The Influence of Servant Leadership and Quality of Work Life on Organizational Citizenship Behavior (OCB) With Job Satisfaction as An Intervening Variable at The Agency for Personnel and Human Resources Development of West Seram Regency

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Servant Leadership dan Quality of Work Life terhadap Organizational Citizenship Behavior (OCB) dengan Kepuasan Kerja sebagai variabel mediasi pada pegawai Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Seram Bagian Barat. Latar belakang penelitian ini didasarkan pada pentingnya perilaku ekstra-peran (OCB) dalam meningkatkan efektivitas organisasi, khususnya di sektor pelayanan publik. Penelitian ini menggunakan metode kuantitatif dengan pendekatan Partial Least Squares Structural Equation Modeling (PLS-SEM) melalui perangkat lunak SmartPLS versi 3. Sampel penelitian berjumlah 88 pegawai BKPSDM yang dipilih menggunakan teknik sensus. Hasil penelitian menunjukkan bahwa Servant Leadership berpengaruh signifikan terhadap Kepuasan Kerja, namun tidak berpengaruh langsung terhadap OCB. Sebaliknya, Quality of Work Life berpengaruh signifikan terhadap Kepuasan Kerja maupun OCB. Selain itu, hasil uji mediasi mengungkapkan bahwa Kepuasan Kerja secara signifikan memediasi hubungan antara Servant Leadership dan OCB, serta antara Quality of Work Life dan OCB. Temuan ini menegaskan pentingnya kepuasan kerja sebagai mekanisme psikologis yang menjembatani pengaruh variabel kepemimpinan dan lingkungan kerja terhadap perilaku positif pegawai. Implikasi teoretis dari penelitian ini memperkuat teori Servant Leadership dan teori motivasi–higiene Herzberg, sementara implikasi praktisnya memberikan rekomendasi untuk memperkuat gaya kepemimpinan yang berorientasi pada pelayanan serta meningkatkan kualitas lingkungan kerja guna menumbuhkan loyalitas dan keterlibatan aktif pegawai dalam organisasi publik.

Kata kunci: *Servant Leadership, Quality of Work Life, Organizational Citizenship Behavior*

Abstract

This study aims to analyze the influence of Servant Leadership and Quality of Work Life on Organizational Citizenship Behavior (OCB), with Job Satisfaction as a mediating variable among employees of the Civil Service and Human Resource Development Agency (BKPSDM) of West Seram Regency. The background of this study is based on the importance of extra-role behavior (OCB) in enhancing organizational effectiveness, particularly within the public service sector. This research employed a quantitative method using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach through SmartPLS version 3 software. The sample consisted of 88 BKPSDM employees selected using a census technique. The results indicate that Servant Leadership has a significant influence on Job Satisfaction but does not directly affect OCB. On the other hand, Quality of Work Life has a significant influence on both Job Satisfaction and OCB. Moreover, the mediation test revealed that Job Satisfaction significantly mediates the relationship between Servant Leadership and OCB, as well as between Quality of Work Life and OCB. These findings highlight the importance of job satisfaction as a psychological mechanism that bridges the influence of leadership and work environment variables on employees' positive behaviors. The theoretical implications

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of this research reinforce the Servant Leadership theory and Herzberg's motivation-hygiene theory, while the practical implications offer recommendations to strengthen servant leadership styles and improve the quality of the work environment to foster employee loyalty and active engagement in public organizations.

Key words: Servant Leadership, Quality of Work Life, Organizational Citizenship Behavior.

INTRODUCTION

The role of the State Civil Apparatus (ASN) as public policy implementers is highly crucial. ASN performance is not only measured by the achievement of work targets but also by extra-role behaviors such as Organizational Citizenship Behavior (OCB), which reflects dedication and commitment to the organization. In a bureaucracy oriented toward public service, OCB plays an important role in determining the success of government programs, work efficiency, and the improvement of public service quality (Bayati et al., 2025). ASN who demonstrate high OCB are willing to assist colleagues, provide constructive feedback, and voluntarily participate in activities beyond their formal responsibilities. Therefore, a deep understanding of the factors that influence OCB becomes a strategic aspect of public sector human resource management (Kumari et al., 2022).

OCB refers to voluntary behavior that is not directly regulated in formal job descriptions but contributes positively to organizational functioning (Damayanti & Suhartini, 2025). This behavior includes aspects such as helping coworkers, loyalty to the organization, and active participation in organizational activities (Manurung, 2023). In the context of ASN, OCB becomes a key indicator of creating a collaborative and productive work culture. Organizations with members who demonstrate high OCB tend to be more adaptive, innovative, and resilient to external environmental changes (Jufrizen, 2024). Therefore, OCB is not merely a psychological phenomenon but also an important dimension in modern organizational behavior studies (Patminingsih & Setyaningrum, 2025).

One of the factors influencing OCB is leadership style (Jannah, 2023). Servant Leadership, which emphasizes serving subordinates and empowering individuals, has been recognized as effective in enhancing OCB across various organizations (Howladar, 2021). This leadership style positions leaders as servants who prioritize employee needs and create a work environment filled with empathy, appreciation, and trust (Liden et al., 2008). In the public sector, Servant Leadership is highly relevant because modern bureaucracy demands leaders who can empower their subordinates to deliver responsive and participatory public services. Such leadership is believed to foster loyalty and intrinsic motivation among employees (van Dierendonck, 2011).

In addition to leadership, Quality of Work Life (QWL) also plays an important role in shaping OCB. QWL includes aspects such as work–life balance, safe working conditions, and opportunities for career development (Ehrhart, 2004). Employees who feel physically and psychologically supported by the organization tend to display positive behaviors toward their tasks and work environment. Conversely, poor quality of work life can reduce motivation, increase absenteeism, and decrease productivity (Podsakoff et al., 2000). Therefore, creating a healthy and supportive work environment becomes an essential key in shaping a productive work culture (De Clercq & Bhattacharya, 2016).
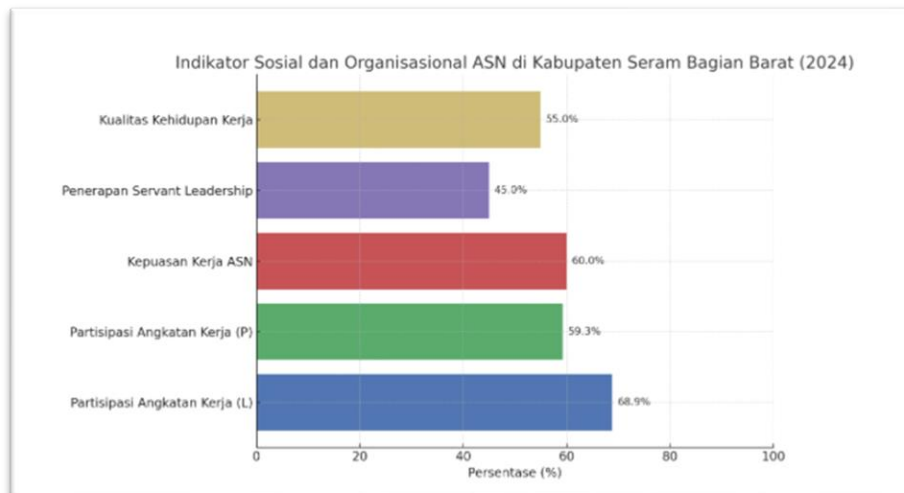
Job satisfaction is an intervening variable that connects Servant Leadership and QWL with OCB. Employees who are satisfied with their work tend to show high commitment and extra-role behavior (Aryee & Walumbwa, 2017). Job satisfaction reflects an individual's perception of the extent to which their expectations and needs are fulfilled in the work context (Kim & Beehr, 2018). Some indicators of job satisfaction include work comfort, fairness in compensation, recognition of achievement, and relationships with supervisors (Gupta & Kumar, 2019). In the long term, higher levels of job satisfaction correlate positively with employee retention, productivity, and the quality of public service delivery (Singh & Kaur, 2018).

In West Seram Regency, the role of the Agency for Personnel and Human Resources Development (BKPSDM) is vital in managing ASN (Chiang & Hsieh, 2020). BKPSDM is responsible for competency development, placement, and performance evaluation of ASN (Albrecht, 2017). This institution serves as a key pillar to ensure that ASN possess the capacity and work ethic aligned

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with the needs of a modern bureaucracy. However, various challenges in ASN management—such as disparities in allowances, low motivation, and suboptimal leadership development—remain significant obstacles to realizing a professional bureaucracy (Mas & Norizan, 2016).

Data from the Central Statistics Agency (BPS) of West Seram Regency show that although improvements have been recorded in several welfare indicators, the employment sector still faces challenges. The labor force participation rate in 2024 was 68.86% for men and 59.29% for women, indicating a gender gap in labor participation. This disparity reflects the limited availability of equal access and work opportunities, particularly for women. This situation affects the workload of female ASN, who must balance domestic responsibilities and formal work.

Figure 1. ASN Social Indicators in West Seram Regency, 2024

Source: Central Statistics Agency of West Seram Regency, 2024

In addition, the publication on the Welfare Indicators of West Seram Regency in 2023 reveals that education and health aspects still require improvement to support the quality of work life for ASN. The uneven availability of educational facilities and limited healthcare services in several districts pose challenges to building a good quality of life for ASN. This disparity adds psychological burdens to ASN working in remote areas, affecting their job satisfaction and productivity. An unsupportive work environment may also worsen the quality of public services in such areas.

In terms of leadership, there has been no systematic implementation of Servant Leadership at BKPSDM of West Seram Regency. The bureaucratic structure, which remains top-down and minimally participatory, presents a major challenge in building a leadership pattern that serves. In the midst of public administration reform, an adaptive, transformative, and employee-oriented leadership model is needed. The absence of specific policies or training for structural officials on Servant Leadership shows that this concept has not yet become a priority in local ASN management.

Previous research at BKPSDM in Pinrang Regency found that transformational leadership and organizational culture significantly influence OCB. However, no similar study has been conducted at BKPSDM of West Seram Regency, leaving the effectiveness of OCB in this institution unknown. This creates a gap in both literature and practice regarding ASN organizational behavior in the region. Meanwhile, social and bureaucratic contexts differ across regions and have unique dynamics that must be examined locally (Raziq & Maulabakhsh, 2015)(Chen & Silverthorne, 2019).

The gap between expectations and reality in the implementation of Servant Leadership and the improvement of work life quality at BKPSDM West Seram Regency serves as an important background for this research. There is an expectation that ASN demonstrate loyalty, high performance, and commitment to service, yet various structural and psychological barriers hinder these outcomes. Among them are uneven workloads, unclear promotion pathways, and a

performance evaluation system that remains administrative in nature and has not sufficiently assessed work behaviors such as OCB. Without a holistic understanding of these factors, efforts to enhance ASN performance will be less effective.

BKPSDM West Seram Regency holds an important role in managing the human resources of the State Civil Apparatus. However, several problems continue to hinder the optimization of ASN performance and well-being within the institution. The key issues that need attention are as follows:

1. Low Job Satisfaction: Employees are dissatisfied due to uneven allowances, reducing work motivation.
2. Poor Quality of Work Life: Facilities and training are insufficient to enhance ASN comfort and capabilities.
3. Unempathetic Leadership: Leadership remains bureaucratic and lacks a service-oriented and empathetic approach.
4. Suboptimal Extra-Role Work Behavior (OCB): Loyalty and extra-role initiatives among ASN remain uneven and not well-measured.
5. Outdated Competency Standards: Existing competency standards have not been reviewed to ensure effectiveness and relevance.

The state of the art of this research lies in the integration of four key variables—Servant Leadership, Quality of Work Life, Job Satisfaction as an intervening variable, and Organizational Citizenship Behavior (OCB)—into a single analytical model applicable in local public sector settings. While most previous studies were conducted in the private sector or central institutions, this study focuses on local bureaucracy with its unique dynamics, particularly in archipelagic regions such as West Seram. The novelty of this study is the mapping of causal relationships among variables within the specific geographical and organizational culture of eastern Indonesia, an area that has not been extensively studied. The results are expected to inform leadership development models based on service and improvements in ASN human resource management policies at the district level, especially in regions with geographical and resource challenges such as Maluku.

Based on the phenomena and issues described above, the researcher is interested in conducting a study titled: "The Influence of Servant Leadership and Quality of Work Life on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable at the Agency for Personnel and Human Resources Development of West Seram Regency".

METHOD

This study employed a quantitative approach with an explanatory design aimed at empirically testing the causal relationships among servant leadership, quality of work life, job satisfaction, and Organizational Citizenship Behavior (OCB). The quantitative method was selected because it allows the researcher to measure relationships among variables objectively through statistical analysis. The design of the research was structured to confirm the hypotheses developed from relevant theories and the organizational conditions observed at the Human Resources and Personnel Development Agency (BKPSDM) of West Seram Regency (Hair et al., 2017).

The research was conducted at BKPSDM West Seram Regency, an institution whose organizational characteristics align with the variables examined. The population consisted of all civil servants working at the agency. Due to the manageable number of employees, the study employed a saturated sampling or census technique, in which every member of the population was included as a sample. This technique ensured that the research findings would have a high degree of representativeness and accuracy (Hair et al., 2022).

The data used in this study comprised both primary and secondary data. Primary data were collected through structured questionnaires distributed directly to respondents using measurable indicators of the research variables. Secondary data were obtained from institutional documents, staffing reports, organizational structures, and relevant regulations. The combination of these data sources provided a comprehensive understanding of the organizational context and strengthened

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the credibility of the research findings (Fornell & Larcker, 1981).

Data collection was carried out using a closed-ended questionnaire based on a five-point Likert scale designed to measure respondents' perceptions of servant leadership, quality of work life, job satisfaction, and OCB. Questionnaires were distributed both in person and digitally to maximize the response rate. Prior to data collection, the instrument underwent validity and reliability testing to ensure that it met the necessary requirements for accurate and consistent measurement (Henseler et al., 2015).

Data analysis followed several stages, beginning with data coding, entry, and processing using statistical software. The primary analytical technique employed was Partial Least Squares–Structural Equation Modeling (PLS-SEM), which is appropriate for complex models and relatively small sample sizes. The analysis consisted of two components: the outer model, used to assess construct validity and reliability, and the inner model, used to examine causal relationships among the variables (Cohen, 1988).
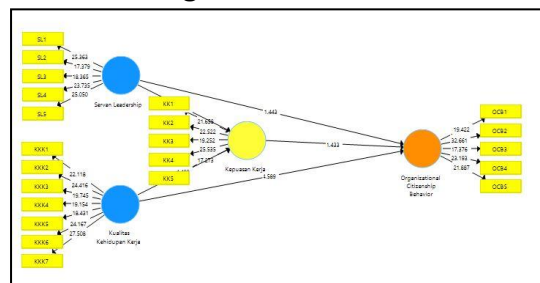
Assumption testing was conducted to ensure the suitability of the data for PLS-SEM analysis, including tests for multicollinearity, coefficient of determination, and overall model fit. Hypothesis testing was performed by examining the path coefficients and t-statistics at a significance level of 0.05. The results of these tests formed the basis for determining the significance of direct and indirect effects among variables, including the mediating role of job satisfaction in the research model (Kline, 2015).

RESULTS AND DISCUSSION
Structural Model Testing (Structural Model / Inner Model)

The structural model test, also known as the inner model in SmartPLS, aims to evaluate the strength and direction of the relationships among latent constructs in the research model. The following figure illustrates the structural model used in this study:

Figure 2. Structural Model

This test is conducted after the measurement model (outer model) has been confirmed to be valid and reliable. In this context, the structural model is used to examine the proposed hypotheses and to assess the contribution of the independent variables in influencing the dependent variables, either directly or through the mediating variable.

This test measures the extent to which independent variables can explain the dependent variables. The higher the R² value, the greater the proportion of variance in the dependent variable explained by the model. The criteria (Hair et al., 2011) are as follows:

a) $R^2 \geq 0.75$: strong
b) $R^2 \geq 0.50$: moderate
c) $R^2 \geq 0.25$: weak

Table 4. R-Square (R²) Results

Dependent Variable	R-Square	R-Square Adjusted	Description
Job Satisfaction	0.907	0.905	Strong
Organizational Citizenship Behavior	0.856	0.851	Strong

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The coefficient of determination (R-Square or R²) serves as a key indicator for assessing the predictive power of the structural model in Partial Least Squares Structural Equation Modeling (PLS-SEM). R² measures the extent to which the independent variables explain the variance in the dependent variables. The higher the R² value, the greater the proportion of variance explained by the combination of predictors in the model (Hair et al., 2011). Generally, R² ≥ 0.75 indicates strong explanatory power; R² ≥ 0.50 indicates moderate explanatory power; and R² ≥ 0.25 indicates weak explanatory power.

Based on Table, the R-Square value for Job Satisfaction is 0.907, and for Organizational Citizenship Behavior (OCB) it is 0.856. Both values fall into the strong category, as they exceed the ≥ 0.75 threshold. This indicates that the structural model developed with two independent variables—Servant Leadership and Quality of Work Life—has a very strong ability to explain the variation in the two main dependent variables of this study.

The Adjusted R-Square values, which correct for the number of predictors in the model, also demonstrate high consistency, with 0.905 for Job Satisfaction and 0.851 for OCB. This confirms that the influence of the independent variables is not artificial nor merely due to the number of predictors, but rather reflects substantial and meaningful relationships. Thus, the explanatory capability of the model can be statistically justified.

Substantively, these high R² values provide empirical evidence that Servant Leadership and Quality of Work Life are important factors that significantly contribute to increasing both job satisfaction and organizational citizenship behavior (OCB) in the workplace studied. Therefore, the research model used in this study possesses high predictive power and is theoretically and practically relevant within the organizational context.

This test is conducted to assess the direction and strength of the influence among variables in the model. The analysis uses the bootstrapping technique, typically with 5,000 subsamples, to estimate t-values and p-values more accurately. The criteria are:
a) t-statistic ≥ 1.96 for a 5% significance level (α = 0.05)
b) p-value ≤ 0.05 indicates a statistically significant effect

Table 5. Path Coefficient Results

Variable Relationship	T Statistics	P Values	Description
Job Satisfaction → OCB	1.433	0.152	Not Significant
Quality of Work Life → Job Satisfaction	4.488	0.000	Significant
Quality of Work Life → OCB	4.589	0.000	Significant
Servant Leadership → Job Satisfaction	5.859	0.000	Significant
Servant Leadership → OCB	1.433	0.150	Not Significant

The Path Coefficient test aims to evaluate the direction and strength of the influence among latent variables in the structural model. This analysis uses the bootstrapping procedure, which involves repeatedly resampling the dataset to generate thousands of subsamples (commonly 5,000). This produces an empirical distribution used to calculate t-statistics and p-values. A path is considered statistically significant if the t-statistic ≥ 1.96 at the 5% significance level (α = 0.05) and the p-value ≤ 0.05.

The results presented in Table 4.11 indicate that out of the five relationships tested, three paths show statistically significant effects. First, the relationship between Quality of Work Life and Job Satisfaction is significant, with a t-statistic of 4.488 and a p-value of 0.000, indicating significance at the 95% confidence level. Second, the direct effect of Quality of Work Life on Organizational Citizenship Behavior (OCB) is also significant, with a t-statistic of 4.589 and p-value of 0.000. Third, the relationship between Servant Leadership and Job Satisfaction shows a highly significant effect, demonstrated by a t-statistic of 5.859 and p-value of 0.000.

However, two paths—Job Satisfaction to OCB and Servant Leadership to OCB—have t-statistics below 1.96 and p-values above 0.05, specifically 1.433 (p = 0.152) and 1.433 (p = 0.150),

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respectively. This indicates that these effects are not statistically significant. In other words, within the context of this research, Job Satisfaction and Servant Leadership do not have direct significant effects on Organizational Citizenship Behavior.

These findings provide theoretical and practical implications. While Servant Leadership and Quality of Work Life are strong predictors of Job Satisfaction, only Quality of Work Life demonstrates a direct and significant influence on employees' extra-role behaviors (OCB). This suggests that improving the quality of work life may yield both direct and indirect positive effects on organizational citizenship behavior within the organization.

Indirect Effect

The indirect effect test assesses whether the mediation pathways from the independent variables to the dependent variable through Job Satisfaction are statistically significant. Mediation analysis is conducted using the bootstrapping technique with 5,000 subsamples, following the recommendation of Hair et al. (2017) to generate robust and accurate estimates of t-statistics and p-values. An indirect effect is considered significant when the p-value is 0.05 or lower. As shown in Table 4.12, both mediation pathways produce t-statistics greater than 1.96 and p-values below 0.05, indicating statistically significant indirect effects. This demonstrates that Job Satisfaction plays a meaningful mediating role between Quality of Work Life and Servant Leadership on Organizational Citizenship Behavior (OCB).

Table 6. Inderect Effect

Indirect Pathway	T-Statistics	P-Value	Description
Quality of Work Life → Organizational Citizenship Behavior	2.845	0.004	Significant
Servant Leadership → Organizational Citizenship Behavior	2.519	0.012	Significant

In this model, Job Satisfaction functions as a mediator linking Quality of Work Life and Servant Leadership to OCB. The analysis reveals that the indirect effect of Quality of Work Life on OCB through Job Satisfaction is statistically significant, supported by a t-statistic of 2.845 and a p-value of 0.004. This finding indicates that employees who perceive high levels of quality of work life—reflected in aspects such as workplace safety, work–life balance, opportunities for involvement in decision-making, and supervisory support—tend to experience greater job satisfaction. Higher job satisfaction then becomes a psychological foundation that encourages employees to engage in constructive extra-role behaviors, such as offering assistance to colleagues, demonstrating initiative, and showing loyalty to the organization. These results are in line with theoretical perspectives such as Herzberg's motivation-hygiene theory, which proposes that favorable working conditions enhance intrinsic motivation and encourage individuals to exceed formal job expectations. In both public and private organizations, a high quality of work life not only elevates employee well-being but also contributes to a collaborative and voluntary work climate. Accordingly, Job Satisfaction significantly mediates the relationship between Quality of Work Life and OCB.

The indirect effect of Servant Leadership on OCB through Job Satisfaction is also significant, with a t-statistic of 2.519 and a p-value of 0.012. This suggests that a leadership style grounded in service, empathy, active listening, commitment to employee growth, and the creation of an inclusive work environment leads to increased job satisfaction. Elevated levels of satisfaction subsequently foster OCB, reflected in behaviors such as loyalty, social responsibility, willingness to help others, and concern for overall organizational success. This finding supports (DeConinck, 2018) conceptualization of servant leadership as a leadership approach centered on serving and empowering followers rather than exercising authority or control. In modern organizational settings that emphasize teamwork, participation, and collective spirit, servant leadership effectively cultivates a positive psychological climate that encourages voluntary organizational behaviors

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(Limo, 2020). Therefore, the results confirm that Job Satisfaction serves as a critical psychological mechanism that mediates the positive influence of Servant Leadership on OCB (Ulfa, 2022).

Predictive Relevance

The Predictive Relevance test, or Q^2, is part of the structural model evaluation in SmartPLS and is used to assess how well the model can predict the endogenous variables. This test is performed using the blindfolding technique, which systematically omits portions of the data and predicts them based on the model. The Q^2 value reflects the model's predictive capability by indicating how accurately the omitted observations can be reconstructed using the estimated parameters. A positive Q^2 value signifies that the model has adequate predictive relevance; conversely, values of zero or below indicates poor predictive capability.

Table 7. Predictive Relevance

Indicator	SSO	SSE	Q^2
Quality of Work Life	616	616	—
Servant Leadership	440	440	—
Organizational Citizenship Behavior	440	199.421	0.547
Job Satisfaction	440	185.684	0.578

The Predictive Relevance test, also referred to as Stone–Geisser's Q^2, evaluates the extent to which the structural model can accurately predict the observed values of indicators associated with endogenous constructs. Following the blindfolding procedure, portions of the data are omitted and subsequently predicted to assess the precision of the model. According to Hair et al. (2017), a Q^2 value greater than zero indicates that the model possesses predictive relevance. Values above 0.35 are considered to reflect strong predictive capability, values above 0.15 indicate moderate predictive capability, and values above zero reflect weak but acceptable predictive capability.

As presented in Table, Q^2 values are reported only for Organizational Citizenship Behavior (OCB) and Job Satisfaction, because these constructs function as endogenous variables within the model. The results demonstrate that OCB has a Q^2 value of 0.547, while Job Satisfaction has a Q^2 value of 0.578. Both values exceed the threshold for strong predictive relevance, indicating that the model has a robust ability to predict variations in these constructs. This finding demonstrates that the combination of Servant Leadership and Quality of Work Life effectively predicts both Job Satisfaction and OCB, reinforcing the external validity of the structural model.

These results further suggest that the model is not only theoretically sound but also practically reliable in predicting employee attitudes and behaviors within the organizational context (Rahman & Nasir, 2019). In contrast, Quality of Work Life and Servant Leadership are exogenous variables and therefore do not have Q^2 values. Their SSO and SSE values are identical, indicating that no prediction error is calculated for constructs that serve solely as predictors.

CONCLUSIONS

This study aims to examine the influence of Servant Leadership and Quality of Work Life on Job Satisfaction and Organizational Citizenship Behavior (OCB) among employees of the Human Resources and Personnel Development Agency (BKPSDM) of Seram Bagian Barat Regency. Using a path analysis with bootstrapping, the research assesses both the direct and indirect relationships among the variables. The findings indicate that Servant Leadership has a significant positive effect on Job Satisfaction, confirming that a leadership style grounded in service and employee empowerment improves employees' sense of satisfaction. Quality of Work Life is also found to significantly affect Job Satisfaction and directly enhance OCB, suggesting that a supportive and balanced work environment not only increases satisfaction but also strengthens employees' extra-role behaviors.

Meanwhile, Servant Leadership does not directly influence OCB but exerts a significant indirect effect through Job Satisfaction, indicating that job satisfaction serves as a key mediating

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factor linking leadership to positive employee behaviors. Overall, Job Satisfaction plays a crucial mediating role in bridging the effects of both Servant Leadership and Quality of Work Life on OCB. Thus, enhancing job satisfaction becomes a strategic priority for strengthening constructive and participatory behaviors among employees at BKPSDM.

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The Influence of Servant Leadership and Quality of Work Life on Organizational Citizenship Behavior (OCB) With Job Satisfaction as An Intervening Variable at The Agency for Personnel and Human Resources Development of West Seram Regency

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