational Culture) to Y (OCB)

The indirect influence from X2 (Organizational Culture) to Y (OCB) has a path coefficient of -0.033 with a p-value of 0.350. Because the p-value is greater than the significance level of α (0.350 > 0.05). This indi-cates that there is an insignificant negative or inverse influence of Organizational Culture (X2) on OCB (Y) through a path involving the Z variable (Job Satisfaction).

4. Conclusion

Based on the findings of the previously outlined research, the following are the conclusions that can be drawn:

Servant leadership (X1) has a positive and significant influence on job satisfaction (Z). This means that the better the servant leadership, the better the job satisfaction. Thus, it can be declared that H1 is ac-cepted. Organizational culture (X2) has a negative or inversely proportional influence and is not signifi-cant to job satisfaction (Z). This means that the organizational culture that occurs does not affect job satisfaction. Thus, it can be stated that H2 is rejected. Servant leadership (X1) has

a negative or inverse influence on OCB (Y). This means that servant leadership does not affect OCB. Thus, it can be stated that H3 is rejected. Organizational culture (X2) has a positive and significant influence on OCB (Y). This means that organizational culture has an influence or good impact on employee job satisfaction. Thus, it can be declared that H4 is accepted. Job satisfaction (Z) has a positive and significant influence on OCB (Y). This means that job satisfaction can affect OCB, employees who are satisfied with their work will apply OCB behavior to the agency. Thus it can be declared that H5 is accepted. Servant lead-ership (X1) has a positive and insignificant influence on OCB (Y) through job satisfaction (Z). This means that job satisfaction does not mediate the relationship between servant leadership and OCB. Thus, it can be stated that H6 is rejected. Organizational culture (X2) has a negative or inversely pro-portional and insignificant influence on OCB (Y) through job satisfaction (Z). This means that job satis-faction does not mediate the relationship between organizational culture and OCB. Thus, it can be stat-ed that H7 is rejected.

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