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The Influence of Servant Leadership and Job Satisfaction toward Employee Performance: The Role of Organizational Citizenship Behavior

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Abstract

This study aimed to analyze the effect of servant leadership and job satisfaction on improving organizational citizenship behavior and employee performance. This study involved 131 permanent employees of PKU Muhammadiyah Hospital Yogyakarta, Indonesia. A structural equation model based on SEM software was employed for data analysis. This study's results revealed that servant leadership could improve organizational citizenship behavior and enhance employee performance. In addition, organizational citizenship behavior could boost employee performance. Another finding exposed that job satisfaction influenced employee performance. Besides, servant leadership had a significant effect on employee performance. Further results uncovered that employee job satisfaction did not affect organizational citizenship behavior. Additionally, organizational citizenship behavior could not mediate the relationship between job satisfaction and employee performance. The results of this study have two implications for practical and future research. First, empirical evidence on the influence of servant leadership empirically can help improve work performance so the results of this study add to the fact that servant leadership influences employee performance. Second, empirical evidence that job satisfaction will increase employee performance so organizations must pay attention to factors that can increase job satisfaction.

Keywords: Servant leadership, job satisfaction, organizational citizenship behavior, employee performance

INTRODUCTION

An organization is a collection of people who collaborate to achieve organizational goals. Organizational goals will be achieved when it has quality human resources. The higher the quality possessed by the organization's human resources, the higher the organizational performance. Many factors undoubtedly influence this increased performance. As A. Dale Timple stated, quoted by (Mangkunegara, 2013), performance factors consist of internal and external factors. Internal factors originate from the employees themselves, such as ability, commitment, involvement, and others. In comparison, external factors include leadership, organizational citizenship behavior, attitudes, work facilities, job satisfaction, and others.

Specifically, empirically, servant leadership can help improve job performance, organizational commitment, behavior, and engagement. According to (Melchar, D. E., & Bosco, 2010),

servant leaders can be successful in competitive and profit-seeking service organizations. Empirical studies have been carried out related to the role of servant leadership on employee performance (Muller et al., 2019), stating that servant leadership positively and significantly affects organizational performance. Their results differ from studies (Harwiki, 2016), which state that servant leadership had no significant effect on employee performance.

On the other hand, satisfaction is the most important thing for employee performance; workers who are comfortable, satisfied, and happy at work will usually affect their performance. The sense of satisfaction tends to improve performance; workers will be more active in carrying out all the tasks given and will undoubtedly be responsible at work. Empirical studies conducted by (Juniantara & Riana, 2015), (Juniantara & Riana, 2015), (Siengthai & Pila-Ngarm, 2017), and (Setyowati et al., 2021) reported that job satisfaction affected employee performance positively and significantly.

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Job satisfaction is also the primary determinant of employee organizational citizenship behavior (OCB) (Robbins & Judge, 2018). Satisfied workers should appear to speak positively about the organization, help others, and exceed normal expectations at work, possibly because they want to reciprocate the positive experience. An empirical study (Motalebi & Marsap, 2020) showed that job satisfaction directly affected organizational citizenship behavior.

Nevertheless, the empirical studies above were primarily conducted on service and manufacturing organizations, which are competitive and pursuing profit. In addition, some studies have no consistency in the results achieved; some have a significant effect, and others do not have a substantial influence between variables. Based on the research gap and the studied object, the researchers are interested in exploring the effect of servant leadership and job satisfaction on employee performance mediated by organizational citizenship behavior in non-profit and competitive organizations, i.e., PKU Muhammadiyah Hospital.

PKU Muhammadiyah Hospital was initially established as a simple clinic with the name PKO (*Penolong Kesengsaraan Oemoem*) to provide health services for the poor. Along with the development of various business charities in the health sector, including the PKU Muhammadiyah Hospital Yogyakarta, the Central Executive needs to regulate the work movement of Muhammadiyah charities in the health sector through Muhammadiyah Central Leadership Decree No. 86/SK-PP/IV-B/1.c/1998 concerning the Muhammadiyah Charity Business Qaidah in the Health Sector. It stipulates that its main mission is to increase the ability of the community to achieve better health status as part of efforts towards realizing a prosperous *Sakinah* life as aspired by Muhammadiyah.

Moreover, various changes developed outside the environment and internally within the PKU Muhammadiyah Hospital organization. Regarding patient safety, limited access to health services in specific communities, developments in science and technology, a massive burden of disease, and the increasingly open boundaries of information impact customers who are increasingly critical of health services. In addition, changes to government regulations are anticipated with various steps from improving infrastructure and human resources, thus making PKU Muhammadiyah Yogyakarta Hospital, apart from competing with other health service facilities, also complies with government regulations.

LITERATUR REVIEW

Social Exchange Theory

In this research, social exchange theory (SET) is used as a theoretical basis for three objectives. First, as the social exchange theory states, the fundamental tenets of interpersonal exchange behavior are commitment and trust. Second, social exchange theory can be used to explain subjective cost-benefit analysis (Kankanhalli et al., 2005), when people interact with one another when they believe that the advantages of a social action outweigh the possible drawbacks. Third, according to social exchange theory, trade is a social behavior that can result in observable consequences

(eg, innovative products) and intangible outcomes (eg, one's own property). According to SET, when organizational leaders provide autonomy and support to employees, employees tend to reciprocate the leader's behavior with positive attitudes and behavior. Employees who have formed high-quality relationships with their leaders continue to generate higher levels of social care, benefits, and high performance ((Cheong et al., 2016); (Eisenberger et al., 2014).

Servant Leadership

Servant leadership is characterized by going beyond the leader's interests and focusing on opportunities to help followers grow and develop (Robbins & Judge, 2018). They do not use power to reach the end; they put more emphasis on persuasion. Their behavioral characteristics include listening, empathizing, persuading, accepting service, and actively developing the potential of followers.

According to Dennis (2004) in (Vondey, 2010), servant leadership can be measured through the Servant Leadership Assessment Instrument (SLAI): affection (love), empowerment, vision, and humility. Love is compassion or love expressed in leadership. Loving is acting morally and wisely at the appropriate moment for the right reasons. The focus of empowerment is collaboration, namely giving others authority and paying attention to advice from followers. A leader's vision is the course that the organization will pursue in the future. Vision will motivate action and influence the course of events. Maintaining humility means respecting staff members and appreciating their contributions to the team.

Job Satisfaction

Job satisfaction is a positive feeling toward work resulting from an evaluation of its characteristics (Robbins & Judge, 2018). Employee satisfaction is a term that describes whether employees are happy and have their wants and needs met at work. According to (Luthan, 2011), job satisfaction is an employee's feeling about how good or critical the job is. From these three definitions, it can be said that employee job satisfaction describes positive behavior in the form of feeling happy because the work produced can fulfill their wants and needs.

Researchers at the University of Minnesota have developed the Minnesota Satisfaction Questionnaire (MSQ) to measure a person's satisfaction with various aspects of work. In addition, some indicators of job satisfaction, according to Weiss et al. 1967 (Martins & Proença, 2014), to measure job satisfaction are ability utilization, achievement, activity, advancement, authority, company policies, compensation, coworkers, creativity, independence, security, social service, social status, moral values, recognition, responsibility, supervision – human relations, supervision – technical, variety, and working conditions.

Organization Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB), according to (Organs, 2015a), is employee behavior carried out voluntarily, sincerely, and happily without having to be ordered. OCB is

also an individual contribution that exceeds the role's demands at work and is rewarded by task performance. Thus, it can be concluded that OCB is a condition that arises from feelings of pleasure felt by employees since they get or are given something they want or need; hence, they can create good employee behavior at work, such as feelings of voluntary, sincere, happy, or more excited in working in the interests of the company and himself.

In its implementation, OCB is influenced and measured by various factors. One of them mentioned (Organs, 2015a) that five factors influence the emergence of good OCB in a company, which certainly can be an indicator in measuring the emergence of OCB itself: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Employee Performance

Employee performance is the employee's actual achievement compared to the expected performance (Dessler, 2011). On the other side, Mathis et al. (2012) suggest that employee performance is what employees do or do not do.

According to (Dessler, 2011), measuring employee performance can be seen in quality, productivity, knowledge about work (job knowledge), reliability, availability, and independence. Meanwhile, according to (Mathis et al., 2012), indicators for assessing employee performance include timeliness of results, quality of results, quantity of results, attendance, work efficiency, and work effectiveness.

Hypotheses Development

The Effect of Servant Leadership on Organizational Citizenship Behavior

Servant leadership is characterized by going beyond the leader's interests and focusing on opportunities to help followers grow and develop (Robbins & Judge, 2018). The characteristics of servant leadership include listening, empathizing, persuading, accepting service, and actively developing the potential of followers. If an organizational leader is willing to listen to employee suggestions, empathize, be able to persuade, provide services, and actively develop the potential of his followers, this will have an impact on employees feeling happy, willing to help others, sincere, and happy without having to be ordered to do work.

One study of 123 supervisors found that the servant leadership effect resulted in higher commitment, self-efficacy, and perceptions of fairness, all of which were related to organizational citizenship behavior (Robbins & Judge, 2018). Empirical studies (Amir, 2019), (Willie Surya Setiawan, 2019), (Elche et al., 2020), (Haji et al., 2021), (Khajehpour et al., 2016) also showed that servant leadership had a significant positive effect on OCB.

H1: Servant leadership significantly and positively affects organizational citizenship behavior.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction is the main determinant of employee organizational citizenship behavior (OCB) (Robbins & Judge, 2018). Satisfied workers should appear to speak positively about the organization, help others, and exceed normal expectations at work, possibly because they want to reciprocate the positive experience. Consistent with this thinking, the evidence suggests that job satisfaction is moderately correlated with OCB. Those who felt their coworkers were helping them were more likely to engage in helpful behavior, whereas those with antagonistic relationships with their coworkers were less likely to do so. Accordingly, individuals with certain personality traits are also more satisfied with their jobs, leading them to engage in more OCB. If employees feel satisfied because of the opportunity to utilize their abilities, recognition of achievements, opportunity for activities and progress, giving authority, organizational policies that support employee work will have a positive impact on employee behavior can create good employee behavior at work, such as feelings of volunteerism, sincerity, joy heart, or feeling more enthusiastic about working for the benefit of the company and himself. Likewise, if employees receive good social services, recognition, and good relationships with other employees and leaders, this will have a positive impact on employee behavior and can create good employee behavior at work.

Several studies support the relationship between job satisfaction and organizational citizenship behavior (OCB), including (Algadri et al., 2020), (Setyowati et al., 2021), (Haji et al., 2021), and (Margahana, Helisia, Haryono & Rosady, EQ, 2018).

H2: Job satisfaction has a significant positive effect on organizational citizenship behavior

The Effect of Organizational Citizenship Behavior on Employee Performance

Research has documented that the key to overall performance in managers' minds is the extra things employees do that go beyond the call of duty and increase the effectiveness of their organizations. The workers that managers find most effective are those who are productive on their own and make those around them more productive "by helping out, being a good sportsman, and/or showing social concern." If an employee feels happy in the organization because getting what he wants will create positive behavior, he will feel more enthusiastic, impacting high employee performance.

Several research results revealed that organizational citizenship behavior influences employee performance (Margahana, Helisia, Haryono & Rosady, EQ, 2018) (Setyowati et al., 2021), and (Harwiki, 2016).

H3: Organizational citizenship behavior has a significant positive effect on employee performance.

The Effect of Job Satisfaction on Employee Performance

Several studies have concluded that happy workers who fulfill their needs and wants are more likely to be productive

workers. A person with a high level of job satisfaction also has a positive attitude towards work, while a person who is dissatisfied due to job stress has a negative attitude towards the work he faces.

The previous research results conducted by (Juniantara & Riana, 2015), (Siengthai & Pila-Ngarm, 2017), and (Setyowati et al., 2021) stated that job satisfaction had a positive effect on employee performance.

H4: Job satisfaction has a significant positive effect on employee performance.

The Effect of Servant Leadership on Employee Performance

Servant leadership focuses on how a leader can serve his followers. Leaders who apply servant leadership will build trust, a sense of fairness, and sympathy from employees. A leader, who loves with compassion for his subordinates, entrusts power to employees listens to suggestions from subordinates, inspires action helps shape the future shows respect, and recognizes employee contributions, which will positively impact employee performance.

Several research results have uncovered that servant leadership could have an impact on performance (Muller et al., 2019), (Tomigolung, 2015), (Chinomona et al., 2013), (Purwanto et al., 2021).

H5: Servant leadership has a significant positive effect on employee performance

RESEARCH METHODE

This study focused on quantitative by applying a cross-sectional research design. Cross-sectional research is conducted at one time of data collection, describing the relationship of events at one time. This research's objects were all permanent staff of PKU Muhammadiyah Hospital Yogyakarta. The permanent employees of PKU Muhammadiyah Yogyakarta Hospital were sampled using the non-probability sampling method.

Regarding the type of data, this study used primary data, and the method of collecting essential data was carried out offline (through surveys). The survey included demographic questions and structured questions. A total of 135 questionnaires were distributed, and 135 were collected, with a 100% return percentage (135/135 X 100%). Of the 135 questionnaires collected, 131 were processed since four were incomplete, so they were not included in the data processing. The research questionnaire was distributed with the results that the demographic conditions of the respondents included gender, tenure, and education level of the permanent administrative staff at PKU Muhammadiyah Hospital Yogyakarta, indicating that sex was dominated by women as many as 68 people (52%), while men only amounted to 63 people (48%). Based on education, it was dominated by undergraduate education with a percentage of 43%.

Meanwhile, most tenures were 35 until < 45 years by 30% of the total 131.

Servant leadership was measured by the dimensions developed by Dennis (2004) (Vondey, 2010), consisting of love, empowerment, vision, and humility. Then, employee performance was assessed by the dimensions developed by (Mathis et al., 2012). To evaluate employee performance, the indicators included timeliness of results, quality of results, quantity of results, attendance, work efficiency, and work effectiveness. Meanwhile, organizational citizenship behavior was determined by the dimensions developed (Organs, 2015b) that five factors influenced the emergence of good OCB in companies: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Lastly, job satisfaction was gauged by the dimensions developed by Weiss et al. 1967 (Martins & Proença, 2014).

Data analysis

To test the hypothesis, structural equation modeling (SEM) was used. Validity testing in this research used Confirmatory Factor Analysis (CFA). To test the reliability of the data, the Variate Extracted (AVE) and Construct Reliability (CR) formulas are used. Reliable if $AVE > 0.5$ and $CR > 0.7$ ((Ghozali, 2011). The suitability of the model is assessed through a review of various Goodness-of-fit criteria including; Chi-square statistics, Root Mean Square Error of Approximation (RMSEA), RMSEA values between 0.05 to 0.08, Goodness of Fit Index (GFI) values ranging from 0 (poor fit) to 1.0 (perfect fit), the recommended Adjusted Goodness-of-fit (AGFI) value is the same or > 0.90 ., CMIN/DF proposes this ratio value < 2 is a measure of fit, the recommended Tucker Lewis Index (TLI) is the same or > 0.90 , the Comparative Fit Index (CFI) is recommended for $CFI > 0.90$.

RESEARCH RESULTS AND DISCUSSION

Descriptive data analysis showed that the mean value of servant leadership was 3.7862. It demonstrates that the leadership of PKU Muhammadiyah Yogyakarta Hospital has implemented servant leadership well. At the same time, the mean value of respondents' answers to job satisfaction was 3.3813. It indicates that the job satisfaction of the permanent staff of the PKU Muhammadiyah Yogyakarta Hospital was high. In addition, the mean value of respondents' answers to the organizational citizenship behavior was 3.9134, illustrating that the permanent staff of PKU Muhammadiyah Yogyakarta Hospital had relatively high organizational citizenship behavior. Meanwhile, the mean value of respondents' answers on employee performance was 3.875, indicating that the performance of the administrative staff of PKU Muhammadiyah Yogyakarta Hospital was high.

Furthermore, measuring construct validity can be seen from the loading factor value. A high loading value on a factor (latent construct) in cases with high validity suggests that they

converge at a point. Requirements that must be met, first, the loading factor must be significant. Therefore, an essential element may still have a low value, so the standardized estimate must be ≥ 0.50 , ideally, 0.70. Also, the significance of the two parameters was analyzed with a p-value of ≤ 0.05 (Ghazali, 2014).

Tables 1-4 presents the findings of the validity test analysis (Convergent Validity). From the instrument testing results, all question items are valid with a correlation value above 0.5;

Table 1 Validity and Reliability Test of Servant Leadership

	Estimate	CR
SL2	0.520	0.937
SL5	0.689	
SL6	0.749	
SL7	0.569	
SL8	0.618	
SL9	0.774	
SL10	0.543	
SL11	0.694	
SL12	0.726	
SL13	0.815	
SL14	0.682	
SL16	0.634	
SL17	0.537	
SL18	0.763	
SL19	0.826	
SL20	0.804	
SL21	0.624	

Based on the test results in Table 1, the servant leadership variable loading factor value is not less than 0.50, so it can be concluded that the question item is declared valid. Meanwhile, the construct reliability value of 0.937 is greater than 0.7 so it is reliable.

Table 2 Validity and Reliability Test of Job Satisfaction

	Estimate	CR
JS1	0.717	0.926
JS2	0.683	
JS3	0.684	
JS4	0.732	
JS6	0.756	
JS7	0.701	
JS8	0.666	
JS9	0.812	
JS10	0.450	
JS11	0.542	
JS12	0.664	
JS13	0.597	
JS16	0.501	
JS17	0.694	
JS18	0.682	
JS19	0.529	
JS20	0.592	

Based on the test results in Table 2, the job satisfaction variable loading factor value is not less than 0.50, so it can be

concluded that the question item is declared valid. Meanwhile, the construct reliability value of 0.926 is greater than 0.7 so it is reliable.

Table 3 Validity and Reliability Test of OCB

	Estimate	CR
OCB2	0.698	0.933
OCB3	0.782	
OCB4	0.713	
OCB5	0.526	
OCB9	0.577	
OCB10	0.757	
OCB11	0.605	
OCB12	0.654	
OCB13	0.750	
OCB14	0.765	
OCB15	0.687	
OCB16	0.664	
OCB17	0.782	
OCB18	0.563	
OCB19	0.710	
OCB20	0.668	

Based on the test results in Table 3, the OCB variable loading factor value is not less than 0.50, so it can be concluded that the question item is declared valid. Meanwhile, the construct reliability value of 0.933 is greater than 0.7 so it is reliable.

Table 4 Validity and Reliability Test EP

	Estimate	CR
EP1	.679	0.926
EP2	.642	
EP3	.723	
EP4	.726	
EP5	.636	
EP7	.722	
EP8	.700	
EP10	.659	
EP11	.670	
EP12	.618	
EP13	.713	
EP14	.619	
EP15	.756	
EP16	.732	

Based on the test results in Table 4, the employee performance variable loading factor value is not less than 0.50, so it can be concluded that the question item is declared valid. Meanwhile, the construct reliability value of 0.926 is greater than 0.7 so it is reliable.

The model fit test results in this study are presented in Table 5.

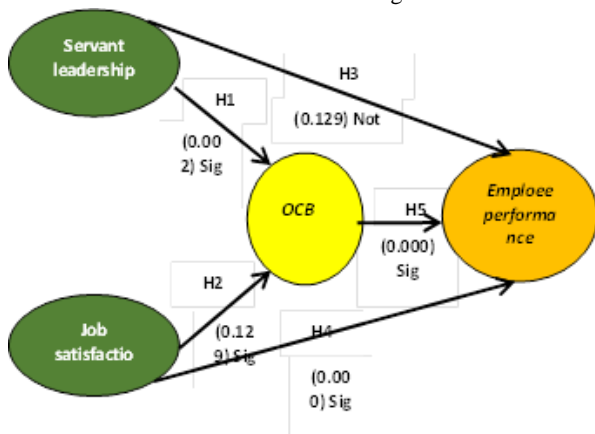
Table 5. Results of Model Fit Test (Goodness of Fit)

The Goodness of Fit Index	Cut-off Value	Results	Model Evaluation
2 Chi-	< 306.883	4596.338	Marginal Fit

Square			
Significant probability	≥0.05	0.000	Unfit
CMIN/DF	≤2.00	2.493	Marginal Fit
RMSEA	≤0.08	0.112	Marginal Fit
TLI	≥0.90	0.615	Marginal Fit
CFI	≥0.90	0.651	Marginal Fit
IFI	≥0.90	0.658	Marginal Fit
NFI	≥0.90	0.535	Marginal Fit
PNFI	≤0.90	0.490	Good Fit

Based on the full model test, the results obtained are presented in the table above, and it can be explained that the reference value and test results for each criterion were mainly close to the required criteria, but there was one criterion that met the requirements: PNFI (Ghozali, 2014). When one criterion meets the criteria, it could be declared a good model.

After testing the full model and meeting the requirements, the next step was to test the hypotheses. The following hypotheses test results are presented, starting with path analysis. Based on the path analysis results, the research results were obtained as illustrated in Figure 1:



Based on Figure 1, the results of the direct and indirect influence test between variables are displayed in the following table:

Table 6. Results of the Direct Effect Test

	SL	JS	OCB	EP
OCB	.605	.252	.000	.000
EP	-.784	.635	1.070	.000

Based on the analysis results of output Table 4, the direct influence of servant leadership was 0.605 on organizational citizenship behavior and -0.784 on employee performance. The direct effect of job satisfaction on OCB was 0.252 and 0.635 on employee performance. Meanwhile, the direct effect of OCB on employee performance was 1.070.

Table 5. Results of the Indirect Effect Test

	SL	JS	OCB	EP
OCB	.000	.000	.000	.000
EP	.647	.269	.000	.000

Based on the analysis results in Table 5, it can be seen that the indirect effect between variables was smaller (zero value) compared to the direct influence value. It also aligns with the

model estimation test results, stating that organizational citizenship behavior had a significant effect as a mediating variable between servant leadership and employee performance (proven to mediate). In contrast, the OCB variable mediating between job satisfaction and employee performance did not have a considerable impact (did not mediate).

Table 6. Total Effect Test Results

	SL	JS	OCB	EP
OCB	.605	.252	.000	.000
EP	-.137	.904	1.070	.000

Based on the output of Table 6, the servant leadership independent variable had the greatest value on the OCB variable as the intervening variable. It can be concluded that the servant leadership experienced by employees would have the most significant direct or dominant influence on OCB.

Table 7. Square Multiple Correlation (SMC) Test Results

Estimate	CR
OCB	.706
EP	.947

Based on Table 7, the R-Square value of the OCB variable was 0.706, showing the immense contribution given by the service leadership and job satisfaction variables to OCB at 7.06%, while the remaining 92.04% were influenced by other factors outside of service leadership and job satisfaction. In addition, the R-squared value of the employee performance variable was 0.947. This indicates that the contribution of servant leadership and job satisfaction variables to employee performance was 94.7%. In comparison, the remaining 5.3% was influenced by factors outside of service leadership and job satisfaction on employee performance.

Hypotheses Testing

This research model's estimation test results are presented in Table 8:

			Estimate	SE	CR	P	Result
OCB	<--	SL	.649	.210	3.087	.002	H1 Accepted
OCB	<--	JS	.253	.166	1.520	.129	H2 Rejected
EP	<--	SL	-.757	.205	-3.689	***	H3 Accepted
EP	<--	JS	.573	.150	3.831	***	H4 Accepted
EP	<--	OCB	.962	.164	5.869	***	H5 Accepted

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From Table 8 the p-value of the influence of servant leadership on organizational citizenship behavior was $0.002 < 0.05$, meaning that servant leadership had a significant effect on organizational citizenship behavior; thus, hypothesis 1 (H1) was accepted. On the other hand, the p-value of the impact of job satisfaction on organizational citizenship behavior was $0.129 > 0.05$, indicating that job satisfaction had no significant effect on organizational citizenship behavior, so hypothesis 2 (H2) was rejected. Then, the p-value of the influence of servant leadership on employee performance was $0.000 < 0.05$. It denotes that servant leadership significantly affected employee performance, so hypothesis 3 (H3) was accepted. Also, the p-value of the impact of job satisfaction on employee performance was $0.000 < 0.05$. It demonstrates that job satisfaction significantly affected employee performance; hence, hypothesis 4 (H4) was accepted. Lastly, the p-value of the influence of organizational citizenship behavior on employee performance was $0.000 < 0.05$. In other words, organizational citizenship behavior significantly affected employee performance, so hypothesis 5 (H5) was accepted.

Mediation Test

Relationship between Research Variables	Direct Effect	Indirect Effect	Result
S → OC → E L → B → P	-0.784	0.647	Mediate
J → OC → E S → B → P	0.635	0.269	Not Mediating

Based on Table 10, the indirect effect of servant leadership on employee performance was mediated by organizational citizenship behavior. The value of the direct effect was $-0.784 <$ indirect effect of 0.647 , meaning that the relationship between servant leadership and employee performance was mediated by organizational citizenship behavior. Moreover, the indirect effect of job satisfaction on employee performance was mediated by organizational citizenship behavior. The value of the direct effect was $0.635 >$ indirect effect of 0.269 , demonstrating that the relationship between job satisfaction and employee performance was not mediated by organizational citizenship behavior.

The Effect of Servant Leadership on Organizational Citizenship Behavior

The analysis showed that servant leadership significantly affected OCB, meaning that applying servant leadership at PKU Muhammadiyah Hospital Yogyakarta could make employees happy and create good organizational behavior. The descriptive analysis results supported high levels of servant leadership and organizational citizenship behavior.

Previous empirical studies in line with this study’s results are those conducted by (Amir, 2019), (Willie Surya Setiawan, 2019), (Elche et al., 2020), (Haji et al., 2021), (Khajehpour et al., 2016), and (Newman et al., 2017), indicating that servant leadership had a significant positive effect on OCB.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The analysis revealed that job satisfaction did not affect OCB, indicating that whether the employee was satisfied or dissatisfied would not affect OCB. It is possible because employees feel that helping must be done sincerely without any tendency, as in the Qur’an Surah Al-Hujarat: 10: *“Indeed the believers are brothers, so make peace between your two brothers (who are in disagreement) and fear Allah so that you may receive mercy.”*

The results of this study align with the research (Setyowati et al., 2021) (SESEN et al., 2011) (Saputra & Riana, 2021) that job satisfaction did not affect OCB.

The Influence of Servant Leadership on Employee Performance

The results stated that servant leadership significantly affected employee performance, and descriptive analysis showed that the levels of servant leadership and employee performance were high. Based on these findings, the hospital leadership has implemented servant leadership well. A leader who loves with compassion for subordinates, entrusts power to employees and listens to suggestions from subordinates, inspires action, helps shape the future and shows respect, and recognizes employee contributions positively impacts employee performance.

The previous research results conducted by (Muller et al., 2019), (Tomigolung, 2015), (Chinomona et al., 2013), and (Purwanto et al., 2021) stated that servant leadership could have an impact on performance.

The Effect of Job Satisfaction on Employee Performance

Based on the analysis results, job satisfaction significantly affected employee performance. Several studies have concluded that happy workers who have their needs and wants to be fulfilled are more likely to be productive workers. A person with a high level of job satisfaction also has a positive attitude towards work, while a person who is dissatisfied due to job stress has a negative attitude towards the work he faces. Based on the descriptive analysis, the job satisfaction level of PKU Muhammadiyah Yogyakarta employees was high, positively impacting employee performance. It is evidenced from the descriptive analysis results that employee performance was high.

The previous research results conducted by (Juniantara & Riana, 2015), (Siengthai & Pila-Ngarm, 2017), and (Setyowati et al., 2021) stated that job satisfaction had a positive effect on employee performance.

Conclusion and Future Research

Empirical studies exhibited that organizational leaders had implemented servant leadership well to improve organizational citizenship behavior and employee performance. Another finding from empirical studies showed

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that employee job satisfaction did not lead to organizational citizenship behavior in organizations. Another empirical analysis revealed that employee job satisfaction in organizations improved employee performance, but organizational citizenship behavior could not mediate the relationship between job satisfaction and employee performance. As a result, study gaps still exist that may be filled by proposing variables as mediating and moderating in further research.

Further, this study's results have two primary implications for practical and future research. First, empirical evidence about the influence of servant leadership empirically can help improve job performance, organizational commitment, organizational behavior, and engagement. According to (Melchar & Bosco, 2010), servant leaders can be successful in service organizations that are competitive and pursuing profit. This study continues and expands on its investigation by examining the influence of servant leadership on employee performance at the PKU Muhammadiyah Hospital case study. The results of this study, therefore, add to the fact that servant leadership influences employee performance. Second, empirical evidence about the effect of job satisfaction on employee performance states that job satisfaction will improve employee performance. It implies that organizations must pay attention to factors that can increase job satisfaction. In this research, since the perceived job satisfaction has not yet been high, leaders still need to pay attention to employee job satisfaction, including attention, appreciation, praise for employees, opportunities to use their work patterns, and attention to compensation.

The limitation of this research is that the study subjects were only non-medical employees. In contrast, employees in the hospital consist of several employees, i.e., medical, support, nurses, and midwives, so the findings at this hospital still need to be expanded on the subject to generalize the decisions. Another limitation is that data collection only used questionnaires and were not filled in immediately, so some questionnaires were missing and incomplete filling in. Hence, to obtain more accurate data, future researchers can provide questionnaires to research subjects by explaining the questionnaires provided. In addition, since this study only focused on servant leadership, the researchers recommend that future researchers develop leadership at a broader level within the organization so that the resulting research is better, more concrete, and more comprehensive.

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