
**The Effect of Servant Leadership and Quality of Work Life on
Achievement Motivation, Organizational Citizenship Behavior
(OCB) and Employee Performance of the Regional Revenue
Agency of East Java Province in the Pandemic Era**

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Abstract

This research aimed to prove and analyze the effect of servant leadership, quality of work life on employees' achievement motivation of the Regional Revenue Agency of East Java Province, organizational citizenship behavior and employee performance of the Regional Revenue Agency of East Java Province. The research population was 1237 employees of the Regional Revenue Agency throughout East Java Province, while the research sample was 306 respondents. This research type was quantitative research based on respondents' answers to questionnaires. Data analysis used the Structural Equation Modeling (SEM) method with AMOS 26 tools.

The results indicated that (1) Servant leadership had a positive and significant effect on employee achievement motivation, (2) Servant leadership had a positive and significant effect on organizational citizenship behavior, (3) Servant leadership had a positive and significant effect on employee performance, (4) Quality of work life had a positive and significant effect on employee achievement motivation, (5) quality of work life had a positive and significant effect on employee organizational citizenship behavior, (6) Quality of work life did not significantly effect employee performance, (7) Achievement motivation had a positive and significant effect on employee performance, (8) Organizational citizenship behavior had a positive and significant effect on employee performance.

Keywords: Servant leadership, Quality of work life, Organizational citizenship behavior, Employee performance.

INTRODUCTION

State government functions for regional development physically including facilities and infrastructure or non-physical including economy, health, government education and socio-culture. The financing of the development process uses the allocation of spending budget through the state budget (abbreviated as APBD). APBD funds come from several sectors such as Local Own-source Revenue (abbreviated as PAD), transfer revenue, and other legitimate local revenue.

The Regional Revenue Agency (abbreviated as Bapenda) of East Java Province is an Organization of Regional Apparatus assigned to PAD in East Java Province. Bapenda has the main contribution to the PAD of East Java, the PAD contribution reached IDR 14,439 trillion or 80.40% of IDR 17,951 trillion PAD in 2020. The contribution of PAD to Bapenda increased by an average of 3.88% annually in the period 2017 to 2019. However, there was a 7.18% decrease in 2020. As can be seen in table 1:

Table 1. Realization of PAD at the Regional Revenue Agency in 2017-2020

Year	Realization	% Improvement	IKU
2017	14.412.274.279.301	-	-
2018	15.104.084.430.237	4,80%	4,00%
2019	15.553.541.429.948	2,98%	1,89%
2020	14.439.202.301.199	-7,16%	1,61%

Source: Regional Revenue Agency of East Java Province, 2021

The decrease was caused by several factors. On the external side, the Covid-19 pandemic has greatly affected local revenue due to the decrease in national economic conditions. Gross Domestic Regional Product, especially in East Java Province, contracted in 2020 rather than 2019. In the second quarter, East Java economic growth was recorded at -5.98% (year over year), in the third quarter it was -3.61% and in the fourth quarter it was -2.64% (year over year) (Bank Indonesia, 2021).

On the internal side, there has been a change in work culture due to the COVID-19 pandemic, namely there is a policy of limiting activities. It causes work activities to be conducted with Work from Home (WFH). Habibu Rokhman (2021) said that the implementation of WFH faced several problems, such as loss of motivation because communication between colleagues was hampered, not all job could be done, and employees were bored. However, working on a WFO creates fear and anxiety in employees due to the Covid-19 virus exposure. If this phenomenon is ignored, there will be a decrease in employee performance and government agencies performance.

Employees are human resources as the main asset of government agencies to conduct the vision, mission and goals. Leaders with servant leadership style are needed to improve employee performance in the covid 19 pandemic. According to Spears (2010), the servant leadership traits are listening, empathy and healing. This is necessary to motivate employees to excel in the covid-19 pandemic. Harsanto and Susanti (2021) prove that high servant leadership affects performance improvement. Achievement motivation is one of the factors that should be considered to improve employee performance. Ogunleye and Osekita (2016) prove that improving employee performance is influenced by the way organization increases employee achievement motivation.

In addition, government agencies should notice to quality of work life (QWL) to improve employee performance during the COVID-19 pandemic. Rivai and Sagala (2009: 874) explain that QWL is a systematic organizational effort to provide greater opportunities for employees to improve their performance and contribution to the company's overall performance. Organizational Citizenship Behavior (OCB) is the employees' voluntary behavior to help outside their responsibilities. This behavior needs to be instilled as an effort to improve employee performance during the COVID-19 pandemic due to the condition of the work culture at home. Nugraha et al (2021) proved that performance could be improved by increasing employee OCB.

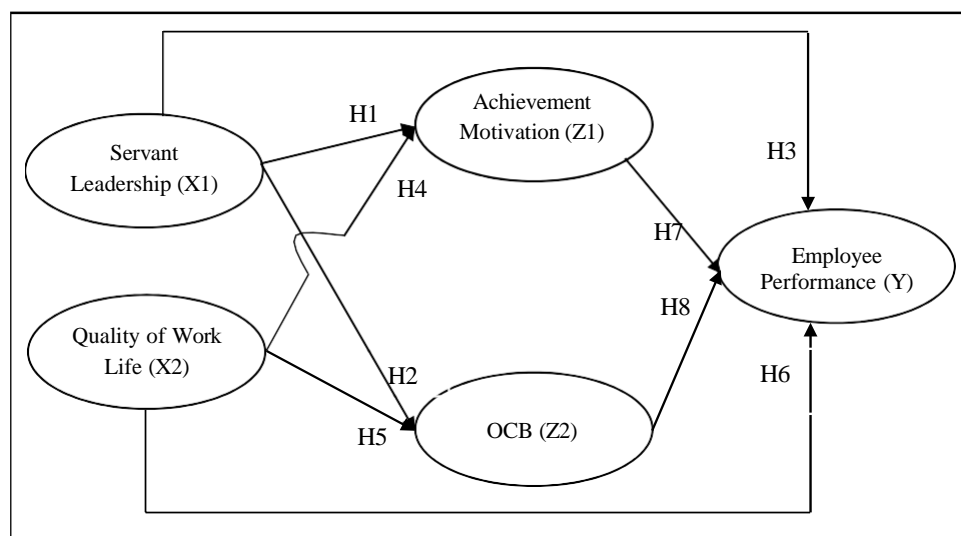


Figure 1. Conceptual Framework

Figure 1 describes the conceptual framework of the correlation between exogenous and endogenous variables, namely servant leadership, QWL, achievement motivation, OCB and employee performance variables.

METHOD

This research type was causal explanatory which aimed to prove the causal correlation between servant leadership, QWL, achievement motivation, OCB and employee performance variables at Bapenda East Java Province.

The research population was 1327 employees of the Regional Revenue Agency of East Java Province. The sampling technique was purposive sampling and proportional random sampling so that there were 306 respondents.

The research instrument was a questionnaire containing 52 statement items. The score of respondents' answers to the questionnaire used a Likert scale with a measurement of 1-5. Structural Equation Modeling (SEM) method was used to analyze, interpret and conclude data from respondents. The tool was SPSS-AMOS 26.0 analysis software.

RESULTS AND DISCUSSION

Respondent Characteristics

The questionnaire was distributed online and filled out by 306 respondents. The results showed that most respondents were male, namely 216 respondents (71%), most respondents aged between 35-45 years, namely 136 respondents (34%) and that most respondents' education was D4/S1, namely 188 respondents (61.4%).

Validity test

The validity test aims to measure or test the validity of each statement item in the research. The statement item is valid if the score of each item and the total value of the overall variable is lower than the significance level of 0.05. The results of the questionnaire validity test showed that 52 items had a significance value below 0.05. Thus, all items were valid to measure the five research variables.

Reliability Test

The reliability test is useful to determine the consistency of the level of confidence of the measuring instrument. A variable is reliable if the Cronbach Alpha value > 0.70 .

The results of the reliability test showed that the Cronbach's alpha value of the servant leadership variable was 0.932, the quality of work life variable value was 0.923, the achievement motivation variable value was 0.933, the OCB variable value was 0.921, and the performance variable value was 0.956. Thus, all variables had Cronbach's alpha values higher than the minimum limit of 0.7. It could be concluded that all variables were reliable.

CFA Test (Confirmatory Factor Analysis)

Confirmatory factor analysis is useful to ensure the feasibility of indicators on latent variables. The CFA test is valid if the loading factor value of each indicator is above 0.50 (Ferdinand, 2006).

The calculation result of the loading factor for each variable indicator was above 0.74 or above the cut off value of 0.50 so the indicator was valid. The servant leadership variable showed that the empowerment indicator had the highest loading factor of 0.874, the QWL variable showed that the work environment indicator had the highest loading factor of 0.856, the achievement

motivation variable showed that the work quality indicator had the highest loading factor of 0.871, the OCB variable showed that the sportsmanship indicator had the highest loading factor of 0.845 and the performance variable showed that the timeliness indicator had the highest loading factor of 0.915.

Outlier Test

The multivariate outliers test on SEM can be seen in the Mahalanobis distance value at the level of $p < 0.001$. Mahalanobis distance was evaluated using chi-square on the degrees of freedom based on the number of indicators. The questionnaire results are multivariate outliers if the Mahalanobis distance is higher than the chi-square value.

The chi-square value with 26 degrees of freedom (number of variable indicators) at a significance level of 0.001 was 54.052. The Mahalanobis value above 54.052 indicated that there were multivariate outliers in the data. The highest value was the 31st observation of 53,891 which was below 54,052. It could be concluded that all observations from 306 respondents did not contain multivariate outliers.

Path Diagram Model Analysis

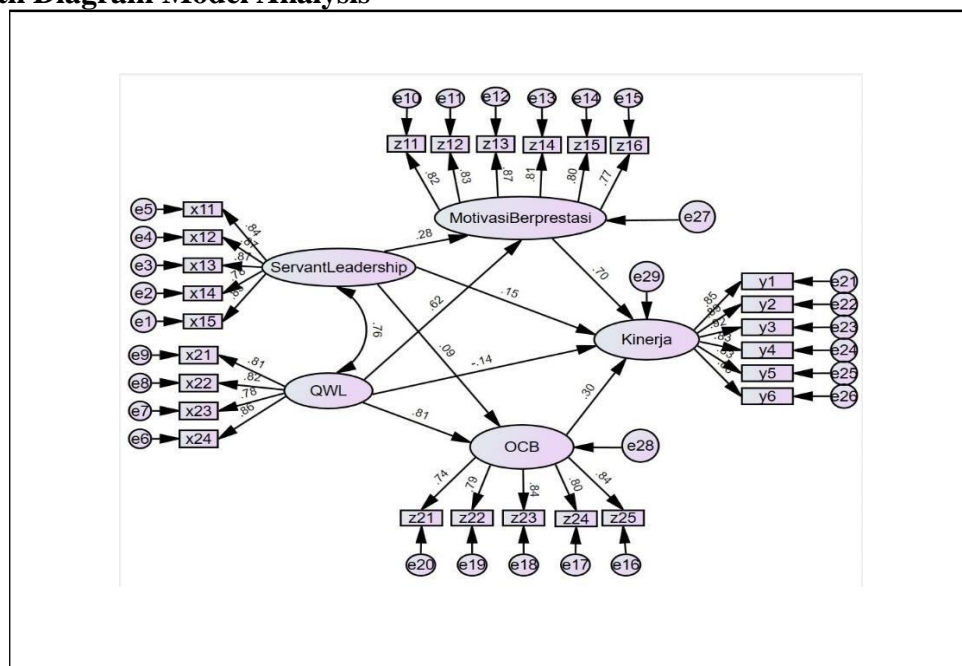


Figure 2. Full Structural Model

This research model used 5 variables and 26 indicators. Figure 2 showed that the servant leadership (SL) variable had 5 indicators, QWL had 4 indicators, achievement motivation (AM) had 6 indicators, OCB had 5 indicators and performance (KIN) had 6 indicators.

Structural model analysis functioned to ensure that the model fitted the data and to test the influence hypothesis between variables using the Goodness of Fit measurement. The results of the Goodness of fit on the structural model (figure 2) with AMOS were presented in Table 2:

Table 2. Goodness of Fit

Goodness of Fit Measure	Index Value	Cut off-value	Description
Chi-Square	488.07	>0,05	Fit model
Probability Level	0,061	>0,05	Fit model
CMIN/df	1,683	≤2,00	Fit Model
Goodness of Index (GFI)	0,935	≥0,90	Fit Model
RMSEA	0,074	≤ 0,10	Fit Model
Tucker-Lewis Index (TLI)	0,926	≥0,90	Fit Model
Comparative Fit Index (CFI)	0,934	≥0,90	Fit Model

Source: Data processing, 2022

The measurement results of the Goodness of Fit model showed the value of the fit index in all indicators. Thus, this model was fit so that the model was feasible to further testing.

Hypothesis Test

The hypothesis test results on the model in Figure 2 using SEM-AMOS were:

Table 3. Hypothesis Test Result

Correlation between variables	Est.	S. E	CR.	P	Description
SL → AM	0,261	0,061	4,29	0,000	Significant
SL → OCB	0,243	0,073	3,318	0,001	Significant
SL → KIN	0,133	0,047	2,811	0,005	Significant
QWL → AM	0,558	0,064	8,685	0,000	Significant
QWL → OCB	0,750	0,072	10.377	0,000	Significant
QWL → KIN	0,127	0,091	1.391	0,164	Insignificant
AM → KIN	0,684	0,075	9.130	0,000	Significant

OCB → KIN	0,284	0,074	3,826	0,000	Significant
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Source: Data processing, 2022

H1: The effect of servant leadership on achievement motivation.

The test results showed the estimated value of the effect of Servant leadership on achievement motivation was 0.261 and the significance value was 0.000 ($p < 0.05$). Thus, it could be concluded that **H₁** was acceptable.

Thus, Servant Leadership could empower others, make employees believe in acting and listen to suggestions from subordinates to increase the achievement motivation of the Regional Revenue Agency employees of East Java Province. The results confirmed the theory of Smith, et. al (2004) that servant leadership could motivate personal growth and participator. It was similar to Sibagariang et al (2014).

H2: The effect of servant leadership on OCB.

The test results showed that the estimated value of the effect of Servant leadership on OCB was 0.243 and the significance value was 0.001 ($p < 0.05$). Thus, it could be concluded that **H₂** was acceptable.

Servant Leadership traits such as compassion, humility, and light-heartedness towards the staff make the leader a role model, so that the OCB of employees is higher. The results confirmed Graham's (1991) theory which stated that Servant Leadership influenced OCB. It was similar to Setiawan (2019).

H3: The effect of servant leadership on employee performance.

The test results showed that the estimated value of the servant leadership effect on performance was 0.133 and the significance value was 0.005 ($p < 0.05$). So, it could be concluded that **H₃** could be accepted. Thus, the high Servant generated an increase in employee performance.

High Servant Leadership had a vision for the development and direction of the institution. On average, the leadership of the Bapenda of East Java Province implemented it in team goals and objectives, so employees were more focused on fulfilling performance targets in terms of quality, quantity and timeliness. The results confirmed Northouse's (2013) theory that servant leadership influenced individual and organizational performance. It was similar to Dani and Mujanah (2021).

H4: Effect of quality of work life on achievement motivation.

The test results showed that the estimated value of the effect of quality of work life on achievement motivation was 0.558 and the significance value was 0.000. So, it could be concluded that **H₄** was acceptable.

High quality of work life could generate and increase achievement motivation of the Regional Revenue Agency employees of East Java Province.

One of them was to create a good and conducive work environment so it had an impact on the quality of employee work. The results confirmed the theory of Greenberg and Baron (2008:652) which stated that improving the quality of work situations could increase employee motivation. It was similar to Veronika (2019).

H5: The effect of QWL on employee OCB.

The test results showed that the estimated value of the effect of QWL on employee OCB was 0.75 and the significance value was 0.000 ($p < 0.05$). So, it could be concluded that H5 was accepted.

High QWL effected an increase in OCB. Agencies that have high QWL encouraged the emergence of employee OCB. OCB actions were to help colleagues work outside of working hours, tolerate discomfort and work to achieve results above agency standards. The results confirmed the theory of Asgari et al (2012) which stated that QWL had a significant effect on OCB. It was similar to Kurniawati (2018).

H6: Effect of QWL on employee performance

The test results showed that the estimated value of the effect of QWL on performance was 0.127 and the significance value was 0.164 ($p > 0.05$). It could be concluded that QWL did not have a significant effect on the employees' performance of Bapenda of East Java Province.

Thus, **H₆** was not accepted. QWL employees did not have an impact on improving the employees' performance of Bapenda of East Java Province. The results could not confirm the theory of Greenberg and Baron (2008:652) which stated that one of the benefits of increasing the quality of work life was an increase in productivity. It was different from Tamsah et. al (2020).

H7: The effect of achievement motivation on employee performance.

The test results showed that the estimated value of the effect of achievement motivation on performance was 0.684 and the significance value was 0.000 ($p < 0.05$). It could be concluded that **H₇** was acceptable.

Achievement motivation played an important role in employee performance. Improving employee performance required an increase in employee achievement motivation. Motivation to complete work without coercion, dare to take responsibility and risk and be goal-oriented, making it easier to complete performance targets and improve the quality of work. These results confirmed McClelland's (1987) theory which stated that there was a positive correlation between achievement motivation and performance achievement. It was similar to Ogunleye and Osekita (2016).

H8: The effect of OCB on employee performance.

The test results showed that the estimated value of OCB's influence on performance was 0.284. The significance value was 0.000 ($p < 0.05$) and the CR value = 3.826 fulfilled the requirements > 1.96 . The average high organizational citizenship behavior caused an increase in employee performance. So, it could be concluded that **H₈** was acceptable.

High employee OCB improved the employees' performance of Bapenda of East Java Province. OCB encouraged employees to help colleagues with high burdens and provide input or solutions to problems in the work environment. So, the targeted performance can be fulfilled and achieved results above the standard. The results confirmed the theory of Robbins and Judge (2008:40) which stated that organizations with high employee OCB had better performance. It was similar to Kurniawan et al (2019),

CONCLUSION

Based on the background, research analysis and discussion, the research results can be concluded as follows:

1. Servant leadership and QWL have a positive and significant effect on employees' achievement motivation of the Regional Revenue Agency of East Java Province. High servant Leadership or QWL increase employee achievement motivation.
2. Servant leadership and QWL have a positive and significant effect on the employees OCB of the Regional Revenue Agency of East Java Province. A high level of Servant Leadership or QWL increase employee OCB.
3. Servant leadership has a positive and significant effect on the employees' performance of the Regional Revenue Agency of East Java Province. A high level of Servant Leadership improves employee performance.
4. QWL does not have significant effect on the employees' performance of the Regional Revenue Agency of East Java Province. High QWL does not have significant impact on improving employee performance.
5. Achievement motivation and OCB have a positive and significant effect on the employees' performance of the Regional Revenue Agency of East Java Province. High achievement motivation or OCB increase employee performance.

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