

THE ROLE OF SERVANT LEADERSHIP IN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH JOB SATISFACTION AS A MEDIATING VARIABLE: A CASE STUDY AT THE INSTITUTE OF GEOSCIENCE OF TIMOR-LESTE (IGTL)

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ABSTRACT

This study aims to examine the role of servant leadership in Organizational Citizenship Behavior (OCB) with job satisfaction as a mediating variable at the Institute of Geoscience Timor-Leste (IGTL). A mixed-method approach with a dominant quantitative design was employed, combining survey data collected from all 75 IGTL employees with qualitative insights from interviews with four key informants. The quantitative data were analyzed using Structural Equation Modelling Partial Least Squares (SEM-PLS), while narrative analysis was applied to the qualitative interview data to validate and enrich the statistical findings. The results indicate that servant leadership significantly enhances both job satisfaction and OCB. Employees who perceive their leaders as empathetic, supportive, empowering, and collaborative demonstrate higher levels of voluntary behaviors that benefit the organization. Job satisfaction was also found to have a direct and significant influence on OCB, and it mediates the relationship between servant leadership and OCB, highlighting the importance of employee satisfaction as a mechanism for fostering extra-role behaviors. Based on these findings, organizations are encouraged to cultivate servant leadership behaviors to improve employee satisfaction and promote organizational citizenship behavior. Future research is suggested to involve larger and more diverse samples, employ longitudinal designs, and explore additional variables such as organizational commitment or work environment.

KEYWORDS: Servant Leadership, Organizational Citizenship Behavior (Ocb)

I. INTRODUCTION

The Instituto de Geociências de Timor-Leste (IGTL) is a public institution responsible for geological research, mineral and hydrocarbon exploration, groundwater assessments, and geological hazard studies. Its performance and contribution to national development depend greatly on employees' proactive behavior and willingness to go beyond formal job duties. However, initial observations show that many employees limit their actions to core tasks and rarely initiate extra contributions. Discussions with staff indicated concerns about salary fairness, unclear promotions, insufficient supervision, and task mismatches, which may reduce their motivation to demonstrate Organizational Citizenship Behavior (OCB).

These challenges align with the principles of Servant Leadership Theory (Greenleaf, 1970), which argues that when leaders fail to prioritize employee growth, fairness, and support, voluntary behaviors such as OCB decline. Previous studies also show that perceived unfairness and limited leadership support reduce employees' willingness to contribute beyond assigned tasks (Greenberg, 1988; Ndung'u & Onyango, 2023). OCB itself plays a key role in enhancing teamwork, reducing conflict, and improving organizational effectiveness (Bayati et al., 2025; Soares et al., 2020).

Research consistently indicates that servant leadership strongly influences OCB by fostering empowerment, trust, and ethical behavior among employees (Hai & Van, 2021; Kuonath et al., 2021; Mesfin, 2023). Additionally, many scholars highlight job satisfaction as a mediating factor that strengthens this relationship. Satisfied employees tend to feel more committed and are more likely to engage in voluntary behaviors that benefit the organization (Mbandi, 2020; Nazarian & Srivastava, 2024). Recent studies confirm that job satisfaction significantly mediates the link between servant leadership and OCB (Nandana & Putra, 2024).

Despite the growing literature, limited research has examined these relationships within the context of Timor-Leste, especially in technical public institutions like IGTL. The unique organizational culture and operational demands of the geosciences sector highlight the need for a context-specific study. Therefore, this research aims to analyze the role of servant leadership in promoting Organizational Citizenship Behavior, with job satisfaction as a mediating variable, using IGTL as the case study.

II. LITERATURE REVIEW

A. Servant Leadership

Servant leadership is rooted in the grand theory of Humanistic Leadership, originating from humanistic psychology developed by Maslow (1954) and Rogers (1961). This theoretical foundation emphasizes human dignity, personal growth, intrinsic motivation, empathy, and ethical responsibility. Greenleaf's (1970) servant leadership model reflects these humanistic values by positioning the leader primarily as a servant whose role is to empower and support others.

Servant leadership is characterized by humility, authenticity, ethical conduct, and a commitment to nurturing followers (Howladar & Rahman, 2021). Rather than relying on authority or control, servant leaders prioritize the well-being of employees and foster an environment of psychological safety. This approach promotes personal and professional growth, strengthens interpersonal relationships, and enhances workplace cohesion (Tentama et al., 2023). Jannah et al. (2023) further emphasize that servant leadership improves job satisfaction because employees feel genuinely valued and supported. Simamora (2021) describes servant leadership as a paradoxical combination of "servant" and "leader," capturing the unique blend of humility and influence found in this model. Greenleaf (1970) identifies several core dimensions of servant leadership-listening, empathy, healing, awareness,

persuasion, conceptualization, foresight, commitment to growth, building community, and service—each reflecting humanistic principles that encourage positive employee attitudes and behaviors.

B. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is grounded in Social Exchange Theory, introduced by Blau (1964), which posits that when employees perceive fairness, support, and positive treatment from leaders, they reciprocate through voluntary behaviors that benefit the organization. Servant leadership strengthens these reciprocal relationships through empathy, empowerment, and fairness, thereby encouraging employees to engage in OCB.

OCB refers to discretionary behaviors that are not formally required but significantly enhance organizational effectiveness (Wahyuni et al., 2025). Podsakoff (as cited in Erwanto et al., 2025) defines OCB as voluntary actions that are not directly recognized by the reward system yet contribute to organizational functioning. The five dimensions of OCB include altruism, responsibility, civic virtue, sportsmanship, and courtesy—each representing specific voluntary behaviors that support teamwork, efficiency, and a positive organizational climate.

According to McClelland's motivational theory (cited in Setiawan, 2024), employees engage in OCB based on three primary motives: achievement, affiliation, and power. These motives align with Social Exchange Theory, suggesting that employees reciprocate supportive and fair leadership by demonstrating greater initiative, cooperation, and organizational involvement.

C. Job Satisfaction

Job satisfaction is anchored in the Human Relations Theory developed by Elton Mayo (1933), which emphasizes the role of social interactions, supportive supervision, and the psychological work environment in shaping employee attitudes and performance. This theory argues that employees respond more positively when they receive recognition, attention, and supportive leadership—elements strongly reinforced by servant leadership.

Job satisfaction refers to the positive or negative emotional responses individuals develop toward various aspects of their work (Wahyu et al., 2021). Locke (1976) defines job satisfaction as a positive emotional state resulting from evaluating one's job experiences, encompassing both cognitive judgments and affective feelings. Key dimensions of job satisfaction include salary fairness, characteristics of the work itself, coworker relationships, promotion opportunities, and the quality of supervision (Wahyu et al., 2021).

Previous studies highlight that job satisfaction has significant behavioral implications. Higher levels of satisfaction increase motivation, enthusiasm, and commitment (Putri et al., 2025), while dissatisfaction

contributes to negative attitudes and reduced performance (Elyana, 2024). Servant leadership plays a central role in enhancing job satisfaction by prioritizing employee needs, providing support, and creating a work climate where employees feel valued and respected. This, in turn, encourages employees to voluntarily contribute beyond their formal responsibilities, strengthening OCB (Fitriah, 2023).

III. METHODOLOGY

This conceptual framework illustrates the relationships among Servant Leadership (X), Job Satisfaction (Z), and Organizational Citizenship Behavior (Y). The model proposes that Servant Leadership directly influences OCB and also enhances Job Satisfaction, which subsequently contributes to higher OCB. Additionally, Job Satisfaction is expected to mediate the relationship between Servant Leadership and OCB. This framework aims to explain both the direct and indirect effects of leadership on employees' discretionary behaviors within the organization.

The conceptual framework can be described as follows:

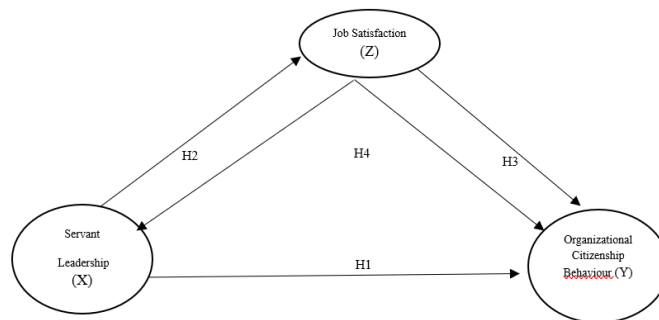


Figure 1. Conceptual Framework

D. RESEARCH METHOD

This study used a mixed-method approach with a convergent parallel design, emphasizing quantitative data. Quantitative data were collected through structured questionnaires, while qualitative insights were obtained from key informant interviews. Both datasets were analyzed separately and then combined to provide a comprehensive understanding of the relationships between variables. The study was conducted at the IGTL office, located at City 8, Level 2, Rua Has-Laran, Manleuana, Dili, Timor-Leste. The population consisted of 75 employees, and since it was less than 100, all employees were included as the sample, effectively making it a census. Data were obtained from both primary and secondary sources, with primary data collected directly through questionnaires and secondary data gathered from documentation, observations, and interviews.

Questionnaires served as the main data collection tool, supplemented by interviews with four staff members to enrich the discussion and validate the findings.

IV. RESULTS

The characteristics in this study are diverse. Respondents in this study are the employees of the Institute of Geoscience of Timor-Leste (IGTL). In this discussion, the characteristics of the respondents are presented in the form of a percentage. Based on the 75 respondents who participated in this study, it can be seen that there are differences in characteristics between one respondent and another. These differences include gender, age, and work duration.

In this study, data analysis was conducted using the Partial Least Squares-Structural Equation Modelling (PLS-SEM) approach. This analytical technique consists of two main stages: evaluating the outer model (measurement model) and the inner model (structural model). The outer model assessment focuses on testing the reliability and validity of the measurement indicators, while the inner model evaluation examines the relationships among the latent variables and tests the research hypotheses.

The overall model assessment includes model fit and goodness-of-fit analyses to ensure the adequacy and accuracy of the model in representing the observed data. In addition, the analysis involves constructing a path diagram, testing mediation effects, and verifying the proposed hypotheses.

For the purpose of this research, the SmartPLS 4 software was employed as the primary tool to perform the SEM-PLS analysis efficiently and systematically.

E. Design of the Measurement Model (Outer Model)

At this stage, the measurement model (outer model) was developed by establishing connections between each latent variable and its corresponding indicators. This process aims to ensure that every latent construct in the study is properly represented by a set of measurable indicators. These indicators serve as observable variables that reflect the dimensions of each construct and are used to assess the validity and reliability of the measurement model.

Table 1. Latent Variables

No	Latent Variables	Indicator	Code
1	Servant Leadership	My supervisor actively listens to my ideas, concerns, and feedback.	SL1
		My supervisor shows genuine care and understanding for employees' personal and professional situations.	SL2

		My supervisor helps employees overcome challenges and supports their emotional well-being.	SL3
		My supervisor demonstrates awareness of the team and organizational environment.	SL4
		My supervisor influences decisions through reasoning and encouragement rather than authority.	SL5
		My supervisor provides a clear vision and direction while considering both short- and long-term goals.	SL6
		My supervisor anticipates potential challenges and guides the team proactively.	SL7
		My supervisor encourages my personal and professional growth	SL8
		My supervisor fosters teamwork, collaboration, and a sense of belonging.	SL9
		My supervisor demonstrates servant behavior in daily interactions with employees.	SL10
2	Job Satisfaction	I am satisfied with the fairness and appropriateness of my salary.	JS1
		I find my work interesting, meaningful, and challenging.	JS2
		My coworkers are supportive, competent, and collaborative.	JS3
		I am satisfied with the opportunities for promotion and career growth in my organization.	JS4
		My supervisor provides adequate guidance, feedback, and emotional support.	JS5
3		I willingly help my colleagues when they face difficulties at work.	OCB1

Organizational Citizenship Behavior (OCB)	I take responsibility for my tasks and complete them on time without shifting duties to others.	OCB2
	I actively participate in organizational meetings and activities.	OCB3
	I accept work assignments and organizational decisions without complaining.	OCB4
	I maintain respectful and courteous behavior toward my colleagues	OCB5

F. Structural Model Design (Inner Model)

At this stage, the structural model (inner model) is developed to examine the relationships between the latent variables as proposed in the research hypotheses. The structural model serves as the framework for testing the direct and indirect effects among variables. In this study, Servant Leadership functions as the exogenous variable, Job Satisfaction acts as the mediating variable, and Organizational Citizenship Behavior (OCB) represents the endogenous variable.

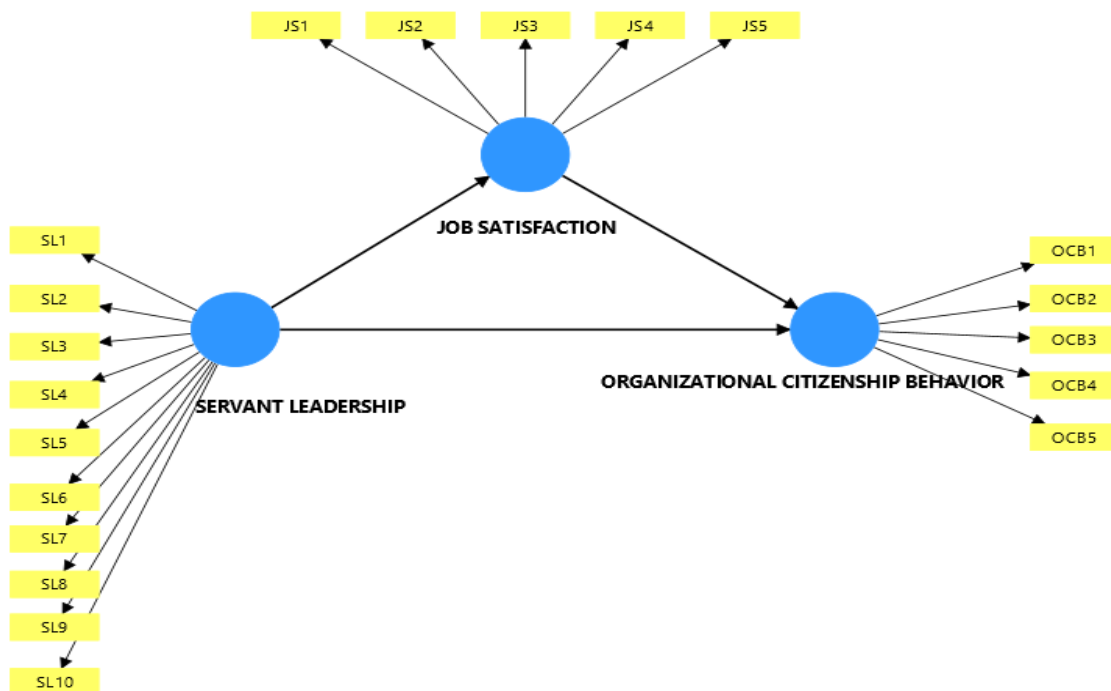


Figure 2. Structural Model Design (Inner Model)

1. Data Estimation

This study employs Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis, which is particularly suitable for research with relatively small sample sizes, as it simplifies the analytical process. The estimation stage is conducted through an iterative procedure, which continues until the model reaches a convergent condition-indicating that the data have achieved stability and consistency in the estimation results.

2. Evaluation of Goodness of Fit: Outer Model

In this section, the evaluation of the outer model’s goodness of fit is conducted through two main tests: the validity test which includes assessments of convergent and discriminant validity and the reliability test. These tests are essential to ensure that the measurement model accurately reflects the constructs being studied and that the indicators used are both consistent and dependable.

3. Convergent Validity Test

The first stage of evaluation is the convergent validity test, which measures the degree of correlation between each construct and its respective indicators. This assessment is based on the outer loadings of each indicator. According to Latan and Ghozali (2015), an outer loading value greater than 0.7 is considered ideal, indicating that the indicator is valid and strongly represents the construct it measures. In addition, the Average Variance Extracted (AVE) value should exceed 0.5 to confirm that the construct has good convergent validity.

The purpose of this test is to determine whether the indicators used can effectively represent their corresponding latent variables. High outer loading values suggest that the indicators are strong and reliable measures of the constructs they are intended to assess.

Table 2. Outer Loadings Values

Construct Laten	Indicator	Outer Loading	Obs.
Job satisfaction	JS1	0.897	Valid
	JS2	0.879	Valid
	JS3	0.740	Valid
	JS4	0.735	Valid
	JS5	0.907	Valid
Organizational Citizenship Behavior	OCB 1	0.917	Valid
	OCB2	0.861	Valid
	OCB3	0.753	Valid

	OCB4	0.871	Valid
	OCB5	0.894	Valid
Servant Leadership	SL1	0.841	Valid
	SL2	0.880	Valid
	SL3	0.904	Valid
	SL4	0.869	Valid
	SL5	0.730	Valid
	SL6	0.862	Valid
	SL7	0.888	Valid
	SL8	0.833	Valid
	SL9	0.853	Valid
	SL10	0.784	Valid

Based on the rule of thumb for assessing convergent validity, indicators are considered valid when the *outer loadings* value exceeds 0.70 and the *Average Variance Extracted (AVE)* value is greater than 0.50. As all indicators in this study meet these criteria, they are deemed valid and can therefore be included in the subsequent analysis.

Table 3. Average Variance Extracted (AVE) Values

No	Construct	Average Variance Extracted (AVE)
1	Servant Leadership	0.716
2	Job Satisfaction	0.698
3	Organizational Citizenship Behavior	0.742

The Average Variance Extracted (AVE) values are used to assess how well each construct is represented by its indicators. As shown in Table 5.7. the AVE values for all constructs exceed the minimum threshold of 0.50, indicating that each indicator is valid. Based on these results, it can be concluded that the instrument meets the requirements for convergent validity, confirming that the indicators effectively represent their respective constructs.

4. Discriminant Validity Test

In this study, discriminant validity was assessed using two measurement approaches: cross-loading values and the Fornell-Larcker criterion. Discriminant validity indicates whether each construct is sufficiently distinct from other constructs. For this purpose, the cross-loading of each indicator on its own construct should be higher than its loadings on other constructs. Generally, an indicator is considered to have good discriminant validity if its cross-loading value exceeds 0.70, demonstrating that it accurately represents its intended construct rather than others.

Table 3. Cross-Loading Values

	JB	OCB	SL
JS1-> Job Satisfaction	0.897	0.917	0.904
JS2-> Job Satisfaction	0.879	0.861	0.869
JS3-> Job Satisfaction	0.740	0.753	0.730
JS4-> Job Satisfaction	0.735	0.607	0.619
JS5-> Job Satisfaction	0.907	0.894	0.888
OCB1-> Organizational Citizenship Behavior	0.897	0.917	0.904
OCB2-> Organizational Citizenship Behavior	0.879	0.861	0.869
OCB3-> Organizational Citizenship Behavior	0.740	0.753	0.730
OCB4-> Organizational Citizenship Behavior	0.771	0.871	0.862
OCB5-> Organizational Citizenship Behavior	0.897	0.894	0.888
SL1-> Organizational Citizenship Behavior	0.796	0.808	0.841
SL2-> Organizational Citizenship Behavior	0.870	0.891	0.880
SL3-> Organizational Citizenship Behavior	0.897	0.917	0.904

SL4-> Organizational Citizenship Behavior	0.879	0.861	0.869
SL5-> Organizational Citizenship Behavior	0.740	0.753	0.730
SL6-> Organizational Citizenship Behavior	0.771	0.871	0.862
SL7-> Organizational Citizenship Behavior	0.907	0.894	0.888
SL8-> Organizational Citizenship Behavior	0.784	0.800	0.833
SL9-> Organizational Citizenship Behavior	0.822	0.830	0.853
SL10-> Organizational Citizenship Behavior	0.722	0.730	0.784

Based on Table 3, the cross-loading values for each indicator meet the required threshold of 0.70, indicating adequate discriminant validity. For example, the Job Satisfaction indicators (JS1-JS5) show cross-loading values on their respective construct ranging from 0.735 to 0.907, all above 0.70 and higher than their loadings on the other constructs, OCB and Servant Leadership. Similarly, the Organizational Citizenship Behavior indicators (OCB1-OCB5) demonstrate cross-loading values between 0.740 and 0.897 on their own construct, which are higher than their loadings on Job Satisfaction and Servant Leadership.

The Servant Leadership indicators (SL1-SL10) have cross-loading values ranging from 0.722 to 0.907 on the Servant Leadership construct, surpassing 0.70 and exceeding their corresponding loadings on Job Satisfaction and OCB. This confirms that each indicator strongly correlates with its intended latent variable rather than with other constructs.

Table 4. Fornell-Larcker Criterion Values

Construct	JS	OCB	SL
Job Satisfaction	0.835		
Organizational Citizenship Behaviour	0.977	0.861	
Servant Leadership	0.971	0.991	0.846

Table 4 shows that the square root of the AVE for each construct is greater than its correlation with all other constructs. This indicates that the constructs meet the criteria for good discriminant validity.

5. Reliability Test

In this evaluation, the reliability of each construct is assessed using composite reliability and Cronbach’s alpha values. A construct is considered reliable if the composite reliability exceeds 0.70 and the Cronbach’s alpha value is greater than 0.60, indicating that the indicators consistently measure the intended construct (Latan & Ghozali, 2015).

Table 5. Composite Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Observation
Job Satisfaction	0.895	0.906	0.920	0.698	Reliable
Organizational Citizenship Behavior	0.912	0.917	0.935	0.742	Reliable
Servant Leadership	0.955	0.958	0.962	0.716	Reliable

Based on the results presented in Table 5, the composite reliability values for the three constructs in this study—Job Satisfaction, Organizational Citizenship Behavior (OCB), and Servant Leadership—all exceed 0.70. Additionally, the Cronbach’s alpha values for these constructs are above 0.60, and the Average Variance Extracted (AVE) values surpass 0.50. These results indicate that all indicators used in this study are reliable and demonstrate good internal consistency, making them suitable for further analysis.

6. Evaluation of Goodness of Fit: Inner Model

The next step involves evaluating the goodness of fit for the inner model. This evaluation is conducted using SmartPLS by examining the R-square values of each latent variable. The discussion on the evaluation of R-square and Q-square values is presented in Table 6.

Table 6. R-Square and Q-Square Values

Construct	R-Square (R ²)	Value	Q-Square (Q ²)	Predictive Relevance
Job Satisfaction	0.943	High	0.88	Predictive relevance
Organizational Citizenship Behavior	0.985	High	0.95	

Based on the results presented in Table 6, the R-Square (R^2) values indicate the explanatory power of the model in predicting the endogenous variables. The R^2 value for Job Satisfaction is 0.943, which means that 94.3% of the variance in Job Satisfaction can be explained by Servant Leadership. This indicates a very strong effect of Servant Leadership on Job Satisfaction. Meanwhile, the R^2 value for Organizational Citizenship Behavior (OCB) is 0.985, suggesting that 98.5% of the variance in OCB is explained by the combined influence of Servant Leadership and Job Satisfaction, which also reflects a very strong effect. According to commonly accepted thresholds, R^2 values greater than 0.75 are considered strong, confirming that the model has excellent explanatory power.

Furthermore, the Q-Square (Q^2) values, which measure the predictive relevance of the model, also support these findings. A Q^2 value greater than 0 indicates that the model has good predictive relevance. The Q-Square values for Job Satisfaction and OCB are 0.88 and 0.95, respectively, indicating that the model is highly capable of predicting the endogenous constructs.

G. Hypothesis Testing Results

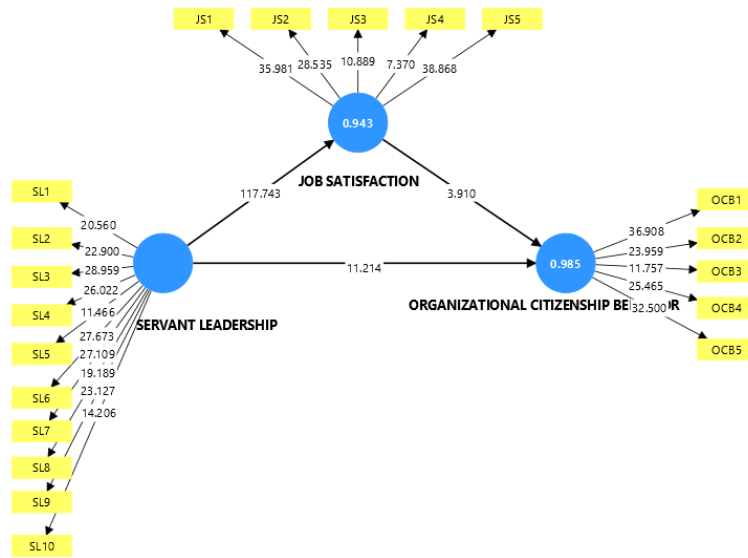


Figure 1. Structural Model for t-Test

The next step involves conducting hypothesis testing using the bootstrapping method with the t-test as the statistical measure. The results from this test will be used to evaluate the hypotheses in the study. According to Hair et al. (2019), hypothesis testing is performed by examining the t-statistic or p-value. If the calculated t-statistic exceeds 1.96 (t-table) or the p-value is less than 0.05, it indicates a significant effect between the variables.

Table 7. Direct Effect Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Statistic deviation (STDEV)	T Statistics (O/STDEV)	P Values	Observation
Servant Leadership-> Job Satisfaction	0.971	0.972	0.008	117.743	0.000	Cannot be rejected
Job Satisfaction ->Organizational Citizenship Behavior	0.261	0.256	0.067	3.910	0.000	Cannot be rejected
Servant Leadership-> Organizational	0.737	0.742	0.066	11.214	0.000	Cannot be rejected

Behavior Citizenship						
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Based on the results of the direct effect hypothesis testing presented in Table 7, it can be analyzed as follows:

- a. Hypothesis 1 (H1) cannot be rejected, indicating a significant effect of Servant Leadership on Job Satisfaction, with a p-value of 0.000 (<0.05).

H1: Servant Leadership has a significant influence on Job Satisfaction **(Hypothesis H1 cannot be rejected)**.

- b. Hypothesis 2 (H2) cannot be rejected, indicating a significant effect of Job Satisfaction on Organizational Citizenship Behavior (OCB), with a p-value of 0.000 (< 0.05).

H2: Job Satisfaction has a significant influence on Organizational Citizenship Behavior **(Hypothesis H2 cannot be rejected)**.

- c. Hypothesis 3 (H3) cannot be rejected, indicating a significant effect of Servant Leadership on Organizational Citizenship Behavior (OCB), with a p-value of 0.000 (< 0.05).

H3: Servant Leadership has a significant influence on Organizational Citizenship Behavior **(Hypothesis H3 cannot be rejected)**.

H. Results of Indirect Effect Hypothesis Testing Through Mediation

The next step involves testing the indirect effects through mediation in this study, following the criteria established by Baron and Kenny (1986). The mediation analysis begins by examining Table 8, which provides information on whether a mediating effect exists within the research model.

Table 8. Results of Indirect Effect Hypothesis Testing Through Mediation

	Original Sample (O)	Sample Mean (M)	Statistic deviation (STDEV)	T Statistics (O/STDEV)	P Values	Observation
Servant Leadership-> JobSatisfaction->Organizational Citizenship Behavior	0.254	0.249	0.064	3.935	0.000	Cannot be rejected

Source: Primary Data (2025), processed

Based on the t-statistic and p-value for the mediation effect presented in Table 4.14:

- Servant Leadership → Job Satisfaction → Organizational Citizenship Behavior (OCB): t-statistic = 3.935, p-value = 0.000.

Since the t-statistic > 1.96 and p-value < 0.05, the indirect effect through Job Satisfaction is statistically significant. This indicates that Job Satisfaction significantly mediates the relationship between Servant Leadership and OCB.

Tabel 9, Relation between Servant leadership, Job Satisfaction and Organizational Citizenship Behavior (OCB)

	Original Sample (O)	Sample Mean (M)	Statistic deviation (STDEV)	T Statistic (O/STDEV)	P Value	Observation
Servant Leadership-> JobSatisfaction	0.971	0.972	0.008	117.743	0.000	Cannot be rejected
Job Satisfation ->Organization al Behavior Citizenship	0.261	0.256	0.067	3.910	0.000	Cannot be rejected

Based on the t-statistic and p-value results in Table 9, the mediation analysis between Servant Leadership, Job Satisfaction, and Organizational Citizenship Behavior (OCB) can be summarized as follows:

- Servant Leadership → Job Satisfaction: t-statistic = 117.743, p-value = 0.000 → Since t > 1.96 and p < 0.05, the effect is significant.
- Job Satisfaction → OCB: t-statistic = 3.910, p-value = 0.000 → Since t > 1.96 and p < 0.05, the effect is significant.

I. Qualitative Analysis

1) Interview

Interview is a conversation conducted for a specific purpose. The conversation involves two parties: the interviewer, who asks questions, and the interviewee, who provides answers to those questions ((Shodiq & Marhamah., 2021). The main characteristic of an interview is direct contact and face-to-face interaction between the information seeker and the source of information. In an interview, various questions are usually prepared in advance as part of a protocol design; however, the process is not always limited to the predetermined sequence of questions. It may expand and lead to additional information that can contribute to the further development of the researcher’s study. Through interviews, the researcher explores data and information from the participants. In this study, interviews were conducted with four IGTL staff members to gain deeper insights from their experiences regarding the survey that had been distributed.

Table 11. Profile Informants

Informant code	Informant Profile	Place & Time
I1	Male, 45 years old with 13 years of service at IGTL	Monday, October 13, 2025, at 10:20 at IGTL Office
I2	Female, 44 years old with 13 years of service at IGTL	Monday, October 13, 2025, at 10:30 at IGTL Office
I3	Male, 30 years old with 4 years of service at IGTL	Monday, October 13, 2025, at 10:40 at IGTL Office
I4	Female, 39 years old with 5 years of service at IGTL	Monday, October 13, 2025, at 10:50 at IGTL Office

J. Discussion

This section evaluates the results of the SEM-PLS statistical analysis. The discussion is based on the hypothesis testing results regarding “The Role of Servant Leadership in Organizational Citizenship Behavior (OCB) with Job Satisfaction as a Mediating Variable (A Case Study at the Institute of Geoscience Timor-Leste (IGTL)).” In addition to presenting quantitative findings, this section also

incorporates qualitative insights to confirm and strengthen the interpretation of the hypothesis testing results.

K. The Influence of Servant Leadership on Organizational Citizenship Behavior (OCB)

The analysis results show that Hypothesis 1 (H1) is accepted, meaning servant leadership has a significant influence on OCB. When leaders prioritize serving employees through empathy, support, and empowerment, employees tend to display voluntary and positive behaviors that benefit the organization.

The interview findings support this result. Informants described their supervisors as friendly, supportive, open to ideas, and focused on teamwork. These behaviors helped employees feel valued and motivated to assist colleagues, participate actively in work activities, and maintain positive relationships-key indicators of OCB.

These findings are consistent with literature stating that servant leadership promotes OCB by encouraging trust, collaboration, and personal growth (Greenleaf, 1970; Kuonath et al., 2021; Nazarian et al., 2024). Thus, servant leadership plays an essential role in strengthening employees' willingness to contribute beyond their formal job duties.

L. The Influence of Servant Leadership on Job Satisfaction

The results indicate that Hypothesis 2 (H2) is accepted, showing that servant leadership significantly influences employees' job satisfaction. Leaders who demonstrate fairness, empathy, support, and recognition help increase employees' satisfaction with their work, coworkers, and supervisors.

Qualitative evidence supports this conclusion. Informants expressed satisfaction with salary, recognition, work relationships, and opportunities for development-factors closely linked to servant leadership behaviors. Employees felt appreciated, supported, and respected, which contributed to their overall job satisfaction.

These findings align with previous studies showing that servant leadership enhances job satisfaction through listening, empathy, foresight, and commitment to employee growth (Kim et al., 2020; Elyana, 2024; Liden et al., 2008). Therefore, servant leadership is an important factor in fostering a positive and motivating work environment.

M. The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)

The analysis supports Hypothesis 3 (H3), indicating that job satisfaction has a significant influence on OCB. Satisfied employees are more willing to engage in behaviors beyond their formal responsibilities, such as helping coworkers and participating in organizational activities.

Interview findings further reinforce this result. Employees reported frequently helping colleagues, collaborating on tasks, participating in meetings, and maintaining positive communication—all signs of strong OCB. These behaviors were encouraged by a positive work environment and satisfaction with recognition, relationships, and job conditions.

This finding is consistent with studies showing that satisfied employees tend to demonstrate altruism, responsibility, civic virtue, and courtesy (Jannah et al., 2023; Mahardika & Riani, 2025). Thus, job satisfaction plays an important role in promoting employees' voluntary contributions to organizational success.

N. The Mediating Role of Job Satisfaction in the Relationship Between Servant Leadership and OCB

The analysis supports Hypothesis 4 (H4), showing that job satisfaction mediates the relationship between servant leadership and OCB. This means that servant leadership increases employees' job satisfaction, which then encourages them to engage in extra-role behaviors that benefit the organization.

Qualitative results support this mediation effect. Employees explained that when supervisors listen, provide guidance, show respect, and offer support, they feel valued and motivated. This increased satisfaction encourages them to help colleagues, collaborate, and participate actively in organizational tasks.

These findings align with previous research showing that job satisfaction is a key mechanism linking servant leadership to positive employee behavior such as OCB (Liden et al., 2008; Srivastava & Shree, 2022; Wahyu et al., 2019). Therefore, job satisfaction strengthens the effect of servant leadership on employees' willingness to contribute beyond their formal duties.

V. CONCLUSION AND SUGGESTION

This study found that servant leadership significantly enhances job satisfaction and organizational citizenship behavior (OCB), and that job satisfaction mediates the relationship between the two, showing that employees who feel supported, valued, and treated fairly are more willing to engage in voluntary behaviors that benefit the organization. However, the study is limited to one institution, uses a relatively small sample, and applies a cross-sectional and self-reported approach. Therefore, future research should involve larger and more diverse organizations, use longitudinal designs, and include additional variables such as organizational commitment or employee engagement to strengthen and broaden the understanding of these relationships.

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