



## The Influence of Servant Leadership, Self Awareness, and Workload on Organizational Citizenship Behavior (OCB) and Employee Performance at BAPPEDA East Java Province

Rio Patria<sup>1\*</sup>, Slamet Riyadi<sup>2</sup>, Sumiati<sup>3</sup>

Universitas 17 Agustus 1945 Surabaya

**Corresponding Author:** Rio Patria 1262200014@surel.untag-sby.ac.id

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### ABSTRACT

This study aims to examine the influence of Servant Leadership, Self Awareness, Workload on Organizational Citizenship Behavior (OCB), and Employee Performance at Badan Perencanaan Pembanguna Daerah (BAPPEDA) Provinsi Jawa Timur. The research was conducted using a quantitative approach and data were collected from employees working at BAPPEDA Provinsi Jawa Timur. The collected data is analyzed using the Structural Equation Modeling (SEM) PLS method with the Smart PLS Version 4.0 software. The respondents for this study were 118 employees out of a total of 137 employees at BAPPEDA Provinsi Jawa Timur. The data collection instrument was measured using a Likert scale. The research findings indicate that Servant Leadership significantly influences OCB but does not significantly affect Employee Performance. On the other hand, Self Awareness significantly influences both OCB and Employee Performance, while Workload does not significantly affect OCB but has a significant impact on Employee Performance. Additionally, OCB significantly influences Employee Performance. These results highlight the importance of implementing Servant Leadership and fostering Self Awareness to encourage OCB, while Workload has a greater impact on employee performance. Interestingly, the implementation of servant leadership does not seem to drive employee performance at BAPPEDA Provinsi Jawa Timur, however the high level of OCB in BAPPEDA of East Java Province can enhance employee performance.

## **INTRODUCTION**

Civil Servants (Aparatur Sipil Negara or ASN) play a crucial role in carrying out government tasks and serving the public. Therefore, the quality of civil service performance is a crucial factor in the success and sustainability of public services. In the current competitive work environment, employee performance is a key factor in achieving organizational goals. In the context of public service, Civil Servants (ASN) have a significant role in providing quality services to the public. To achieve optimal performance, the roles of Servant Leadership, Self Awareness, Workload, and Organizational Citizenship Behavior (OCB) need to be considered.

Badan Perencanaan Pembangunan Daerah or BAPPEDA is an institution that handles development planning up to the budgeting stage for the entire local government. In the context of regional development planning, Organizational Citizenship Behavior (OCB), Servant Leadership, Workload, and Self Awareness can have a significant influence on achieving high-quality regional development goals. OCB can contribute to regional development through voluntary and proactive employee behavior that positively impacts the achievement of regional development goals. For example, employees who engage in actions such as assisting their colleagues or actively participating in organizational initiatives not formally part of their duties can help strengthen an organizational culture that values active participation and contributes to the organization's success. Effective leadership can provide guidance and support to employees in achieving organizational goals and can strengthen employee commitment to the organization. Leadership that motivates employees, provides constructive feedback and reinforces a positive and inclusive organizational culture can help enhance OCB and employee commitment to the organization. Employees with high Self-awareness can improve performance in this institution, especially in developing better planning for the country, particularly in the province of East Java. Additionally, the Regional Development Planning Agency (BAPPEDA) is one of the local government agencies with the heaviest Workload, making it crucial to determine whether the high workload affects the performance of employees in BAPPEDA East Java Province.

Research conducted by Taufiqur Rachman, Siti Mujanah, and Nanis Susanti (2020) indicates that Servant Leadership and self-awareness significantly influence Employee Performance. A study by Wiwiek Harwiki (2013) shows that Servant Leadership has an impact on employee performance but does not affect OCB. Research by Afrina Susiarty, Lalu Suparman, and Mukmin Suryatni (2023) demonstrates that Workload significantly influences employee performance. another research by Uswatun Hasanah, and Siti Mujanah (2020) shows that the increase in the level of self-awareness is not able to encourage an increase in employee performance. So the results of this study contradict the results of research by (Putri, Tazkiyah, and Amelia, 2019) and Harianto (2011) that self-awareness have a significant effect on employee performance. Therefore, this research is important to reexamine whether employee performance is influenced by OCB, Servant Leadership, Workload,

and Self Awareness, as well as whether Servant Leadership, workload, and Self Awareness, affect employees' OCB behavior, particularly within BAPPEDA of East Java Province.

## **LITERATURE REVIEW**

### **Servant Leadership**

Servant leadership theory is an approach to leadership that focuses on serving others. This theory was developed by Robert K. Greenleaf in the 1970s. According to Greenleaf, a true leader is someone who prioritizes the needs and interests of others over their interests. According to experts, one characteristics of servant leadership is Empathy which means the Ability to understand and address the feelings and needs of others. Humility means Prioritizing the interests of others and displaying humility. Empowerment means Providing autonomy and responsibility to individuals based on their abilities. Building relationships means Developing trusting relationships and fostering collaboration. Performance enhancement means Improving organizational performance by leveraging the potential of team members. Service means Having a strong service orientation and offering support to others.

The indicators used to assess servant leadership are as follows :

- a) Willingness to serve with Indicators seeking feedback from others, valuing others' viewpoints and ideas, not easily defensive or rejecting criticism,
- b) Openness with indicator seeking feedback from others, valuing others' viewpoints and ideas, not easily defensive or rejecting criticism,
- c) Empathy with Indicator considering others' feelings and needs in decision-making, showing concern and sympathy towards others, building personal relationships with others,
- d) Trustworthiness with indicators of fulfilling promises, maintaining confidentiality, and not abusing the trust given.

### **Self Awareness**

Self-awareness is the way an individual thinks about themselves, their authority, responsibilities, and goals in facing and resolving problems, enabling them to address the tasks and challenges they encounter. Therefore, one's self-awareness greatly influences their performance within an organization (Prabowo, 2014). Self-awareness can also be understood as continuous attention to one's inner state. When someone possesses good self-awareness, they can self-regulate, meaning they are capable of reading social situations to understand others and comprehend how others perceive them (Putri, Tazkiyah, & Amelia, 2019). According to Harianto (2011), in the field of psychology, self-awareness begins by looking at the terminology of the word "personal," which means oneself or independently. From there, we can understand that self-awareness is about knowing what needs to be done and why, based on the intelligence one possesses.

According to Baron, Bramscombe, and Byrne (2008), there are several forms of self-awareness, including:

- a) Subjective Self-Awareness: The individual's ability to distinguish oneself as an individual from their physical and social environment.
- b) Objective Self-Awareness: Individuals can become the object of their own attention, aware of their mental state, and knowing that they know and remember that they remember.
- a) Symbolic Self-Awareness: The individual's ability to form abstract concepts within themselves through language. This ability enables individuals to communicate, establish relationships, set goals, evaluate outcomes, and form attitudes related to themselves, as well as defend themselves from threatening communications.

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

Organizational Citizenship Behavior (OCB) is part of the field of organizational behavior that is typically unseen or not formally accounted for. Robbins and Judge (2006) argue that OCB is discretionary behavior that is not part of the formal job requirements but supports the effective functioning of the organization. This behavior is also referred to as extra-role behavior. OCB also refers to behaviors that go beyond the normal obligations of employees. This includes avoiding unnecessary conflicts, helping others without expecting recognition, persevering in hard work, engaging in organizational activities, and performing tasks that exceed the normal assigned duties (McShane & Glinow, 2015).

Based on the definitions mentioned above, it can be concluded that the Organizational Citizenship Behavior (OCB) is extra-role work behavior or behavior outside the required workload that is voluntary and sincere without any orders from the company. This behavior is very beneficial for companies, especially in corporate environments with very fierce business competition. According to Robbins and Judge (2013), Organizational Citizenship Behavior (OCB) consists of five dimensions, namely :

#### ***Altruism***

Altruism refers to employees' voluntary behavior to assist coworkers and the organization as a whole. Indicators of this dimension include helping coworkers in difficulty, providing emotional support to stressed colleagues, and offering assistance to others without being asked.

#### ***Sportsmanship***

Sportsmanship encompasses employees' behavior of accepting criticism, tolerating unfair situations, and not worsening a bad situation. Indicators of this dimension include accepting unfair decisions, responding calmly to criticism, and coping with uncertainty or difficult circumstances.

#### ***Civic Virtue***

Civic virtue refers to employees' participation in organizational activities that are indirectly related to their primary job tasks. Indicators of this dimension include involvement in organizational activities, efforts to enhance the organization's image, and compliance with organizational rules.

### ***Conscientiousness***

Conscientiousness includes employees' behavior of performing their tasks well and being dedicated to achieving organizational goals. Indicators of this dimension include executing tasks to the best of their ability, going above and beyond what is expected, and ensuring that work is completed effectively.

### ***Courtesy***

Courtesy encompasses employees' behavior of being polite, friendly, and appreciative of their coworkers. Indicators of this dimension include respecting colleagues, being polite and friendly, and paying attention to politeness and ethics when interacting with coworkers.

### **Workload**

According to Tarwaka (2004:93), from an ergonomic perspective, every workload received by an individual should be appropriate or balanced with their physical abilities, cognitive capabilities, and human limitations. Suma'mur (1984) states that the work capacity of a workforce varies from one individual to another and depends significantly on skill level, physical fitness, nutritional status, gender, age, and body size of the respective worker. Hart and Staveland (1988) define cognitive workload as a significant amount of mental activities performed during work. This includes thinking processes such as planning, memory, attention, response to stimuli, and decision-making. Cognitive workload can be measured as the level of mental activity required to complete a specific task.

According to Koesomowidjojo (2017), indicators to determine the magnitude of workload are as follows:

#### ***Job conditions***

This refers to how well an employee understands and masters their job. For example, the extent of an employee's understanding and ability to control the machines used to achieve predetermined targets.

#### ***Use of working time***

Appropriate use of time in accordance with established Standard Operating Procedures (SOP) will minimize employee workload. However, sometimes a company lacks consistent SOP implementation, resulting in a tendency to impose narrower time constraints on employees.

#### ***Targets to be Achieved***

Indirectly, the work targets set by employees will affect the workload they receive. Imbalance between the time required to achieve work targets and the volume of workload assigned will increase the perceived workload for employees.

## **Employee Performance**

According to Mangkunegara (2016:67), the term "Performance" originates from the words "job performance" or "Actual Performance" (actual achievement of work performance by an individual). The definition of Performance is the quality and quantity of work results achieved by an employee in carrying out their tasks according to the responsibilities assigned to them. Performance is the outcome of a process that is referred to and measured over a specific period of time based on predetermined provisions or agreements (Edison, 2016:190). Generally, Performance can be defined as the overall working process of an individual, the results of which can be used as a basis to determine whether the individual's work is good or otherwise (Roziqin, 2010:41).

There are 5 indicators to measure individual employee performance, namely :

### ***Quality***

Work quality is measured based on employees' perception of the quality of their work output and the completeness of tasks based on their skills and abilities.

### ***Quantity***

It refers to the amount of production expressed in units, such as the number of units or the number of activity cycles completed.

### ***Timeliness***

The level of completion of activities within the specified timeframe, considering coordination with output results and the optimal utilization of available time for other activities.

### ***Effectiveness***

The level of utilization of organizational resources (such as manpower, money, technology, and raw materials) enhanced to improve the outcomes of each resource utilization unit.

### ***Independence***

It represents the extent to which an employee can carry out their job functions. Work commitment: The level of commitment employees have towards their work in the organization and their responsibility for office tasks.

## **METHODOLOGY**

The research was conducted at Badan Perencanaan Pembangunan Daerah Provinsi Jawa Timur. This study used a quantitative approach, the population in this study includes civil servant employees, totaling 97 individuals. From the entire population, the sample size was calculated using the Slovin formula and proportional sampling at 5%, resulting in a sample size of 79 individuals. In general, the scoring technique used in this research questionnaire is the Likert scale technique through 5 (five) levels with score weights 5 Strongly Agree to 1 Strongly Disagree. Data analysis in this study

uses Partial Least Square (PLS), which is an alternative method based on variants of the Structural Equation Modeling (SEM) method.

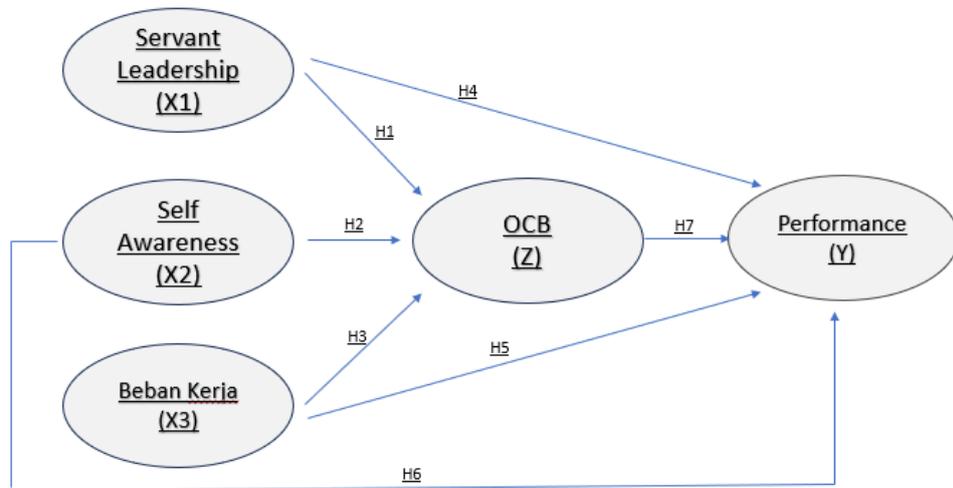


Figure 1. Conceptual Framework

Based on Conceptual Framework, hypothesis of this research are:

Hypothesis (H1): Servant Leadership has a significant impact on Organizational Citizenship Behavior (OCB) at BAPPEDA Provinsi Jawa Timur.

Hypothesis (H2): Self Awareness has a significant impact on Organizational Citizenship Behavior (OCB) at BAPPEDA Provinsi Jawa Timur

Hypothesis (H3): Workload has a significant impact on Organizational Citizenship Behavior (OCB) at BAPPEDA Provinsi Jawa Timur.

Hypothesis (H4): Servant Leadership has a significant impact on Employee Performance at BAPPEDA Provinsi Jawa Timur.

Hypothesis (H5): Self Awareness has a significant impact on Employee Performance at BAPPEDA Provinsi Jawa Timur.

Hypothesis (H6): Workload has a significant impact on Employee Performance at BAPPEDA Provinsi Jawa Timur.

Hypothesis (H7): Organizational Citizenship Behavior (OCB) has a significant impact on Employee Performance at BAPPEDA Provinsi Jawa Timur.

## RESULTS AND DISCUSSION

Convergent validity in PLS with reflective indicators is assessed based on outer loading. The rule of thumb used for convergent validity is a loading factor > 0.50 and average variance extracted (AVE) > 0.50 (Chin, 1995 in Jogyanto and Abdillah, 2014: 60). Evaluation of the convergent validity of the outer loading value on each indicator in Servant Leadership, Self-Awareness, Workload, OCB, and Employee Performance variables can also be seen in Figure 2:

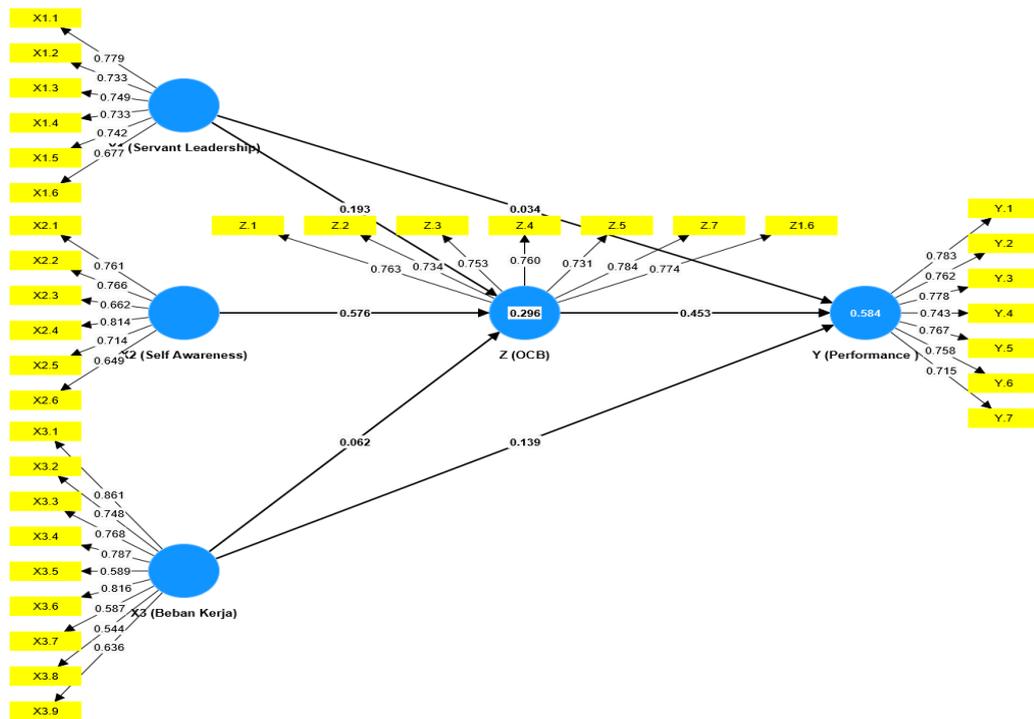


Figure 2. Loading Factor Value

Another method to see discriminant validity is to look at the square root of average variance extracted (AVE) value. The recommended value is above 0.5. The following are the AVE values in this study :

Table 1. Average Variance Extracted (AVE)

Variabel	Average variance extracted (AVE)
Servant Leadership (X1)	0,542
Self Awareness (X2)	0,533
Workload (X3)	0,508
OCB (Z)	0,573
Employee Performance (Y)	0,575

Source: Primary Data, Processed (2023)

The table above shows that all constructs have AVE values above 0.5; Likewise, the square root value of AVE gets a value of more than 0.5 so that it meets a good validity test standard. After the estimated model meets the criteria for the Outer Model, then the structural model (Inner model) is tested as can be seen in the R-Square value in the construct in table 2.

Table 2. R-Square Result

	R-Square
OCB	0,506
Performance	0,584

Table 2 shows the R Square value of 0.506 for the OCB construct, which means that Self Awareness, and Service Leadership, and Workload can explain the OCB variance of 50,6%. The Performance construct has an R Square value of

0.584, which means that Self Awareness Service Leadership and OCB can explain the Performance variance of 58,4%.

The results of the path analysis calculations carried out by the smart-PLS program can be seen in Figure 3.

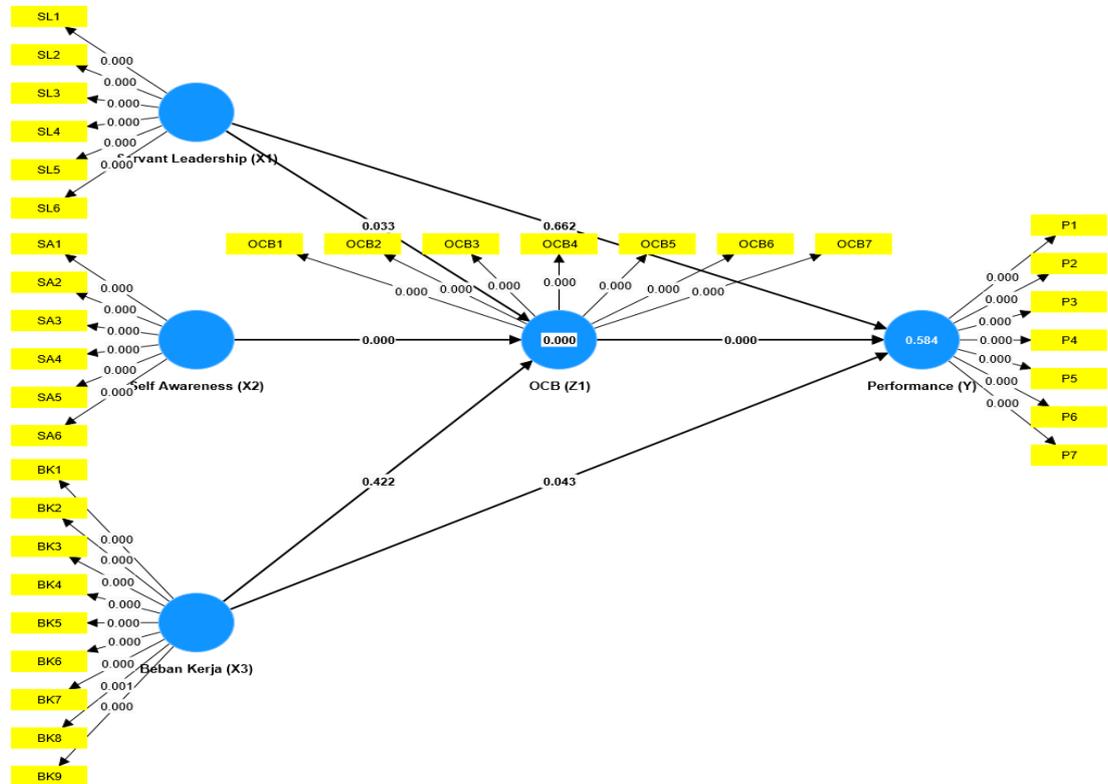


Figure 3. Path Analysis SmartPLS

Table 3. Hypothesis Result

Relationship	Original Sample	Sample Mean	Stand Dev	T Statistics	P Value s < 0,050	Information
Servant Leadership → OCB	0,193	0,188	0,091	2,128	0,033	Significant
Self Awareness → OCB	0,576	0,584	0,083	6,967	0,000	Significant
Workload → OCB	0,062	0,086	0,078	0,803	0,422	Not Significant
Servant Leadership → Performance	0,034	0,031	0,077	0,437	0,662	Not Significant
Self Awareness → Performance	0,296	0,298	0,079	3,729	0,000	Significant
Workload → Performance	0,139	0,150	0,069	2,023	0,043	Significant

OCB	→Performance	0,453	0,446	0,085	5,317	0,000	Significant
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Source: Primary Data, Processed (2023)

### **Servant Leadership has a significant effect on OCB (H1)**

The results of the calculations in table 3 indicate that The influence of the Servant Leadership variable on Organizational Citizenship Behavior (OCB) shows a t-value of 2.128, which is greater than 1.96, and a p-value of 0.033, which is less than 0.05 ( $\alpha=5\%$ ). Based on these results, Servant Leadership has a statistically significant impact on OCB. The coefficient of the influence is positive at 0.193, meaning that the higher the Servant Leadership, the higher the OCB behavior among employees at BAPPEDA Provinsi Jawa Timur. Therefore, the research results support the proposed hypothesis. This is like what Taufiqur Rachman, Siti Mujanah, and Nanis Susanti (2020) said that Servant Leadership significantly influence Employee Performance.

### **Self Awareness has a Significant Effect on OCB (H2)**

The results of the calculations in table 3 show that The influence of the Self Awareness variable on Organizational Citizenship Behavior (OCB) shows a t-value of 6.967, which is greater than 1.96, and a p-value of 0.000, which is less than 0.05 ( $\alpha=5\%$ ). Based on these results, Self Awareness has a statistically significant impact on OCB. The coefficient of the influence is positive at 0.576, meaning that the higher the Self Awareness, the higher the OCB among employees at the BAPPEDA Provinsi Jawa Timur. Therefore, the research results support the proposed hypothesis. The results of this study support Taufiqur Rachman, Siti Mujanah, and Nanis Susanti (2020) said that Self Awareness significantly influence Employee Performance.

### **Workload has a Significant Effect on OCB (H3)**

The influence of the Workload variable on Organizational Citizenship Behavior (OCB) shows a t-value of 0.803, which is smaller than 1.96, and a p-value of 0.062, which is greater than 0.05 ( $\alpha=5\%$ ). Based on these results, Workload does not have a statistically significant impact on OCB. Therefore, the research results do not support the proposed hypothesis. The results of this study do not support the findings of previous research conducted by Jajuk Herawati, Ignatius Soni Kurniawan, Linda Azhari in 2021, and also the research conducted by Daniyatul Farhiya, Noermijati Noermijati, Nur Prima Waluyowati in 2021.

### **Servant Leadership has a Significant Effect on Employee Performance (H4)**

The influence of the Servant Leadership variable on Employee Performance shows a t-value smaller than 1.96, and a p-value of 0.662, which is greater than 0.05 ( $\alpha=5\%$ ). Based on these results, Servant Leadership does not have a statistically significant impact on Employee Performance. Therefore, the research results do not support the proposed hypothesis. This is like what Taufiqur Rachman, Siti Mujanah, and Nanis Susanti (2020) said that Servant Leadership significantly influence Employee Performance. and also Support

study by Uswatun Hasanah, Siti Mujanah (2020) that shows increasing Servant Leadership levels will also encourage increased performance in employees.

#### **Self Awareness has a Significant Effect on Employee Performance (H5)**

The influence of the Self Awareness variable on Employee Performance shows a t-value of 3.729, which is greater than 1.96, and a p-value of 0.000, which is less than 0.05 ( $\alpha=5\%$ ). Based on these results, Self Awareness has a statistically significant impact on Employee Performance. The coefficient of the influence is positive at 0.296, meaning that the higher the Self Awareness, the higher the Employee Performance at BAPPEDA Provinsi Jawa Timur. Therefore, the research results support the proposed hypothesis. The result contradict study by Uswatun Hasanah, Siti Mujanah (2020) that shows the increase in the level of self-awareness is not able to encourage an increase in employee performance. but results of this study support the results of research by (Putri, Tazkiyah and Amelia, 2019) and Harianto (2011) that shows self awareness have significant effect on employee performance.

#### **Workload has a Significant Effect on Employee Performance (H6)**

The influence of the Workload variable on Employee Performance shows a t-value of 2.023, which is greater than 1.96, and a p-value of 0.043, which is less than 0.05 ( $\alpha=5\%$ ). Based on these results, Workload has a statistically significant impact on Employee Performance. The coefficient of the influence is positive at 0.139, meaning that the higher the Workload, the higher the Employee Performance at BAPPEDA Provinsi Jawa Timur. Therefore, the research results support the proposed hypothesis. These results support the research conducted by Jamali Janib, Roziah Mohd Rasdi, Zoharah Omar, Siti Noormi Alias, Zeinab Zaremohzzabieh, Seyedali Ahrari in 2021, and also support the research conducted by Jafrina Susiarty, Lalu Suparman, Mukmin Suryatni in 2023.

#### **OCB has a Significant Effect on Employee Performance (H7)**

The influence of the OCB variable on Employee Performance shows a t-value of 5.317, which is greater than 1.96, and a p-value of 0.000, which is less than 0.05 ( $\alpha=5\%$ ). Based on these results, OCB has a statistically significant impact on Employee Performance. The coefficient of the influence is positive at 0.453, meaning that the higher the OCB, the higher the Employee Performance among employees at the BAPPEDA of East Java Province. Therefore, the research results support the proposed hypothesis. The results of this study is different from A study by Wiwiek Harwiki (2013) shows that employee performance does not affect by OCB. But this result support another research by Research by Mariman Darto, Djoko Setyadi, Sukisno S. Riadi, and Sugeng Hariyadi (2015) demonstrates that OCB has a positive influence on Employee Performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of research examining the influence of Servant Leadership, Self Awareness, Workload on Organizational Citizenship Behaviors (OCB) and employee performance at BAPPEDA Provinsi Jawa Timur, it can then be concluded that Servant Leadership has significant effect on OCB but not significant on Employee Performance, Self Awareness has a significant effect on OCB and Employee Performance. Workload has not significant effect Organizational Citizenship Behaviors (OCB) but has significant influence on Employee Performance. In the other hand, OCB has significant effect on employee performance.

This study supports several previous studies, but there are also contradictory findings compared to earlier research from Uswatun Hasanah, Siti Mujanah (2020) that shows the increase in the level of self-awareness is not able to encourage an increase in employee performance. And the research from Wiwiek Harwiki (2013) that shows employee performance does not affect by OCB. The other research from Jajuk Herawati, Ignatius Soni Kurniawan, Linda Azhari (2021), and Daniyatul Farhiya, Noermijati Noermijati, Nur Prima Waluyowati (2021) also show that workload has significant effect on OCB. This research indicating that indeed the conditions in the workplace may differ from other workplaces. However, in Badan Perencanaan Pembangunan Daerah (Bappeda) Provinsi Jawa Timur, employee performance is indeed influenced by self-awareness, workload, and Organizational Citizenship Behavior (OCB) but not influence by servant leadership. Furthermore, OCB is also formed, in part, by self-awareness and the presence of a servant leadership figure, but OCB not influenced by workload.

From the conclusions of the research, several recommendations can be offered. Firstly, future studies should consider adding other leadership style variables such as charismatic, democratic, transformational, and others to gain a more comprehensive understanding of the influence of leadership on employee behavior and performance. Secondly, subsequent research could explore additional variables that may impact employee performance, such as work ethic, motivation, benefits, and other relevant factors. Thirdly, future research should re-examine variables that both support and contradict previous studies, particularly regarding the adoption of Servant Leadership, which did not significantly correlate with the level of employee performance. These differences may be explored further through contextual factors or other variables that may play a significant role. Finally, for BAPPEDA East Java Province, it is recommended to pay special attention to the development of self-awareness in the context of human resource management to enhance employees' positive contributions to the organization. Additionally, maintaining the already good organizational citizenship behavior (OCB) in this organization is crucial to ensure that organizational goals continue to be achieved in the future.

## **FURTHER STUDY**

Every research is subject to limitations; thus, you can explain them here and briefly provide suggestions to further investigations.

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