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# The Influence of Competency and Job Satisfaction on Organizational Citizenship Behavior (OCB) with Servant Leadership as a Moderating Variable

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**Abstract**—This study aims to analyze the influence of Competency and Job Satisfaction on Organizational Citizenship Behavior (OCB) With Servant Leadership as a Moderation Variables. The population in this study were all employees at the Central Statistics Agency (BPS) of Demak Regency, Kendal Regency, Semarang Regency and Semarang City as many as 144 people. The sampling technique used census method, 144 employees. Data was collected by questionnaire with Likert scale. Data analysis using SPSS version 22 includes, test instruments and multiple linear regression analysis for t test. The result showed that competency has a positively significantly influences on Organizational Citizenship Behavior (OCB), Job Satisfaction has a positively significantly influences on Organizational Citizenship Behavior (OCB) and servant leaders as moderating variables the influences of both competency and job satisfaction on Organizational Citizenship Behavior (OCB). This has managerial implications that the BPS leaders of Demak Regency, Kendal Regency, Semarang Regency and Semarang City need to increase their confidence in their employees to be able to make their own decisions, provide work experience, improve honesty, empower and create value for the community.

**Keywords**—competency; job satisfaction; servant leadership; OCB

## I. INTRODUCTION

Successful organizations need workers who do more than their usual job responsibilities that will provide performance above expectations. Organizations need workers who will do work that is not in the job description [1]. OCB as discretionary individual behavior, not directly or explicitly recognized by the official reward system, and aggregates promoting effective functioning of the organization [2]. In its development there are seven dimensions of OCB [3] namely: helping, sportsmanship, loyal to the organization, compliance with the organization, individual initiatives, virtues of citizenship, and self-development. Furthermore, it was also stated that including developing oneself was expanding knowledge and skills relevant to the job. There were 5 (five) competency characteristics namely motives, traits, self-concept, knowledge and skills [4]. Empirical evidence states that competence has a

positive and significant effect on OCB studies among others [5-7]. Different results which states that there is no influence between competencies with OCB [8].

Job satisfaction is a positive feeling towards work that results from an evaluation of its characteristics [1]. Satisfied employees tend to behave extra. This was indicated by the results of the study, among others which stated that job satisfaction had a positive effect on OCB [9-12]. Different results which states that there is no effect of job satisfaction on OCB [13]. One of the causes of citizenship behavior (OCB) is servant leadership. The concept of servant leadership was first proposed by Greenleaf [14]. Servant leadership places the needs of members first to grow and develop than themselves. According to Robert House in [1], one of the leadership's tasks is to provide job satisfaction for his followers and show how to achieve goals, known as Path and Goal Theory. Satisfied followers will be willing to perform extra role behavior, which is not formally established by the organization but is proven to promote the organization effectively [1]. The results of research among others by Charles showed that servant leadership has a positive and significant effect on job satisfaction [15]. Servant leadership contributed positively to job satisfaction was also found in the study [16,17]. Servant leadership also proved to have a positively significantly effect on OCB. This is indicated by among others studies conducted by Engelbrecht and Mahembe [18]. Servant leadership were able to predict OCB [19]. Different results were shown by Prabowo [20] and Harwiki [21] which stated that servant leadership had no significant effect on OCB. Task-oriented leadership correlates with follower' competencies [22]. Transformational leadership is positively and significantly related to follower competence [23]. The Central Statistics Agency is a non-ministerial government agency that is directly responsible to the President. One of BPS'c task is to provide data needs for governments, educational institutions, private organizations and communities.

Based on pre-survey data on BPS employees regarding OCB, it was found that in general there were still 0.8% of employees who did not show the attitude of OCB and 12% of employees were neutral and did not have an attitude towards

OCB. Base on the results of research that differed between researchers with each other and based on the results of the pre-survey, it is interesting to study how the Effect of Competency and Job Satisfaction on OCB with Servant Leadership as Moderation Variables (Study on BPS Staff of Demak Regency, Kendal Regency, Semarang Regency and Semarang City).

## II. METHOD

### A. Population and Sample

The population of this study were all employees of the Central Statistics Agency (BPS) of Demak Regency, Kendal Regency, Semarang Regency and Semarang City who had fulfilled the criteria of being civil servants, at least high school education, and had a service life of 3 years and over 144 respondents. The sampling technique used is the census, that is, all members of the population are used as samples, which are 144 respondents.

### B. Data Resource

Primary data collected using a questionnaire. Determination of respondents' answer scores using Likers scale in interval of 1 to 7.

### C. Variable Conceptual Definition and Dimension of Variables

1) *Competence*: Competence is a basic characteristic possessed by an individual that is related causally in meeting the criteria required in occupying a position [4]. Competence consists of 5 (five) characteristics, namely: Motives, traits, self-concept, knowledge and skills [14].

2) *Job satisfaction*. Robbins states that job satisfaction is a positive feeling towards work that results from an evaluation of its characteristics [1]. The factors that influence job satisfaction are the work itself, pay, promotion, supervision and coworkers.

3) *Servant leadership*. The concept of servant leadership was first delivered by Greenleaf [14]. According to Greenleaf, servant leadership is someone who becomes a servant first. Starting from the natural feeling that someone who wants to serve, must first serve [14].

Furthermore, servant leadership is a leadership model that combines aspects of leaders and results, where the key lies in the behavior of leader behavior which includes: conceptualizing, restoring emotions, prioritizing followers, helping followers grow and succeed, behaving ethically, empowering and creating value for society [24].

4) *Organizational Citizenship Behavior (OCB)*. OCB as discretionary individual behavior not directly or explicitly recognized by the official reward System and aggregates promoting effective functioning organization [2].

OCB consists of five primary dimensions, namely: Altruism, Conscientiousness, Civic virtue, Sportsmanship and Courtesy.

## III. RESULTS AND DISCUSSION

The number of questionnaires distributed was 144 and returned to researcher was 138 for data processing through the SPSS program.

### A. Result

The questionnaire return rate is 96%. The majority of respondents were 55.8 percent male, dominated by age 31-40 years as much as 55%. The most diploma IV and Bachelor education are 65 percent and the work period above 10 to 20 years is 42 percent.

### B. Instrument Test

1) *Validity test*. From the results of the validity test, show that all variables have KMO values greater than 0.5 so that all meet the minimum requirement of sample adequacy, while the indicators of all variables studied, namely competence, job satisfaction, servant leadership and OCB have a value of loading factor > 0,4 so that it is declared valid except for indicators X1.1, X1.2 and X1.4 on competency variables and indicators Y.4 and Y.5 on OCB variables so that they are not included in the next test.

2) *Reliability test*. Based on the reliability test, it is known that competence, job satisfaction, servant leadership, job satisfaction and OCB have Cronbach's Alpha values greater than 0.7, so that all are reliable.

3) *Regression analysis*. The Result of regression test shown at Table 1 as follows:

TABLE 1. THE RESULT OF REGRESSION TEST

Model	Adjusted R <sup>2</sup>	F test		t test		Description
		F	Sig	B	Sig	
<b>Regression Equation</b>						
Y = b1X1 + b2X2 + e	0.443	55.528	0.000			Model Fit
Competence on OCB				0.214	0.021	Hypothesis accepted
Job Satisfaction on OCB				0.501	0.000	Hypothesis accepted
<b>I Moderation</b>						
Y = b3X1 + b4X1Z + e	0.466	60.741	0.000			
Moderation test I (X1Z)				0.440	0.000	Hypothesis accepted
<b>II Moderation</b>						
Y = b5X2 + b6X2Z + e	0.534	79.428	0.000			
Moderation test II (X2Z)				0.435	0.000	Hypothesis accepted

Source: primary data processed 2018.

Based on Table 1 above can be explained as follows:

- The beta coefficient of the competency variable is 0.214 positive with sig 0.000 < 0.021, meaning that competence has a positive and significant effect on OCB. This implies that the better the competence, the more OCB behavior increases.
- The beta coefficient variable of job satisfaction is 0.501 positive with sig 0.000 < 0.05, meaning that the more satisfied employees will increase OCB behavior.

- The beta coefficient of interaction servant leadership variables with competency variables is 0.440 positive with sig 0.000 < 0.05, meaning that servant leadership is a variable that moderates the influence of competency variables on OCB. The beta coefficient is positively marked meaning that servant leadership strengthens the influence of competency on OCB.
- The beta coefficient of interaction servant leadership variables with variable job satisfaction of 0.435 positive with sig 0.000 < 0.05, meaning that servant leadership is a variable that moderates the effect of job satisfaction variables on OCB. The beta coefficient is positively marked meaning that servant leadership strengthens the influence of job satisfaction on OCB.

#### C. Model Test

- Based on Table 1 above in the Regression Model, it is known that the value of Adjusted R Square is 0.443 or 44.3% means that the competency and job satisfaction variables can explain the OCB variable by 44.3% while the remaining 55.7% is explained by other variables outside this research model.
- Based on Table 1 above the Regression Model is known F value of 55,528 with a significance of 0.000 < 0.05, this means that the competency and job satisfaction variables simultaneously or together affect OCB, so the model is declared fit.

#### D. Hypothesis Test (t-test)

- Hypothesis 1 in this study is that competence has a positive effect on OCB. Based on Table 1 shows that the beta coefficient of the competency variable is 0.214 with a significance of 0.000 < 0.05, which means that competence has a positive and significant effect on OCB. Thus, the hypothesis 1 which states that competence has a positive effect on OCB is accepted.
- Hypothesis 2 in this study is that job satisfaction has a positive effect on OCB. Based on Table 1 can be seen that the beta coefficient variable of job satisfaction is 0.501 with a significance of 0.000 < 0.05 which means that job satisfaction has a positive and significant effect on OCB. Thus, the hypothesis 2 which states that job satisfaction has a positive effect on OCB is accepted.
- Hypothesis 3 in this study is servant leadership as a moderation variable the influence of competencies on Organizational Citizenship Behavior (OCB). Based on Table 1, can be seen that the beta coefficient value interaction of the competency with the servant leadership is 0.440 with a significance of 0.000 < 0.05 which means that the servant leadership moderates the influence of competence on Organizational Citizenship Behavior (OCB). Thus, the third hypothesis which states that servant leadership moderates the influence of competence on Organizational Citizenship Behavior (OCB) is accepted.

- Hypothesis 4 in this study is that servant leadership moderates the effect of job satisfaction on Organizational Citizenship Behavior (OCB). Based on Table 1, can be seen that the beta coefficient interaction of job satisfaction with the servant leadership is 0.435 with a significance of 0.000 < 0.05 which means that the servant leadership moderates the influence of job satisfaction on Organizational Citizenship Behavior (OCB). Thus, the hypothesis 4 which states that servant leadership moderates the influence of competencies on Organizational Citizenship Behavior is accepted.

#### E. Discussion

1) *The influence of competence on OCB*: This implies that if employees are better competent they will further improve OCB behavior. Employees who have increased competence means that the person has a better motivation to work, can improve unfavorable traits, have a better self-concept and increase their knowledge and skills in holding a job as meant by competence [4]. Increased knowledge and skills in a job have an impact on their efficacy (self efficacy), namely the belief about their ability to carry out their tasks [25]. This contributes to building behavior outside of his job description, giving rise to encouragement to help his colleagues, which is one of the dimensions of OCB [2]. These results are in line with the results of research among others which states that competence has a positive and significant effect on OCB [5-7].

2) *Effect of job satisfaction on OCB*: Satisfied employees will speak positively about the organization, help others and exceed normal expectations in their work, because they want to reply to their positive experiences, so that satisfied people will be more involved in OCB behavior [1]. The existence of good supervision procedures, attitudes of superiors and relationships with colleagues who are awakened harmoniously is a dominant factor in the job satisfaction of BPS employees.

These results proved to support a number of previous studies, including research conducted by among others which proved that job satisfaction had a positive effect on OCB [9-12].

3) *Servant leadership moderates the influence of competence on OCB*: Based on the results of the regression test, means that the servant leadership strengthens the influence of competence on OCB. Leaders who serve will go beyond their own interests and focus on opportunities to help their followers to grow and develop [1]. This is consistent with one of the contingency leadership theories proposed by Robert House which is known as the goal-path theory [1].

Based on this theory the task of the leader is to explain the path of the followers to their goals and make the job easier by reducing the obstacles in the work. Leadership assignments provide information, support or other resources in achieving their goals [1]. BPS staff of Demak Regency, Kendal Regency, Semarang Regency and Semarang City like the type of leaders who are able to listen and understand their subordinates, who understand the purpose of their organization, because the work



in BPS demands their employees to be orderly and thorough regarding the accuracy of the data that must be presented to the public. For this reason, leaders who understand the needs of their employees and organizational goals will be able to bring their employees to work beyond what is their main task and function

Based on responses from respondents of leadership behaviors, they want leaders who will to listen and understand their subordinates and understand the purpose of their organization. Such leadership behavior further strengthens the employee's willingness to improve competence so that it has an impact on employee voluntary behavior in helping their colleagues and loyal to their organization. This is also supported by the characteristics of respondents, most of whom are undergraduate and have a work period of over 11-20 years.

This is in line with the findings of a study conducted by Shahzadi et al which states that leaders should develop a two-way communication system with employees, as it will help to know them more closely [27].

4) *Servant leadership moderates the effect of job satisfaction on OCB*: This implies that the influence of job satisfaction on OCB is strengthened by servant leadership. Based on the responses of respondents, all indicators of leaders who serve contribute to the job satisfaction of BPS employees, but those that have a large enough contribution is the willingness of leaders to recover the emotions of their followers, willing to take the time to talk with their subordinates personally, know about the sadness of subordinates without asking, willing to help subordinates towards personal problems, putting the interests of subordinates above their interests, able to solve complex problems, innovative and understand about the organization and its objectives. This is concurrent with the results of Conchie, Rath research and the team which stated that there are 4 basic needs that influence participation, namely trust, compassion, stability and hope [28]. Based on this, what needs to be built is a harmonious relationship that is personal to bring employees closer to the goals of the organization. This is based on the idea that humans in organizations are the main assets to support sustainability and organizational growth [26].

#### IV. CONCLUSION

Competence has a positively significant effect on OCB. Job satisfaction has a positively significant effect on OCB. Servant leadership moderates both the influence of competence on OCB and job satisfaction on OCB. The dominant factor in improving OCB behavior is job satisfaction. In this regard, the Leaders in BPS Demak Regency, Kendal Regency, Semarang Regency and Semarang City should increase employee job satisfaction by redesigning work, namely through job adjustments with employee capabilities and clarity of promotion provisions.

Servant leadership proved to moderate the influence of both competence on OCB and job satisfaction on OCB. This has managerial implications that the BPS leaders of Demak

Regency, Kendal Regency, Semarang Regency and Semarang City need to increase their confidence in their employees to be able to make their own decisions, provide work experience, improve honesty, empower and create value for the community.

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