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The Influence of *Servant Leadership* dan *Quality of Work Life* terhadap Motivation for Achievement, *Organizational Citizenship Behavior (Ocb)* and the Performance of Employees of the Regional Revenue Agency of East Java Province in the Pandemic Era

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Abstract. This study aims to prove and analyze the influence of serving leadership, quality of work life on the motivation for outstanding employees of the Regional Revenue Agency of East Java Province, *organizational citizenship behavior* and performance of employees of the Regional Revenue Agency of East Java Province. The population in this study was employees of the Regional Revenue Agency of East Java Province spread throughout East Java as many as 1237 employees, a sample of 306 respondents used. This type of research is quantitative research based on respondents' answers through questionnaires. Data analysis using the *Structural Equation Modeling (SEM)* method with AMOS 26 tools.

The results of this study show that (1) serving leadership has a positive and significant effect on employee achievement motivation, (2) serving leadership has a positive and significant effect on *employee organizational citizenship behavior*, (3) serving leadership has a positive and significant effect on employee performance, (4) The quality of work life has a positive and significant effect on employee achievement motivation, (5) the quality of work life has an effect on employee performance. positive and significant to employee *organizational citizenship behavior* (6) The quality of work life has a positive but not significant effect on employee performance, (7) Motivation to achieve has a positive and significant effect on employee performance, (8) *Organizational citizenship behavior* has a positive and significant effect on employee performance.

Keywords: Leadership serves, Quality of work life, *Organizational citizenship behavior*, Employee performance.

Introduction

Pemerintah daerah has a function to carry out the development of its area both physically in the form of facilities and infrastructure and non-physical which includes development in the fields of economy, health, government education and socio-culture in accordance with the vision and mission of Pemerintahan Daerah. The development process uses the allocation of expenditure funds through the Regional Revenue and Expenditure Budget (APBD) of the government, APBD funds are obtained from several sectors including Regional Original Income (PAD), transfer income, etc. legal regional data collection. The Regional Revenue Agency (Bapenda) of East Java Province is a producing Regional Apparatus Organization whose task is to collect PAD in East Java Province. The East Java Revenue Agency has the main contribution to East Java PAD, pada in 2020 pad contribution reached Rp. 14,439 Trillion or 80.40% of the total Rp 17.951 Trillion PAD received by East Java Province.

In the period from 2017 to 2019 there was an increase in the contribution of Pad in East Java obtained by the Regional Revenue Agency of East Java Province with an average of 3.88% every year, but this was different in 2020 where the performance of the East Java Povinsi Regional Revenue Agency in extracting Regional Original Income decreased by 7.18%. as can be seen in table 1:

Table 1 Realization of Local Original Revenues in Regional Revenue Agencies 2017-2020

NO	JENIS PUNGUTAN	2017	2018	2019	2020
1	PKB	5.889.902.148.435	6.448.692.325.911	6.890.439.193.872	6.566.187.985.216
2	BBNKB	3.705.349.480.779	4.089.296.812.767	4.232.540.305.900	3.022.188.308.400
3	PBBKB	2.109.000.178.969	2.320.286.867.256	2.374.099.329.438	2.086.916.789.124
4	PAP	33.527.009.801	32.445.855.800	32.910.991.050	33.958.816.230
5	PAJAK ROKOK	2.612.928.878.795	2.170.048.515.706	1.992.207.318.173	2.703.415.327.323
6	RET. JU	3.993.081.114	3.731.878.385	3.506.167.413	3.760.153.230
7	PEND. DENDA PAJAK	35.672.568.295	15.328.060.505	5.989.208.666	1.107.634.091
8	PENERIMAAN LAIN-LAIN	21.900.933.114	24.254.113.907	21.848.915.436	21.667.287.585
JUMLAH		14.412.274.279.301	15.104.084.430.237	15.553.541.429.948	14.439.202.301.199

Source: Regional Revenue Agency of East Java Province, 2021

The decline is due to several external and internal factors. From the external side, the impact of the Covid-19 pandemic greatly affects local revenues, this is due to national economic conditions that show a downward trend during the pandemic. In 2020, gross regional domestic product (GRDP), especially in East Java Province, contracted compared to 2019, in the second quarter it recorded economic growth in East Java of -5.98% (*year over year*), in the third quarter of -3.61% and in the fourth quarter -2.64% (*year over year*) (Bank Indonesia, 2021).

From the internal side, there is a change in work culture caused by the Covid-19 pandemic with the issuance of a policy of limiting activities during the Covid pandemic which causes work activities to be carried out from a *Work From Home* (WFH) basis with a maximum of employees who can work from the office (*Work From Office*) limited to 50%. Habibu Rokhman et al (2021) said that in practice the implementation of WFH experienced obstacles, one of which was the loss of motivation caused by uneven communication between fellow colleagues, not all work could be done by means of WFH and employees contracted burnout while working from home. However, if you work as a WFO, there is a sense of fear and anxiety that employees will be exposed to the Covid-19 virus. This phenomenon, if left for longer, causes a decrease in employee performance and has a bad impact on the performance of government agencies.

Employees are human resources which are the main assets owned by government organizations in carrying out their vision, mission and goals. To improve employee performance in the era of the Covid-19 pandemic, leaders who have a *servant leadership* style are needed, according to Spears (2010) *servant leadership* has the qualities of listening, empathy and *healing* that are needed in motivating employees in the era of the Covid-19 pandemic to excel in their performance, in the context of the research carried out by Harsanto and Susanti (2021) proves that the higher the *servant leadership*, the higher the performance will be. In addition, the *quality of work life* during the Covid-19 pandemic needs to be considered (22) government agencies for employee performance, Rivai and Sagala (2009: 874) explained that *Quality of Work Life* (33) an organizational effort systematically in providing greater opportunities for employees to (33) improve their performance and contribution to the overall performance of the company. *Organizational Citizenship Behavior* is a voluntary behavior of an employee to help work beyond his responsibility, this behavior needs to be instilled in employees, especially in the era of the Covid-19 pandemic as a way of efforts to improve employee performance due to work culture conditions that require some to work at home. Nugraha et al (2021) prove that performance can be improved by increasing the *organizational citizenship behavior* of employees. The motivation to excel is one of the factors that must be considered in improving the performance of employees, Huda et al. (2019) proved that employee performance can improve if organizations improve the achievements of their employees.

Based on the background and problem formulation that has been described earlier, the purpose of the study is to prove, test and analyze:

1. The significance of the influence of *servant leadership* on the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province.
2. The significance of the influence of *servant leadership* on the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province.
3. The significance of the influence of *servant leadership* on the performance of employees of the Regional Revenue Agency of East Java Province.
4. The significance of the influence of *quality of work life* on the motivation for achieving employees of the Regional Revenue Agency of East Java Province.
5. The significance of the influence of *quality of work life* on the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province.
6. The significance of the effect of *quality of work life* on the performance of employees of the Regional Revenue Agency of East Java Province.
7. The significance of the influence of achievement motivation on the performance of employees of the Regional Revenue Agency of East Java Province.
8. The significance of the influence of *organizational citizenship behavior* on the performance of employees of the Regional Revenue Agency of East Java Province.

Literature Review

Wherejemen Human Resources

Richard L. Daft (2002:8) argues that management is the achievement of organizational goals in an effective and efficient way through planning, organizing, leadership and controlling organizational resources. Human resource management is the science and art of regulating the process of utilizing human resources effectively and efficiently to achieve goals in the Hasibuan organization (2016: 10). Gary Dessler (2017:4) mentioned that human resource management is a process to acquire, train, assess, and compensate employees and to take care of work relations, their health, safety, and matters related to justice. The variables studied in this study are *servant leadership*, *quality of work life*, motivation to participate, *organizational citizenship behavior* and employee work.

Servant Leadership

The term *Servant leadership* was first popularized by Robert. K Greenleaf wrote his article entitled *The Servant as Leaders*. Robert. K Greenleaf (1970:27) mentions that *servant leadership* is the style of a leader who has the principle that serving becomes the main basis in leading and meeting the needs of others without expecting rewards. Sendjaya (2015:15) argues that *servant leadership* is a leadership style that has the principle of serving and sincerity towards others. According to Dennis and Bocarnea (2005), *servant leadership* has 5 indicators of assessment instruments, namely:

1. **Love:** giving love to his subordinates in the absence of conditions and self-esteem the purpose is solely to build relationships with his subordinates.
2. **Empowering:** happy to empower others and give confidence to take action and listen to the advice of his subordinates.
3. **Vision:** Mexpresses a direct view of the company/organization he leads by forming a vision that can inspire the actions of his subordinates.
4. **Humility:** an attitude of humility by showing respect for employees and recognizing the employee's contribution or hard work to the team.

5. **Trust:** Trust shows that a leader can be trusted by his members thanks to the advantages possessed by a leader.

Quality of Work Life

Luthans (2006:569) states that *the quality of work life* is the impact of human and corporate effectiveness combined with an emphasis on participation in problem solving and decision making. Parvar et al., (2013) describe the definition of *quality of work life* into 2 points of view, namely from the employee's point of view it is an effective program in improving working conditions and from the manager's point of view it is a program to improve organizational effectiveness. Zin (2004) stated that there are several indicators in measuring the quality of working life, namely:

1. Growth and development: the availability of opportunities to develop abilities and use the skills or knowledge that employees have.
2. Participation or empowerment: the availability of opportunities to participate or engage in the taking of work.
3. Innovative reward system: the rewards given to employees allow them to meet and satisfy their various needs in accordance with the standard of living of employees and in accordance with the standards of remuneration and payroll prevailing in the job market.
4. Work environment: i.e. the availability of a conducive work environment including the workplace, workplace regulations on the establishment of working hours and leadership

Motivation to Achieve

Heckhausen (1967) describes that the motivation of achievement as an individual's painstaking effort to improve or maintain the highest possible self-proficiency in all activities by using the standard of excellence as a comparison. According to McClelland (1987), the motivation to excel is the driving force that motivates a person's passion for work, which encourages a person to develop creativity and move all the abilities and energy he has in order to achieve maximum work achievements. Meanwhile, according to Santrock (2003), the motivation to excel is the desire to get things done in order to achieve a standard of success. According to McClelland (1987) the motivational indicators of achievement are as follows:

1. Goal-oriented: individual behavior to focus achieve or complete targets and outcomes that have been planned.
2. Target kerja: the target charged to employees in units of time by *8*stasni /company.
3. Quality of work: an outcome that can be measured by the *level of efficiency and effectiveness of an employee in completing his work*.
4. Responsibility: *the* attitude shown by an employee to what has been assigned to him.
5. Courage to take risks: an attitude to dare to make decisions, action on a problem that has risks consciously and responsibly.
6. Creative and innovative: an ability to develop new ideas and new ways of seeing problems and opportunities and implementing solutions.

Organizational Citizenship Behavior

Robbins and Judge (2008:40) stated that *Organizational Citizenship Behavior* is a person's *preferred behavior that is not part of the formal work obligations* of an employee, whose function is to support the organization effectively and efficiently. Gary (2012) *Organizational Citizenship Behavior* is the voluntary behavior of an employee to be willing to perform duties or work outside of the employee's obligations and responsibilities for the

development and benefit of his organization. *Organizational Citizenship Behavior* is characterized by efforts made in any form based on the discretion of employees who benefit the organization without expecting Stanley's reward (2013). The indicators used in this study based on Organ (2006) include:

1. *Altruism* is the behavior of employees who help colleagues in completing their work even though it is not included in the tupoksi,
2. *Courtesy* is a behavior in handling and dealing with if there are problems related to work
3. *Sportmanship* is the behavior of a person to accept less pleasant circumstances or conditions and tolerate discomfort,
4. *Civic Virtue* is the behavior of responsibility for voluntary participation in the activities of the organization,
5. *Conscientiousness* is an individual behavior in the form of dedication in working to achieve results above the standards of what has been set.

Employee Performance

Robbins (2008:8) states that Performance is an outcome achieved by an employee in his work according to certain criteria applicable to a job. Performance is a behavior that everyone displays as work achievements produced by employees in accordance with their role in the organization (Rivai, 2009:1) Kinerja is the result of work both in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities imposed on him Mangkunegara (2017:67). Employee performance indicators according to Bernardin and Russel (2008:239) are as follows:

1. *Quality*: the level of a process or the result of an ideal / appropriate activity to be able to complete the work with predetermined goals.
2. *Quantity*: that is, the amount produced in the form of the value of money, the number of units or the number of activities that have been completed.
3. *Timeliness*: relates to punctuality in completing a task, work or activity in a set time measure.
4. *Cost effectiveness*: the use of organizational resources is maximized with a view to achieving the highest targets.
5. *Need for supervision*: in its implementation employees carry out their work without the help of supervisors or vice versa to avoid mistakes or get results that are in accordance with what is cooled.
6. *Interpersonal impact*: employee behavior shows feelings of self-esteem, goodwill and cooperation between colleagues and subordinates.

Research Conceptual Framework

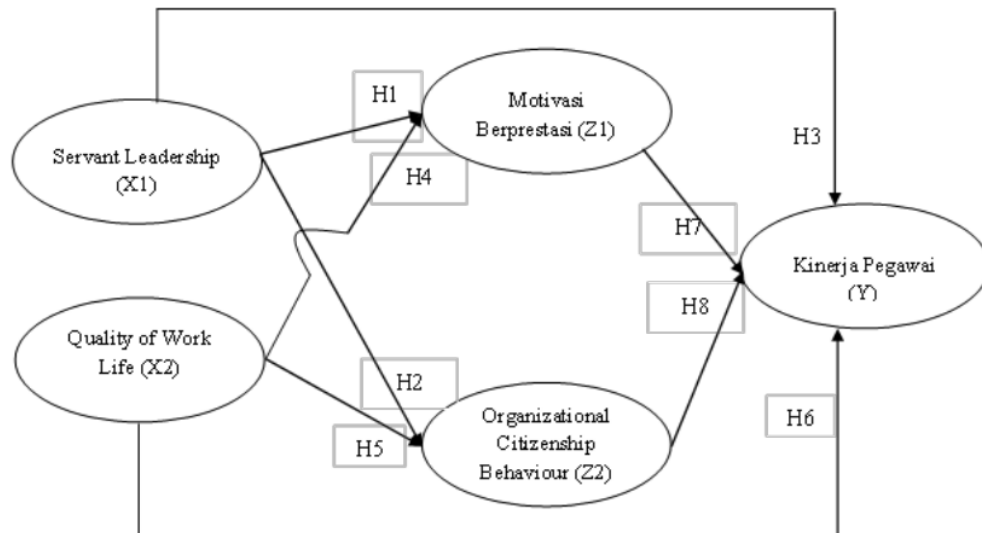


Figure 1. Conceptual Framework

Research Hypothesis

Based on the purpose of the study, theories and conceptual frameworks, hypotheses can be formulated as follows:

- Hypothesis 1: *Servant leadership* has a significant effect on the motivation for achieving employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 2: *Servant leadership* has a significant effect on the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 3: *Servant leadership* has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 4: *The quality of work life* has a significant effect on the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 5: *Quality of Work Life* has a significant effect on the *Organizational Citizenship Behavior* of employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 6: *Quality of work life* has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 7: The motivation to achieve has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province.
- Hypothesis 8: *Organizational Citizenship Behavior* has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province.

Research Methods

This type of research is an explanatory causal that is used to prove the causal relationship between the variables of *servant leadership*, *quality of work life*, motivation for achievement,

organizational citizenship behavior and employee performance in the Regional Opinion Agency of East Java Province.

The population in this study was all employees of the Regional Revenue Agency of East Java Province which amounted to 1237 employees. To calculate the number of samples from the employee population of the East Java Provincial Revenue Agency using the slovin formula, it can be known that the sample needed is at least 302 respondents. Using *proportional random sampling* 306 respondents filled out the questionnaire. Data analysis using the Structural Equation Modelling (SEM) method using AMOS 26.0 analysis software to analyze the data that has been collected from respondents.

Results and Discussion

Characteristics of Respondents

Table 2. Characteristics of Respondents

Characteristics of Respondents		Total	Percentage (%)
Gender	Man	216	71
	Woman	90	29
	Total	306	100
Age	18-25	8	2,6
	>25 - 35	68	22,2
	>35 - 45	136	34
	>45 - 55	72	31
	>55 - 65	22	1
	Total	306	100
Education	SMA	49	16
	D3	17	5,6
	D4/S1	188	61,4
	S2	51	16,7
	S3	1	0,3
	Total	306	100

²³ Based on table 2, it can be seen that the employees who were respondents in this study were mostly male, for the age range of the majority over 35 to 45 years and the respondents had the most D4 / S1 education.

¹⁰ Validity Test

The results of the questionnaire data validity test showed that all question items had a significant value below 0.05. Thus, it can be concluded that all question items contained in the questionnaire are valid for measuring the five variables of this study.

Table 3. Validity Test Results

Variable	Items	Pearson Correlation	Sig
Servant Leadership	¹² X1.1.1	0,778	0,000
	X1.1.2	0,765	0,000
	X1.2.1	0,827	0,000

Variable	Items	Pearson Correlation	Sig
(X ₁)	X1.2.2	0,801	0,000
	X1.3.1	0,825	0,000
	X1.3.2	0,835	0,000
	X1.4.1	0,714	0,000
	X1.4.2	0,804	0,000
	X1.5.1	0,790	0,000
	X1.5.2	0,750	0,000
Quality of Work Life (X ₂)	X2.1.1	0,801	0,000
	X2.1.2	0,812	0,000
	X2.2.1	0,779	0,000
	X2.2.2	0,742	0,000
	X2.3.1	0,843	0,000
	X2.3.2	0,817	0,000
	X2.4.1	0,828	0,000
	X2.4.2	0,847	0,000
Motivation to Excel (Z ₁)	Z1.1.1	0,682	0,000
	Z1.1.2	0,819	0,000
	Z1.2.1	0,704	0,000
	Z1.2.2	0,791	0,000
	Z1.3.1	0,759	0,000
	Z1.3.2	0,807	0,000
	Z1.4.1	0,804	0,000
	Z1.4.2	0,748	0,000
	Z1.5.1	0,730	0,000
	Z1.5.2	0,799	0,000
	Z1.6.1	0,747	0,000
	Z1.6.2	0,787	0,000
OCB (Z ₂)	Z2.1.1	0,655	0,000
	Z2.1.2	0,635	0,000
	Z2.2.1	0,679	0,000
	Z2.2.2	0,743	0,000
	Z2.3.1	0,792	0,000
	Z2.3.2	0,822	0,000
	Z2.4.1	0,768	0,000
	Z2.4.2	0,796	0,000
	Z2.5.1	0,814	0,000
Z2.5.2	0,795	0,000	
Performance (Y)	Y.1.1	0,781	0,000
	Y.1.2	0,787	0,000
	Y.2.1	0,853	0,000
	Y.2.2	0,847	0,000
	Y.3.1	0,873	0,000
	Y.3.2	0,870	0,000

Variable	Items	Pearson Correlation	Sig
	Y.4.1	0,827	0,000
	Y.4.2	0,748	0,000
	Y.5.1	0,830	0,000
	Y.5.2	0,769	0,000
	Y.6.1	0,881	0,000
	Y.6.2	0,819	0,000

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Reliability Test

The results of the reliability test (Table 4) using SPSS showed the value of Cronbach's alpha on the *servant leadership* variable of 0.932, the *quality of work life* variable of 0.923, the achievement motivation variable of 0.933, the *Organizational Citizenship Behavior* variable of 0.921, and the performance variable of 0.956. So that the whole variable has a value of Cronbach's alpha more than the minimum limit of 0.6 and it can be concluded that the whole variable has been reliably.

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Table 4. Reliability Test Results

Variables	No. of Items	Cronbach's Alpha	Description
Servant Leadership (X1)	10	0.932	Reliable
Quality of Work Life (X2)	8	0.923	Reliable
Motivation to Excel (Z1)	12	0.933	Reliable
OCB (Z2)	10	0.921	Reliable
Performance (Y)	12	0.956	Reliable

Outlier Testing

Multivariate outliers test dined in structural equation modeling analysis, the evaluation of outliers can be seen at the value of *Mahalanobis distance* at the level of $p < 0.001$. This *mahalanobis distance* is evaluated using *chi-square* at a degree of freedom equal to the number of indicators used in the penelitan.

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Table 5. Multivariate outliers results

Observation Number	Mahalanobis d-squared	p1	p2
31	53.891	0.001	0.000
179	53.89	0.001	0.000
230	53.462	0.001	0.000
199	53.274	0.001	0.000
158	53.186	0.001	0.000
<i>dst</i>	<i>dst</i>	<i>dst</i>	<i>dst</i>

1

Based on table 5 above, it can be seen that the highest value lies in the 31st observation of 53,891 which is still below 54,052. Based on this description, it can be concluded that there are no *multivariate outliers* from the data used in this study, so that all observations totaling 306 respondents were not issued and could be used for analysis purposes.

Model Fit Results

Table 6. Goodness of Fit overall model

Indicators	Cut of Value	Estimation	Information
Chi-square	0.05	488.07	Fit
Significance	0.05	0,061	Fit
CMIN/df	2.00	1,683	Fit
RMSEA	0.10	0,074	Fit
TLI	0.90	0,926	Fit
CFI	0.90	0,934	Fit
GFI	0.90	0,935	Fit
NFI	0.90	0,900	Fit

The results of the Goodness of Fit measurement, the model shows the value of the fit index throughout the indicator. Thus the model can be concluded that this model is said to be fit / good so that the model is worth using in further testing.

Table 7. Hypothesis Test Results

Relationships between variables		Estimate	S.E	C.R	P	Information
Servant leadership	→ Motivation to excel	0,261	0,061	4,29	0,000	Significant
Servant leadership	→ OCB	0,243	0,073	3,318	0,001	Significant
Servant leadership	→ Performance	0,133	0,047	2,811	0,005	Significant
Quality of Work Life	→ Motivation to excel	0,558	0,064	8,685	0,000	Significant
Quality of Work Life	→ OCB	0,750	0,072	10.377	0,000	Significant
Quality of Work Life	→ Performance	0,127	0,091	1.391	0,164	Insignificant
Motivation to excel	→ Performance	0,684	0,075	9.130	0,000	Significant
OCB(Z ₂)	→ Performance	0,284	0,074	3,826	0,000	Significant

Discussion

The influence of servant leadership on the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of the influence of *Servant leadership* on achievement motivation of 0.261, this shows a positive influence of *servant leadership* on achievement motivation. The higher the average *servant leadership*, the more motivation to excel. The CR value of 4.26 > 1.96 and the significance value of 0.000 (p<0.05), so that a hypothesis can be concluded that *servant leadership* has a significant effect on the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province can be accepted. That way *Servant Leadership* that is able to empower others, makes employees feel the trust given to take action and listen to suggestions from their subordinates will have

an impact on the motivation for employee achievement , especially the quality of work produced by employees of the Regional Revenue Agency of East Java Province.

Pengaruh *servant leadership* towards the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of the influence of *servant leadership* on *organizational citizenship behavior* of 0.243. This shows the positive influence of *servant leadership* on *organizational citizenship behavior*. The significance value obtained is 0.001 ($p < 0.05$) and the CR value of 3.318 meets the requirements > 1.96 , the higher the *servant leadership*, the higher the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province. So it can be concluded that the state that *servant leadership* has a significant effect on the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province can be accepted. That way high *Servant Leadership* is able to empower others, make employees feel the trust given to take action and listen to suggestions from their subordinates will have an impact on the OCB behavior of their employees so that their employees can accept unpleasant circumstances or conditions and can increase the desire to help other employees.

The influence of *servant leadership* on the performance of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of the influence of *servant leadership* on performance of 0.133. This shows the positive influence of *servant leadership* on employee performance. The significance value obtained is 0.005 ($p < 0.05$) and the CR value = 2.811 meets the requirement of > 1.96 . So that a hypothesis can be concluded that *servant leadership* has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province can be accepted. That way high *Servant Leadership* is able to empower others, making employees feel the trust given to take action and listen to suggestions from their subordinates will have an impact on improving the performance of employees of the Regional Revenue Agency of East Java Province for punctuality, quality and quantity of work, work efficiency and teamwork between employees.

Pengaruh *quality of work life* towards the motivation of outstanding employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of the effect of *quality of work life* on the motivation to achieve was 0.558. This shows the positive influence of *quality of work life* on the motivation to excel. The higher the average *quality of work life*, the more motivation to excel. The significance value obtained is 0.000 and the CR value = 8.685 which meets the requirement > 1.96 . So that a hypothesis can be concluded that the *quality of work life* has a significant effect on the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province can be accepted. A good *quality of work life* can arouse and increase the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province, one of which is by creating a good and conducive work environment so that it has an impact on the quality of work produced by employees.

The effect of *quality of work life* on the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of *the effect of quality of work life on organizational citizenship behavior* of 0.750. This shows the positive influence of *quality of work life on organizational citizenship behavior*. The higher the average *quality of work life*, the more *organizational citizenship behavior* will also increase. The significance value obtained is 0.000 ($p < 0.05$) with a CR value = 10,377 which qualifies > 1.96 . So that a hypothesis can be concluded that *the quality of work life has a significant effect on the organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province can be accepted. agencies that have a high *quality of work life* will encourage the emergence of *organizational citizenship behavior*, these actions exceed the minimum rules of the agency such as helping colleagues outside working hours, tolerating discomfort and dedication to work to achieve results above agency standards.

Pengaruh *quality of work life* on the performance of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value *the effect of quality of work life on performance* of 0.127. This shows the positive influence of *quality of work life on performance*. The higher the average *quality of work life*, the more employee performance will also increase. The significance value obtained was 0.164 ($p > 0.05$) and the CR value = 1,391 that did not meet the requirements > 1.96 . So it can be concluded that *the quality of work life* does not have a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province. Thus, the hypothesis that *the quality of work life* has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province is not accepted. Thus, *the quality of work life* currently owned by employees has no impact on improving the performance of employees of the Regional Revenue Agency of East Java Province.

Pengaruh motivation to excel against the performance of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of the effect of *achievement motivation on performance* of 0.684. This shows the positive influence of *achievement motivation on performance*. The higher the average motivation to achieve, the more employee performance will also increase. The significance value obtained is 0.000 ($p < 0.05$) and the CR value = 9.130 which qualifies > 1.96 . So that a hypothesis can be concluded that *the motivation to excel has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province* can be accepted. Motivation to excel has an important role in employee performance, so to improve the performance of employees of the Regional Revenue Agency of East Java Province, it is necessary to increase the motivation for employee achievement, with motivation in completing work without any sense of coercion, being brave in carrying out responsibilities and risks and being goal-oriented will make it easier to complete performance targets and improve the *quality of work* results.

Pengaruh *organizational citizenship behavior* towards the performance of employees of the Regional Revenue Agency of East Java Province.

The test results showed an estimated value of *the influence of organizational citizenship behavior on performance* of 0.284. This shows the positive influence of *organizational citizenship behavior on performance*. The higher the average *organizational citizenship behavior*, the more employee performance will also increase. The significance value obtained

is 0.000 ($p < 0.05$) and the CR value = 3.826 meets the > 1.96 . So that a hypothesis can be concluded that *organizational citizenship behavior* has a significant effect on the performance of employees of the Regional Revenue Agency of East Java Province, which can be accepted. With the presence of high employee OCB, the employment of employees of the Regional Revenue Agency of East Java Province is getting higher. OCB can encourage employees to help colleagues who are under too high a load and provide input or solutions to problems in the work environment so that targeted performance can be met and even achieve results that are above the standard.

Conclusion.

Based on the formulation of the problem, literature review, research analysis and discussion that has been described in the previous chapters, the results of this study can be concluded as follows:

1. Servant leadership has a positive and significant effect on the motivation for the achievements of employees of the Regional Revenue Agency of East Java Province. The higher the level of *Servant Leadership*, the higher the impact on increasing the motivation for employee achievement.
2. Servant leadership has a positive and significant effect on the *organizational citizenship behavior* of employees of the Regional Revenue Agency of East Java Province. The higher the level of *Servant Leadership*, the higher the *organizational citizenship behavior* of employees.
3. Servant leadership has a positive and significant effect on the performance of employees of the Regional Revenue Agency of East Java Province. The higher the level of *Servant Leadership*, the higher the impact on improving employee performance.
4. The *quality of work life* has a positive and significant effect on the motivation for the achievement of employees of the Regional Revenue Agency of East Java Province. The higher the *quality of work life*, the higher the impact on increasing employee achievement motivation.
5. The *quality of work life* has a positive and significant effect on the *organizational citizenship behavior of employees* of the Regional Revenue Agency of East Java Province. The higher the *quality of work life*, the higher the *organizational citizenship behavior* of employees.
6. The *quality of work life* has a positive but not significant effect on the performance of employees of the Regional Revenue Agency of East Java Province. The higher the *quality of work life* does not have a significant impact on improving *employee organizational citizenship behavior*.
7. The motivation to achieve has a positive and significant effect on the performance of employees of the Regional Revenue Agency of East Java Province. The higher the achievement rate, the higher the impact on improving employee performance.
8. *Organizational citizenship behavior* has a positive and significant effect on the performance of employees of the Regional Revenue Agency of East Java Province. The higher the *Organizational citizenship behavior*, the impact is the higher the employee performance.

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