



## The Effects of Mediating Job Satisfaction on Organizational Citizenship Behaviors with Servant Leadership and Human Relations as Antecedent Variables

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### Abstract

*This study aims to analyze the Mediating Effects of Job Satisfaction on Organizational Citizenship Behaviors with Servan Leadership and Human Relations as Antecedent Variables in PT. Andalan Mitra Prestasi in the City of Padang. The population and sample of this study were 60 respondents with the sampling technique using the total sampling method. The method used is Structure Equation Modeling (SEM) with the help of the SmartPLS 3 program. The results showed that servant leadership and human relations factors have a significant positive effect in determining the level of job satisfaction and Organizational Citizenship Behaviors. Furthermore, it was also found that job satisfaction also determines or can motivate employees to have Organizational Citizenship Behaviors at work. This study also found that job satisfaction as a mediating or intervening variable can strengthen the influence of servant leadership and human relations in improving Organizational Citizenship Behaviors. The research results can be an input for organizations. In improving Organizational Citizenship Behaviors, management needs to strengthen and pay attention to the Servan leadership and Human relations factors accompanied by paying attention to increasing job satisfaction. So that the level of Organizational Citizenship Behaviors that is expected to be maximized can be realized.*

Keyword: Servant leadership, Human relation, Job satisfaction, Organizational citizenship behavior

### 1. INTRODUCTION

Human resources are an important factor in an organization, without the support of good human resources, an organization will face obstacles in achieving organizational goals that have been outlined in its vision and mission. The need for quality human resources is a measure of the success of an organization. The success of the organization can be seen from the maximum role of employees to carry out all their duties and jobs. Not only fulfilling its responsibilities but doing more than the organization expects. These behaviors and roles are known as organizational citizen behavior (OCB).

D W Organ, (2018), defines Organizational Citizenship Behavior (OCB) as individual behavior that is free, not directly or explicitly related to the reward system and can improve the effective functioning of the organization. Another opinion states that organizational citizenship behavior (OCB) is optional behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization (Robbins, 2008). This means that Organizational Citizenship Behavior (OCB) is voluntary behavior, not forced action on things that prioritize organizational interests or individual behavior as a form of satisfaction with the resulting performance (performance). Not ordered formally and not directly and openly related to a formal reward system in order to increase performance achievement and support organizational development, (RB. Putra, Fitri, 2021; Ridwan et al., 2020; R B Putra, 2016; R B Putra, 2018).

But in reality, not all individuals in the organization are able to demonstrate and practice this behavior as a form of behavior or character that can help the organization progress. This happened to PT. Andalan Mitra Prestasi, a company engaged in the provision and determination of domestic and foreign labor services. The results of preliminary observations found a phenomenon of differences in work behavior between work groups between young and older ages in maximizing job performance. Where employees with older age tend to have low motivation in increasing work productivity compared to employees with younger ages. During working hours, there are still many employees who leave the workplace prematurely, this is against company rules. Another finding is the low teamwork among employees in completing work. The existence of OCB in an organization has a positive impact not only on workers but also contributes to the organization beyond standards or formal activities, (R B Putra, 2018).

Research related to organizational citizenship behaviour (OCB) has been carried out such as research (RB. Putra, Fitri, 2021) which examines organizational citizenship behaviour and employee performance by using individual characteristics, work culture and individual behaviour factors. Meanwhile, the research (Ridwan et al., 2020) examines building citizenship behaviour and performance: perceived organizational support and competence. Research (R B Putra, 2016) also examines the Mediating Effects of Job Satisfaction on Performance with Organizational Commitment, Interpersonal Communication and Organizational Citizenship Behaviors as Antecedent Variables. Furthermore, research (R B Putra, 2018) on the Effect of Organizational Commitment Mediation on Organizational Citizenship Behaviors with Interpersonal Communication and Job Satisfaction as Antecedent Variables. And several other studies such as (Banwo, 2020; Chidir, 2020; Desky, 2020;

Gunnesch-Luca, 2020; Munawir, 2019; Nugroho, 2020; Teng, 2020), (Alsheikh, 2019), also examined organizational citizenship behaviour (OCB) by using different factors and with different research objects. However, from all of these studies, there are still few who analyze organizational citizenship behaviour (OCB) by using the approach of Servan leadership and human relations factors as well as the indirect effect of job satisfaction factors which are also thought to be able to encourage employees to have organizational citizenship behaviour (OCB).

Based on the problems and studies of previous studies, it is known that many factors affect organizational citizenship behaviour (OCB). The theory of Organ et al in Titisari (2014) states that the increase in OCB is influenced by two factors, namely internal factors (such as job satisfaction, organizational commitment, personality, employee morale, and motivation) and external factors (such as leadership style, belief in leadership, and organizational culture). Newland's theory in Rahmayanti et al., (2016), states that several factors that influence organizational citizenship behaviour are job satisfaction, employee perceptions of the organization, employee characteristics (such as individual conflicts with organizational culture and human relations or relationships between superiors and subordinates and fellow employees. ). Referring to the explanation above, that there are still few previous studies on organizational citizenship behaviour (OCB) using leadership and human relations factors as well as the mediation of job satisfaction factors, making this research interesting and important to study as a form of development of existing research. So that clear knowledge and information will be obtained and organizations need in assessing and realizing organizational citizenship behaviour (OCB) to support and maximize the achievement of organizational goals in the future.

### **1.1. Organizational Citizenship Behavior (OCB)**

Organizational citizen behaviour (OCB) is the behaviour of employees outside of formal work, (Kinicki & Kreitner, 2006). Another opinion Luthan (2009) states that organizational citizenship behaviour (OCB) or organizational citizenship is part of the science of organizational behaviour. In other words, this attitude is the basis for identifying employees engaged in OCB as the maximum productivity that is given to the organization. Organizational citizenship behaviour or OCB is also said to be behaviour that is an individual choice and initiative, not related to the formal reward system of the organization but can increase the effectiveness of the organization in the aggregate. This means that the behaviour is not included in the job requirements or job descriptions of the employee so that if it is not displayed, it will not be subject to sanctions, (D W Organ, 2018), (Dennis W Organ, 1988).

Robbins (2008), also states that organizational citizenship behaviour (OCB) is that the best behaviour of employees is not a formal work obligation or main task, but can make the organization more effective. That is, Organization citizenship behaviour (OCB) is voluntary behaviour, not forced action and prioritizes organizational interests to be more effective or individual behaviour as a form of job satisfaction based on the resulting performance, is not formally organized and is not directly related to the formal reward system, but in improving the achievement of performance and supporting organizational progress, (RB. Putra, Fitri, 2021), (Ridwan et al., 2020) (R B Putra, 2016), (R B Putra, 2018).

The organ in theory in Titisari (2014), states that the manifestation of OCB in employees at work is a manifestation of the realization of job satisfaction which is an internal factor in employees. In addition, there are external or external factors such as leadership, organizational culture and others that also contribute to fostering OCB in employees. (S. P. Juge Robbins, 2008), that the development of the dynamic world of work today increasingly demands teamwork and high flexibility, so that organizations really need human resources who have job satisfaction to create OCB, such as helping other individuals in the team, volunteering to do extra work, avoiding unnecessary conflicts, respecting the spirit and content of the rules, and generously tolerating the occasional work-related loss and distraction. Pavalache-Ilie (2014) in (R B Putra, 2018) states that people who are satisfied with their work tend to often adopt organizational citizenship behaviour (OCB). This behaviour is related to self-effectiveness, internalization, and length of service in the organization. Mohammad (2011) also stated that both extrinsic and intrinsic job satisfaction is very important in predicting organizational citizenship behaviour (OCB).

## **1.2. Job satisfaction**

Hasibuan (2016), states that job satisfaction is a pleasant emotional attitude and loves his job. This attitude includes morale, discipline and work performance, external work, and a combination of internal and external work. Meanwhile, Wibowo (2010), citing the views of Greenberg and Baron, describes job satisfaction as a positive or negative attitude towards work. Perceptions of employee job satisfaction will be seen through the way they work and consider it important and try to provide maximum satisfaction in each job, (RB. Putra, 2018), (R B Putra & Fitri, 2018).

When employees are satisfied, they usually have a better level of compliance with rules and policies and with their leaders, have more activity at work, and perform better at work. On the other hand, for employees who do not get job satisfaction at work, companies sometimes face the consequences of absenteeism, tardiness, job loss, early resignation, active

participation in labor unions, (R B Putra & Fitri, 2018). In other words, higher job satisfaction will provide a positive attitude towards individual readiness to change in OCB so that employees can maximize the achievement of organizational goals. Pavalache-Ilie, (2014), states that people who are satisfied with their work tend to often adopt civic organizational behavior. The latest research that also examines the same case as research is research, (RB. Putra, 2018; Djaelani, 2020; Narzary, 2020; Supriyanto, 2020), found that job satisfaction is a factor that determines employee behavior. extra roles or organizational citizenship behavior (OCB) in the workplace.

Herzberg in Hasibuan (2016), developed a satisfaction theory called the two-factor theory, namely the dissatisfier and the satisfier, which means that dissatisfaction and satisfaction are not continuous variables. The two factors are a). Extrinsic conditions, job conditions (job context) that result in dissatisfaction among employees if these conditions do not exist, if these conditions exist then there is no need to motivate employees, b). Intrinsic conditions, the content of the job (job contact), which is present in the job will drive a strong level of motivation, which can result in good work performance. If this condition does not exist then there will not be an excessive sense of dissatisfaction.

So these two factors have an important role in creating a level of job satisfaction and ability and organizational citizenship behaviour. In terms of extraneous factors, it is directly related to leadership (Servan leadership) and intrinsic factors are related to human relations or the ability of employees to create relationships or communicate with colleagues and superiors.

### **1.3. Servant Leadership**

Robbins et al., (2015), stated that servant leadership is a leadership style characterized by going beyond the leader's own interests and focusing on opportunities to help followers grow and develop. Poli (2012), defines servant leadership as a peer-to-peer process between leader and leader. In this process, leaders first emerge as those who meet leadership needs, and in the end can be accepted and recognized as leaders.

Employees' perceptions of servant leadership in terms of management diversity will affect employee OCB, including the practice of an inclusive work culture (Ashikali & Groeneveld, 2015). Servant leadership places are of great importance on moral behavior and protects followers from the attention of leaders acting for their own gain or selfishness, (Liden et al., 2008). Spears, (2010), suggests that servant leadership exhibits ten important characteristics, including: listening, empathy, recovery, awareness, persuasion, conceptualization, foresight, management, commitment to community development and

community development. servant leadership, prioritizing authenticity, humility, integrity, listening, compassion, responsibility, courage, and altruism, (Coetzer et al., 2017). Previous research investigated servant leadership in relation to organizational citizenship (OCB) behavior and found significant relationships and influences. This research is (Elche, 2020; Ghalavi, 2020; McCallaghan, 2020; Wahyu, 2019).

#### 1.4. Human Relation

Sondang (2008), states that interpersonal relationships are formal and informal relationships between superiors and subordinates, superiors and superiors, as well as other subordinates and subordinates that must be nurtured and maintained in a cooperative and harmonious way to achieve goals. Hasibuan (2016), Interpersonal relationships are harmonious interpersonal relationships, which aim to create personal desires and combine shared desires. It is said that interpersonal relationships are about integrating people into the work environment, encouraging them to work together, and feeling satisfied financially, psychologically, and socially, (Effendy, 2011).

Therefore, it can be concluded that interpersonal relationships are a series of formal and informal, harmonious interpersonal relationships between everyone in the organization, emphasizing human spiritual elements which include: traits, character, behaviour, personality, and other psychological aspects. Bring happiness and satisfaction, so that team spirit is created and work in harmony to achieve goals.

The conceptual framework describes the causal relationship between certain exogenous variables and endogenous variables, either directly (direct effect) or indirectly (indirect effect), which in this case also explains the research hypothesis. The following is the research conceptual framework:

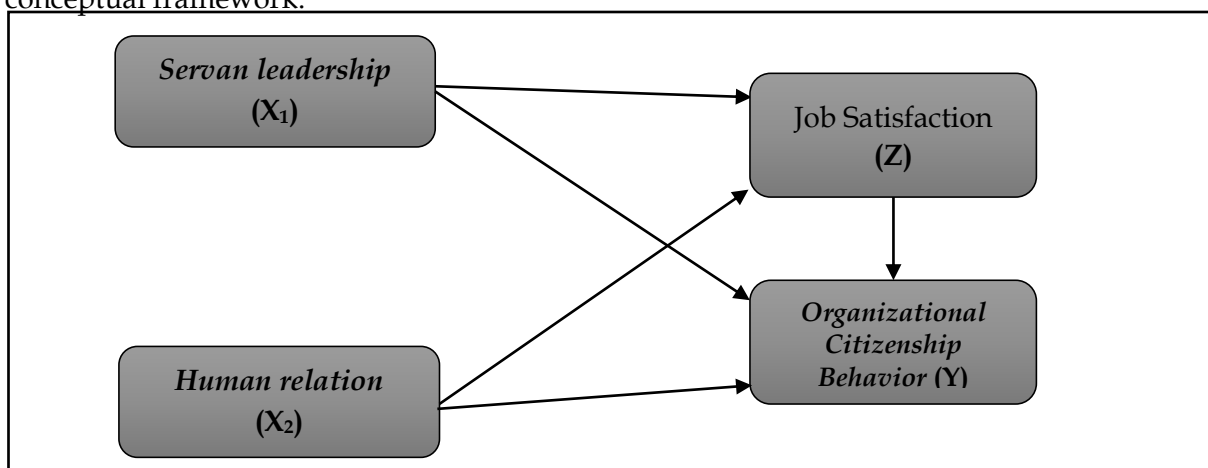


Figure 1. Conceptual Framework, Tahun 2021

Based on the conceptual framework above, the following research hypothesis can be formulated :

- a. Servan leadership has a positive significant effect on organizational citizenship behaviour at PT. Andalan Mitra Prestasi.
- b. Human relations have a positive significant effect on organizational citizenship behaviour at PT. Andalan Mitra Prestasi.
- c. Job satisfaction has a positive significant effect on organizational citizenship behaviour at PT. Andalan Mitra Prestasi.
- d. Servan leadership has a positive significant effect on Job satisfaction at PT. Andalan Mitra Prestasi.
- e. Human relations have a positive significant effect on Job satisfaction at PT. Andalan Mitra Prestasi.
- f. Servan leadership has a positive significant effect on organizational citizenship behaviour through Job satisfaction at PT. Andalan Mitra Prestasi.
- g. Human relations have a positive significant effect on organizational citizenship behaviour through Job satisfaction at PT. Andalan Mitra Prestasi.

## 2. METHOD

This research is qualitative research that measures the relationship between certain variables and certain variables. Where this research uses Servant Leadership ( $X_1$ ), Human Relations ( $X_2$ ), Job Satisfaction ( $Z$ ) and Organizational Citizenship Behavior ( $Y$ ) for employees of PT. Andalan Mitra Prestasi is located at Jalan S. Parman No. 80-82, Padang City, West Sumatra Province. The total population of the study was 60 respondent, where the sample was determined using the census method. Due to the relatively low population size, all existing populations were used as research samples.

Measurement of the Organizational Citizenship Behavior (OCB) variable uses dimensions and indicators developed by, (RB. Putra, Fitri, 2021), (D W Organ, 2018): a). Altruism, this aspect has more to do with the role of employees in providing support or assistance that is not the obligation of co-workers. b). Conscientiousness, this dimension is the behaviour of employees who try to maximize and exceed the standards or work goals set by the company, or dimensions related to employee productivity that exceeds the given work standards. c). Sportsmanship, this dimension reflects that the tolerance for employee behaviour is lower than the ideal conditions that exist in the organization. Individuals with this dimension will be able to enhance a positive work atmosphere among employees,

demonstrate friendly and outreach behaviour, and create a pleasant work environment. d). Courtesy, this dimension is the employee's ability to establish good relationships with colleagues to avoid problems or make work difficult. e). Civic Virtue, this dimension is a form of responsibility for the sustainability of the organization, following existing changes and actively recommending work to promote more effective organizational procedures and protect the resources owned by the organization.

Measurement of job satisfaction variables using dimensions and indicators developed by Gelluci & DeVries (1978) in R B Putra & Fitri (2018), includes a). Salary / salary satisfaction; b). Satisfied with the promotion, c). Satisfaction with colleagues; d). Satisfaction with superiors/supervisors and e). Job satisfaction.

The assessment of Servant leadership variables in this study uses the dimensions of the theory of Barbuto Jr & Wheeler (2006), which includes: a). altruistic callin is the desire of the leader to always work hard to meet the needs of his subordinates, b). emotional healing is a leader's commitment to increase the morale of his subordinates, c). wisdom, which describes a leader who is sensitive to the environment or the leader's wisdom, d). persuasive mapping is a leader who is good at mapping problems, e). organizational stewardship is a leader who can make a positive contribution to the environment, f). humility is a description of the leader's humility, g). vision is a picture of a leader who can invite members to determine the future direction of the organization and h). service, namely a leader who shows service behaviour towards his subordinates. In this study, the measurement of interpersonal relationship variables uses dimensions in Uchjana (2007), theory, which includes: a). Communication, b). Introduction c). Openness, d). Mutual respect and e). Loyalty.

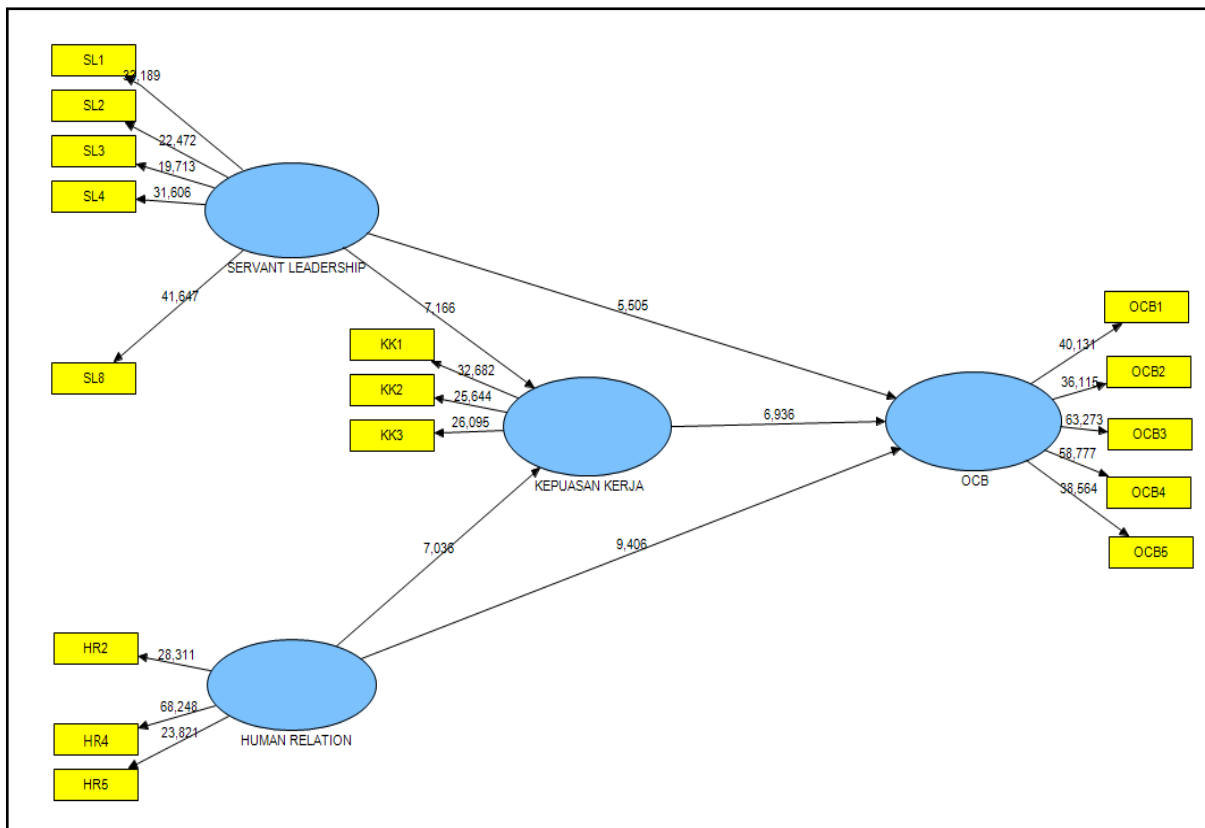
Processing and testing data in this study using the Structural Equation Modeling (SEM) model in the form of Partial Least Square (PLS), where the data analysis tool uses the SmartPLS 3 application. According to Wold in (Ghozali, 2008) PLS is a powerful analysis method because it is not based lots of assumptions. Furthermore, it was revealed that PLS has advantages including: the data does not have to have a normal multivariate distribution (indicators can be categorized, ordinal, interval to ratio scales can be used in the same model) and the sample size does not have to be large. On this basis, testing and data analysis in this study used Partial Least Square (PLS) and it is not recommended to use other variance-based SEM tools such as Amos and lisrel because the amount of data that must be large is 150 to 300 respondents. In addition, this model must still be based on the support of adequate theoretical studies to test hypotheses related to the relationship between existing variables, (Abdillah & Jogyanto, 2015).



Evaluation using the SmartPLS method has two approaches, namely the outer model and the inner model. The outer model is a measurement model or one that relates to the assessment of validity and reliability, with parameters including convergent validity, discriminant validity, composite reliability and Cronbach's alpha as a measure of model accuracy. To assess the validity or the magnitude of the construct correlation with the indicator, it can be seen from the expected loading factor value  $> 0.7$  so that it can be said to be ideal or valid. Sometimes if the value is still  $> 0.5$  it is still acceptable for research that is still under development. However, if the loading factor value is  $< 0.5$ , the indicator can be removed from the model. While the inner model or assessing the relationship between variables or constructs is assessed using the T statistical value. If the t statistical value  $> 1.96$  then the hypothesis is accepted, on the contrary, if the t statistical value  $< 1.96$  then the hypothesis is rejected, (Abdillah & Jogiyanto, 2015).

### 3. RESULTS AND DISCUSSION

The results of the testing process with SmartPLS, can be presented in visual form and in table form as follows:



**Figure 2:** Path analysis  
 Source: Results of SmartPLS data processing, Year 2021

The picture above shows the relationship between the indicators that build each variable and the relationship between exogenous variables in this case Servant leadership ( $X_1$ ), Human relations ( $X_2$ ), job satisfaction ( $Z$ ) with endogenous variables, namely Organizational Citizenship Behavior (OCB) ( $Y$ ), either a direct relationship (direct influence) or an indirect relationship (indirect influence). The following is a summary of the results of the weights in:

**Table 1**  
**Result for Inner Weights**

Uraian	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	Keterangan
Servant Leadership -> OCB	0,319	0,035	8,992	Hypothesis Accepted
Human Relation -> OCB	0,441	0,037	11,667	Hypothesis Accepted
Job satisfaction -> OCB	0,266	0,043	6,121	Hypothesis Accepted
Servant Leadership -> Job satisfaction	0,308	0,039	7,786	Hypothesis Accepted
Human Relation -> Job satisfaction	0,308	0,047	6,550	Hypothesis Accepted
Servant Leadership -> Job satisfaction -> OCB	0,087	0,001	4,658	Hypothesis Accepted
Human Relation -> Job satisfaction -> OCB	0,081	0,002	4,020	Hypothesis Accepted

Source: Results of SmartPLS data processing, Year 2021

### 3.1. The Effect of Servant Leadership on Organization Citizenship Behavior (OCB)

The results of the SmartPLS 3 test in Table 1 show the regression coefficient value of 0.319 with a positive T-Statistics value of 8,992. This value is greater than the T table value of 1.96. These results indicate that Servant Leadership is an important factor and can arouse and motivate employees to have organizational citizenship behaviour (OCB) in carrying out their work. This is also by the opinion of Robbins et al., (2015), which states that servant leadership is a leadership style that is characterized by going beyond the interests of the leader himself and focusing on opportunities to help followers grow and develop. Therefore organizations need to strengthen Servant Leadership factors to increase organizational citizenship behaviour (OCB) to maximize the achievement of organizational goals in the future. Thus this hypothesis can be accepted or the Servant of Leadership has a positive effect on the behaviour of organizational citizens (OCB). These results are in line with research ((Bakar, 2016; Elche,

2020; Ghalavi, 2020; McCallaghan, 2020; Puswiartika, 2019; Wahyu, 2019), which found that servant leadership affects organizational citizenship behavior.

### **3.2. The Influence of Human Relations on Organization Citizenship Behavior (OCB).**

The summary of the SmartPLS 3 test results in Table 1, regarding the influence of Human Relations on Organization Citizenship Behavior (OCB), gets a regression coefficient value of 0.441 with a positive T-Statistics value of 11,667. Where the T statistic value is greater than the T table value of 1.96 or  $11.667 > 1.96$ , with the conclusion that the hypothesis can be proven or Human relations have a positive effect on Organization Citizenship Behavior (OCB). These findings also reveal that the existence of the human relation factor is an important part that must be created in employee interaction both individually with colleagues (interpersonal relationships) and as a team in collaboration between organizational units in supporting the creation of Organization Citizenship Behavior (OCB) in the implementation of work. Hasibuan (2016), states that interpersonal relationships are harmonious interpersonal relationships (part of human relations), which aim to create personal desires and combine shared desires based on the principles of best work behaviour.

It can be concluded, organizations that want their employee productivity to increase through Organization citizenship behaviour (OCB), must pay attention to and improve the level of human relations of their employees in each organizational unit in a better direction. These results are in line with research conducted by (Lockhart, 2020; Salajeghe, 2016; Schepman, 2009), (Suriyana et al., 2020). Where their findings show that human relationships are indicators capable of motivating each individual to have organizational citizenship behavior in the workplace.

### **3.3. The Effect of Job Satisfaction on Organization Citizenship Behavior (OCB).**

Based on the results of testing the data above, the regression coefficient value is 0.266 with a T-Statistics value of 6.121 which when compared with a large statistical t value, the t table value is 1.96 or  $6.112 > 1.96$ . These results also indicate that the job satisfaction factor is also an important part and determines an employee can have and implement Organization Citizenship Behavior (OCB) in supporting implementation. For this reason, organizations that want their employees to have Organization citizenship behaviour (OCB) at work, the organization must meet the level of job satisfaction of its employees, which includes satisfaction with salaries/wages, promotion, leadership and co-worker relationships as well as satisfaction with the job itself. Quoting Greenberg and Baron's statement, describing job satisfaction as a positive or negative attitude towards work. Perceptions of employee job

satisfaction by working and considering it important and trying to provide maximum satisfaction in every job that can have an impact on changes in work behaviour, (RB. Putra, 2018), (R B Putra & Fitri, 2018).

This finding also strengthens the research findings (RB. Putra, 2018; Alsheikh, 2019; Djaelani, 2020; Haque, 2019; Narzary, 2020; Supriyanto, 2020), where the job satisfaction factor has a high relationship to the formation of organizational citizenship behavior in working for an employee.

### **3.4. The Effect of Servant Leadership on Job Satisfaction**

The results of the weight test in Table 1 above show that servant leadership has a regression coefficient value of 0.308 with a statistical T value of 7.787 where this value is greater than the T table value of 1.96 or  $7.787 > 1.96$ . Thus it can be concluded that this hypothesis can be accepted. These findings indicate that servant leadership is a form of leadership that prioritizes coaching and provides solutions to each of their subordinates in supporting the implementation of work in the organization, which in turn can increase satisfaction for followers. As stated by Kartikarini (2015), the behaviour of leaders respecting work and believing in employee abilities (Empowerment) supported by satisfaction with job content and promotion satisfaction will encourage employee voluntary behaviour (Conscientiousness). This finding is also expected to be an indicator for organizations and leaders that the increase in employee job satisfaction at work is also determined by the serving leadership style.

These results are also in line with the findings of research conducted by (Aboramadan, 2020; Al-Asadi, 2019; Huning, 2020; McNeff, 2017), where their findings explain that servant leadership plays a very important role in determining or growing individual job satisfaction in an organization. This research helps in highlighting the importance of embracing a more altruistic servant leadership approach in increasing job satisfaction.

### **3.5. The Influence of Human Relations on Job Satisfaction.**

The results of hypothesis testing in the table above found that human relations have a positive and significant effect on job satisfaction. Where the regression coefficient value is 0.308 with a large T statistical value level of 1.96, namely 6,550 or  $6,550 > 1.96$ , this statistical T value is greater than the T table value, which means that the research hypothesis can be proven or accepted. These findings also explain that the level of relationship between employees both personally and with the work team is also an indication of the creation of individual job satisfaction levels at work. Therefore organizations and leaders must make the human relations approach an important part that must be empowered and improved in each

organizational unit, so that job satisfaction can increase and also have an impact on achieving organizational goals better. A harmonious relationship will create a pleasant work atmosphere and this will affect employee morale and satisfaction in carrying out all their work, (Werther & Davis, 2008). The findings of this study also strengthen the results of research, (Harri, 2015; Rahman & Kasmiruddin, 2017), which states that the human relations factor is a factor that can support the creation of employee job satisfaction at work.

### **3.6. The influence of Human relations on Organization Citizenship Behavior through Job Satisfaction**

The results of the inner weights in Table 1 for the indirect effect indicate that the job satisfaction variable can mediate and strengthen the effect of servant leadership on organizational citizenship behaviour. This can be seen from the regression coefficient value of 0.087 with a statistical t value of 4.658, the statistical value of the t value of the T table value of 1.96 or  $4.658 > 1.96$  so that the hypothesis can be proven or accepted. This also shows that servant leadership support can increase employee job satisfaction which in turn can shape Organizational citizenship behaviour in every individual in the workplace. It can be concluded that the organization is not sufficient to just strengthen or improve its leadership style in the form of service and support to its employees at work, but the organization must also strengthen the increasing need for employee satisfaction at work. It is done that the impact of increasing employee job satisfaction needs will be able to help maximize the increase in organizational citizenship behaviour of employees at work. Thus it can be said that leadership that serves, prioritizes authenticity, humility, integrity, listening, compassion, responsibility, courage, and altruism which can lead to satisfaction and changes in individual behavior (Coetzer et al., 2017)

### **3.7. The influence of Human relations on Organization Citizenship Behavior (OCB) through Job Satisfaction**

The results of the inner model test in the table above, also conclude that the variable job satisfaction as an intervening variable can strengthen the effect of human relations on Organizational Citizenship Behavior (OCB). This can be seen from the regression coefficient value of 0.081 with a statistical t value of 4.020, this statistical T value is greater than the T table value of 1.96 or  $4.020 > 1.96$ , which means that this hypothesis can be accepted or proven. These findings indicate that the relationships that exist between individuals in the organization will be better if the level of employee satisfaction at work is higher, and will have an impact on the formation of Organizational Citizenship Behavior (OCB) in every individual

in the organization. For this reason, the organization is expected to be able to optimally manage these two determining variables (Human relations and Job Satisfaction) so that the Organizational Citizenship Behavior (OCB) formed in employees is able to support the achievement of organizational goals in the future to be even better. This means that human relations, one of which is related to interpersonal relationships, can create a harmonious relationship, which aims to create personal desires and combine shared desires that can encourage individuals or employees to work together, and feel satisfied financially, psychologically, and socially (Effendy, 2011).

#### **4. CONCLUSION AND IMPLICATIONS**

From the results of the discussion of the above hypotheses related to the effects of mediating job satisfaction on organizational citizenship behaviours with servant leadership and human relations as antecedent variables, it can be concluded that servant leadership and human relations factors are very important factors and determine the realization of job satisfaction and organizational citizenship behaviours in employees. Conversely, job satisfaction, both directly and indirectly, is also an important factor in employees who play a role in increasing organizational citizenship behaviour to maximize the achievement of higher organizational goals. This study recommends that organizations that want to manage organizational citizenship behaviours become more effective, it is necessary to make improvements and strengthening factors directly related to servant leadership with all existing dimensions, especially those related to the altruistic callin dimension, namely the desire of leaders to always work hard to fulfil the needs of his subordinates and the dimension of wisdom, namely describing a leader who is sensitive to the environment or the leader's wisdom as well as for the vision, is a picture of a leader who can invite his members to determine the future direction of the organization. In addition, factors related to human relations and future job satisfaction of the organization are also expected to create a more harmonious work environment with the formation of two-way communication, both individually and in teamwork, which in turn can increase employee satisfaction at work and as a whole have an impact on improvement. organizational citizenship behaviours in the future.

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